The Effects of Total Quality Management Practices to Employees' Job Satisfaction

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Abstract **- The effects of Total Quality Management (TQM) on employees' job satisfaction has been studied extensively in worldwide. Moreover, there are not many studies about the effects of TQM and job satisfaction. The purpose of this research is to study the effect of TQM on job satisfaction. Five hypotheses were developed in this paper. This study is useful to the top management in the public sector as a guide to improve their current employees' capabilities and organization performance. It is also can improve the quality of work, indirectly improve the productivity of employees at their organization. This study was a cross-sectional study. A stratified sampling technique was used in collecting data from 261 employees in Majlis Bandaraya Melaka Bersejarah (MBMB). The results of the study supported only three from five hypotheses. Accordingly, top management commitment and reward and recognition are the most influential factors of TQM practices towards employee' job satisfaction.**

Keywords*: Job Satisfaction, Malaysia, Total Quality Management*
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I. Introduction

TQM represents both a value and a set of guiding principles that represent the foundation of a continuously improving organization (Dahlgaard et al., 2019). TQM is adopted in many organizations to improve quality of its services and products, help reduce defect rates, and gain customer satisfaction (Shafiq et al., 2019). Quality is seen as the crucial element in gaining competitive advantage in the market as well as a strategic tool for an organization to support continuous improvement throughout the organization. In an organization, quality is not

only focusing on theoutput or product produced but also the quality of their employees (Karia & Asaari, 2006). In relation with that, the management concept in Total Quality Management (TQM) is emphasized on the way how the employees in the organization being managed (Toreman & Karakus, 2009) and managing the organization outcome such as work standard and zero defects (Deming, 1986). To this end, TQM is seen as a relevant and vital approach for the organization in preparing themselves to achieve the targeted objectives by being allied with the environment changes (Yusof & Ali, 2002).

In the meantime, job satisfaction is not only affecting the productivity and performance of workers, but it also influences how a company's goals are achieved in terms of improving customer satisfaction, perceived service quality, customer loyalty and satisfaction, and brand image (O'Donoghue & Tsui, 2012). This is especially relevant in the service industry since an adequate quality of service involves employee attitudes and behaviours that affect customers' experiences and expectations (Oliver, 1980). Referring to this, this research is intending to study the effects of TQM and job satisfaction. The research was conducted among employees at Majlis Bandaraya Melaka Bersejarah (MBMB) which was offering the service as a main key job description. MBMB was responsible to develop Bandaraya Melaka as one of the best cities in Malaysia with proper plan and many strategic plans and to boost the economy in Melaka. Thus, the research was highlighted two objectives which were (1) to scrutinize the elements of TQM practices that have major influences on the employees' job satisfaction, and (2) to determine the relationship between elements of TQM practices and employees' job satisfaction. To achieve both objectives, Structural Equation Modelling- Partial Least Squares algorithm (SEM-PLS) analysis method using the SmartPLS 3.2.1 was employed to examine the relationship between independent and dependent variables. By SEM-PLS, the researchers analysed the data using measurement and structural model evaluation.

II. Literature Review

This research is about the effects of TQM practices toward employees' job satisfaction among employees at Majlis Bandaraya Melaka Bersejarah (MBMB). Therefore, this section discussed all works of literature related to the TQM practices and employees' satisfaction as well as discussing the effect of job characteristics in moderating the influence of TQM practices toward employee's job satisfaction.

Total Quality Management (TQM)

TQM has been recognized as a quality management method since the 20th century. TQM can be defined as an employee's dedication to continuous improvement. TQM has become the representative of success for most organizations globally through enhancing organizational reputation and public image (Hassan and Jaaron, 2021). It also helps meet customers' requirements by improving the effectiveness, competitiveness, and the flexibility of operations and management systems. According to Ali (2006) stated that TQM is the point of view that aims to prepare the company with progress guidelines during its customer satisfaction. Whereas Toremen and Karakus (2009) summarise TQM as a combination of concepts structured and controlled to govern the organisation. According to Karia and Asaari (2006), the positive feelings of employees created by the TQM process have increased their satisfaction and organizational commitment. Analysis carried out by Ooi, et al., (2008) found that TQM is reasonably important for the satisfaction of the worker. Employees who experience a greater understanding of TQM activities appear to be highly pleased with their work. For this study, the researcher focuses on five TQM practises that include top management commitment, training and education, customer focus, teamwork and empowerment, rewards and recognition.

Nadeem (2006) claimed that top management commitment may be the inspiration and strength of the top management to ensure the required decision making and action taken to enhance the quality of business within the organization. This practice is earned and sustained by hard work, dedication, good communication and a good employee attitude. Meanwhile, Karia and Asaari (2006) recommended that the Human Resources Department evaluate and enhance training and education initiatives within the organisation to support the TQM practice of developing high-level skills for workers who have positive work-related attitudes. Training and education are one of the initiatives of the company to provide workers with an opportunity to learn and to develop new unique skills and expertise in the performance of their tasks (Yip & Fatt, 2011). Also, incentives for the organisation to meet and fulfil consumer needs and desires can be described as customer focus (Philips, et al., 1983; Ooi, et al., 2007).

Encouraging active participation in the success of the team represents one of the main objectives of empowering each employee. Teamwork and empowerment have a positive impact on the job satisfaction of workers, assisted by the decentralisation of the decision-making process within the organisation. Empowerment is the prevailing practise of TQM in the satisfaction of workers and teamwork is directly linked to job

satisfaction. Furthermore, the researcher suggested that compensation is a significant factor that can affect the working spirit of the employees. Therefore, Zhang (2000) proposed that a compensation and recognition scheme should be enforced and distributed equally and systematically.

Employees' Job Satisfaction

Employees' job satisfaction is one of the primary bases of TQM and is included as one of the quality goals, as satisfied employees are prerequisites for a desirable business result (Dedy et al., 2016). Job satisfaction is commonly defined as an evaluation of the extent to which people like or dislike their jobs. As indicated by Abuaraki and Abdalla (2020), employees are internal customers in any organization and quality of that organization cannot be improved without the satisfaction of their employees. The development of TQM practices is fundamental to employees' job satisfaction (Oluwafemi & Okon, 2018).

According to Arnold and Feldman (1986), job satisfaction can be defined as "the number individual influence possessed towards their job." Employees who have high job satisfaction tend to have an interest in their job, enthusiastic and enjoy their job. Employment satisfaction is an emotional response to a job and the product of the aspirations of the workers is different from the actual outcome they want (Hestone & Stroebe, 2001). Employee perceptions in the form of TQM climate were associated with greater job satisfaction (Prajogo & Cooper, 2017). TQM practices captured a positive effect on employees' job satisfaction in which positively impact on the products or services offered to consumers and also benefit the wider society. By training and empowering employees as well as involving employees in problem-solving and decision making, TQM practices can promote social commitment by valuing employees as one important stakeholder (Tarí, 2011). Kabaka et al., (2014) viewed employees' job satisfaction as fulfilment that results from the emotions of employees such as love, loyalty, and dedication to a job.

In the context of this study, the independent variable of this study is an element of TQM practices and the dependent variable is job satisfaction. Based on the brief literature and also the objectives, the research was listed five (5) hypotheses as to the following:

H1: Top management commitment is the most influential factor of TQM practices towards employees' job satisfaction.
H2: Training and education is the most influential factor of TQM practices towards employees' job satisfaction.
H3: Customer focus is the most influential factor of TQM practices towards employees' job satisfaction.
H4: Teamwork and empowerment is the most influential factor of TQM practices towards employees' job satisfaction.
H5: Reward and recognition is the most influential factor of TQM practices towards employees' job satisfaction.

Research Framework

Figure 1 shows the conceptual framework of this research. It includes the independent variables on the left side of the framework and dependent variable on the right side. All the independent variables and dependent variable were based on the findings in the literature review presented in the earlier part of this research. The independent variables for this research are the TQM practices used by MBMB. There are five (5) elements served as independent variables under the TQM practices which consists of top management commitment, training and education, customer focus, teamwork and empowerment, rewards and recognition. Those elements are used to investigate the relationship on particular outcomes which are the employees' job satisfaction which serves as the dependent variable for this research.

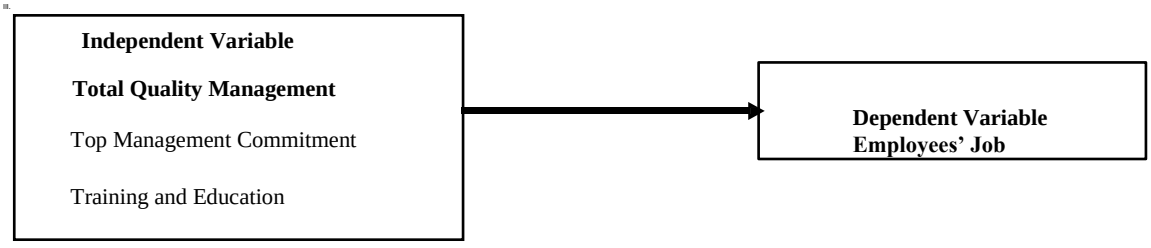

Figure 1: Total Quality Management (TQM) Practices that contribute to Employees' Job Satisfaction.

IV. Methodology

This study was a cross-sectional study, conducted at Majlis Bandaraya Melaka Bersejarah (MBMB) with 261 respondents. A stratified sampling technique was used in collecting data from the population and table Krejcie and Morgan were used to determine the sample size for this study. Stratified sampling is a type of sampling method in which the total population is divided into smaller groups or strata to complete the sampling process. The strata are formed based on some common characteristics in the population data. In record, MBMB employed 762 employees included both lower and middle-level management. As for the data collection, 60 items of instrument were used to comprised and divided into four sections. The items used in this study were adopted from a previous study conducted by Agus and Rabiatul (2012), Lin (2010) and Halpern (1996). The questionnaire was distributed to the respondent according to their department, and they are given a week to complete and return the questionnaire to the department's representatives. The phone call was made by the researcher to remind the representatives that the questionnaires were going to be collected in the following week. In this research paper, the SEM-PLS analysis method using the SmartPLS 3.2.1 was employed to examine the relationship between elements of TQM practices and employees' job satisfaction. By SEM-PLS, the measurement and structural model evaluation were used to determine whether the hypotheses were accepted or rejected.

V. Results and Discussion

The researchers had distributed 280 sets of questionnaires to the respondents, who were employed with MBMB. The response rate for this study was 93.2%, which were 261 of respondents.

Profile of the Respondents

Based on analysis using SPSS, the demographic profile of the respondents in this study has been divided into four categories. They are gender, age, highest academic qualification and length of service. It shows that from 261 sets of questionnaires analyzed, the majority of the respondents were females with 149 (57.1%) respondents and the rest were 112 (42.9%) males. The majority of respondents were in the age group of 20 to 29 years old with 105 (40.2%) respondents. This is followed by respondents from the age group of 31 to 40 years old with 100 (38.3%) respondents and 37 (14.7%) of the respondents were from the age of 41 to 50 years old. Also, another 19 (7.3%) of the respondents were from the age of more than 50 years old. Based on the analysis it was found that 59 (22.6%) of the respondents only hold an SPM certification followed by 38 (14.6%) STPM as their highest level of education and 18 (6.9%) respondents hold just a certificate. On top of that 58 (22.2%), respondents were diploma holders, 78 (29.9%) degree followed by 10 (3.8%) respondents holding a Master's degree.

Measurement Model Evaluation - Internal Consistency Reliability

The first criterion to be determined in the measurement model is internal consistency reliability which includes Cronbach's Alpha and composite reliability. Specifically, the composite reliability values should be higher than 0.70 (Hair et al., 2014) to show the modest reliability applicable in the research.

Table 1: Internal Consistency Reliability

Construct	Items	Loading range (>0.70)	Composite Reliability (>0.70)	Cronbach's Alpha (α) (>0.60)
Top Management Commitment (TMC)	6 items	0.714 – 0.880	0.876	0.810
Training and Education (TE)	7 items	0.714 – 0.839	0.918	0.895
Customer Focus (CF)	4 items	0.779 – 0.857	0.898	0.851
Teamwork and Empowerment (TE)	10 items	0.733 – 0.796	0.873	0.819
Reward and Recognition (RR)	4 items	0.765 – 0.803	0.869	0.800
Employee Job Satisfaction (EJS)	9 items	0.707 – 0.800	0.869	0.812

Using SEM-PLS, Table 1 shows the composite reliability and Cronbach's Alpha values for the top management commitment, training and education, customer focus, teamwork and empowerment, reward and recognition, and employee job satisfaction respectively. All of the constructs had strong composite reliability where values between 0.869 and 0.918 are considered strong and satisfactory (Nunnally & Bernstein, 1994). The Cronbach's alpha values for the constructs were strong with the top management commitment reported as 0.810, training and education as 0.895, customer focus as 0.851, teamwork and empowerment as 0.819, reward and recognition as 0.800, and employee job satisfaction as 0.812. The internal consistency of 0.60 is minimally acceptable and all these values were well above that (Nunnally & Bernstein, 1994). Therefore, this indicates that all the constructs had composite reliability greater than 0.70 and the Cronbach's Alpha values were above 0.60, suggesting the acceptable reliability.

Measurement Model Evaluation - Convergent Validity

Convergent validity of the measurement model is usually ascertained by examining the loadings, average variance extracted (AVE) and also composite reliability (Gholami et al., 2013). As suggested by Hair et al., (2010), the authors used the factor loading value of more than 0.70. The loadings were all higher than 0.7 except for B1, B6, B18, B19, B21, B23, B27, D1, D2, D3 and D9 which need to be deleted. Besides the loading values, other considerations in determining the convergence validity are the composite reliability and average variance extracted (AVE). After deleting 11 items, the new loading values are shown in Table 2. The loadings for all items exceeded the recommended value of 0.7 (Hair et al., 2010). The composite reliability values which depict the degree to which the construct indicators indicate the latent, construct ranged from 0.869 to 0.918 which exceeded the recommended value of 0.7 (Hair et al., 2010). The AVE of the construct should be greater than 0.50 because it is believed to explain more than half of the variance. Meanwhile, the AVE values of less than 0.50 implied that there are more remaining errors in the items that are not yet explained by the construct. Therefore, all the AVE values at the construct level that are shown in Table 2 indicate the convergent validity of the measurement model. The AVE was in the range of 0.572 and 0.689.

Table 2: Convergent Validity of Measurement Model (after deletion of 5 items)

Construct	**Loading range (>0.70)**	**CR (>0.70)**	**AVE (>0.50)**	**Cronbach Alpha (α) (>0.60)**
Top Management Commitment (TMC)	0.714 – 0.880	0.876	0.640	0.810
Training and Education (TE)	0.714 – 0.839	0.918	0.615	0.895
Customer Focus (CF)	0.779 – 0.857	0.898	0.689	0.851
Teamwork and Empowerment (TE)	0.733 – 0.796	0.873	0.580	0.819
Reward and Recognition (RR)	0.765 – 0.803	0.869	0.625	0.800
Employee Job Satisfaction (EJS)	0.707 – 0.800	0.869	0.572	0.812

Measurement Model Evaluation - Discriminant Validity

The common methods to assess discriminant validity are cross-loading and Fornell-Larcker (1981) criterion of comparing the correlations between constructs and the square root of the AVE for that construct. According to this method, discriminant validity is determined when the loading of an item on a construct is higher than all of its cross-loading with other constructs. The result shows that the first construct which is a top management commitment consists of four (4) items and they were found to have significant loadings in this construct. For the training and education, seven (7) items were found to have significant loadings while the customer focus comprises of four (4) items was found to have significant loadings. Also, the teamwork and empowerment comprise of five (5) items was found to have significant loadings and the reward and recognition comprises of four (4) items was found to have significant loadings. Finally, the employee job satisfaction consists of five (5) items that also have significant loadings.

The next method is the Fornell-Larcker criterion that compares the square root of the AVE values with the correlations of the latent variables. This method requires that the square root of each construct of AVE should be greater than its highest correlation with any other constructs.

Table 3: Fornell-Larcker Criterion

Constructs	1	2	3	4	5	6
1. Customer Focus	**0.830**					
2. Employee Job Satisfaction	0.447	**0.756**				
3. Reward and Recognition	0.568	0.522	**0.791**			
4. Teamwork and Empowerment	0.678	0.523	0.720	**0.762**		
5. Top Management Commitment	0.612	0.509	0.449	0.559	**0.800**	
6. Training and Education	0.680	0.496	0.615	0.762	0.608	**0.784**

Note: Diagonals (in bold) represent the average variance extracted while the other entries represent the squared correlation.

Table 3 shows the results of the Fornell-Larcker criterion assessment with the square root of the AVE on the diagonal and the correlations between the variables in the lower left triangle. Overall, the square roots of the AVEs for the construct customer focus (0.830), employee job satisfaction (0.756), reward and recognition (0.791), teamwork and empowerment (0.762), top management commitment (0.800), and training and education (0.784). Thus, this research paper fulfils those criteria on both of cross-loadings method and the Fornell-Larcker criterion, providing evidence for the discriminant validity of the constructs. In sum, both convergent and discriminant validity of the measures in this research were established.

Structural Model Evaluation - Assessment of Collinearity among the Constructs

The structural model involves the analysis of the relationship between the latent variables or constructs. The first step in evaluating the structural model is to examine collinearity issues between each set of constructs separately for each subpart of the structural model. Table 4 shows the Variance Inflation Factor (VIF) values of the analyses. It can be seen that all the VIF outputs are clearly below the threshold of 5. Therefore, collinearity among the constructs is not an issue in the structural model. Thus, the author can continue examining the default report such as path coefficient, R^2, *f²*' and Q^2.

Table 4: Collinearity Assessment of the Constructs

Construct	VIF (<5)
Top Management Commitment (TMC)	**1.808**
Training and Education (TE)	**2.887**
Customer Focus (CF)	**2.379**
Teamwork and Empowerment (TE)	**3.328**
Reward and Recognition (RR)	**2.191**

Structural Model Evaluation - Assessment of Path Coefficients

Path coefficients indicate that the strengths of the relationships and hypotheses are empirically supported. As seen in Table 5, it is confirmed that only two (2) path relationships are significant. The exogenous constructs such as the top management is significantly contributed to explaining the variation in the endogenous latent variable namely the employee job satisfaction with the β value 0.287 (30%). The same goes with reward and recognition is significantly contributed to explaining employee job satisfaction with the β value of 0.270 (27%). Meanwhile the relationships between training and education, customer focus and teamwork and empowerment with employee job satisfaction are not significantly with the β value 0.072 (p-value 0.201), -0.030 (p-value 0.354), and 0.132 (p-value 0.107) respectively. The t-values of the parameter indicate the strength of the relationship represented by the parameter where the higher the t-value, the stronger the relationship.

The bootstrapping procedure using 5000 sample was used to obtain the t-values of each coefficient (Chin, 2010; Efron and Tibshirani, 1993).

Table 5: Significant Testing Results of the Structural Model Path Coefficients

Structural Path	Path coefficient (β)	*t*-value	*P*-value
Top Management Commitment (TMC) → Employee Job Satisfaction	0.287	3.407	0.000 ***
Training and Education (TE) → Employee Job Satisfaction	0.075	0.837	0.201
Customer Focus (CF) → Employee Job Satisfaction	-0.030	0.374	0.354
Teamwork and Empowerment (TE) → Employee Job Satisfaction	0.132	1.245	0.107
Reward and Recognition (RR) → Employee Job Satisfaction	0.270	3.426	0.000 ***

Structural Model Evaluation - Assessment of Coefficient of Determination (R^2)

The R^2 value refers to a measure of the model predictive accuracy and is calculated as the squared correlation between a specific endogenous construct's actual and predicted values. There is no specific rule of thumb for the R^2 value. The threshold values that were suggested by Chin (1998) to measure R^2 value are 0.67 (substantial), 0.33 (moderate) and 0.19 (weak). Table 6 shows the R^2 value for the endogenous construct that achieves the acceptable value of R^2. Overall, the model explains a 'moderate' portion as suggested by Chin (1998). For the research model of this research, the R^2 values for the endogenous variable indicate that the proposed theoretical model explains 38% or 0.380 of the variance in the employee job satisfaction, which is a very satisfactory level of model predictability. Thus, this model is meaningful with strong predictive capacity.

Table 6: Determination Coefficient *(R^2)*

Endogenous variable	R^2 value	Threshold
Employee Job Satisfaction	0.380	≥0.33 (moderate)

Structural Model Evaluation - Assessment of Effect Size (f^2)

The effect size (f^2) is a measure used to assess the relative impact of a predictor (exogenous) construct on an endogenous construct (Hair, 2014). By following the guidelines from Cohen (1988), to measure the relative effect size of exogenous construct on the endogenous construct, the f^2 values of 0.02 may be considered as a small effect, 0.15 is considered as medium effect and above 0.35 as large effects. The result is presented in Table 7. The exogenous constructs namely top management commitment, training and education, customer focus, teamwork and empowerment and reward and recognition in explaining the predictive value on the endogenous latent variable, namely employee job satisfaction has an f^2 effect size of 0.073, 0.003, 0.001, 0.008, and 0.054 respectively. In summary, all of the constructs had a small effect size in producing the f^2 for employee job satisfaction.

Table 7: Effect Size *(f^2)* of the Latent Variable

Structural Path	Effect size *(f^2)*	Rating
Top Management Commitment (TMC) → Employee Job Satisfaction	0.073	Small
Training and Education (TE) → Employee Job Satisfaction	0.003	Small
Customer Focus (CF) → Employee Job Satisfaction	0.001	Small
Teamwork and Empowerment (TE) → Employee Job Satisfaction	0.008	Small
Reward and Recognition (RR) → Employee Job Satisfaction	0.054	Small

1) Note: The values of f^2; 0.02=small, 0.15=medium, 0.35=large

Structural Model Evaluation - Assessment of Predictive Relevance (Q^2) and Blindfolding

The Q^2 value is a measure of predictive relevance based on the *blindfolding* technique in SEM-PLS (Hair, 2014). In the structural model, the Q^2 value that is larger than zero for a certain reflective endogenous latent variable indicates the path models predictive relevance for this particular construct. By running the blindfolding technique in SmartPLS3.2.1, the Q^2 value was obtained as shown in Table 8. The Q^2 value is considerably above zero, thus providing support for the model predictive relevance regarding the reflective endogenous latent variables.

Table 8: Predictive Relevance *(Q^2)* of Endogenous (Omission distance=7)

Endogenous variable	$Q^2>0$
Employee Job Satisfaction	0.195

Overall Results of Structural Model Analysis

The results of the hypotheses testing are summarized in Table 9. Overall, only three (3) hypotheses were accepted and significant at p<0.01. It can be concluded that group discussion (H3; β=0.795, t=4.401**), self-motivation (H7; β=0.355, t=2.526**) and family influence (H8; β=0.247, t=3.552**) have strong direct relationships with the academic performance. In conclusion, three (3) hypotheses were accepted in this research.

Hypotheses	Relationship	Standard Beta (β)	Standard Error	t-value	f^2	p-value	Decision
H1	Top Management Commitment (TMC) → Employee Job Satisfaction	0.287	0.084	3.407	0.073	0.000***	Supported
H2	Training and Education (TE) → Employee Job Satisfaction	0.075	0.090	0.837	0.003	0.201	Not Supported
H3	Customer Focus (CF) → Employee Job Satisfaction	-0.030	0.080	0.374	0.001	0.354	Not Supported
H4	Teamwork and Empowerment (TE) → Employee Job Satisfaction	0.132	0.106	1.245	0.008	0.107	Not Supported
H5	Reward and Recognition (RR) → Employee Job Satisfaction	0.270	0.079	3.426	0.054	0.000***	Supported

* 1.645 - 2.32 ** 2.33 and above **p<0.01

VI. Discussion and Conclusions

The findings from this study indicated that top management commitment and reward and recognition had a relationship with the employees' job satisfaction. In relation with top management commitment, a study done by Ooi et al. (2008) found that top management commitment can enhance the organizational culture towards total quality practices. Yusof and Ali (2002) mentioned that top management commitment can provide a significant contribution to the thoughts, feelings, satisfactions, and interactions among the employees within the organization. Besides, Evans and Lindsay (2002) stated that commitment from top management is crucial in demonstrating quality excellence environment which assimilates quality values in the management process.

The findings indicated that top management is committed in TQM effort in ensuring that the employees are satisfied with their job and produce high quality of work as a return to the organization. This is supported by de Hoogh et al., (2005) who stated that top management commitment significantly influences the employees' work-related attitudes, including job satisfaction. Meanwhile, reward and recognition also play an important factor in determining the satisfaction among the employees. This is in line with Jain (2010) in Juran & Gryna (1993) classified that monetary and non-monetary benefit which are conferred for public acknowledgment of excellence performance with respect to goals is used to explain reward and recognition.

Besides, Agus & Rabiatul (2012) indicated that compensation is the important factor that can influence employees' work spirit. Therefore, Zhang (2000) suggested that reward and recognition plan should be executed and distributed fairly and systematically, to ensure employees' commitment to the organization, as well as their satisfaction in distributing process of organizational resources. Finally, the researcher concluded that from five TQM practices, only two of it influenced employees' job satisfaction which was top management commitment and reward and recognition. It is recommended for employees to get involved and work together with the top-level management to focus on the strategic planning. TQM elements work to inspire all workers to engage with the activities of the company by contributing their innovative concept and avoiding the status quo. The employees' job satisfaction improves as they get involved with the operations of the organization and when the management shows the employees their gratitude. In conclusion, it is critical for all organisations, especially those in Malaysia, to reconsider the value of employee job satisfaction because it directly affects productivity and, as a result, the organization's future success. While top management engagement and reward and recognition had a direct impact on employee satisfaction, the company should also consider other factors that contribute to employee job satisfaction, such as facilities provided for all workers, fairness in safety and health aspects, and so on. As a result, this finding paints a broad image of how job satisfaction is critical for all organisations to ensure that they remain competitive in today's market.

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