

LEVEL 7 ASSESSMENT SPECIFICATION

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Programme:	DBA		
Module:	Quantitative Research Methods		
Module code:	HKBM7004	Contribution to Overall Module Assessment (%):	100%
Lecturer:	Dr Andrew Chan	Internal Verifier:	
Assignment Title:	Quantitative Research Methods Project Report	Word count (or equivalent):	6858 words
Submission deadline:	19 December 2022	Return date of provisional marks & written feedback:	
Submission method:			
Academic honesty / referencing:			

1. Title

- **Title - Factors affecting Employee Job Satisfaction**
- Based on the research of Paul E. Spector, this mini research is established to be the test environment and foundation of a proper and full scale research. In this paper, opinion of 20 respondents were collected; and the limited number of respondents also reflects the purpose of this paper clearly.

2. Introduction

According to the Covid-19 and Tourism an update published by United Nations Conference on Trade and Development in year 2021 (UNCTAD, 2021), because of the sudden crash in local and international tourism because of Covid-19, there is a potential loss of more than \$4 trillion US dollars to the global GDP in year 2020 and 2021. Therefore it will be very lucky to secure a job, and it is too risky to start a new job because “the last one in may be the first one out”.

However, the post-pandemic staff turnover is another very hit topic to be discussed in the labour market worldwide when the companies are still busy with resuming the post-pandemic new normal. Last year, Achievers Workforce Institute released a 2021 Employee Engagement and Retention Report, stating that 52 percent of employees in North America will search for another job in the foreseeable future. (Maurer, 2021).

3. Literature Review

3.1 Job Satisfaction

There are various definitions of job satisfaction. Cranny, Smith, and Stones’ definition is that job satisfaction is "an affective (emotional) response to one's job resulting from the incumbent's comparison of actual results with desired results (expected, deserved, etc.)."(Cranny, et al.1992) Similarly, Locke relates job satisfaction to the positive emotional response of employees, it is a “pleasurable or positive emotional state resulting from an appraisal of one's job or job experiences” (Locke,1976).

According to some, job satisfaction is simply how people feel about their jobs and different aspects of their jobs. It is considered an attitude variable. Spector stated that some researchers in the past defines job satisfaction as the need of fulfilment, which is whether the job meets the employee’s physical and psychological needs. He thinks that such an approach is out-dated as researchers shift their focus on the cognitive and psychological process of job satisfaction rather than on underlying reasons. Now, the attitudinal perspective has become the predominant study in job satisfaction (Spector, 1997).

Weiss argues that the “standard treatment” of job satisfaction inappropriately defines satisfaction as “affect”, in other words, emotionally, and this mis-definition masks differences between three independent constructs, which are “overall evaluative judgments about jobs, affective experiences at work, and beliefs about jobs”. Weiss commented on the inconsistent nature of emotional and attitude aspects in job satisfaction and therefore he believes these

constructs should be accessed separately while aligning with current research and theories of subjective well-being, and a new system to measure job satisfaction is needed (Weiss.2002).

3.2 Issues and Factors that Affect employee's Job Satisfaction

Job satisfaction can be considered in two ways. Firstly, it can be a global feeling about the job itself or a related constellation of attitudes about various aspects or elements of the job(Spector, 1997). There are many existing scales of job satisfaction like the job satisfaction survey (JSS), the Price-Mueller turnover model, and its revised versions of causal models(Agho, et al. 2016). The Prince- Mueller model analyzes causal determinants of turnover. The model includes exogenous variables, which fall into three broad categories: environmental variables, individual variables, and structural variables. Casual model suggested that job satisfaction is affected by a combination of characteristics of opportunity, routinization and distributive justice, and personality variables (positive affectivity and work motivation). It is also found that environmental factors (opportunity) and personality variables (positive affect) are crucial to explain job satisfaction.

Some studies suggest that job satisfaction is directly related to the turnover rate of employees. In the context of healthcare organizations, an employee's job satisfaction is determined by benefits and salary, organizational social support including peer and management support, and working conditions that support staff career development. All these factors increase nurse job satisfaction (Munir, et al. 2015) and these are the main reasons an employee leaves an organization. A number of studies show similar results. Li and Lu studied the post-90s labour-intensive workforce and explains that the high turnover rate is the result of low job satisfaction, and tactics like mental health education, employee moral education, improving the working environment, reshaping corporate culture, changing employee management methods, strengthening employee career planning management, and establishing entry point incentive mechanisms, etc. are suggested to increase job satisfaction (Mobley, 1977).

However, some studies suggest that there is a negative relationship between job turnover rate and job satisfaction. Also in the medical field, the voluntary turnover rate of 296 hospital employees is examined, and the employee's job satisfaction and their job performance rated by superiors are considered. It was found that employee performance ratings significantly moderated the relationship between job satisfaction and turnover. The results showed that satisfaction levels had a greater influence on the decision of low performers to continue working than high performers. (Spencer, et al 1981)

3.3 Gaps in Literature

It is found that most literature of job satisfaction is on labour-intensive workforces, that is, nursing, medical staff, and factory workers, and there is a lacking of studies in the area of modern business corporations. Therefore it will be a good opportunity to study the job satisfaction focusing on modern business corporations with office workers only.

4. Research Methodology

4.1 *Quantitative Analysis*

Quantitative and qualitative are the two known research methodological approaches (Howe, & Eisenhart, 1990). Most of the quantitative research will be involved in investigating phenomena through hypothesis testing and numerical data processing (Orlikowski & Baroudi, 1991). In this survey, as the researcher has to identify important factors affecting job satisfaction. Therefore, quantitative approach is used in order to identify and quantify the important factors. Factor Analysis will be a very useful tool in this research.

4.2 *Research of Paul E. Spector*

This research is making reference to the Job Satisfaction Survey research of Paul E. Spector dated back in year 1985, (Spector, 1985), with 36 questions with 9 dimensions to conduct research regarding the attitudes of employee. Each dimension is assessed with four questions.

Nine dimensions studied by Paul E. Sectors in year 1985 were:

- Pay
- Promotion
- Supervision
- Fringe benefits
- Performance based rewards
- Operating procedures
- Co-workers
- Nature of Work
- Communication within the organization

Likert-type scale response (Vagias, Wade, 2006) anchors are used with six choices per question ranging from:

- Agree very much
- Agree moderately
- Agree slightly
- Disagree slightly
- Disagree moderately
- Disagree very much

4.3 *About this survey*

There are 10 dimensions in the survey, includes:

- 1) Pay and Benefits
- 2) Promotion
- 3) Supervision
- 4) Co-workers
- 5) Nature of Work
- 6) Vision, Mission and Core Values
- 7) Flexible Working Arrangement
- 8) Learning and Development Opportunities
- 9) New ideas and feedback
- 10) Resources at Work

Most of the dimensions are making reference of the research of Paul E Spector, except Vision, Mission and Core Values, Flexible Working Arrangement, Learning and Development Opportunities, New ideas and feedback and Resources at Work. For each dimension, there are 4 questions:

- (1.1) I feel I am being paid a fair amount for the work I do.
- (1.2) I am satisfied with the benefits I receive.
- (1.3) I feel satisfied with my chances for salary increases.
- (1.4) I feel my efforts are rewarded the way they should be.
- (2.1) There is chance for promotion on my job.
- (2.2) Those who do well on the job stand a fair chance of being promoted.
- (2.3) People get ahead as fast here as they do in other companies.
- (2.4) I am satisfied with my chances for promotion.
- (3.1) My Supervisor is quite competent in doing his/her job.
- (3.2) When I do a good job, I receive the recognition for it that I should receive.
- (3.3) I like my supervisor.
- (3.4) My supervisor shows interest in the feelings of subordinates.
- (4.1) I like the people I work with.
- (4.2) The people I work with is competent.
- (4.3) My co-workers are willing to offer help to me.
- (4.4) My co-workers respect me and other staff in the workplace.
- (5.1) I feel that my job is very meaningful.
- (5.2) My job is enjoyable.
- (5.3) I like doing the things I do at work.
- (5.4) I feel a sense of pride in doing my work.
- (6.1) The Company clearly conveys its VMV to me.
- (6.2) The senior management of the Company is Walking the Talk of the VMV.
- (6.3) I think that the Vision, Mission and Core Values are well deployed in our daily routine work.
- (6.4) I buy in the VMV of the Company.
- (7.1) Our senior management supports Flexible Working Arrangement (e.g. Working From Home, Flexible Working Hours)
- (7.2) I think that Working From Home is a trend for office workers.
- (7.3) The technology of the Company is sufficient to facilitate me to work anytime and anywhere.
- (7.4) If I find a new job, I prefer to find a job with Working From Home policy.

- (8.1) The Company has provided training and development opportunities for me to advance my skills and knowledge.
- (8.2) The senior management has invested sufficient resources (e.g. budget, time) in Training and Development.
- (8.3) I think that the quality and quantity of the Company's Training and Development are better than our competitors.
- (8.4) The senior management will share the total Training Hours of the Company with the staff/stakeholders regularly.
- (9.1) There are channels for me to offer feedback and ideas
- (9.2) The Company often asks for my ideas.
- (9.3) Staff's ideas are put into practice.
- (9.4) When I have good ideas, I get noticed and appreciated.
- (10.1) I am given enough time to complete my work.
- (10.2) The company gives the right equipment and resources for me to complete my job.
- (10.3) The Company invests in new technology that will help me produce efficient and quality work.
- (10.4) I have enough time to deal with a problem, if any.

Likert-type scale response (Vagias, Wade, 2006) anchors are used with six Levels per question ranging from Agree very much to Disagree very much; and the numbering of data interpretations are as follows:

- Agree very much = 6
- Agree moderately = 5
- Agree slightly = 4
- Disagree slightly = 3
- Disagree moderately = 2
- Disagree very much = 1

4.4 *Sampling Size*

The sample size of this research is 20 in order to build the foundation of a research with a larger scale. Therefore, the sample size that represents the total population shall be increased significantly in the full scope research (Krejcie & Morgan, 1970). On the other hand, the sample size of 20 will affect the results of Factor Analysis.

Therefore, the following question of “Which of the following Job Satisfaction Factors are most important to you? Please select ONE factors.” is asked in order to identify the important factors.

4.5 *The Respondents*

To ensure that the respondent will have the patience to complete the survey, the time taken to fill in the survey form shall also be taken into consideration. As the sampling size is 20, all the invited respondent completed and returned the survey to the researcher. The respondents are the business connections of the researcher.

5. Findings and Discussion

5.1 *Normality Test*

Normality test is included in the correlational analysis, and therefore the data is tested for normality to study the shape of the distribution. The shape of the distribution shall distribute normally about the predicted dependent variables.

Descriptives

	N	Mean	SD	Skewness		Kurtosis	
				Skewness	SE	Kurtosis	SE
(1.1) I feel I am being paid a fair amount for the work I do.	20	3.45	1.276	0.3768	0.512	0.2849	0.992
(1.2) I am satisfied with the benefits I receive.	20	3.55	0.999	0.7283	0.512	0.6354	0.992
(1.3) I feel satisfied with my chances for salary increases.	20	3.35	1.089	0.2924	0.512	1.3367	0.992
(1.4) I feel my efforts are rewarded the way they should be.	20	3.40	1.188	0.5781	0.512	1.2994	0.992
(2.1) There is chance for promotion on my job.	20	3.25	0.967	-0.9472	0.512	1.6664	0.992
(2.2) Those who do well on the job stand a fair chance of being promoted.	20	3.40	0.883	-0.4287	0.512	2.0975	0.992
(2.3) People get ahead as fast here as they do in other companies.	20	3.40	0.821	-0.9138	0.512	2.9906	0.992
(2.4) I am satisfied with my chances for promotion.	20	3.30	1.031	-0.6786	0.512	1.2026	0.992
(3.1) My Supervisor is quite competent in doing his/her job.	20	3.70	0.979	-0.0674	0.512	-0.9637	0.992
(3.2) When I do a good job, I receive the recognition for it th	20	3.60	1.142	-0.0376	0.512	0.6222	0.992
(3.3) I like my supervisor.	20	3.60	1.273	0.1768	0.512	0.1419	0.992

Descriptives

	N	Mean	SD	Skewness		Kurtosis	
				Skewness	SE	Kurtosis	SE
(3.4) My supervisor shows interest in the feelings of subordina	20	3.60	1.353	0.1189	0.512	-0.4352	0.992
(4.1) I like the people I work with.	20	4.00	1.522	-0.6970	0.512	-0.1986	0.992
(4.2) The people I work with is competent.	20	3.95	1.504	-0.6290	0.512	-0.1599	0.992
(4.3) My co-workers are willing to offer help to me.	20	3.95	1.504	-0.6290	0.512	-0.1599	0.992
(4.4) My co-workers respect me and other staff in the workplace	20	4.15	1.531	-0.7674	0.512	0.0249	0.992
(5.1) I feel that my job is very meaningful.	20	3.85	1.309	-0.3204	0.512	-0.0631	0.992
(5.2) My job is enjoyable.	20	3.75	1.372	-0.1784	0.512	-0.5267	0.992
(5.3) I like doing the things I do at work.	20	3.70	1.418	-0.1452	0.512	-0.7743	0.992
(5.4) I feel a sense of pride in doing my work.	20	3.75	1.446	-0.4421	0.512	-0.3185	0.992
(6.1) The Company clearly conveys its VMV to me.	20	4.00	1.170	-0.4384	0.512	-0.6845	0.992
(6.2) The senior management of the Company is Walking the Talk of the VMV.	20	3.65	1.424	-0.5193	0.512	-0.5835	0.992
(6.3) I think that the Vision, Mission and Core Values are well	20	3.55	1.504	-0.4679	0.512	-0.7536	0.992
(6.4) I buy in the VMV of the Company.	20	3.80	1.281	-0.5869	0.512	-0.1212	0.992
(7.1) Our senior management supports Flexible Working Arrangement (e.g. Working From Home, Flexible Working Hours)	20	3.95	1.986	-0.3714	0.512	-1.4598	0.992
(7.2) I think that Working From Home is a trend for office workers.	20	5.70	0.923	-2.8879	0.512	7.0370	0.992
(7.3) The technology of the Company is sufficient to facilitate me to work anytime and anywhere.	20	4.20	1.881	-0.4790	0.512	-1.3943	0.992
(7.4) If I find a new job, I prefer to find a job with Working From Home policy.	20	5.70	0.923	-2.8879	0.512	7.0370	0.992
(8.1) The Company has provided training and development opportunities for me to advance my skills and knowledge.	20	3.85	1.137	0.3231	0.512	-0.3137	0.992
(8.2) The senior management has invested sufficient resources (e.g. budget, time) in Training and Development.	20	3.70	1.174	-0.2124	0.512	0.3599	0.992

Descriptives

	N	Mean	SD	Skewness		Kurtosis	
				Skewness	SE	Kurtosis	SE
(8.3) I think that the quality and quantity of the Company's Tr	20	3.60	1.142	0.4329	0.512	-0.5989	0.992
(8.4) The senior management will share the total Training Hours	20	3.20	1.824	0.1342	0.512	-1.2563	0.992
(9.1) There are channels for me to offer feedback and ideas	20	3.80	1.152	-0.0276	0.512	-0.7737	0.992
(9.2) The Company often asks for my ideas.	20	3.85	1.089	0.0550	0.512	-0.6327	0.992
(9.3) Staff's ideas are put into practice.	20	3.70	1.218	0.0621	0.512	-1.0170	0.992
(9.4) When I have good ideas, I get noticed and appreciated.	20	3.60	1.142	-0.0376	0.512	-1.4131	0.992
(10.1) I am given enough time to complete my work.	20	3.50	1.318	-0.3066	0.512	-0.1088	0.992
(10.2) The company gives the right equipment and resources for me to complete my job.	20	3.45	1.572	-0.1235	0.512	-0.8903	0.992
(10.3) The Company invests in new technology that will help me produce efficient and quality work.	20	3.55	1.638	-0.2183	0.512	-1.1406	0.992
(10.4) I have enough time to deal with a problem, if any.	20	3.35	1.565	-0.2857	0.512	-1.0274	0.992

The result of skewness and kurtosis values were attained and this will indicate whether the data is normally distributed or not. Normal distribution is acceptable when the skewness and kurtosis values is in the range of ± 3 (Hair, Black, Babin, Anderson, Tatham, 2006). Therefore, based on the test and as shown in the table, the data was determined as normally distributed, since the values of skewness and kurtosis were in the range of ± 3 for each variable. Table above illustrated the normality results of skewness and normality values. We can see from the above table that all the Job Satisfaction factors are positive and they were normally distributed.

5.2 Reliability Test

Reliability Analysis

Scale Reliability Statistics

	Cronbach's α
scale	0.970

Note. items '(1.1) I feel I am being paid a fair amount for the work I do.', '(1.2) I am satisfied with the benefits I receive.', '(1.3) I feel satisfied with my chances for salary increases.', and '(1.4) I feel my efforts are rewarded the way they should be.' correlate negatively with the total scale and probably should be reversed

Item Reliability Statistics

	If item dropped
	Cronbach's α
(1.1) I feel I am being paid a fair amount for the work I do.	0.972
(1.2) I am satisfied with the benefits I receive.	0.971
(1.3) I feel satisfied with my chances for salary increases.	0.972
(1.4) I feel my efforts are rewarded the way they should be.	0.972
(2.1) There is chance for promotion on my job.	0.970
(2.2) Those who do well on the job stand a fair chance of being promoted.	0.971
(2.3) People get ahead as fast here as they do in other companies.	0.970
(2.4) I am satisfied with my chances for promotion.	0.970
(3.1) My Supervisor is quite competent in doing his/her job.	0.970
(3.2) When I do a good job, I receive the recognition for it th	0.969
(3.3) I like my supervisor.	0.969
(3.4) My supervisor shows interest in the feelings of subordina	0.970
(4.1) I like the people I work with.	0.969
(4.2) The people I work with is competent.	0.968
(4.3) My co-workers are willing to offer help to me.	0.968
(4.4) My co-workers respect me and other staff in the workplace	0.969
(5.1) I feel that my job is very meaningful.	0.968
(5.2) My job is enjoyable.	0.968
(5.3) I like doing the things I do at work.	0.968
(5.4) I feel a sense of pride in doing my work.	0.969
(6.1) The Company clearly conveys its VMV to me.	0.969
(6.2) The senior management of the Company is Walking the Talk of the VMV.	0.969
(6.3) I think that the Vision, Mission and Core Values are well	0.969
(6.4) I buy in the VMV of the Company.	0.969

Item Reliability Statistics

	If item dropped
	Cronbach's α
(7.1) Our senior management supports Flexible Working Arrangement (e.g. Working From Home, Flexible Working Hours)	0.968
(7.2) I think that Working From Home is a trend for office workers.	0.970
(7.3) The technology of the Company is sufficient to facilitate me to work anytime and anywhere.	0.969
(7.4) If I find a new job, I prefer to find a job with Working From Home policy.	0.970
(8.1) The Company has provided training and development opportunities for me to advance my skills and knowledge.	0.969
(8.2) The senior management has invested sufficient resources (e.g. budget, time) in Training and Development.	0.968
(8.3) I think that the quality and quantity of the Company's Tr	0.969
(8.4) The senior management will share the total Training Hours	0.969
(9.1) There are channels for me to offer feedback and ideas	0.969
(9.2) The Company often asks for my ideas.	0.969
(9.3) Staff's ideas are put into practice.	0.969
(9.4) When I have good ideas, I get noticed and appreciated.	0.969
(10.1) I am given enough time to complete my work.	0.969
(10.2) The company gives the right equipment and resources for me to complete my job.	0.969
(10.3) The Company invests in new technology that will help me produce efficient and quality work.	0.969
(10.4) I have enough time to deal with a problem, if any.	0.969

In accessing the data from the five variables summed to determine the job satisfaction factors scores formed a reliable scales. Thus, the realibility test using the Cronbach Alpha values was conducted prior to further analysis. Cronbach's alpha reliability coefficient normally ranges between 0 and 1. The closer the coefficient is to 1.0, the greater is the internal consistency of the items (variables) in the scale. The alpha values overall and individually both can be indicated that the items formed a scale of reasonable internal consistencies in its reliability.

5.3 Frequencies

	Level	Count	Total	Proportion	p
(1.1) I feel I am being paid a fair amount for the work I do.	1	1	20	0.050	< .001
	2	3	20	0.150	0.003
	3	7	20	0.350	0.263
	4	6	20	0.300	0.115
	5	1	20	0.050	< .001
	6	2	20	0.100	< .001
(1.2) I am satisfied with the benefits I receive.	2	2	20	0.100	< .001
	3	9	20	0.450	0.824
	4	6	20	0.300	0.115
	5	2	20	0.100	< .001
	6	1	20	0.050	< .001
(1.3) I feel satisfied with my chances for salary increases.	1	1	20	0.050	< .001
	2	2	20	0.100	< .001
	3	9	20	0.450	0.824
	4	6	20	0.300	0.115
	5	1	20	0.050	< .001
	6	1	20	0.050	< .001
(1.4) I feel my efforts are rewarded the way they should be.	1	1	20	0.050	< .001
	2	2	20	0.100	< .001
	3	9	20	0.450	0.824
	4	6	20	0.300	0.115
	6	2	20	0.100	< .001
(2.1) There is chance for promotion on my job.	1	2	20	0.100	< .001
	3	10	20	0.500	1.000
	4	7	20	0.350	0.263
	5	1	20	0.050	< .001
(2.2) Those who do well on the job stand a fair chance of being promoted.	1	1	20	0.050	< .001
	3	11	20	0.550	0.824
	4	6	20	0.300	0.115
	5	2	20	0.100	< .001
(2.3) People get ahead as fast here as they do in other companies.	1	1	20	0.050	< .001
	3	10	20	0.500	1.000

	Level	Count	Total	Proportion	p
	4	8	20	0.400	0.503
	5	1	20	0.050	< .001
(2.4) I am satisfied with my chances for promotion.	1	2	20	0.100	< .001
	3	10	20	0.500	1.000
	4	6	20	0.300	0.115
	5	2	20	0.100	< .001
(3.1) My Supervisor is quite competent in doing his/her job.	2	2	20	0.100	< .001
	3	7	20	0.350	0.263
	4	6	20	0.300	0.115
	5	5	20	0.250	0.041
(3.2) When I do a good job, I receive the recognition for it th	1	1	20	0.050	< .001
	2	1	20	0.050	< .001
	3	8	20	0.400	0.503
	4	6	20	0.300	0.115
	5	3	20	0.150	0.003
	6	1	20	0.050	< .001
(3.3) I like my supervisor.	1	1	20	0.050	< .001
	2	2	20	0.100	< .001
	3	7	20	0.350	0.263
	4	6	20	0.300	0.115
	5	2	20	0.100	< .001
	6	2	20	0.100	< .001
(3.4) My supervisor shows interest in the feelings of subordina	1	1	20	0.050	< .001
	2	3	20	0.150	0.003
	3	6	20	0.300	0.115
	4	5	20	0.250	0.041
	5	3	20	0.150	0.003
	6	2	20	0.100	< .001
(4.1) I like the people I work with.	1	2	20	0.100	< .001
	2	2	20	0.100	< .001
	3	1	20	0.050	< .001
	4	7	20	0.350	0.263
	5	5	20	0.250	0.041
	6	3	20	0.150	0.003
(4.2) The people I work with is competent.	1	2	20	0.100	< .001
	2	2	20	0.100	< .001

	Level	Count	Total	Proportion	p
	3	1	20	0.050	< .001
	4	8	20	0.400	0.503
	5	4	20	0.200	0.012
	6	3	20	0.150	0.003
(4.3) My co-workers are willing to offer help to me.	1	2	20	0.100	< .001
	2	2	20	0.100	< .001
	3	1	20	0.050	< .001
	4	8	20	0.400	0.503
	5	4	20	0.200	0.012
	6	3	20	0.150	0.003
(4.4) My co-workers respect me and other staff in the workplace	1	2	20	0.100	< .001
	2	1	20	0.050	< .001
	3	2	20	0.100	< .001
	4	6	20	0.300	0.115
	5	5	20	0.250	0.041
	6	4	20	0.200	0.012
(5.1) I feel that my job is very meaningful.	1	1	20	0.050	< .001
	2	2	20	0.100	< .001
	3	4	20	0.200	0.012
	4	7	20	0.350	0.263
	5	4	20	0.200	0.012
	6	2	20	0.100	< .001
(5.2) My job is enjoyable.	1	1	20	0.050	< .001
	2	3	20	0.150	0.003
	3	4	20	0.200	0.012
	4	6	20	0.300	0.115
	5	4	20	0.200	0.012
	6	2	20	0.100	< .001
(5.3) I like doing the things I do at work.	1	1	20	0.050	< .001
	2	4	20	0.200	0.012
	3	3	20	0.150	0.003
	4	6	20	0.300	0.115
	5	4	20	0.200	0.012
	6	2	20	0.100	< .001
(5.4) I feel a sense of pride in doing my work.	1	2	20	0.100	< .001
	2	2	20	0.100	< .001
	3	3	20	0.150	0.003
	4	7	20	0.350	0.263

	Level	Count	Total	Proportion	p
	5	4	20	0.200	0.012
	6	2	20	0.100	< .001
(6.1) The Company clearly conveys its VMV to me.	2	3	20	0.150	0.003
	3	3	20	0.150	0.003
	4	6	20	0.300	0.115
	5	7	20	0.350	0.263
	6	1	20	0.050	< .001
(6.2) The senior management of the Company is Walking the Talk of the VMV.	1	2	20	0.100	< .001
	2	3	20	0.150	0.003
	3	2	20	0.100	< .001
	4	7	20	0.350	0.263
	5	5	20	0.250	0.041
	6	1	20	0.050	< .001
(6.3) I think that the Vision, Mission and Core Values are well	1	3	20	0.150	0.003
	2	2	20	0.100	< .001
	3	3	20	0.150	0.003
	4	6	20	0.300	0.115
	5	5	20	0.250	0.041
	6	1	20	0.050	< .001
(6.4) I buy in the VMV of the Company.	1	1	20	0.050	< .001
	2	3	20	0.150	0.003
	3	2	20	0.100	< .001
	4	8	20	0.400	0.503
	5	5	20	0.250	0.041
	6	1	20	0.050	< .001
(7.1) Our senior management supports Flexible Working Arrangement (e.g. Working From Home, Flexible Working Hours)	1	4	20	0.200	0.012
	2	1	20	0.050	< .001
	3	4	20	0.200	0.012
	4	1	20	0.050	< .001
	5	3	20	0.150	0.003
	6	7	20	0.350	0.263
(7.2) I think that Working From Home is a trend for office workers.	3	2	20	0.100	< .001
	6	18	20	0.900	< .001
(7.3) The technology of the Company is sufficient to facilitate me to work anytime and anywhere.	1	2	20	0.100	< .001

	Level	Count	Total	Proportion	p
	2	3	20	0.150	0.003
	3	3	20	0.150	0.003
	4	1	20	0.050	< .001
	5	3	20	0.150	0.003
	6	8	20	0.400	0.503
(7.4) If I find a new job, I prefer to find a job with Working From Home policy.	3	2	20	0.100	< .001
	6	18	20	0.900	< .001
(8.1) The Company has provided training and development opportunities for me to advance my skills and knowledge.	2	2	20	0.100	< .001
	3	6	20	0.300	0.115
	4	7	20	0.350	0.263
	5	3	20	0.150	0.003
	6	2	20	0.100	< .001
(8.2) The senior management has invested sufficient resources (e.g. budget, time) in Training and Development.	1	1	20	0.050	< .001
	2	1	20	0.050	< .001
	3	7	20	0.350	0.263
	4	6	20	0.300	0.115
	5	4	20	0.200	0.012
	6	1	20	0.050	< .001
(8.3) I think that the quality and quantity of the Company's Tr	2	3	20	0.150	0.003
	3	8	20	0.400	0.503
	4	4	20	0.200	0.012
	5	4	20	0.200	0.012
	6	1	20	0.050	< .001
(8.4) The senior management will share the total Training Hours	1	6	20	0.300	0.115
	2	1	20	0.050	< .001
	3	4	20	0.200	0.012
	4	4	20	0.200	0.012
	5	2	20	0.100	< .001
	6	3	20	0.150	0.003
(9.1) There are channels for me to offer feedback and ideas	2	3	20	0.150	0.003
	3	5	20	0.250	0.041
	4	6	20	0.300	0.115
	5	5	20	0.250	0.041

	Level	Count	Total	Proportion	p
	6	1	20	0.050	< .001
(9.2) The Company often asks for my ideas.	2	2	20	0.100	< .001
	3	6	20	0.300	0.115
	4	6	20	0.300	0.115
	5	5	20	0.250	0.041
	6	1	20	0.050	< .001
(9.3) Staff's ideas are put into practice.	2	4	20	0.200	0.012
	3	5	20	0.250	0.041
	4	5	20	0.250	0.041
	5	5	20	0.250	0.041
	6	1	20	0.050	< .001
(9.4) When I have good ideas, I get noticed and appreciated.	2	4	20	0.200	0.012
	3	6	20	0.300	0.115
	4	4	20	0.200	0.012
	5	6	20	0.300	0.115
(10.1) I am given enough time to complete my work.	1	2	20	0.100	< .001
	2	2	20	0.100	< .001
	3	5	20	0.250	0.041
	4	7	20	0.350	0.263
	5	3	20	0.150	0.003
	6	1	20	0.050	< .001
(10.2) The company gives the right equipment and resources for me to complete my job.	1	3	20	0.150	0.003
	2	3	20	0.150	0.003
	3	3	20	0.150	0.003
	4	6	20	0.300	0.115
	5	3	20	0.150	0.003
	6	2	20	0.100	< .001
(10.3) The Company invests in new technology that will help me produce efficient and quality work.	1	3	20	0.150	0.003
	2	3	20	0.150	0.003
	3	3	20	0.150	0.003
	4	4	20	0.200	0.012
	5	5	20	0.250	0.041
	6	2	20	0.100	< .001
(10.4) I have enough time to deal with a problem, if any.	1	4	20	0.200	0.012
	2	2	20	0.100	< .001
	3	3	20	0.150	0.003

	Level	Count	Total	Proportion	p
	4	6	20	0.300	0.115
	5	4	20	0.200	0.012
	6	1	20	0.050	< .001

Note. H_a is proportion $\neq$ 0.5

5.4 Important Job Satisfaction Factors

Frequencies

Frequencies of (11) Which of the following Job Satisfaction Factors are most important to you? Please select ONE factors.

(11) Which of the following Job Satisfaction Factors are most important to you? Please select ONE factors.	Counts	% of Total	Cumulative %
Flexible Working Arrangement	9	45.0 %	45.0 %
Nature of Work	1	5.0 %	50.0 %
Pay and Benefits	9	45.0 %	95.0 %
Supervision	1	5.0 %	100.0 %

From the above table, the percentage of Flexible Working Arrangement and Pay and Benefits are the same at 45%. It is not surprise that in general the respondents rate the pay and benefits lower than other dimensions. Employees also have misperceptions that their pay are low because of the wrong estimation of the pay of their bosses and peers (Cullen & Perez-Truglia, 2018). For salary, it is “the grass is greener on the other’s field”.

On the other hand, after Covid-19, the Flexible Working Arrangement is another key topic for the management. The pandemic is changing the routine of all human in the world, and it also lead to family friendly and personal challenges in fulfilling different roles in life apart from being the employee, son/daughter, father/mother, partner, friends, classmates etc.. Apart from taking care of oneself, it is not uncommon that the employee has to take care of the family members’ physical or mental illness. On the other hand, the services of child care are also greatly affected by Covid. After a pro-longed period of working from home or “working anytime any where”, especially for office worker, the mode of working hours calculation with clock in and clock out are not meeting the requirements of office workers. (Vyas & Butakhieo, 2021).

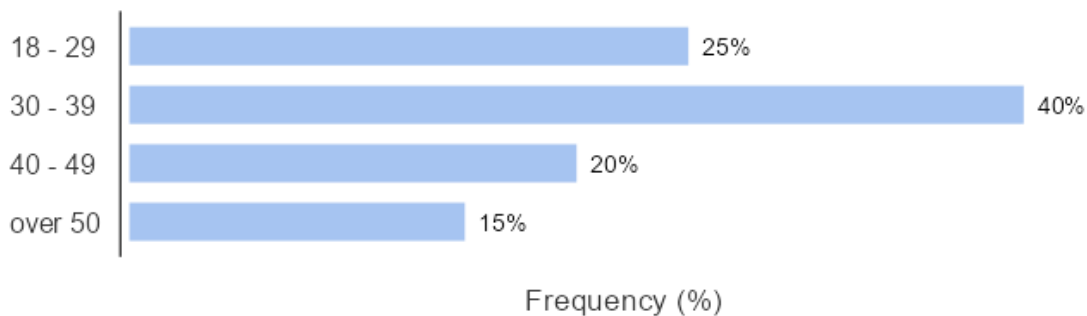
5.5 Age of the Respondents

Binomial Test

	Level	Count	Total	Proportion	p
(13) Age	18 - 29	5	20	0.250	0.041
	30 - 39	8	20	0.400	0.503
	40 - 49	4	20	0.200	0.012
	over 50	3	20	0.150	0.003

Note. H_a is proportion $\neq$ 0.5

(13) Age



Question 13 is asking the age of the respondents. More than half of the respondents in the study age ranging from 18-39, and the age of respondents under 39 are 65%.

In year 2016, Millennials have surpassed Baby Boomers as the United States of America (U.S.)'s largest living population, according to the data provided by the U.S. Census Bureau. The report indicated that Millennials, as defined by U.S.; as those ages 18-34 in 2015 is at 75.4 million, surpassing the 74.9 million Baby Boomers (ages 51-69). And Generation X (ages 35-50 in 2015) is projected to pass the Boomers in population by 2028.

Therefore to ensure that the development of effective workplace strategies in order to engage the employees and promote positive job satisfaction, the attention paid to manage the needs and wants of diverse workforce is very important. It is because each age group perceive their work differently based on their experience (Zemke, Raines & Filipczak, 1999). In all, the generational similarities and differences will be very different in work philosophies; and

therefore the researcher shall take this into consideration in measuring the dimensions of job satisfaction.

5.6 Factor Analysis

Factor Analysis was tried to be run. Due to the limited number of respondents, the results could not be used as identifying the important factors.

6. Conclusion

To improve the quality of the research, it is recommended to take the following points when conducting a larger scale research based on this paper.

6.1 Selection of semi-structured face to face interviews

To understand the subjective reality and summarize knowledge from experiences and constructs of the researchers and participants, it is common and preferable to adopt constructivist philosophical paradigm with qualitative research approach (Adom et al., 2016). A researcher may use a qualitative research approach to observe, interview analyses and interprets phenomena (Basias & Pollalis 2018). The qualitative approach can allow the researchers to understand more about the rationale of the data.

On the other hand, because this research paper did not collect all the other demographics data such as industry, position, title, education and gender, etc.. It is because the sampling size is 20, and the identity of the respondent can be identified easily.

It is recommended that the researchers can conduct semi-structured face to face interviews for data collection in addition to quantitative research analysis. On the other hand, the researchers can state the procedure for developing and validating the coding schemes for data collection (Campbell, Quincy, Osserman, & Pederson, 2013).

6.2 Sampling Size

To obtain an appropriate sample size is the basic requirement in research in order to get accurate, credible, dependable and confirmable analysis and findings (Marshall, Cardon, Podder, Fontenot, 2013). Therefore, according to the research objectives, what the researcher wants to know, and the study population's size and diversity, it is necessary to determine what and how many subjects to select.

6.3 Snowball approach can be adopted

It is recommended that snowball sampling technique can be applied. This method shall be effective to invite and identify interview participants where one respondent gives the name of a second and continues in the same way (Cohen & Arieli, 2011). On the other hand, it is not uncommon that the respondents have built good business connections with other professionals. With the snowball sampling, it's believed the sample size could be increased.

Therefore, the researchers shall at least indicate that the efforts paid to find more respondents.

6.4 Development of Interview Questions

There is no information provided about the how the interview questions were developed in order to fit for the purpose of research. There are several advantages of using qualitative approach, including the opportunity to collect data with a depth not usually available from completing survey questionnaires. Also it provides opportunities for observers and researchers to fully understand participants' thoughts, feelings, and experiences (Victoroff & Hogan, 2006). The researcher can conduct focus groups or face to face interview to understand the important factors affecting job satisfaction.

6.5 Data triangulation for the interview

Triangulation is the application of multiple methods or data sources in qualitative research to develop a comprehensive understanding of phenomena (Patton, 1999). Triangulation also has been viewed as a qualitative research strategy to examine the validity through the collecting and cross checking of information from different sources. The researcher shall indicate the

process or considerations of maximizing objectivity by proposing triangulated data sources and rigorous data collection methods in alignment with their concepts advocated.

6.6 Importance of looking forward

After close to 40 years since Paul E Spector established the dimensions, the life and work priorities of the new generations will be very different, and therefore age shall be one of the important considerations in understanding employee job satisfaction.

It is the first time in the history of the modern workforce, after industrial revolution and the technology revolution, employees from so many different generations are working side by side; which in one organization can have the employees at the age of the their children or old as the parents (Tolbize, 2008). It is also the first time in the modern history that the world economy is affecting by pandemic for a longer period than expected.

Therefore, to ensure that we can keep the greatest asset of the company, i.e. our employees; research shall be conducted from time to time to understand the real factors affecting job satisfaction.

End

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