

INVESTIGATING THE IMPACT OF ORGANIZATIONAL FACTORS ON JOB SATISFACTION AMONG ROYAL MALAYSIAN POLICE FORCE EMPLOYEES IN THE POLICE DISTRICT OF KLIA

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Abstract: *This study aims to explore the factors that influence job satisfaction among police personnel in the Royal Malaysian Police Force (RMPF) in the KLIA district. The study employs a descriptive, quantitative-based correlation design to identify the factors affecting job satisfaction among police personnel. The sample size comprises 124 police personnel working in the KLIA district. The study's results suggest that salary is a critical factor in determining job satisfaction, consistent with previous studies. However, the study's findings on the lack of significance of job design, superior supervision, and promotion opportunities are surprising and contradict previous studies. Policymakers and organizational leaders can use the findings of this study to improve policies and practices that aim to enhance the job satisfaction of RMPF officers. Improving job satisfaction may improve the overall performance of RMPF officers in Malaysia. This study provides valuable insights for policymakers and organizational leaders to develop policies and practices that enhance the job satisfaction of RMPF officers, potentially improving the effectiveness of the police force in the KLIA district.*

Keywords: *RMPF, Job Satisfaction, Organisational Factors*

Introduction

The Polis Di Raja Malaysia, also known as the Royal Malaysian Police Force (RMPF), has been serving the citizens of Malaysia for over 211 years since its establishment by the British government on 25th March 1807. The primary objective of the RMPF is to safeguard the safety and sovereignty of Malaysia and its citizens by preventing and stopping crime, arresting and prosecuting criminals, and providing a secure environment for the public. However, recent reports suggest that the RMPF's performance has not been optimal, as evidenced by the failure to achieve the annual target of reducing crime index by 5% set by the Government Transformation Program.

Job satisfaction plays a crucial role in determining employee performance, and higher job satisfaction among employees is often associated with better job performance and service quality. However, limited research has been conducted on job satisfaction among police personnel in the RMPF context. Therefore, this study aims to explore the relationship between job satisfaction and the performance level of police personnel in the RMPF, with a specific focus on the district of KLIA, Selangor.

The human resource department plays a critical role in any organization, including the RMPF. Effective human resource management (HRM) can contribute significantly to an organization's overall performance by managing workplace culture/environment and the people within the organization. Therefore, this study seeks to identify the factors that influence job satisfaction among police personnel in the RMPF and examine their impact on the quality of service provided by the RMPF in the KLIA district. By doing so, this study aims to provide insights and recommendations to enhance the job satisfaction level of police personnel and improve the overall performance of the RMPF in the district.

Overall, this study is essential in understanding the level of job satisfaction among police personnel in the RMPF context and its impact on the organization's performance. The findings of this study can be used to improve the quality and service of the RMPF in the district of KLIA, Selangor, and potentially in other districts across Malaysia.

Literature Review

This literature review aims to provide an in-depth analysis of the various factors that contribute to job satisfaction, including salary, promotion opportunities, supervisor supervision, and job design. The review will also examine the interplay between these factors and explore how they interact to influence employee job satisfaction.

Job Satisfaction

Job satisfaction has long been a topic of interest in the field of organizational behavior, and it remains one of the most important factors that contribute to employee well-being and productivity. In Malaysia, job satisfaction has been studied extensively, and researchers have explored a range of factors that influence job satisfaction among employees in various industries Ali et al. (2021). This literature review will discuss the current state of research on job satisfaction in Malaysia, with a focus on the latest studies published in academic journals.

Overall, In Mahmud et al. (2021), job satisfaction continues to be an important area of research in Malaysia, with researchers exploring a range of factors that influence employee satisfaction in the workplace. In the study of Tan et al. (2020), job satisfaction is a crucial factor that affects the motivation, engagement, and performance of Royal Malaysian Police officers. This

literature review highlights several factors that contribute to job satisfaction among RMP officers, including superior supervision, salary, promotion opportunities and job design. Policymakers and organizational leaders should take these factors into account when designing policies and practices that aim to improve the job satisfaction of RMP officers.

Salary

Salary is one of the most important factors that influence employees' job satisfaction (Ali et al, 2020). Employees expect to be compensated fairly for their work, and a higher salary is often perceived as a sign of recognition and appreciation. Research has consistently found that salary is positively related to job satisfaction (Zafar et. al, 2021). In the study by Fajnzyl et. al (2019) found that higher salaries were positively associated with job satisfaction among public sector employees in Colombia. Similarly, a study by Ali et. al (2021) found that the relationship between salary and job satisfaction was stronger among employees who perceived their work as meaningful.

Promotion opportunities

Research has consistently found that promotion opportunities are positively related to job satisfaction (Aljohani, et. al., 2020; Ramírez et. al., 2019; Jin, et al., 2021). Promotion opportunities provide a sense of career advancement, achievement, and recognition, and can enhance employees' job satisfaction. Promotion opportunities can also moderate the relationship between other job characteristics and job satisfaction (Adhikari, et al., 2021).

Supervisor supervision

Effective supervision can provide employees with guidance, support, and feedback, which can enhance their work experience and job satisfaction. Effective supervision can enhance employees' work experience and job satisfaction, and supervisor support and coaching have been found to be positively related to job satisfaction in various settings (Al-Jaghoub et al., 2021). Poor supervision can lead to dissatisfaction and turnover (Liu et al., 2019). However, in the research by Al-Hawari et al. (2020), the relationship between supervisor supervision and job satisfaction may be moderated by individual and contextual factors, and the effectiveness of supervisor supervision may vary across different types of organizations and work settings. In a study by Jin et al. (2021) found that the relationship between promotion opportunities and job satisfaction was stronger among employees who had high levels of emotional intelligence in the technology industry in China. Similarly, Joo et al. (2019) found that the relationship between promotion opportunities and job satisfaction was stronger among employees who had high levels of perceived organizational support in the hospitality industry in South Korea.

Job design

Job design is a critical aspect of organizational management, as it affects employee motivation, performance, and job satisfaction. Job design involves the process of defining job tasks, responsibilities, and work relationships in a way that promotes employee effectiveness and satisfaction. Research has consistently found that job design is positively related to job satisfaction (Elangovan et al., 2020; Li et al., 2019). Job design affects employee motivation, performance, and job satisfaction, and can mediate the relationship between other job characteristics and job satisfaction. Job design should be tailored to individual and contextual factors, such as personality and organizational justice, to enhance its effectiveness in promoting job satisfaction (Wang et al., 2021; Kim et al., 2019). In a study by Gao et al. (2021) found that

the relationship between job design and job satisfaction was stronger among employees who had high levels of perceived organizational justice.

Theoretical Framework

Based on the literature reviewed in this study, a conceptual framework has been developed to explore the potential relationships between four key independent variables. These variables include salary, promotion opportunities, supervisor supervision, and job design, each of which could potentially impact outcomes such as job satisfaction, employee retention, or performance. The framework is presented in Figure 1 and serves as a conceptual model for understanding the potential interactions between these variables.

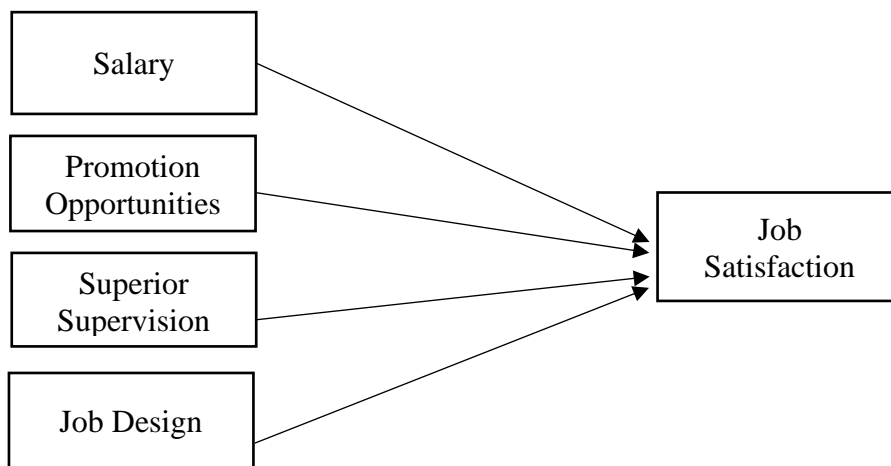


Figure 1: The Conceptual Framework

Data collection and methods

This study employs a descriptive, quantitative-based correlation design to explore the factors affecting job satisfaction among police personnel in the Kuala Lumpur International Airport (KLIA) district. The research is conducted in a non-contrived setting and data are collected from Royal Malaysian Police Force (RMPF) personnel. Purposive convenient sampling is employed, where the survey is administered through higher authorities to obtain quick responses. This method is a non-probability sampling technique that collects information from easily accessible population members. The survey consists of closed-ended questions related to factors and job satisfaction.

Data are collected through a questionnaire, which is developed by adapting questions from several previous studies. Section A of the questionnaire pertains to demographic profiling, with questions designed using nominal and ordinal scales. Section B is related to independent variables, while Section C relates to dependent variables, both employing a five-point Likert internal scale format ranging from “Strongly Agree” (5) to “Strongly Disagree” (1) for question structure.

The study population comprises 1100 police personnel working in the KLIA district. To determine the sample size, the Cohen sampling formula is used as the population size is small and fixed. A total of 124 questionnaires are distributed to police personnel in the KLIA district, with no questionnaires discarded. Therefore, the 124 collected questionnaires are used for data analysis, which is conducted using SPSS and Smart-PLS (Sarstedt, Ringle, & Hair, 2017).

Results and discussions

Demographic

The present study utilized SPSS (Version 20) software to explore the descriptive statistics of the study variables. Data from 124 respondents were collected and included in the analysis. Based on Table 1, for the demographic characteristics of the respondents, the majority were male (64.5%; N=80) and the remaining respondents were female (35.5%; N=44). The age distribution of the respondents revealed that the highest percentage of respondents fell within the 30-50 years old category (41.1%; N=51), followed by the 18-30 years old category (40.3%; N=50) and the lowest percentage of respondents belonged to the 50-60 years old category (23%; N=23). In terms of race, Malays constituted the majority of the respondents (79%; N=98), while other races such as Indians and Chinese accounted for 21% of the total respondents (N=26).

The rank distribution of the respondents showed that the majority of the respondents were in the Rank & File category (78%; N=96), while the Officer category comprised 22% of the total respondents (N=28). The highest number of respondents belonged to the Lance Corporal rank (18.5%; N=23), followed by the Corporal rank (16.9%; N=21) and the Police Constable rank (16.1%; N=20). Conversely, the Superintendent Police rank had the lowest representation among the respondents (1.6%; N=2). Regarding salary, the majority of the respondents earned between RM2000-RM4000 (32.3%; N=40), followed by those who earned between RM1000-RM2000 (30.6%; N=38), RM4000-RM6000 (28.2%; N=35) and the lowest salary range was between RM6000-RM8000 (8.9%; N=11).

Regarding the length of service, the highest number of respondents had served for 20 years and above (35.5%; N=44), while 26.6% of the respondents (N=33) had less than 5 years of service, 25.8% (N=32) had served between 5-10 years and 15% of the respondents (N=15) had served between 10-20 years. Additionally, the departmental distribution of the respondents indicated that there were 10 departments operating in the KLIA District. The Special Branch department had the highest representation (17.7%; N=22), followed by the Crime Investigation Department (14.5%; N=18), while only 4.9% of the respondents (N=6) were from the Crime Prevention Department.

Table 1: Demographic Profile

Demographic Profile		Frequency	Percent
Gender of participant	Male	80	64.5
	Female	44	35.5
	Total	124	100
Age of participant	18 - 30 years old	50	40.3
	30 - 50 years old	51	41.1
	50 - 60 years old	23	18.5
	Total	124	100
Race of participant	Malay	98	79
	Chinese	2	1.6
	Indian	15	12.1
	Others	9	7.3
	Total	124	100

Ranking in police force	Police Constable	20	16.1
	Lance Corporal	23	18.5
	Corporal	21	16.9
	Sergeant	13	10.5
	Sergeant Major	10	8.1
	Sub Inspector	9	7.3
	Probationary Inspector	2	1.6
	Inspector	10	8.1
	Assistance Superintendent Police	10	8.1
	Deputy Superintendent Police	4	3.2
	Superintendent Police	2	1.6
	Total	124	100
Salary of Participant	RM 1000 - RM 2000	38	30.6
	RM 2000 - RM 4000	40	32.3
	RM 4000 - RM 6000	35	28.2
	RM 6000 - RM 8000	11	8.9
	Total	124	100
Service (number of years)	Less than 5 years	33	26.6
	5 - 10 years	32	25.8
	10 - 20 years	15	12.1
	20 years and above	44	35.5
	Total	124	100
Service Department	Management Department	15	12.1
	Special Branch (SB)	22	17.7
	Criminal Investigation Department (CID)	18	14.5
	Internal Security and Public Order Department	9	7.3
	Commercial Crime Investigation Department (CCID)	16	12.9
	Narcotic Criminal Investigation Department (NCID)	9	7.3
	Strategic Resources and Technology Department	10	8.1
	Integrity and Standards Compliance Department	6	4.8
	Crime Prevention and Community Safety Department	6	4.8
	Traffic Enforcement and Investigation Department	13	10.5
Total	124	100	

Main analysis

The Smart PLS path model has two phases: measurement model evolution and structured model evolution. In the first phase, researchers evaluate the relationship between the hidden variable and observable variables. In the second phase, they examine the relationship between the endogenous variables and other hidden variables. Smart-PLS is a popular tool for structural equation modeling because it can handle complex models and analyze both reflective and formative constructs (Hair et al., 2017).

Structural model

The structural model is a statistical technique used to analyze the relationship between latent variables in a research study. As outlined by Hair et al. (2014), the structural model showcases the path relationships and constructs between these variables. The purpose of this research is to examine the effects of Job Design (JD), Superior Supervision (SS), Salary (S), and Promotion Opportunities (PO) on Job Satisfaction. The structural model is used to illustrate and explain the relationships and effects of these variables on job satisfaction.

In Figure 2, the path model is constructed, with all four independent variables connected to the dependent variable, Job Satisfaction. This model allows us to examine the extent of the relationship between the independent and dependent variables.

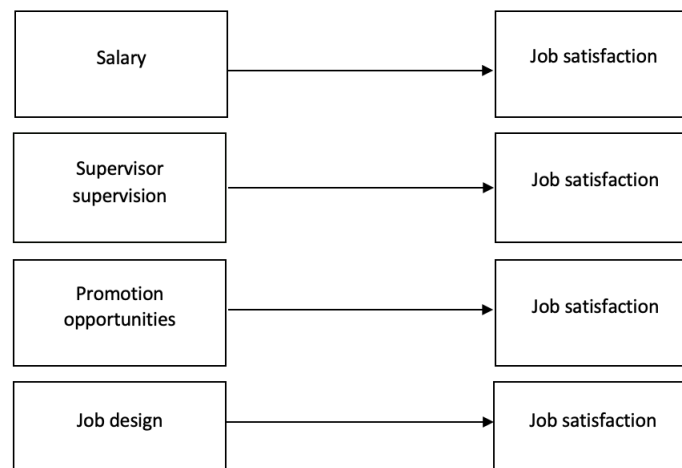


Figure 2: The Structural Model Of Salary (S), Superior Supervision (SS), Promotion Opportunities (PO), and Job Design (JD) With Job Satisfaction (JS).

Measurement model result

Based on Table 2, high internal consistency reliability was observed for all variables, with composite reliability values of Salary (0.846), Promotion Opportunities (0.902), Superior Supervision (0.945), Job Design (0.945), and Job Satisfaction (0.928). Table 2 also displays the AVE values, indicating that more than half of the respective indicators' variance is explained by the latent variable, with all 5 variables exceeding the threshold value of 0.5 for convergent validity. Furthermore, all indicator loadings were above the reliable threshold value of 0.7, indicating their reliability.

Table 2: Result Summary for the Reflective Measurement

Latent Variable	Indicator	Loading	Indicator Reliability	Composite Reliability	AVE	Discriminant Analysis
Salary	Q8	0.687	0.712	0.846	0.65	Yes
	Q9	0.88	0.88			
	Q10	0.838	0.838			
Promotion Opportunities	Q12	0.903	0.903	0.902	0.756	Yes
	Q13	0.917	0.917			
	Q14	0.782	0.782			
Superior Supervision	Q16	0.916	0.916	0.945	0.851	Yes
	Q17	0.954	0.954			
	Q18	0.898	0.898			
Job Design	Q22	0.953	0.953	0.945	0.896	Yes
	Q23	0.94	0.94			
Job Satisfaction	Q25	0.716	0.716	0.928	0.765	Yes
	Q26	0.911	0.911			
	Q27	0.957	0.957			
	Q28	0.895	0.895			

The study proceeded to evaluate discriminant validity at the construct level using the Fornell-Larcker criterion, cross-loadings, and the HTMT (Heterotrait Monotrait Ratio). The AVE values in Table 2 indicated that each latent variable explains more variance in its assigned indicators than in another latent variable, providing evidence of discriminant validity at the construct level.

Table 3 displays the indicator loadings, with each indicator assigned to the latent variable having a greater loading (bolded number) than its cross-loadings, thus establishing discriminant validity at the indicator level. Additionally, the study utilized the HTMT method, which indicates that all ratios in Table 5 were significantly below the threshold value of 0.9, suggesting discriminant validity.

Table 3: Fornell-Larcker Criterion

	Job design	Job satisfaction	Promotion opportunities	Salary	Supervisor supervision
Job design	0.96				
Job satisfaction	0.373	0.933			
Promotion	0.609	0.423	0.858		
Salary	0.288	0.39	0.605	0.836	
Supervisor	0.322	0.35	0.709	0.403	0.915

Table 4: Cross Loading

Cross loading	Job design	Job satisfaction	Promotion opportunities	Salary	Supervisor supervision
Q8	0.321	0.281	0.374	0.767	0.262
Q9	0.176	0.243	0.433	0.91	0.21
Q10	0.219	0.402	0.633	0.825	0.461
Q12	0.55	0.495	0.932	0.545	0.619
Q13	0.59	0.277	0.884	0.522	0.663
Q14	0.404	0.117	0.748	0.561	0.62
Q16	0.437	0.363	0.711	0.355	0.902
Q17	0.239	0.35	0.633	0.405	0.945
Q18	0.065	0.136	0.543	0.323	0.896
Q22	0.965	0.379	0.571	0.255	0.336
Q23	0.955	0.334	0.6	0.3	0.279
Q26	0.345	0.899	0.324	0.282	0.201
Q27	0.359	0.957	0.397	0.414	0.366
Q28	0.342	0.943	0.451	0.378	0.385

Table 5: Heterotrait-Monotrait Ratio (HTMT)

	Job design	Job satisfaction	Promotion opportunities	Salary	Superior supervision
Job design					
Job satisfaction	0.404				
Promotion	0.662	0.375			
Salary	0.336	0.423	0.717		
Supervisor	0.292	0.339	0.796	0.427	

After establishing a reliable and valid measurement model, the structural model was accessed to analyze the relationship between the latent variables in the present study. Figure 2 presents the results of the structural model. The R2 value for Job Satisfaction is at 0.249. Therefore, the endogenous latent variables is explained by the model as moderately well (Chin,1998; Henseler et al., 2009). The changes in R2 value is calculated to identify the effect size (f2) of the predictors. The result hence shows that the (f2) effect size ranges from 0.051 to 0.000, indicating the presence of small to nothing effect. Salary has the highest effect among the four at (f2 = 0.051), followed by job design at (f2 = 0.047), while Supervisor Supervision has a very small effect at (f2 = 0.018) and Promotion Opportunities has no effect at (f2 = 0.00) on job satisfaction level.

Table 6: Significant Testing Results Of The Structural Model

Path Coefficients	T Statistics (O/STDEV)	Significance Value	P Values
JD -> JS	1.744	NS	0.081
P-> JS	0.021	NS	0.983
S -> JS	2.504	**	0.012
SS -> JS	1.153	NS	0.249

Note: NS = not significant. **p<.05

Hypothesis testing result

Table 7 presents the hypothesis testing results, indicating that only one out of the four paths was statistically significant at the 0.05 level. Hypothesis testing was conducted by running bootstrapping in Smart-PLS to obtain the P value, and a value above 0.05 confirms that the hypothesis being tested is not supported. The general rule of thumb is that the obtained value should be below 0.05.

Table 7: Significant testing of the Coefficient

Path Coefficients	T Statistics (O/STDEV)	β Value	Significance Value	P Values
JD -> JS	1.744	0.244	NS	0.081
P-> JS	0.021	0.005	NS	0.983
S -> JS	2.504	0.249	**	0.012
SS -> JS	1.153	0.167	NS	0.249

Note: NS = not significant. ** $p < 0.05$

The Beta Coefficient value and P value of the tested variables are presented in the table. The results indicate that all independent variables have an influence on the job satisfaction level, with Salary having the highest influence, followed by Job Design, Superior Supervision, and Promotion Opportunities. This confirms the existence of a relationship and influence of the variables on job satisfaction. To confirm the researcher's hypothesis, the P values from the collected data need to be analyzed to support the tested hypothesis.

Table 8: Summary of Hypothesis Result

Hypothesis	Description	Result
H1	There may be a significant connection between salary and job satisfaction	Not Rejected P Value < 0.05 (P= 0.012)
H2	There may be a significant connection between promotion opportunities and job satisfaction	Rejected P value > 0.05 (P= 0.983)
H3	There may be a significant connection between Superior Supervision and job satisfaction	Rejected P value > 0.05 (P= 0.249)
H4	There may be a significant connection between Job Design and job satisfaction	Rejected P Value > 0.05 (P= 0.081)

Table 8 presents the results of the four tested hypotheses. Three of the hypotheses were rejected as their P values were not less than 0.05. The only hypothesis that was not rejected was H1: There is a positive relationship between job salary and job satisfaction, with a P value of 0.012. The other three hypotheses, testing the relationship between Promotion Opportunities and Job Satisfaction (P=0.983), Superior Supervision and Job Satisfaction (P=0.249), and Job Design and Job Satisfaction (P=0.081), were rejected.

Discussion and Conclusion

The present study's findings contribute to the existing literature on the relationship between job satisfaction and various factors that affect it. The study's results suggest that salary is a critical factor in determining job satisfaction. This finding is consistent with previous studies that have shown that financial compensation plays a significant role in determining employee job satisfaction.

However, the study's findings on the lack of significance of job design, superior supervision, and promotion opportunities are surprising and contradict previous studies that have highlighted the importance of these factors in determining job satisfaction. It is possible that the study's sample size or sampling technique may have influenced these results. Future studies could use larger and more diverse samples to validate or contradict the present study's findings.

Overall, the present study highlights the importance of considering multiple factors that influence job satisfaction, including financial compensation, in designing effective strategies to improve employee satisfaction and retention. Companies should strive to ensure that they provide fair and competitive financial compensation to their employees, as it is an essential factor in determining employee job satisfaction.

The present study's findings open up several avenues for future research. First, future studies could explore the reasons behind the lack of significance of job design, superior supervision, and promotion opportunities in determining job satisfaction. This could involve investigating whether these factors are less important than previously thought or if other factors, such as organizational culture, play a more significant role in determining job satisfaction.

Second, future studies could investigate the impact of other factors, such as work-life balance, employee autonomy, and job security, on job satisfaction. These factors have been highlighted in previous studies as being essential determinants of employee job satisfaction, and it would be interesting to see if they also have a significant effect in the context of the present study.

Third, future studies could use different methodologies, such as qualitative research, to gain a deeper understanding of the factors that influence job satisfaction. Qualitative research could provide more in-depth insights into employees' experiences and perceptions of various factors that influence their job satisfaction, which could help to shed light on the discrepancies between the present study's findings and previous research.

In summary, future research could build upon the present study's findings by exploring the reasons behind the lack of significance of job design, superior supervision, and promotion opportunities, investigating the impact of other factors on job satisfaction, and using alternative research methodologies to gain a deeper understanding of employee job satisfaction.

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