THE DYNAMICS OF COMPANY CULTURE AND ITS EFFECT ON JOB SATISFACTION FOR EMPLOYEES IN MALAYSIA

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DECLARATION

I hereby declare that:

1.   This Research Project is the end result of my own work and that due acknowledgement has been given in the references to all sources of information be they printed, electronic, or personal.

2.   No portion of this research project has been submitted in support of any application for any other degree or qualification of this or any other university, or other institutes of learning.

3.   The word count of this research report is 19,333

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Abstract

The present study investigates the effects of the dynamics of the company culture on the job satisfaction of employees within Malaysia to understand if various factors of company culture have any impact on the job satisfaction of employees. Many companies are finding difficult in holding down talents for a longer term within their organisation. The employee retention is impacted heavily as employees are looking for better opportunities in a shorter period due to the many constraints that were impacted by the pandemic. Employees are also much concern on their mental health and stress level thus looking for working environment with a better working culture. To find out if company culture impacts job satisfaction employees from various industry within Malaysia (N=51) were randomly chosen and provide a set of questionnaires to answer. The questions from the survey were made up of details regarding 3 sets of company culture. The first company culture was regarding the career development, the next company culture was management style, and the final company culture was motivational environment. The questions were set up in 5-point Likert scale were the respondents had to choose the answers with the variation from strongly agree to strongly disagree. The respondents were provided one week to complete the survey questions sent to them. The results of the survey were then compiled and analysed through the SPSS software. Through the analysis there were various results that were obtained. The results included Reliability test, Anova test, Normality test and Paired statistics. The results obtained concluded that the company culture does impact the job satisfaction of employees in a positive direction. The response from the participants confirmed that a good and positive company culture is necessary for them to maintain their job satisfaction within their working environment. Companies need to put in higher level of commitment to the company culture which are practised within their organisation.

Table of Contents

List of Figures and Tables

List of Abbreviations

OT = Overtime

GPW = Great Place to Work

C&B = Compensation and benefit
MNC = Multinational company

COO = Chief Operation Officer

CFO = Chief Finance Officer

SME = Small to medium enterprises

CD = Career Development

MS = Management Style

ME = Motivational environment

Chapter 1 Introduction

1.0 Introduction

There has been a consistent emphasis by many organizations to ensure that they have maintained a positive company cultures for employees to work in. This has been something that is consistently mentioned in majority of the interview (Paais & Pattiruhu, 2020).This is a very common question an employee asks during interviews to employers, as company culture plays an important role to an employee to convince them to take a particular role in an organization (Paais & Pattiruhu, 2020). A company culture could be categorized into many things such as dress code, working hours, working flexibility, employee engagement, leadership practices. It can be seen that generally organizations do take great interest in creating a good company culture for employees in Malaysia, this can be evident through the participation of companies through survey such as (GPW) "Great Place to Work" which are done annually(Tran, 2021a). This is a survey where every employee gets to answer on the credibility of their organizations to say as one of the best places to work in Malaysia. There is also the factor of job satisfaction to the employees, this also directly related to employee retention within the organization as well (Tran, 2021a).

Company Culture has become a major part of the working environment. Even though compensation and benefits play a role in an employee's decision to be a part of an organisation, company culture becomes a decision factor as well. This is due to the majority of the days being spent working within the office environment. An employee in Malaysia spends roughly 8-11 hours per day within the office environment which includes the lunch breaks and overtime (OT) done during the working days(Fidyah & Setiawati, 2020). These prompted employees to choose an environment which allows them to be positive and stress free. This directly associates to the mental health well-being of employees, with the increase in mental related issue and stress related complications among many Malaysian(Fidyah & Setiawati, 2020). Many organisations have taken proactive steps in order to mitigate these issues among their employees by ensuring a safe and positive environment

created within the office space. The image below shows the statistic of level of stress and anxiety suffered by Malaysian as of 2022. The statistic was obtained through a set of surveys from various respondents within Malaysia.
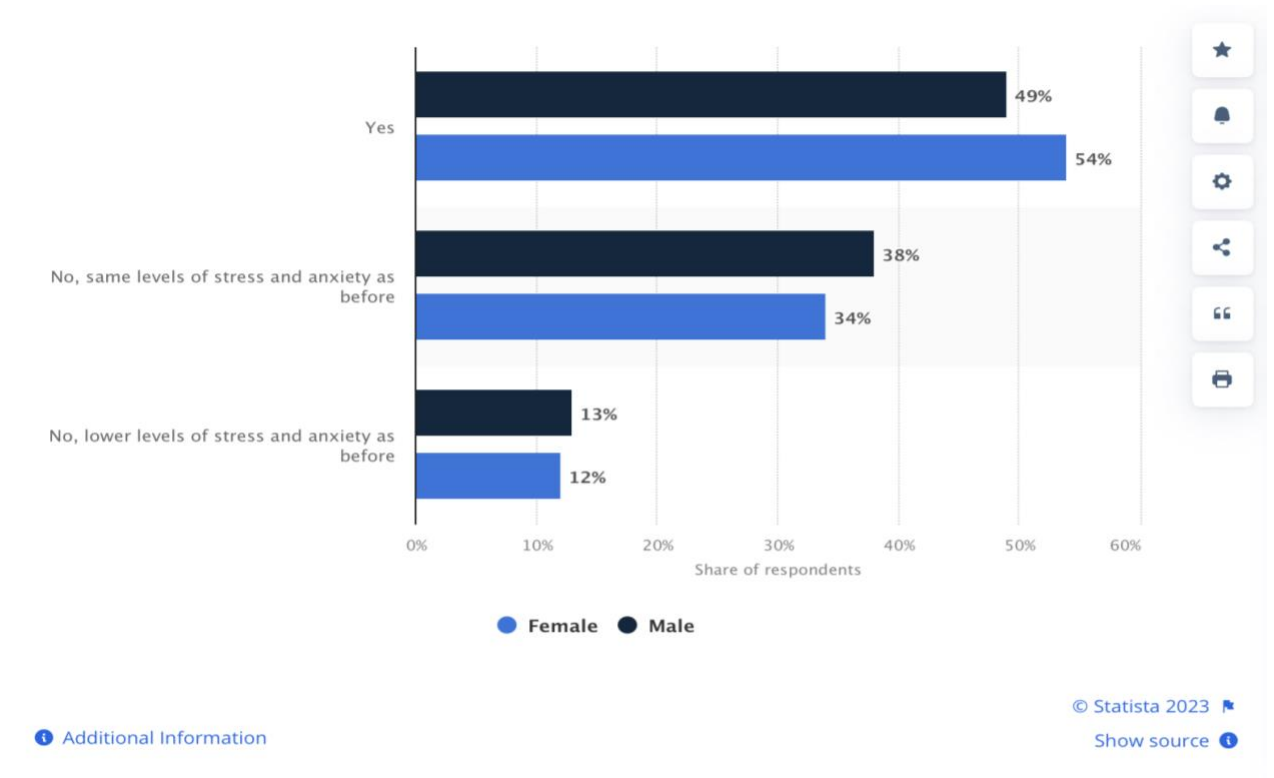
Figure 1 Statistic of level of stress and anxiety suffered by Malaysian as of 2022

The image above shows that the percentage of the respondents has answered yes to increased level of stress and anxiety is significantly higher than the respondents who has reacted vice versa.

This provides a clear indication to many organisations and employees who are ensuring to provide a higher priority for a better corporate culture. There are many definitions that can be associated to company culture and one of the definitions is the behaviours and values that decides on how the management and employees within the company interacts with each other apart from the business-related dealings. It is significant to understand the definition on what a company culture is to ensure an organisation is able to instil these core concepts into their vision and mission statement which would then translate the values to the rest of the organisation(Syardiansah et al., 2020).

The idea of corporate culture was actually developed in the early 1980 and the concept had gained major traction by the year 1990. The concepts were widely used by many managers, analyst and educational institutes to understand the company's character. As organisations are moving towards a diverse and cross culture environment, companies are ensuring the culture instilled within the organisation fits every employees from different race, ethnicity, background and gender pronouns. This allows companies to create a productive and cohesive working environment for their employees(Syardiansah et al., 2020).

This would not only improve the culture of the organisation, this would also increase the average morale of the workplace as well. This indirectly improves the company's overall productivity as well. Higher morale leads to an increase in productivity. The increase in productivity is directly related to the job satisfaction of the employees within the organisation. Job satisfaction among employees is very crucial for any organisation as it co-relates to the turnover rate of the organisation. Higher turnover rate causes a major issue for the continuity of the organisations tasks, and it makes it very difficult for companies to achieve their vision and mission as well. To ensure a good company culture is achieved the core concepts of vision and mission should be achieved which as well only can be done by a low turnover rate. A low turnover rate can only be achieved by ensuring employees are well compensated and satisfied with their growth within the organisation(Turangan & Setiawan, 2022).

This allows us to understand that job satisfaction of an employee is heavily dependent on the dynamics of the company culture. Job satisfaction is defined as a positive feedback an employee applies to his/her job during the working hours present at the office. Job satisfaction is one of major factor which cause employee to either stay within the organisation or move on to a new job. In most cases an employee would usually decide to move from their existing position within their organisation when there is a stagnation in terms of their compensation and benefit (C&B) and career growth which are major factor in the job satisfaction of an employee.(Turangan & Setiawan, 2022)

Employee job satisfaction level does not remain the same for all the employee, it varies for each person. This allows us to understand that there is no single method

to ensure all the employees are satisfied and this is where management style becomes a critical factor for organisations(Kucharska & Bedford, 2019a). The flexibility of management style allows mangers and supervisor to ensure that the correct management techniques are used to employees with different sets of values and emotional response. There are various factors which are affecting a company's culture, and these are directly affecting the average job satisfaction of the entire organisation. This study aims to understand the dynamics on whether the company culture has an impact on the outcome of how the job satisfaction of the employee is affected(Kucharska & Bedford, 2019)

1.1 Problem Statement

The emphasize on company culture over the years has been due to the direct correlation to the satisfaction of employee with their job. Therefore, many companies had faced the difficulties to identify on what are the factors to ensure a good company culture is maintained. As a result, this affects the turnover rate and employee retention within the company as well. In general, a satisfied employee tends to provide a high productivity towards their work this is one of the key benefits that employers receive when company culture is kept at a positive direction. The issues facing in this matter would usually be trying to change the existing corporate culture which also can be said as resistance to change. The organizational structure also plays a crucial factor in allowing to implement change quicker to maintain employee job satisfaction(Alam & Asim, 2019).

The two most common organizational structure would be hierarchical organization structure and Flat structure. With the hierarchal structure is one of the most common structures used in majority of the large MNC's in Malaysia, where there is a direct chain of command involved within the organization. The usual structure would follow as starting with general employees with their chain of command being a supervisor. The chain of command would then move on to specialist or Manager and rising to the level of top management such as COO, CFO and CEO(Riyanto et al., 2021). This structure has multiple level hierarchy and decision, or business plans takes many levels of approval before eventually

cascading the information to the general employee and implementation process would also require a longer process as there are multiple departments involved in ensuring the process is understood.

The flat structure on the other hand does not require the many chains of command in comparison and this structure could be commonly found in Majority SMEs within Malaysia. This structure does not require middle management structure within the organization and there is a direct communication within the employee and the top management, and this structure also has decreased level of supervision with increased level of employee engagement. There is significant difference in the application of a new values and objectives within different organization structures, thus establishing various company culture also faces major impacts. This creates a gap in which organizations require further understanding on how company culture could be improved(Riyanto et al., 2021).

To better understand this through the research a few key research questions need to be addressed throughout this study, which are:

1) What are the constraints in identifying the company culture?
2) How to incorporate company culture within the organization?
3) What are the key cultures that provide job satisfaction to employee?

1.2 Objectives

The long-term goal is to allow for organizations to analyze and understand on how company culture affects the job satisfaction of an employee within Malaysia. The objectives of this study to perform an analysis to understand how company cultures are determined in organizations and how these actually affects employees job satisfaction as well. Throughout this study there are a few objectives that would be considered to ensure the direction of the research is achieved. The objective of this study would be:

1) To understand the framework in designing a company culture

There are several factors in understanding the framework necessary to ensure the culture implemented fits the overall employees and company. There are many elements that allows to create a great company culture some of the examples are recognition, employee voice, leadership, values and belonging.

Recognition of employee efforts allows to increase employee engagement as employee feel valued at their organization for their effort towards their job. This allows many organizations to create a winning culture to boost productivity among their employees Employee voice allows employees to voice out their opinions to ensure that the real issues which needs to be addressed to maintain employee job satisfaction within the organization. This also creates a very transparent communication among the employees and management.

The next element would be leadership, establishing the correct leadership process within the company could prove to be essential in ensuring that employees feel comfortable to be able to work under the environment daily. Management also must determine the style of leadership which are going to be practiced within the company such as democratic or autocratic leadership styles. Values implemented within the company also must align with the employees as well which allows for all stakeholders to synergically work together towards a common goal for the company. Finally creating as sense of belonging is also very important as it allows for employees to own their job and able to go the extra mile in ensuring the task is well achieved.

2) To evaluate on cultures that provide job satisfaction to employees.

Through the implementation of various culture in many workplaces, companies are also looking to understand the effectiveness of their company culture. To understand this further a proper evaluation is necessary to identify the average agreeability among employees of the company. This also allows companies to understand the specificity of the company culture which provides higher levels of job satisfaction to employees. By identifying the specific details companies could then fine tune their company culture to better cater to the needs of their employee.

3) To investigate the issues companies, face in establishing a corporate culture

This objective allows to understand what are the current issues that majority companies' faces is establishing a positive working culture. This could vary from the organisational structure, the leadership styles practiced, the personnel of the company and many other factors. This allows to focus on the core competencies of the organisation which could be improved and allows companies to understand the rigidity which exist within their existing structure which provides difficulty to implement changes that provides an improved working environment for the employees which also increases the average job satisfaction of the employees. This also allows companies to increase their average employee retention rate as well within the organisation.

1.3 Purpose of Research

The purpose of this research is to understand on what a company culture is and how this can be associated to the vision and mission of the organisation. Vision and Mission Statement of an organisation is essential to ensure that the behaviours and the core competencies of the organisation and its personnel are always maintained. Vision and Mission of an organisation is a summary of its objectives and goals, this also contributes to the organisations future aspirations and direction the company wishes to advance itself. This also allows organisations to understand and maintain their core purposes. Core purposes of an organisation reduces the deviation of the company culture within the organisation(Paais & Pattiruhu, 2020). The purpose of this study is to also understand on how these concepts takes effect on the job satisfaction of the employee of the organisation. Job satisfaction is the on the main reason on why a corporate culture is always analysed and created. This allows for a better understanding on why these defines the day to day working environment for employees and also provides the pathway for organisations to ensure their goals are achieved. This study will include a survey to perform a thorough analysis on what are the overall agreeability or disagreeability of the aspects which impacts the company culture. The outcome of the survey will allow to provide a clearer image

of what are the positive impacts the organisations can practice and are already in place to ensure the overall job satisfaction of the employee (Soomro & Shah, 2019)

1.4 Variables

There are various variables which would be considered in this study. The depended variable would be the Job Satisfaction of the employees within the organisation. This has been identified as the dependent variable due to this aspect being the main outcome that is required to be analysed in this study as the target in studying this aspect allows to ensure what provides job satisfaction to the employee. The independent variables would be employees from various working industries review towards their career development of their company culture as this allows to understand the general consensus of employees within Malaysia instead of narrowing the requirements to one particular industry. This also allows to obtain a much diverse data which would allow for higher accuracy and precision in the results of the data. The second independent variable would be the next aspect of the company culture which is management style, and the final independent variable would be the motivational environment of the company culture. Including the various aspects of the result will allows us to understand on what are specific aspects which encourages a positive response from employees. This would then allow us to understand the problem statement and objectives set for this study. This would also provide a solution to many organisations to be able to understand on what are company culture that suits best for their organisation as mentioned earlier not all company culture could fit every organisation, there is a need to understand the needs of the employees and design a culture which benefits the employee and the organisation.

1.5 Hypothesis

There are several hypotheses that are derived before the data collection. The first hypothesis would be if the management style motivates the employees, then the job satisfaction of the employee would be higher in comparison to a different management style. This hypothesis would be one of the considerations included

during the data collection process to find out if the hypothesis could be fulfilled through the analyses. The next hypothesis would company culture will be considered as a deciding factor for employees to decide if the job is suitable for them. This hypothesis is to identify if remuneration is not the only factors involved for an employee to decide if to accept or decline a job offer during their initial job application process, this could be applicable for experienced professional, fresh graduate and also interns who are actively looking for employment. The final hypothesis would be if the organisation has a positive working environment the employee would be satisfied with their work. This will allow to find out if the company culture has any effect on the average job satisfaction of the employee within the organisation. These hypotheses are essential to this study to identify if the initial assumptions made are achieved towards the end of the study. This would also allow to provide a better understanding on the result analysis after the collection of the data.

1.6 Scope of work

This study will be primarily focused on employees who are working within the organisations in Malaysia. This would include employees from various nationality as well who currently located and working in Malaysia. Employees who remotely working from different countries would not be considered in this study. To ensure no discrimination employees gender roles, age, race and religion would not be considered as a deciding factor or analysed factor in this study. This study would also include all levels of employees as well from associate level managerial level employees. The employees above the managerial position such as CEO, HOD and COO would not be considered in this study due to these upper management employees are in a position who are able to make changes to the company culture. Interns from university who are working during their intern period in companies will also be considered in the data collection process as they also considered an employee working within the organisation. This would ensure the study conducted is fair to all employees whom have agreed to participate in this survey. This conditions would also allow to collect a wider range of data. The survey would also include participants from any industry which is in Malaysia which also includes

employees working MNC and SME as well. These boundaries are required to be established within the scope of the study to ensure to identify the maximum extend where data collection process could be conducted. This is due to many resource constraints and also time constraints which is another factor whereby a much more controlled environment is required to conduct the study to achieve the objectives set in this study.

Chapter 2 Literature Review

The literature review will consist of analysis from similar various studies over other authors to further understand on what are the factors behind the dynamics of the company culture and its effect on the job satisfaction for employees. This would also provide a better guide for this study to understand the process better. There will be several studies that will be analysed throughout this. The 1st study is " ***The Effect of Organizational Culture and Work Motivation on Employee Performance: The Mediating Role of Job Satisfaction.*** The study was conducted by the author named ***Endang Saefuddin Mubarok*** for the department of economics from the Islamic University of Jakarta.

The targeted employees for this study are the PPSU employees whom are located within the Semper Barat region. The sample number of employees which were required for the study was 60. The 60 PPSU employees were recognised at random and a questionnaire was prepared for the employees to answer based on their personal experiences. The questionnaire was then analysed using the Slovin method. The method is used in most cases when there not much information available on the specific behaviours of the targeted group of respondents. The formula for the method is denoted as $n = N / (1+Ne2)$ whereby the n in the formula indicates the population number and the N indicates the total amount of the population. The confidence level which was determine for the data collection was at 0.95 ("The Effect of Organizational Culture and Work Motivation on Employee Performance: The Mediating Role of Job Satisfaction," 2019).

Upon collection of data the study's hypothesis were analysed. The study mentioned that company culture and motivation toward the job has a very vital impact on the satisfaction of employees jobs. Concurrently both the independent variables were also a major factor in the influence of the job satisfaction. Through the analysis it showed the R-Square value of the job satisfaction model was valued at 0.897. This can be equated to the variable of the job satisfaction explained by the independent variables are equated at the value of 89.7 percentage.

The next analysis of the study showed that the Organisational culture's P-value was identified as 0 and the Work Motivation P- Value was also identified as 0. The constant variable P-value was found out to be at the value of 0.025. The coefficient of the constant variable was valued at -6.424. The organisational culture coefficient was valued at 0.400 and the Work motivation coefficient was found out to be at 0.586. Based on these results the equation that was derived from the study was Job satisfaction equal to -6.434 + 0.585 (Organisation Culture) + 0.891 (Work Motivation) + 0.321. It is important to note that the results were obtained based on the level of significance at 5 percent("The Effect of Organizational Culture and Work Motivation on Employee Performance: The Mediating Role of Job Satisfaction," 2019).

The regression estimate of the employee performance was also analysed in this study. The constant variable coefficient amount was at -6.424 and the P-value was measured at 0. However, the results varied among the other variables. The Organisational culture coefficient was identified at the value of 0.156 and the P-Value was identified at 0.048. The work Motivation coefficient was found out to be at 0.310 and the P-value was at 0.001. Finally, the Job satisfaction's coefficient is at 0.532 and the P-value is at 0. Based on the results it can be seen that there is at least one of the variables that the value was not found to be 0. This allowed the study to conclude that the independent variable had a significant impact on the performance of the employee, thus the equation which was derived was Employee performance = +0.156 (Organisational culture) + 0.310 (Work Motivation) + 0.532 (Job Satisfaction) + 0.265. These results were obtained at the level of significance of 5 percent.

To conclude the study the purpose of the study was to identify three main components of the working environment, which was the job satisfaction of the employee, the work motivation of the employee and finally the organisational culture, based on the results several conclusions were derived. The first conclusion was a positive culture within the organisation and work motivation has major effect on the employee's job satisfaction. The better the values of the organisational cultures were implemented in the organisation and understood by the employee the satisfaction level on the employee were also better. This also meant the higher the

level of motivation within the employees the higher the satisfaction of the employee and the productivity of the employees significantly improved as well. Where this brings to the second conclusion that was identified in the study whereby the culture of the organisation and the motivation of the employee on the job has significant effect on the performance of the employees towards their tasks within the organisation. The better the cultures and values instilled by the organisation which could be understood by the employee the higher the performance of the employees, which meant the higher the motivation of the employee the higher the productivity and output of the employee.

The third conclusion was that the satisfaction of the employee on their job had a significant impact on the performance of the employee which meant the higher the satisfaction of the employee the higher the performance of the employee. The final conclusion was that the organisational culture and the work motivation of the employee had a significant indirect impact on the performance of the employee, and this had an effect indirectly due to the higher job satisfaction that was achieved through the variables. The study also recommended that to ensure that the organisational cultures are much more conducive to employees, the managers and supervisors in control are encouraged to adapt and learn various leadership styles which could be applicable in various work-related situation to ensure the values of the organisation are well understood and instilled within the organisation and employees. It is also important for managers to have a better overall understanding on the organisational behaviours as employees possess different behaviours and attitudes and they do not react the same as every employee within the organisation as result an ambiguity of tolerance is necessary in these situations("The Effect of Organizational Culture and Work Motivation on Employee Performance: The Mediating Role of Job Satisfaction," 2019).

The next study which would be analysed is "*The Relationship between Workload and Performance of Research University Academics in Malaysia: The Mediating Effects of Career Commitment and Job Satisfaction"*. The study was focused on understanding the relationship between the workload of the employee and the performance of the employee within the academic workspace among the staffs in university in Malaysia. The study also focuses to find out the two variables which

are commitment of employee towards their career and the employees' satisfaction towards their job. This would allow to explain the major relationship which exists between the workload of tasks and the performance of the academic staffs within the university. To support the assumptions made in this study, the methodology used was data collection using the cross-sectional method from the academic staffs who are working within the Malaysian Research Universities which are also known as (MRUs). To ensure accuracy and precision within the data collected the study collected complete, relevant and valid data of 191 participants. These data were then analysed using the Smart PLS 3.3.3 system to obtain the results(Janib et al., 2021).

To analyse the data an assessment of measurement model was carried out which allowed to validate the structural model was recommended in the study. The observation of the study found out that a structural relationship was able to be established based on the results. As the construct was latent the performance of the academic staffs provided a result of R^2 of the 53 percentage which provided a predictive power in moderation. On the other hand, based on the constructs of the mediating latent of the employees commitment to their career provided a result of R^2 with the value of 15 percentage and the value of the employee's job satisfaction was found out to the at the R^2 value of 8.5 percentage(Janib et al., 2021).

In identifying the importance of the relationships among the various variables a technique was used to identify the data's which was known as the bootstrapping technique. The technique requires the use of 5000 cases to sub-samples of observations which are consider to equal and valid to the current study to resampled. This was also done with the consideration of significance at the value of 5 percent. The results manage to provide an insightful look as calculations revealed that the workload of the of employee has a negative impact on the performance of the academic staffs within the university. The subsequent results also revealed that although there was a negative impact between the two variables the significance of the results was not significant with the presence of the mediators. The indirect effects were also tested which provided the results whereby the commitment of career did not have any impacts on the performance of the academic staff and the workload of their job. But the results did provide a significant detail whereby the

satisfaction of the job among the employees had a major effect on the other variables which was workload of their job and the performance of the academic staff.

The main focus of the study was to identify the workload issue which are being handled by the employees from the academic departments in the university. This would allow many universities to understand the needs of the academic staffs and to implement proper guidelines and policy to ensure that the matter at hand could be handled in a proper manner. The obtained results provide the necessary details for managements to understand the effects that the job workload has on the employee's performances and their motivation towards their job. The study set out to find out the details on how the performance of cohort is affected based on the overload of work of the academic staff. The next goal for the study was to find out whether the commitment towards the career and the satisfaction of job were affected based on the workload of the staff and the performance of the staff.

The analysis of the data provided a confirmation on the hypothesis which were introduced in the study whereby overloaded work reduces the employee's performance in their work. This is allowing to understand that workload and stress which are involved in a reasonable level there is a significant increase in performance of the employee, however when the stress and workload increases to a unreasonable level there could be seen a very sharp drop in the performance of the employees and this could also cause many other side effect such as depression among employees and also burnout. The results also confirmed that the were impacts on the on-the-job satisfaction in relation to the workload of the employee and their performance. This allows to understand that there is an increase in the performance of the employees when high levels of job satisfaction is present which could be caused by various factors such as organisational culture(Janib et al., 2021).

The final hypothesis was not able to be true in the study as commitment to the career did not provide a relationship between the amount of workload of the employee and the performance of the staff. This could be due to many other external causes such conflicts between family and work. Based on this study it can be seen that cultures that are instilled within the organisation are necessary to ensure the job satisfaction of the employees. This is where the crucial involvement of management and

managers are required to ensure that all the necessary tools and values are in place for employees to be able work in a comfortable environment. When the academic staffs are provided higher work load and less resources the management should expect the performance of the employee to remain at a higher level. Management should implement policies and regulations to ensure that the workload the academic staffs receive are appropriate with the tools that are available to them. The management should also understand that to ensure employees performance are maintained the compensation and appreciation provided to the employees should also be adequate which also includes the necessary trainings to improve the skills of the staffs as well.

The next journal that would be looked into is titled "*Leadership attributes and their impact on work-related attitudes*" by the authors "*Noorliza Karia and Muhammad Hasmi Abu Hassan Asaari*" from the University of Science Malaysia (USM). This study focuses on the impacts of the leadership attributes that exist in the work environment and whether this has an impact on the employee's attitudes towards their work related tasks. To understand these details the study has focused on collecting data through a survey where this was collected from 245 employees who are in the education industry. The employees were largely based on public university within Malaysia. There implication and need for this study is to ensure that management and leaders within academic environment could understand that a proper leadership is crucial to maintain the general overall satisfaction of the employees within the universities(Karia & Abu Hassan Asaari, 2019).

The methodology of the study was targeted at the employees who are working under Malaysia public universities. 1000 employees were randomly selected through the website of the universities individually. Upon selecting these employees a survey was set up using the platform know as survey monkey. This survey was then sent out to all the selected academic staffs through email. Based on the total response received it was noted that 245 respondents completed the survey. This has provided a 24.5 percentage of response based on the total employees selected. These replies were then analysed through regression analysis and the software used to carry out the test was version 22.0 of the SPSS software.

The results based on the analysis in the study does provide a positive outcome based on the several leadership attributes that were being used in work related environment. These attributes have major relationships between aspects such as innovative and adaptive styles of leadership. These characteristics proves to efficient and effective in improving job commitment and satisfaction of employee towards their job. There were several regression analyses performed and based on that the F- statistic on the job commitment of employee towards the attributes of leadership was found out to be at 16.44 and the Significant P was found out to be 0. The R-squared value was at 22.5%. This has indicated that there are positive reactions from the respondent regarding job commitments when executive and innovative leadership attributes portrayed by their managers.

Based on the results for the employees' job satisfaction the F-statistic value was found out to be at 11.99 with the Significant P being at 0 and the R-squared value was identified to at 17.3 percentage. The results from the study suggested a positive outcome in the attributes that managers portrays and the satisfaction of the academic employees towards their job increased concurrently as well. The result of the study also mentions that the particular attributes which are largely appreciated by the respondent are innovative styles of leadership and executive styles of leadership. The study also mentioned that the higher these particular attributes are the higher the satisfaction of the academic employees towards their job(Karia & Abu Hassan Asaari, 2019).

This study heavily focused on the specific aspects of leadership implementation within various universities to identify on which were the effective methods which are necessary for day to day working environment. The study manages to provide a much more profound look into the necessary leadership qualities which are required for employees to maintain a steady performance within their organisation. An employee's career motivation was highly affected by their superior's leadership qualities which were displayed. The approach of taking a much more adaptive leadership styles provided a much more positive response from the employees based on the survey which was analysed.

The results managed to prove that the attribute associated to leadership does provide a correlation which are positive towards the attitude of the employee towards their

work. The study also justifies that it is necessary to conduct a research on this aspects as there has been a higher emphasis on the linkage between the academic leader-follower. This has caused a lower focus on the leadership capabilities which are valuable within the academics of the employee. Through this study it was also justified that the specific attributes of leadership that were highly appreciated by the employees within the Malaysian public universities are executive, effective, innovative and adaptive styles of leadership. The study also manages to find out that in general majority of the employees in the academic department possessed a high level of commitment towards their career and also satisfaction towards their job. The employees also were identified to have a general high level of leadership attributes which would be beneficial for the universities as whole(Kucharska & Bedford, 2019b).

The advantage of these attributes to the academic employees are abundance as an example the employees that possess the innovative attributes of leadership are able to provide a creative research and innovative publications for the advancement of the university, they are also able to implement different teaching styles which would ensure that students with various understandings are able to catch on to the knowledge shared by the lecturers. On the other hand, employees whom possess the effective leadership attribute are able to implement plans into actions much easier than the rest, they are also able to complete their task and goals quicker.

The study manages to provide a much more practical look based on the results which provide a profound and detailed understanding for the management of the Malaysian public universities. This would also allow for managers to ensure that their leadership styles suit their employees. This would allow employees to perform better at their jobs and also to maintain the universities core competencies which would allow them to achieve their vision and mission. The study also acknowledges that there were limitations that were identified within the study. The study was just limited to the employees within the academic industry and the study recommended to ensure the study would provide a wider understanding if it was expanded to various other context such as different industries and also countries. This could provide a different perspective to identify the effects of leadership towards employee job satisfaction.

The next study that would be analysed is "Knowledge *Sharing and Organizational Culture Dimensions:Does Job Satisfaction Matter?*" by the authors *Wioleta Kucharska* and *Denise.A.D.Bedford* from the University of technology Gdansk and The Georgetown University. The main purpose of this study was to identify on how the employees job satisfaction has an effect on the performance of the organisation, the culture of the organisation and the aspect of sharing knowledge within the organisation. The employee's job satisfaction is a main factor when it comes for employee's willingness to be able to share their knowledge among their peers for the betterment of the organisation. The organisational culture also plays an important role in shaping the characteristic and behaviours of an organisation and one of the ways to achieve this within an organisation, ensuring the employee satisfaction towards their job has become a crucial aspect(Kucharska & Bedford, 2019).

The job satisfaction of an employee within an organisation would usually be achieved based on the response an employee receives from the effectiveness of the company culture. This also allows the employee to provide a much higher level of commitment towards their organisation which would naturally increase the performance of an employee within an organisation. The respondents that were considered for this study were employees who only has knowledge on the organisation's annual performance results. These respondents were then requested to participate in a survey prepared. The data's which were collected were based on a self-reporting questionnaire. The questionnaire consisted of a Five-point Likert scale and the number respondents which participated in the study were a total of 23 respondents. The respondents of the study comprised of employees from various position within their organisation which contained employees from top managers, team leads, specialists and mid-level managers(Kucharska & Bedford, 2019).

Through the analysis of the data there were few aspects that was required by the study to be confirmed. The first aspect would be to identify the influence that satisfaction of job has in terms of the organisation culture and the employee's willingness to share knowledge among within their organisation. The second aspect would be to ensure that the control variables which were determined in this study had significant effect on the employee's job satisfaction and the employee's

willingness to share knowledge within the organisation. These were the two major factors that were set out to be achieved at the beginning of this study.

Based on the results obtained within the study it can be proved that the job satisfaction does have an impact on the culture of the company and the sharing of knowledge. The results also suggested that there were significant impacts by the control variables when it come to the job satisfaction of the employee and the employee's willingness to share knowledge among their peers. These results allow the study to prove that the hypothesis that were determined during the study whereby this would allow many organisation to analyse on what are the beneficial aspects that allows employees to maintain their satisfaction towards their job within the organisation(Kucharska & Bedford, 2019).

Chapter 3 Methodology

3.1 Introduction

The contents of this chapter would provide the in-depth details on the necessary steps involved to evaluate the data collected for the results of this study. This chapter would cover the overall the subtopic of the data collection details, the design of the research, instruments which were required for the research and survey questions details. This chapter provides a significant importance in the overall study as this provide the necessary details required to perform the study in a different study with different variables as well.

3.2 Research Design

The study to analyse the job satisfaction of the employees through the dynamics of the company culture within the employees who are working in Malaysia. The research has been designed to perform an analysis on the quantitative research of the primary data collected in the study. The data collection was done through the survey questionnaire distributed to employees at random from various industries. This also allows the cooperation of many employees to participate as this does not take up too much of their time and cost. The respondents were also informed on the anonymity of their response towards their survey answers as some employees may not feel comfortable is answering certain sensitive questions. Respondents were also not provided a time constraint to answer these questions as this would provide them time to analyse each question and provide a much accurate and precise answers. The questionnaire was also sent to respondents via google from links which would also allow for the ease of access and ease of answering method. This allows respondents to answer through whichever devices they feel comfortable such as laptop, tablets, smartphone and etc. This also provides a level of convenience to respondents.

The analysis of this research is also considered a data collection method of cross-sectional type whereby the data collection process is conducted once, and the results

could be obtained upon that at a preferred time. The study would investigate mainly on the job satisfaction of the employee from the various industry within Malaysia and the best fit for data collection of this types of research would be the cross-sectional method through the analysis of the survey questions.

3.3 Data Collection

The collection of the data will be done through various employees from various organisation. The survey would be requested from random employees who are working within any company within Malaysia. The total number of respondents required for this study would be 50 respondents. The survey questions answered by the 50 respondents would then be analysed for their credibility before proceeding to further analysis.

3.4 Research Instrument

The survey questions were prepared using the google forms. This was created using the google web browser. Google form is a great tool in providing a platform to create and customize survey question with ease of use. This allows flexibility to design the layouts of the questions and editing of the details as well. The google form also provides ease of use in terms of survey distribution as the browser allows the survey to be sent in the form of google links. This method is also a cost-effective method of data collection as there is no need for any payments involved. The only required things would be a valid google account which the large majority of people already has and a workig internet connection. The link provided to respondents also provides the ease of use to the respondents as they could access it anywhere. The google form also provides a very user-friendly layout for respondents to answer the survey questions with ease.

3.5 Questionnaire

To evaluate the study, a set of questionnaires was prepared consisting of 3 of the variables mentioned in Chapter 1 of this research. In this chapter the relevance of the survey and the methods that will be used to analyse the results of the survey will be discussed and clarified. The survey was designed with 3 key variable which are "Career Development, Motivational Style and finally Motivational Environment.

The first section of the questionnaire was based on the career development. This section was designed to understand on what the key motivating factor on the job satisfaction were. There were several questions designed to understand the various elements which are present in the compensation and benefits aspect of the employee's job satisfaction. The 1st question which was mentioned in the survey was the manager's feedback which allows for the employee's career development. This aspect could be feedback such as monthly sit in sessions to yearly review session between the manager and employee as this crucial feedback could provide a the right pathway to employees in their career development. This question was included in the survey to understand the extent of the feedback on career development provides the employee's satisfaction towards the organisation which would also directly impact the employees job satisfaction as well.

The second question was to identify the employee's satisfaction towards the managements effort to ensure that a clear career developmental roadmap is established for the employee. The career roadmap is a crucial factor for any employee when they are beginning their work in any organisation. This would allow for the employee to understand the plans that the organisation has towards the employee. This would also provide the employee with their short term and long-term goals which would allow them to understand the action plan that has to be in place for them to achieve their goals within the company. The roadmap would also provide a clear timeline and direction for the employee to achieve a certain target set within the organisation. The roadmap would also allow employees to understand the management's expectation towards the employee as well and this provides the opportunity for the employee to manage the expectation that has been set by the

organisation. A clear goal and pathway allow provides a purpose for the employee to work towards to as this could be also a motivating factor for the employee to continue on the work process. The results of this question could allow to understand the employee's view on the job satisfaction that arises from the clear establishment of the career developmental feedback.

The next question which was considered in the survey was the learning opportunities that are provided by the organisation for the career development of the employee. This is essential for the study as continuous learning and development for the employee allows for employee's personal growth and also improves the career development process of the employee. Better career progression and pathway allows the employee to be much more satisfied with the job. The question allows us to understand on how these policies in place for employees which improves the career progression and job satisfaction of the employee.

The final question is new opportunity on task provided to the employee by the organisation. This allows for the employees to be involved in new projects. This allows employees to learn new processes for various task within the organisation. This would increase the knowledge of the employee towards their task. Increase knowledge of the employee provides a platform for the employee to be considered for a higher role within the organisation and this would also employees to feel valued within the organisation as well. Employees would also feel a higher amount of job satisfaction when the feel valued within the organisation.

The next factor which was included in the survey questions were Management style. This aspect plays a crucial factor in the employee's job satisfaction as the employees interacts with their management such as supervisors and managers on a daily basis. Therefore, question regarding the management has to be taken into consideration when it comes to analysing the job satisfaction of the employee within the organisation. The first question that was included is regarding the management's ability to coach the employee. A management ability to coach the employee on a regular basis is necessary in ensuring they are able to motivate employees when is required as not all employees are equal in terms of organisational behaviours.

Management needs to identify on how employees need to be coached when in need for assistance. Therefore, a highly adaptable organisation is necessary to ensure that the needs of the employee can fulfilled through coaching them. The result of this aspect allows to understand on how this could potentially increase their job satisfaction of the employee.

The next question would be the management approach. There are several management approaches available such as Classical approach, Scientific management approach, administrative approach and Bureaucratic approach to management. Despite many approaches available, organisations usually need to choose a particular approach to ensure that it can be applicable to a wide variety of the employees within the organisation. Employees may respond differently to different approach. Therefore, in this question the aim is to understand if the organisation's approach allows the employee to be satisfied towards their job. Regardless of which approach is implemented by the organisation, it has to be adopted by the employees willingly which would indicate that the organisation has made the correct decision in selecting the approach to implement for the employees. The approach could vary from organisation, it just needs to be the perfect fit for the group on employees within the organisation.

The next question was related to the manager's management approach which could increase the employee's productivity and job satisfaction. There are many management styles available for companies to implement within their organisation such as Transformational, Transactional, Visionary, Authoritative and etc. In most cases many managers and supervisors are able to only implement these management approach towards their employee. As discussed previously not all employees are the same and there is a need for managers or supervisors to adapt and implement various styles of management within their day-to-day management processes. For example, a certain group of employees might respond well to a transformational management style and another group of employees might prefer visionary management styles within the same organisation. To solve this issue the manager or supervisors needs ensure they are able to adapt to the correct management approach to ensure it provides the job satisfaction to the employees. This ensures

that every employee feel empowered by their managers or supervisors which has the potential to increase their job satisfaction.

The next question would be developmental feedback. This is to ensure the employees are provided opportunity to voice out their concerns and create an environment which provides room for consistent improvement. Organisations which are often rigid does not provide the platform to consistently improve themselves and the employees. Through this question it can show if the employees are able to feel satisfied towards their job by being able to express their concerns freely within the working environment. This would also allow for employees to reduce the levels of miscommunication among the colleagues and managers as well. By understanding further on the results of this question this could provide a new dimension on how to handle sensitive topics which are points of concern for the employees within the organisation. Employees who are not constricted to voice out their opinions tend to provide higher level of task ownership this also allows them to increase their job satisfaction towards the organisation. This also would allow for organisation to identify the points of improvement which can be directly obtained and analysed from the employees who are able to share their developmental feedback towards their managers, supervisors and upper management personals.

The final question in the management style would on the company's ability to allow employees to provide suggestion to improve on the work processes of the organisation. The employees are usually heavily involved in the day-to-day activities of the organisation, when an organisation allows employees to provide the suggestion which impacts the day-to-day activities it creates an environment where employees feel valued by their organisation. When employees are allowed to give out their suggestion it allows for the betterment of the task within the organisation which provides a better working environment for the employee as well. This also allows employee to take a higher level of ownership towards their task which creates a higher responsibility for the employees towards their company. This is also beneficial to the organisation as this creates a highly efficient employee where they are able to improve on the daily processes of the task. Highly efficient employees tend be highly satisfied towards their job as this allows them to feel valued and heard by their organisation. This question intends to understand on

whether taking employee suggestion for the improvement of the day-to-day activities creates a job satisfaction for the employee.

The final factor which was considered in this survey is Motivational environment. The environmental aspect in identifying the job satisfaction of the employee ensures that the day-to-day activities of the. The first question is regarding the diversity among the office environments. A diverse working environment allows employees to work among colleagues from various background, countries and culture. This creates an environment for the employee to be much aware on their surrounding and their sensitivity towards others. This also ensures that the company is able to provide an equal opportunity to every single employee. The environment also ensures employees are treated equally and opportunities provided to employees are also equal as diverse environment means employees are hired without any discriminations. A diverse environment also ensures that the company maintains a proper policy in place for employees. The result of this question intends to find out if the ability of the organisation to maintain a diverse background in the working environment creates a high level of job satisfaction for the employee towards their job.

The next question is regarding the team work created within the working environment. This question is aimed to understand if the team work within the working environment is a contributing factor in ensuring the workflow is processed smoothly by employees on a day to day basis. A positive environment which creates team work is necessary for employees to feel safe and trust the organisation to be able to contribute and grow their talent within the organisation. This also provides and environment for employees to be able to increase their job satisfaction through the favourable working environment.

The next question was regarding impact of the motivational efforts of the organisation towards the employees. Organisation needs to make effort to provide opportunities for employees to increase their motivation for their job. This allows companies to instil their vision and mission towards their employees. Motivated employees also have higher tendencies to be able to practice and teach the values of the organisation among other employees. Organisations also needs to ensure

employee engagement programs are done on a regular basis. This would allow employees to feel appreciated by their employers and this creates a higher level of job satisfaction for the employee as well.

The next question is regarding workplace professionalism. Organisations needs to ensure the working environment for the employees are maintained at professional level. This is to ensure that a comfortable environment is available for employees to perform their day-to-day task. It is essential to maintained professionalism at workplace to ensure employees are well respected within the organisation. Professionalism at workplace also ensures that every employee is able to uphold the core values and core competencies of the company to achieve the long-term targets set. This can also enhance the experiences of the employees among their colleagues and managers through a positive nature implemented through professionalism at workplace. The aim of this question was to understand if professionalism has been a contributing factor for the employees within the organisation to maintain their job satisfaction.

The final question was regarding the company's effort in ensuring regular team engagement activities are done to create a motivated team. This is an important aspect as team engagement activities are necessary to create a good bonding among the team. This allows for employees to get to know each other better which creates trust among each other. A team which has colleagues who trust each other creates a much more satisfied and efficient group, where this increases the motivation of the employee among each other. This activity also acts as a stress relief opportunity for employees to relax among themselves. The team engagement activities also allow the management to better understand their group of employees as they tend to have a much-relaxed conversations with each other as the activities are usually not done in the office environment. The result of this question allows to understand if there is any impact towards the job satisfaction of the employees when their organisation is prepared to engage in team engagement activities. The complete survey question can be seen in **Appendix A**

3.6 Unit of Analysis

Sampling method will be used in the collection of data using the sample size which was established in this study. Once the sample size has been identified the target audience would then be identified for the study. Once these are established then survey which has already been prepared would then be sent to relevant respondents to answer them. The data would then be analysed to generate the results of the study which were answered by the participants. The multiple regression linear analysis would then be used to analyse the details of the data collected. This approach is a suitable method to analyse the effect of the variables which are dependent and independent within this study.

The equation for the multiple regression linear analysis would be as stated below:

$$JS = \beta_0 + \beta_1 CB + \beta_2 MS + \beta_3 ME$$

ER: Job Satisfaction

CB: Compensation and Benefits

MS: Management Style

ME: Motivational Environment

3.7 Population of study

The population of respondents which were targeted for this study are any employees who are currently working in Malaysia. The gender, age, race, religion and ethnicity of the employees were not included in this study mainly due to focus solely on the

employee perspective on the job perspective without other factors of the employee. This is also done to avoid any discrimination which might be felt by respondents in requiring some of their sensitive details in the questionnaire. The gender of the respondents is not included as a part of this study as we are evolving to gender equal working environment it did not seem relevant to take gender as a differentiating factor in the study. To avoid any ageism issues as well the age of the employees was not considered in this study as well, as job satisfaction is vastly important for all employees regardless of their age or gender. The industry and company details of the employees were not included in this study as well as some employees would not be comfortable in sharing those details for a survey. Therefore, the questionnaire weas designed only to request details regarding the company culture of workplace in general and also to understand if the cultures mentioned in the study is able to provide the job satisfaction to the employees who are working within the organisation.

3.8 Data Analysis

The collected data was then analysed through the software Statistical package for Software Science (SPSS). This is statistical software used to analyse various types of data. The questionnaire is 5-point Likert scale type where the answer required ranged from Strongly agree to Strongly disagree and this raw data collected could be easily analysed using SPSS. There are several advantages of using the SPSS software. The first advantage would be the software provides a much more reliable and fast results which is essential for this study. The next advantage would be the software offers a wide range of data analysis which can be used for quantitative and qualitative research. The software also has a very user-friendly instruction and interface which allows for the ease of use whilst also offering free trials for students. The details of the result will be discussed further on the upcoming chapters.

SPSS is a very established and stable software which was created by one of the world-renowned software companies called IBM. The aim of this software created was to process large number of raw data which are complex in nature. The

advantage of the software is that it accepts a wide variety of data especially excel and CSV formatted data. Google form provides an in details results in a excel format which then allows to be uploaded to SPSS for further analysis. There was multiple analysis that was performed on the data. That was uploaded into the software. The example of tests that was performed are the ANOVA test, multiple linear regression test and the reliability test as well. These tests were performed to identify if the results mentioned in the hypothesis can be proven and this also allows us to find out the correlation that each variable has towards the job satisfaction of the employees.

Chapter 4 Results and Discussion

4.0 Introduction

This chapter would provide the detailed analysis of the data that was collected as per the process mentioned in the chapter. The data were collected through the google form. The results of the survey were then exported to Microsoft excel. The excel was then uploaded into the SPSS software to obtain multiple sets of results. Through this chapter the results that were obtain are analysed and discussed further. This chapter would also provide further clarification on the hypothesis and objectives set at the beginning of this study. This detailed analysis of the results would prove to be highly essential in finding out the conclusion of the study. This would also allow to identify on the recommendations that could be made for future studies.

4.1 Reliability test

Table 4.1 Reliability test

Constructs	Cronbach's Alpha	Number of Items
Career Development	0.950	5
Management Style	0.948	5
Motivational Environment	0.958	5

The measurement of the reliability of the data is done to identify on how reliable the variables and the data are collected for each of the variables as well. As per mentioned in the table and in chapter 1 the variables that would be analysed are Career Development, Management Style and Motivational Environment. The reliability test also allows to understand the extent where the questions and variables that were set in the survey are related to each other. This also allows to understand the overall level of repeatability of the study as well. The test also allows us to

identify the overall internal consistency of the study as a whole (Amirrudin et al., 2020).

The value of the Cronbach's Alpha varies based on the variables that were set. As per the table 4.1 it can be seen that the value of Career Development aspect is at 0.950, the value of Management Style is at 0.948 and finally the value of Motivational Environment is at 0.958. The highest value that was obtained are 0.958 and the lowest is 0.948 with the highest and lowest value of Cronbach's Alpha not varying widely it can be said that variables set for this study are reliable and consistent. This also indicates the questions set for this study are highly correlated to identify the job satisfaction of the employee through these variables. The variables being correlated also provides a significant advantage whereby this would prevent any loss of information through the survey as well. The value of Cronbach's Alpha close to the number 1 would indicate a higher level of internal consistency and as the results shows in table 4.1 the internal consistency of these variables is high thus the results prove to be that these details are reliable. The reliability of these results allows to ensure that the survey questions that were set for this study are consistent with the objectives set at the beginning of this study(Amirrudin et al., 2020).

4.2 Variance Analysis

Table 4.2 Anova

ANOVAᵃ

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	29.637	15	1.976	96.557	<.001[b]
	Residual	0.716	35	0.020		
	Total	30.353	50			

a. Dependent Variable: JOB SATISFACTION

The results of Variance analysis can be seen in the table above. The sum of squares indicates the level of data points deviates for the mean value. The higher value

sum of squares indicates that there is a high level of variability for the mean and the lower value would indicate that the variability is lower from the mean. The results of the residual sum of squares indicates that it is 0.716. In general, the lower the level of the residual sum of squares the better the model would fit the data obtain throughout the study. In this case the lower amount allows us to understand that the model for this study would fit the data of the study. The next aspect of the sum of squares would be the regression sum of squares, where these details provide the details on the relationship that exist between the regression model and the data that was modelled in this study(Delacre et al., 2020).

The df value in the regression model the amount of the variables which are independent within the model. The df value in the residual model is the total rows or also known as observations within the dataset which are subtracted by the total number of the variables which are estimated within the study. As per the table 4.2 the results shows that df of the regression model can be seen as 15 and the df value of the residual model can be seen as 35. The value of these model shows us that there is a high-level degree of freedom. These results means that there is higher power level to be able to reject a null or false hypothesis and this also allows to obtain a much more significant results in comparison to a lower df value(Delacre et al., 2020).

The next part of the variance analysis is the value of the mean square. The mean square results provide us a detailed look into determining if the factors that were set in this study are identified to be significant. The mean square value could be obtained by dividing the degree of freedom which is the df value. This value of the mean square also shows the variation that exist among the means of the sample. The value of regression mean square is found to be at the 1.976 and the residual mean value can be found to be at the value of 0.020. These values that are obtain through analysis shows that it is a good fit for the dataset of the study as closer these values are to zero the better fit it will be for the dataset and the further these values are from zero would indicate that it does not fit the data well. Finally, the F value, based on the table 4.2 above the results obtained shows that the value is 96.557 at the significant value of <0.001[b]. The variance analysis was concluded based on the results obtained through the Anova test as shown in table 4.2 above.

4.3 Normality test

The normality test was conducted with two of the testing method which are Kolmogorov-Smirnov method and the Shapiro-wilk. The Kolmogorov-Smirnov method is a test that is used to analyse the null hypothesis of a set of data that is obtained from the normal distribution of the study. This method also produces the statistic of the test which are within the parameters of the degree of freedom as well for the normality test (Mohd Razali et al., 2021).

The Shapiro Wilk test is used to analyse the hypothesis which are set in the study which could be applied to the sample which is required with the hypothesis of the null from the sample that is generated from the normal distribution. Both the test is very suitable for a sample size of 50 and above and based on this study these tests are the best suited as the sample size of this study is 50 as well. The normality test is necessary to ensure the collected data are able to follow the normal distribution as this is essential to understand the assumptions of the parametric (Mohd Razali et al., 2021). The result of the test allows us to identify if the statistic is able provide further understanding on the statistic of the survey based on the respondent's answers which are among the range of Strongly agree to Strongly Disagree.

4.3.1 Career Development

Table 4.3.1.1 Normality test (Career Development)

Tests of Normality[b]

	CD1	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
JOB SATISFACTION	Strongly Agree	.527	29	<.001	.354	29	<.001
	Agree	.410	17	<.001	.611	17	<.001
	Neutral	.	2	.			
	Disagree	.260	2	.			
	CD2						
JOB SATISFACTION	Strongly Agree	.536	29	<.001	.281	29	<.001

		Statistic	df	Sig.	Statistic	df	Sig.
	Agree	.385	15	<.001	.630	15	<.001
	Neutral	.349	5	.046	.771	5	.046
	Disagree	.	2	.			
CD3							
JOB SATISFACTION	Strongly Agree	.539	32	<.001	.172	32	<.001
	Agree	.369	14	<.001	.639	14	<.001
	Neutral	.	3	.	.	3	.
	Disagree	.	2	.			
CD4							
JOB SATISFACTION	Strongly Agree	.537	30	<.001	.275	30	<.001
	Agree	.385	15	<.001	.630	15	<.001
	Neutral	.441	4	.	.630	4	.001
	Disagree	.	2	.			
CD5							
JOB SATISFACTION	Strongly Agree	.	31	.	.	31	.
	Agree	.431	13	<.001	.592	13	<.001
	Neutral	.367	5	.026	.684	5	.006

The table 4.3.1.1 shows the normality test conducted for the variable of Career Development. The test was conducted for each of the question for the career development aspect. The questions are labelled as CD for Career Development and the number of questions is labelled as 1,2,3 and etc. For an example the first question of the questionnaire for the Career Development aspect has been labelled as CD1 and the second question has been labelled as CD2 with the subsequent questions are labelled according to number for the questions. The results of the statistic of the Shapiro Wilk can be seen that on average has been over the value of 0.05 which are between the acceptable range as can been seen in the table 4.3.1.1 the CD1,2,3,4 and 5 statistic shows the average value of the results are above the 0.05 which shows that the results did not deviate largely from the normal distribution. The next results show that the value of the statistics on the Kolmogorov-Smirnov are within the range of 0.3 to 0.5 this also shows that the values are within the acceptable range as well this also shows that the results are within the normal distribution range.

4.3.2 Normality Test (Management Style)

Table 4.3.2.1 Normality Test (Management Style)

Tests of Normality

MS1		Kolmogorov-Smirnov[a]			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
JOB SATISFACTION	Strongly Agree	.539	34	<.001	.165	34	<.001
	Agree	.391	8	<.001	.641	8	<.001
	Neutral	.293	6	.117	.822	6	.091
	Disagree	.385	3	.	.750	3	<.001
MS2							
JOB SATISFACTION	Strongly Agree	.	31	.	.	31	.
	Agree	.331	12	<.001	.650	12	<.001
	Neutral	.367	5	.026	.684	5	.006
	Disagree	.385	3	.	.750	3	<.001

MS3							
JOB SATISFACTION	Strongly Agree	.539	34	<.001	.165	34	<.001
	Agree	.417	12	<.001	.608	12	<.001
	Neutral	.	3	.	.	3	.
	Disagree	.	2	.			
MS4							
JOB SATISFACTION	Strongly Agree	.533	35	<.001	.317	35	<.001
	Agree	.353	11	<.001	.649	11	<.001
	Neutral	.	3	.	.	3	.
	Disagree	.	2	.			
MS5							
JOB SATISFACTION	Strongly Agree	.538	34	<.001	.255	34	<.001
	Agree	.374	12	<.001	.640	12	<.001
	Neutral	.	3	.	.	3	.

The table 4.3.2.1 shows the result of the Management Style variable of the survey questions. The variable is abbreviated to MS and the questions are labelled as

1,2,3,4 and 5. The first question is abbreviated to MS1, and the subsequent questions are abbreviated as per the question numbers such as MS2 and MS3. The average the value of the Kolmogorov-Smirnov statistics is between 0.5 to 0.3 which are in the acceptable range. The results are also within the normal distribution as well. The results of the Shapiro Wilk statistics are also above the value of 0.05 which shows that the results did not deviate largely from the normal distribution.

4.3.3 Normality Test (Motivational Environment)

Table 4.3.3.1 Normality test (Motivational Environment)

Tests of Normality

	ME1	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
JOB SATISFACTION	Strongly Agree	.539	37	<.001	.241	37	<.001
	Agree	.513	8	<.001	.418	8	<.001
	Neutral	.385	3	.	.750	3	<.001
	Disagree	.385	3	.	.750	3	<.001
	ME2						
JOB SATISFACTION	Strongly Agree	.538	34	<.001	.255	34	<.001
	Agree	.374	12	<.001	.640	12	<.001
	Neutral	.	2	.			
	Disagree	.260	2	.			
	ME3						
JOB SATISFACTION	Strongly Agree	.	27	.	.	27	.
	Agree	.398	16	<.001	.621	16	<.001
	Neutral	.385	3	.	.750	3	<.001
	Disagree	.241	5	.200*	.821	5	.119
	ME4						
JOB SATISFACTION	Strongly Agree	.	27	.	.	27	.
	Agree	.363	18	<.001	.638	18	<.001
	Neutral	.441	4	.	.630	4	.001
	ME5						
JOB SATISFACTION	Strongly Agree	.	36	.	.	36	.
	Agree	.519	9	<.001	.390	9	<.001

Neutral	.	2	.			
Disagree	.283	4	.	.863	4	.272

The table 4.3.3.1 shows the result of the Motivational Environment variable of the survey questions. The variable is abbreviated to ME, and the questions are labelled as 1,2,3,4 and 5. The first question is abbreviated to ME1, and the subsequent questions are abbreviated as per the question numbers such as ME2 and ME3. The average the value of the Kolmogorov-Smirnov statistics is between 0.5 to 0.2 which are in the acceptable range. The results are also within the normal distribution as well. The results of the Shapiro Wilk statistics are also above the value of 0.05 which shows that the results did not deviate largely from the normal distribution.

4.4 Model Summary

Table 4.4 Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.988[a]	.976	.966	.143

The result above as per the Table 4.4 shows the details of the value on the R value, R square value and Adjusted R square value. The value of R in the analysis of the regression is also known as the coefficient of the correlation. This value shows the relationship that exist between the dependent variable and the independent variable. The value of the R also indicates the correlation between the variables, the positive value indicates a positive corelation between the variables and this also indicates that both the variables' values would increase as well. With the values being negative it would indicate a negative corelation where the one of the variables would decrease and the other variable would increase (Shaikh et al., 2021).

The R square value is the measure of the statistics in the regression model which identifies the extent of the variances which can be found in the dependent variable

that can identified by the independent variables that are set in a particular study. The R square value could also mean on how well the data collected are able to fit the model of the regression. The adjusted R square is the corrected fit of the regression model. The value also provides details on variance percentage in the target field that can be explained by the data collected (Olvera Astivia & Zumbo, 2019).

The Standard error of the estimate provides the details on the average distance of the values which are observed are able to fall from the lines of the regression. This values also provides the necessary details to identify how does the regression model deviates on average based on the response collected from the variable within the study. Based on the results obtained through the table 4.4, the value of R shows that it is at 0.988 which is considered within the acceptable range of regression model. The R squared value is at 0.976 which also means that the values are within the accepted level where this shows that the variables set in this study are significant statistically. The adjusted R square value from the table shows that it is at 0.966 which also means that the values of this study are showing a reasonably good fit based on the regression model. The result of the test the standard error of the estimates shows that the value is at 0.143. The lower the error of estimate the better the values which are estimated to be exactly to the true value whereby in this result the value is in lower acceptable range.

4.5 T-test

Table 4.5.1 Paired sample statistics.

Paired Samples Statistics

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	JOB SATISFACTION	1.41	51	.779	.109
	CD1	1.61	51	.896	.125
Pair 2	JOB SATISFACTION	1.41	51	.779	.109
	CD2	1.61	51	.827	.116
Pair 3	JOB SATISFACTION	1.41	51	.779	.109
	CD3	1.51	51	.784	.110
Pair 4	JOB SATISFACTION	1.41	51	.779	.109
	CD4	1.57	51	.806	.113

Pair 5	JOB SATISFACTION	1.41	51	.779	.109
	CD5	1.57	51	.831	.116
Pair 6	JOB SATISFACTION	1.41	51	.779	.109
	MS1	1.57	51	.922	.129
Pair 7	JOB SATISFACTION	1.41	51	.779	.109
	MS2	1.61	51	.896	.125
Pair 8	JOB SATISFACTION	1.41	51	.779	.109
	MS3	1.47	51	.784	.110
Pair 9	JOB SATISFACTION	1.41	51	.779	.109
	MS4	1.45	51	.783	.110
Pair 10	JOB SATISFACTION	1.41	51	.779	.109
	MS5	1.49	51	.857	.120
Pair 11	JOB SATISFACTION	1.41	51	.779	.109
	ME1	1.45	51	.856	.120
Pair 12	JOB SATISFACTION	1.41	51	.779	.109
	ME2	1.51	51	.903	.126
Pair 13	JOB SATISFACTION	1.41	51	.779	.109
	ME3	1.73	51	.961	.135
Pair 14	JOB SATISFACTION	1.41	51	.779	.109
	ME4	1.65	51	.868	.122
Pair 15	JOB SATISFACTION	1.41	51	.779	.109
	ME5	1.49	51	.903	.126

The table 4.5.1 above shows the results that were obtained based on the paired sample statistics, these results were done by pairing the dependent and independent variable. The abbreviation of the pair such as CD1, MS1 and ME5 are the questions from the questionnaire as mentioned in the section 4.3 Normality test, the same concept applies here as well as an example CD1 means that this is the 1st question from the Career Development variable and subsequently MS means Management style variable and ME means Motivational Environment variable. The paired sample statistics test is to conclude the differences that exist between a particular two variables which are paired which can be also similar to concept of one treatment to identify the behaviour of two variables. This can also aid in understanding the level of variation that exist between the variation that can be caused by one of the variables on another variable as well.

The results above contain four key factors that were analysed the first factor was the Mean value which was done for all the paired samples. The second factor is the Value of N, the third factor is the value of the standard deviation and finally the standard error mean. The mean value in the test indicates the difference in the ratio that exist among the mean value of two samples within the sets of samples that exist (Liang et al., 2019).

The mean value within this study varies from the range 1.4 to 1.7 which is considered the acceptable value in considering the ratio of the variables which are measured. The value of N in the table above is based on the number of respondents that were involved in this study and the value indicates as 51 which is the correct number of respondents as well. There were 51 responses which were collected for this study. The next value is the standard deviation and as per the values which are observed in the results the average range of the standard deviation is between the value of 0.7 to 0.9. The value of the standard deviation provides a detailed understanding if the data collected are either closer to the mean or much more spread out from the mean. In these results the lower value of the standard deviation indicates that the range of the data collected are much closer to the mean rather than being spread out and in this case the values which are collected are within the acceptable range for the analysis. Finally, the standard error mean, the range of the value which are collected from the results shows that it can be found within the values of 0.109 to 0.135. The value of the standard error mean indicates the average reliability of the test and the results for a particular study and for this case the values are relatively low which means the results are reliable and the deviation of the results are also kept at a minimal level. This also means that the accuracy of the results is also high since there is very minimal standard errors within the results of the study.

Table 4.5.2 Paired sample corelation

Paired Samples Correlations

		N	Correlation	Significance One-Sided p	Two-Sided p
Pair 1	JOB SATISFACTION & CD1	51	.809	<.001	<.001
Pair 2	JOB SATISFACTION & CD2	51	.784	<.001	<.001
Pair 3	JOB SATISFACTION & CD3	51	.893	<.001	<.001
Pair 4	JOB SATISFACTION & CD4	51	.830	<.001	<.001
Pair 5	JOB SATISFACTION & CD5	51	.836	<.001	<.001
Pair 6	JOB SATISFACTION & MS1	51	.837	<.001	<.001
Pair 7	JOB SATISFACTION & MS2	51	.866	<.001	<.001
Pair 8	JOB SATISFACTION & MS3	51	.921	<.001	<.001
Pair 9	JOB SATISFACTION & MS4	51	.870	<.001	<.001
Pair 10	JOB SATISFACTION & MS5	51	.889	<.001	<.001
Pair 11	JOB SATISFACTION & ME1	51	.886	<.001	<.001
Pair 12	JOB SATISFACTION & ME2	51	.890	<.001	<.001
Pair 13	JOB SATISFACTION & ME3	51	.822	<.001	<.001
Pair 14	JOB SATISFACTION & ME4	51	.870	<.001	<.001
Pair 15	JOB SATISFACTION & ME5	51	.930	<.001	<.001

The Table 4.5.2 show the results that were obtained for the paired samples of the corelations. The results were also derived from the value N being 51 which is also equivalent to the number of responses that were obtained in the study.

The result of the correlation can provide the details on how related are variables that were tested towards the dependent variable. This test is done by using the pairs of independent and dependent variable. The table above shows that each aspect of the survey questions was tested with the dependent variable which is the Job Satisfaction (Liang et al., 2019). Each of the variables that was included are the Career Development, Management Style, and Motivational environment. The values of the correlation can be observed to be at the range of 0.7 to 0.9. The values of the correlation would indicate how related the variables are to the Job Satisfaction and as per the results indicates the low value of the correlation in the table above it can be seen all the independent variables set in this study are very closely related to the Job satisfaction variable. This provides the details that the survey questions that were set in this study are highly relevant in unedifying employees job satisfaction based on their organisation's company culture. This is essential to the results of the study to ensure the questions there were sent to respondents are able to collect the necessary details required to perform an accurate analysis on the hypothesis and objectives that were set for this study. The variables need to correlate to each other to ensure the specific data are collected as wrong details collected would not provide a correct result to perform the further analysis required to identify the employees job satisfaction in respect to the independent variables.

To conclude the chapter there are multiple results that were collected based on the survey questions that were answered by the respondents. The total number of respondents that participated in the survey was 51 and the results collected were analysed through the SPSS software. The results obtained as discussed above provides a deeper understanding on the necessary details that were required in the study. The test such as the Reliability and Normality test provides us the details on how accurate, precise, and reliable the data are collected from respondents for the analysis of this study. These results are crucial for any study to determine the validity of the results collected for particular research. Validity of the results would indicate that the results obtained can be used for the conclusion of the results and discussion aspect of the study as an invalid data would disregard the whole credibility of the whole research. To avoid this for any study the data and results validation is necessary. There was also various other test that were performed

throughout this study which were the regression analysis and the Anova test which provided further details into whether the employees Job satisfaction are effected by the variables which were set in the study as well which are the Career Development, Management Style and Motivational Environment. These are some of the variables that determines a particular company's culture which is a contributor to employees Job Satisfaction.

Chapter 5 Conclusion

The research was started to understand on certain aspects of the company culture that would have an impact on the employees' job satisfaction. Based on the analysis the study decided not included the factors related to compensation and benefits as these factors are much more related to the company's policies. The policies of the company are much more related to the rules and regulations that were set by the government. Companies could not change any policies in regard to employees over time pay, salaries and other benefits as these are determined by the government and these needs to abide by the employment law that are in place to protect employees from injustice. Therefore, companies are not able change any aspect compensation provided to the employees as required by the company which makes the aspect of the compensation and benefits not relevant in understanding the company culture and employee job satisfaction. Since the compensation and benefits aspects were not included in the study there were several other possible aspects that was determined for this study and finally three aspects were considered for the further analysis of the study. The aspects were Career Development, Management Style and Motivational Environment. These aspects were some of the things that employees would face on a daily basis at their workplace. The research was done to better understand the job satisfaction of employees on their day-to-day work. This was also done to understand on how employees would be able maintain their job satisfaction based on the company culture without taking monetary aspects into the consideration (Tran, 2021).

The employee satisfaction was an essential aspect that needs to be understood as companies are facing issues with employee retention especially after the effects of the Covid-19 Pandemic. Employees are switching jobs far more quickly than before as this impacts many organisations with their workflow continuity. Organisations also needs to understand how to ensure employees job satisfaction is maintained at their workplace. There is definitely remuneration motivation among employees to switch job much quicker than companies anticipated as the Pandemic brought many

financial constraints to many employees within Malaysia and this has cause them to look for better opportunity elsewhere to gain higher remuneration quickly. But at certain point apart from the remuneration employees also value their general stress level in regard to the job as well. As employee tends to value a less stressful environment for them to work on a daily basis which is also a contributing factor for employees to either stay or leave their job. Therefore, one of the aspects that manages the stress level of employees are the company culture of an organisation. Certain companies do put in a heavy emphasis on their company culture and some companies still does not provide much importance to their company culture and the conclusion of this study would provide a much-detailed understanding for many organisations on the needs for proper structure in place to implement their company culture. Company culture is not something similar to a policy which can be implemented just through some memo at workplace, it has been understood well by the whole management team such as CEO, CFO, Mangers and Supervisors as this would allow them to translate the culture towards their employees. A cumulative effort is required in implementing a profound company culture within a particular organisation(Bhuiyan et al., 2020).

There are several key factors that were determined for the problem statement of the study. The initial questions that were identified in the study was the constraints in identifying the company culture of the organisation this is due to some organisation has difficulty in establishing a company culture within their working environment. As organisations needs to understand that they need to understand what employees value in their workplace which would allow them to provide the necessary daily needs that employees require at their workplace. As employees spend majority of their time in a day at their office the culture of the office becomes crucially critical for employees to ensure that they have a comfortable working environment to maintain their long term job satisfaction towards the organisation. The long term job satisfaction from employee would ensure that they remain in their jobs for longer term which also assists the organisation to reduce their turnover rate. This also allows companies to improve their employee retention and allows the company to nurture their talents to improve their efficiency in terms of task completion as this also increases the core competencies of the organisation as by employees staying within the company for a longer period of time, organisations are able to

achieve their vision and mission goals that are in place to achieve a competitive advantage within the industry (De Winter, 2021).

The next aspect which was considered was the issues in being able to incorporate the company culture. Identifying the company culture is only part of the effort that is required as the implementation aspect is also another major factor in ensuring that employees are able to understand the organisation's culture at their working environment. The effort that is needed from the organisation is to ensure that the top-level management team understands the culture of their organisation as a proper direction is required from the management team to translate this aspect to the employees. A cumulative effort is necessary to ensure that every department within the organisation can begin to practice and understand on the company cultures that their company wants to implement for the job satisfaction of the employees. The final factor that was identified is to find out what are the key cultures that organisations should implement to maintain the job satisfaction of their employees. The are many cultures that could provide the job satisfaction to the employees however it is not feasible to identify every single aspect. Therefore, a controlled number of aspects are required to be analysed which then would allow other studies to be done on other cultures. This study has identified three key cultures as mentioned above. This would allow companies to further analyse if these could be incorporated into their organisation. These are necessary to be analysed as certain aspects are not implemented by some organisations and companies need to understand on what are the key cultures that employees tend to respond positively towards. By taking employees opinion into consideration companies would be able to understand the specific needs employees require to maintain their job satisfaction (Kadek et al., 2021).

Once the problem statement of the study was finalised, the objective of the study needs to be identified. The first objective of the study was to understand on what the relevant details are on how to design the company culture for the organisation. As mentioned in the previous chapters organisations needs to understand on how to design their company culture to ensure employee job satisfaction is maintained. Based on this study there were many analyses that were done in identifying the framework necessary to design a company culture. This is essential for companies

to understand as this would allow them to be able incorporate various aspect into their company culture. As company would need to identify on how to design their organisation's culture as this should not be a fixed aspect of the organisation. The company culture of an organisation should be able to follow the current industry trends as the needs of employees changes at various points of their working life and companies needs to increase their adaptability towards the change that employees require. The next objective was to evaluate the necessary cultures that was responsible into providing the job satisfaction to the employees at their working environment. The evaluation needs to be performed to understand what are the aspects that employees have a higher job satisfaction towards. Companies could not just incorporate the company cultures as they pick and choose, an evaluation is necessary from the employees for the companies to understand what the employees are satisfied with. The results that was collected throughout the chapter 4 would provide a much detailed answers to the evaluation of the company culture as several tests needs to be carried out to confirm the hypothesis which are set for this study. As a preliminary conclusion the average results that were obtained does seem to confirm the theories and hypothesis of the study (Effect of Motivation, Leadership, and Organizational Culture on Satisfaction and Employee Performance-2, 2021).

The Final objective of the study was to understand what are possible issues that organisations are facing in establishing an adequate company culture within the organisation. There could be many issues which might cause the restrictions such as cultural restriction, geological restriction, and political restriction. There were many studies analysed throughout chapter two to further understand the constraints that are involved is establishing the company culture within the company. As mentioned, the studies provided many details on the constraints that involved such as effective communication. Organisations needs to establish an effective communication among their employees to ensure that employees have a better understanding on the culture the company is attempting to instil. Communication is crucial aspect in translating the message across every personnel in the company correctly the effectively. Companies would also need to increase the employee engagement to better motivate employees in translating the company culture among all the employees. Employee engagement is another factor that provides a feeling of togetherness among employee which would also allow them to create a positive

working environment. Companies would also need to take employee feedback into consideration as the lack of feedback seems to be another major restrictor for companies to establish their company culture (Kucharska & Bedford, 2019) .

An analysis was required to further confirm the details mentioned above where a research method was designed. The research method is a crucial aspect in any study to ensure that it could be replicated or adapted into various research. This is necessary to be established so that the results of the study and concept of the study could be further enhanced in the future. As many other parameters which are required to be studied, this methodology could provide an easier pathway for other studies with different parameters to be conducted. This is also another way for other researchers to re-do the study to confirm the findings that are presented through this paper. There were several key factors that were needed to be confirmed before proceeding with the methodology such as the tools needed, the number of respondents and medium of analysis. The tools required for the study were determined by the intended results are required to be obtained and this study requires the feedback from employees from various companies in Malaysia. The suitable tool for this would be a survey questionnaire and there are many forms of questionnaire that are available for research analysis. The most common type of questionnaire is the 5-point Likert scale. This type of questionnaire is easier to be analysed as there many software available to accept the raw data from the survey. The software that was chosen for the analysis is SPPS by IBM. This software is widely used and recognised by many researchers and many user-friendly tutorials are available to easily obtain the required the results. The survey data was input into the SPSS software.

The software provides the comprehensive platform to ensure that social science related raw date are easily analysed. The software also provided a one-month free trial option for students to explore the software if it's the correct tool for them. The questionnaire results that were uploaded into the software consisted of the results that were obtained from 51 respondents on the questions regarding the Career Development, Management Style, and Motivational Environment. The complete details of the questionnaire could be obtained from appendix section on this study. This software provided a convenient method the results extraction as well as the

results that were obtained through the analysis could be easily copy and pasted throughout various platform such as Microsoft Words. The ease of use of this software allowed for a much more comprehensive analysis of the results that were uploaded into the software. The results that were obtained from the software did provide a much positive results that was expected at the beginning of this study through expectations set.

The results obtained from the data collected provided a set of results which provided the details on the accuracy and precision of the results. One the test that was done is the reliability test as this was done to understand on the reliability of the data collected to ensure that the results collected are reliable enough to prove the other results which are obtained throughout the remaining of the chapter. The particular value that was analysed to understand the reliability of the data are the Cronbach's Alpha. The value of the Cronbach's Alpha were found to be within the value of 0.9 and this value meant that there are significant corelation within the variables of this study and this also shows that the loss of information that we will be affected through the survey will be kept at a very minimal level. Once the reliability of the data were confirmed the next test was the variance analysis. This test was essential to be done to find out the variations that exists among means which are within the population of three and higher. This also allows for comparisons to be made within multiple variables

Once that was done the next test which was conducted was the Normality test. This test was done understand if the data collected through the survey of this study are within the distribution range of normal and the results which were collected based on the three variables set within the result which are the 3 independent variables of this study. The results of the normality test revealed that all the 3 variables produced lower level of results. This lower values obtained confirmed that the data collected did not really deviate too much from the normal distribution which also shows that the results provides a positive response towards the Job satisfaction aspect. The next test was the model summary where the regression results which was obtained from the software indicates that it shows that there exist a good fit based on the regression model which obtained through the study. The good fit on the regression model does indicate that there is a positive results on the job satisfaction based on the three

independent variable. The following test was the paired sample statistic. The dependent variable and independent variables were paired against each other to obtain the results of the statistic. The test provided a better understand the behavioural differences that exist between the two sets of variables and this also provides an understanding on the differences that exist among the two variables which are set against each other. The final test that was conducted is the paired sample corelations. This test was also done by pairing two sets of the variable against each other where the results are able to show on to what extent the pairs are related to each other. One of the paired variables was kept at a constant which was the dependent variable. The results of the test proved to be highly related to each other.

To conclude, the study the aim was to find out of if there was an impact on the job satisfaction of employees on the dynamics of the company work culture. Based on the results obtained employees does respond positively towards improvements in the company culture. Employees has responded positively towards all the three variable which are the career development, management style and motivational environment. These aspect provides a better career opportunity to employees therefore the job satisfaction recorded on these aspect are high among employees. Career development provides a clear guideline for employees to understand their position within the organisation and also provides a platform for employees to discuss their potential career growth with their superiors. This level of clarity for employees motivates them to work with a higher job satisfaction. As career development is crucial for any employee to work in an organisation for longer term, employee would not be able to dedicate their talents to the company if the organisation does not guarantee long term career development. Employees from the survey has also responded positively towards the management styles aspect as well. The results shows that employees are much satisfied with their job when their managers implement a flexible management style and employees also respond positively towards managers who encourages, motivates and coaches them. This is also seen as one of the company culture that employees job satisfaction impacts as per the results obtained. The management style is a factor that employees value due to the aspect of daily interaction with their superiors. The daily interactions with

their managers at workplace allows the employees to be transparent and hardworking at their office.

Finally the Motivational environment, the results from the survey also tells us that employees also reacted positively towards the aspect and displayed high level of job satisfaction. The positive environment within a workplace would reduce the stress level of employee and allows them to work efficiently and also improve their productivity. This company culture would create a healthier working environment for employees and creates a sense of togetherness among them as well. The motivational environment engages employees from various diverse background to provide them a highly functional work environment. Employees from the survey also appreciated the efforts taken by their organisation to provide them a better working environment. Based on these results and analysis company culture does play an important role in the job satisfaction of employee. Organisations need to understand and take a much proactive steps in focusing on the company culture of the organisation as this would increase the job satisfaction level of employees and would reduce the employee retention issues that some companies face. Companies can also maintain and improve their core competencies within the organisation by having employees work within their company for a longer time and this can only be achieved if employees are satisfied with their job and willing to stay in the company. In a nutshell practicing a company culture is not a one person job, this has to be cumulative effort from each and every person in the organisation as many of them tend to spend majority of their time in their office, creating a safe and healthy environment is essential for every employee and management personnel.

Chapter 6 Recommendation

The are several recommendations that can be made for the study as not all the factors and criteria was tested for this study. Recommendation for any study is necessary as these details will be essential to further analyse a study, due to many resource constraints such as time and monetary aspect there are several factors which could not be included in a study. The recommendations allow for other researchers to further enhance on the results of the study by including various angles of analysis which were not included in the current study. This would allow the analysis of all the aspect required in the company culture and job satisfaction. The current study only analysed 3 factors which are career development, management style and motivational environment. The corporate culture could not be analysed only using these 3 factors as there are many other factors which determines a certain organisations company culture. As management of a company is far more complex in this current environment, companies need to keep up with the current trends and issue of the country, therefore there are much more complex factors which needs to be analysed. These recommendations provide a pathway for future studies which needs to be done to ensure a complete research is done (Hameed Arshad, 2020).

The first recommendation would be to analyse the gender impact on job satisfaction based on the company culture. This study did not take the gender impacts into consideration for the results, therefore future study could consider the implication of gender. The study could not only consider gender roles as just male and female, with the current trends all over worlds there has been numerous protests on the various gender pronouns. Currently there many gender pronouns that are being protested to be included in many areas such as workplaces and universities. The identities of the genders could be categorised in many criteria such as male, female, transgender, gender neutral, non-binary, agender, pangender, genderqueer, two-spirit, third gender and etc. Some even consider none of this gender or even a combination of multiple factors of these genders. Therefore taking the job satisfaction of various gender identity of employees on the many factors of the company culture into consideration alone could done as a separate research (Hameed Arshad, 2020)

This factor alone is a very wide topic therefore the gender identity angle is not sufficient to be a part of the study, this aspect needs to be done a single and separate study. This is due to the various gender identity as mentioned previously this requires a much more detailed study for the various identity individually. This also could not be done in general for all the employees within Malaysia, the study would need to be analysed on a particular company basis as this allows to find out the range of gender identities available within the particular company which then allows to narrow down the details required for the research. The reason to identify the range is due the unlimited possibilities of the gender identities therefore, by fixing to a particular company would allow to find out all the possible gender identity to be studies on.

The next recommendation would be to consider the analysis of the age factor when studying on the company culture and job satisfaction. This study did not consider the age of the respondents as well, therefore considering the age of the employees and their job satisfaction should be a factor that should be considered to further enhance on the existing research. This is an important factor that needs to be considered within the research due to the various aged employee working within the organisation. This needs to be considered for the study as not all the aspects of the company culture are able to provide the job satisfaction to employees of all ages. Employees from different generations are working within the organisation therefore, they would require different aspects of the company culture to be satisfied with their job. Another major factor which needs to be taken into consideration within the study as well is ageism. The study would need to identify if the company culture has any issues with ageism, there are many organisations are intending to create a younger working environment by trying to accommodate higher levels to the younger worker (Kollmann et al., 2020).

This needs to be considered heavily as older employees are also need to equally be considered within the company culture of the organisation. The study needs to understand on what are factors of the company cultures that can equally cater to both the younger and older employees as companies are looking to constantly modernize their working environment and working processes for example with the rise of the AI technology and new technology. The rise of new technology has

created an environment where companies are updating their hardware and software to a newer process. This then creates an issue for companies to train their existing employees on the new updates and this might be an issue for an older employee in comparison to a younger employee where the adaptability rates are higher in comparison. This process creates an environment where it alienates the older employee as they are in general much difficult to adapt to the changes in comparison to the younger employee. Therefore, the company culture of the company in regard to the job satisfaction of the employee the company needs to consider the average age of the employees as well within the organisation. The next step of this study needs to heavily take into consideration the age factor and the companies' effort towards reducing or totally eliminating the ageism issues within the organisation as well. This study should not also be a part of the research as well, this is due to high variation in the age of the employee within the organisation, therefore this particular aspect also needs be considered as standalone research instead of a multiple aspect research. As mentioned with the gender factor as well these are wide factors which requires a wider research arc to ensure that a proper justification and resolution is achieved for these factors (Shrestha, 2019).

The next recommendation would be to further research on the ethnicity of the employees. The company culture and job satisfaction should also consider the ethnicity of the employees. As companies are getting much more diverse within their organisation, there will be employees from various ethnicity and countries who will be working in the organisation. The company culture could not only be decided based on the country that the company is operating on it should also be considering on the employees who are currently working within the organisation as well. As we know there roughly about 650 ethnicity group in a total of 190 countries, therefore an inclusive company culture has to be designed in a way that it is able to provide a job satisfaction to every employee within the organisation. There has been numerous issues regarding ethnicity discriminations among certain companies this has been a major issue that needs to be addressed among many organisations as profiling employees behaviours based on their skin colour or race and ethnicity is something that every organisation is trying to avoid to ensure that employees feel safe and respected within the organisation. When the company culture of the organisation provides an equal and safe platform without discrimination towards

the employee, they would be able provide a higher job satisfaction and this would also allow them to operate at a higher level with higher commitments to the job and productivity. When the productivity of the employee increases it also directly provides an advantage to the organisation with the increase in their revenue as well (Lee et al., 2020).

Employees who are feeling safe and free of discrimination within their company also allows them to work together with colleagues from various different countries in harmony. This allows the employees to create a good team working environment as they are feeling much satisfied of their job within the organisation. This also allows the company to reduce the turnover rate of the organisation. The reduction in the turnover rate provides a higher efficiency on the task within the organisation this is because employees who do not resign often within the organisation the disruption of the workflow will be minimal. This then provides a higher work efficiency of the organisation. Higher efficiency provides a much-needed competitive advantage for the organisation in comparison to other companies. Therefore, the organisation needs to ensure that they are able to design the company culture of the organisation to ensure that it provides a total inclusive opportunity for each and every employee who are working within the organisation. This study needs to ensure that the researchers understand the dynamics of the company culture before proceeding to further analyse the impact of the ethnicity within company culture of the organisation. Upon identifying these details, the researcher should then further analyse on how these particular aspects then allows for the organisation to create an environment for the employee which creates a higher level of job satisfaction for them. This research should also be dealt with a higher sensitivity level to ensure that employees are able to share their opinions (Hsiao et al., 2020).

The final recommendation would be on the job tenure. This aspect needs to consider for further research as it is essential to understand on the average tenure each employees within the organisation. The job tenure allows us to understand the timeframe on average employees are willing to work in the organisation this also needs to be associated to the company culture of the organisation. Employees tend to spend longer time when there is a better company culture that exist in the organisation. Companies tend to find a difficult time in retaining their best

employees for a longer term as usually they are poached by other major competitors of the company. Employers find it difficult to retain employees as they are usually tempted additional benefits offered by other companies. Employers would want to retain their best employees as this would allow them to maintain the cost of operation, hiring new employees will cost them higher in comparison to retaining the existing employee. Companies are now analysing the average timeframe an employees are working in their organisation, this is done to understand the company turnover rate. The turnover rate is essential for the company as this allows the company to understand if employees are feeling satisfied with all the aspects of their working environment. Companies also need to understand the average job satisfaction of the employee to ensure employees are satisfied with the company's culture as well. The company needs to ensure their company culture is able to accommodate employees which creates an environment for them to work under the management for a longer period of time (Castellacci & Viñas-Bardolet, 2021).

The researcher needs to not only analyse the job satisfaction in regard to the corporate culture, but they also need to take the job tenure variable as part of the study as well. Most of the studies done on the corporate culture does not really take the job tenure aspect into consideration. The job tenure does not only need to consider the period the employee is working within the organisation, but it also needs to consider the age of the employee as well. This is to understand at what age the employee has transferred into the organisation as well. This allows us to understand if the employee is transferring into the organisation at a younger or an older age. The older aged employee transferring into the organisation usually would not have a long tenure period within the organisation in comparison to a younger employee transferring into the organisation. Therefore, the study needs not only take the job tenure of every employee within the organisation as mentioned previously the age of the employee also needs to be taken into the consideration. The research needs to further analyse the company culture of the organisation in regard to the age and tenure of the employee to find out if they are satisfied with their job. This research should not include employees within a short tenure period as these would not be able to provide an accurate result, there should be minimum and maximum limit set on the employee job tenure (Dodanwala & Santoso, 2022)

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Appendix A

Career Development

This section of the question comprises of analysing the career development aspect of company culture towards employee's job satisfaction

My manager provides me valuable feedback for my career development which improves my job satisfaction
*
Strongly Agree

    1
    2
    3
    4
    5

Strongly Disagree

My management team ensures that my career developmental roadmap is well established to improve my position within the company
*
Strongly Agree

    1
    2
    3
    4
    5

Strongly Disagree

My company provides learning opportunity for every employee for their career development which improves my job satisfaction
*
Strongly Agree

    1
    2
    3
    4
    5

Strongly Disagree

My manager provides me on the job training opportunities which improves my job satisfaction
*
Strongly Agree

    1

2
3
4
5

Strongly Disagree

My management provides opportunities to undertake new tasks which improves my job satisfaction
*

Strongly Agree

1
2
3
4
5

Strongly Disagree

Management style

This section of the question comprises of analysing the management style aspect of the organisation's company culture towards employee's job satisfaction

My management ensures regular coaching is done to increase my job satisfaction
*

Strongly Agree

1
2
3
4
5

Strongly Disagree

My organisation's management approach allows me stay motivated and satisfied towards my job
*

Strongly Agree

1
2
3
4
5

Strongly Disagree

My manager's management approach improves my productivity and job satisfaction
*

Strongly Agree

     1
     2
     3
     4
     5

Strongly Disagree

My company's culture allows for developmental feedback sessions which increases my job satisfaction
*

Strongly Agree

     1
     2
     3
     4
     5

Strongly Disagree

My management provides opportunities to provide suggestion to improve the work process wh
satisfaction
*

Strongly Agree

     1
     2
     3
     4
     5

Strongly Disagree

Motivational
Envrionment
This section of the question comprises of analysing the motivational environment aspect of the
organisation's company culture towards employee's job satisfaction

My company culture ensure there is a diverse environment which improves my job
satisfaction
*

Strongly Agree

     1
     2
     3
     4

     5

Strongly Disagree

My company culture creates a strong team work among employees which improves my job satisfaction
*

Strongly Agree

     1
     2
     3
     4
     5

Strongly Disagree

My company motivates employees through various programs to maintain their job satisfaction
*

Strongly Agree

     1
     2
     3
     4
     5

Strongly Disagree

My company maintains professionalism in the working environment which improves my job satisfaction
*

Strongly Agree

     1
     2
     3
     4
     5

Strongly Disagree

My company has regular team engagement activities to build a motivated team which improves my job satisfaction
*

Strongly Agree

     1
     2
     3
     4
     5

Strongly Disagree