

The Effect of Payment, Recognition, Empowerment and Work-Life Balance on Job Satisfaction in the Malaysia's Oil and Gas Industry

Nurul Ezaili Alias¹, Fadhilah Noor Nokman, Shafinar Ismail, Wei-Loon Koe, Rozana Othman

Faculty of Business and Management, Universiti Teknologi MARA, (UiTM) Melaka, Malaysia

To Link this Article: <http://dx.doi.org/10.6007/IJARBS/v8-i9/4645>

DOI:10.6007/IJARBS/v8-i9/4645

Published Date: 15 October 2018

Abstract

Job satisfaction is dynamic. It is a condition where individuals are contented or discontented with their jobs. Job satisfaction plays a significant role in valuing employee's efficiency and productivity. Oil and gas (O&G) industry is very important sector in contributing to the nation's development and economy. As this industry is recognized as the most important industry to the country's and world's economy, the jobs are multifaceted and focus-oriented, hence this situation exposed the organizations to high attrition rate and job switching among its employees and this become the difficulties to the O&G organizations. Therefore, effective human resource management should be implemented to continuously motivate the employees to be satisfied with the job. Thus, the purpose of this study is to assess the impact of payment, recognition, empowerment and work-life balance on job satisfaction in the O&G industry. The researchers conveniently distributed the questionnaires to all 200 respondents and there were 158 returned, thus it yielded a response rate of 79%. The answers varied among the demographic and functional designation within the O&G industry. Multiple regression analysis was performed for analysis of data. Results revealed that all independent variables were positive and significantly influenced job satisfaction and empowerment is found to have the strongest predictor to job satisfaction.

Keywords: Job Satisfaction, Payment, Recognition, Empowerment, Work-Life Balance

Introduction

Job satisfaction provides a person with inner motivation and self-encouragement that able to drive a person to give his best to his job. According to Locke (1976), job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job and job experiences. Robbins & Butler (1993) explained, when people speak of employee attitudes,

they often mean job satisfaction. Job satisfaction is like any attitude and is generally acquired over a period of time as an employee gains more and more information about the workplace.

Recently, job satisfaction in organizations received an increasing attention to the management because it reduces employee turnover, absenteeism, tardiness, and health setbacks due to its work-stress nature (Kinoti, 2012). Without job satisfaction, employee will usually escalate their dissatisfaction to other co-workers and this give lot of harms to the organizations. In fact, organizations realize job satisfaction is the essential element to increase customer satisfaction and to ensure the business run smoothly and sustain in today's stiff competition (Masum, Azad, & Beh, 2015). In organizations, there are many ways to satisfy employees to be more motivated and productive. Yet, there is still no solid and ideal method to do so. Because different people response differently to different things. Thus, a wide range of job satisfaction methods is the best way to adopt and adapt into organization to make employees at all level satisfied.

Oil and gas (O&G) industry is very important sector in contributing to the nation's development and economy. This industry has been recognized as one of the biggest contributors to the world's economy. Noticeably, Malaysia is known as one of the largest oil and gas producers in the world and ranked as the second largest producer in Southeast Asia. This position is recognized due to its strategic location to the important routes for energy treasure. According to OGN (2017), in the position of Asia-Pacific, Malaysia is ranked at fifth (5th) place of the highest oil reserve producer after China, India, Vietnam and Indonesia respectively (Oil & Gas News (OGN), 2017). Due to its importance and significant contributions, the jobs become multifaceted and focus-oriented and hence, this situation exposed the organizations to high employee attrition rate. Therefore, effective human resource management should be implemented and taken care in order to continuously motivate the employees to be satisfied with the jobs (Rony & Suki, 2017).

The relationships between payment, recognition, empowerment, work-life balance and organizational performance (i.e. job satisfaction, employee performance and employee retention) have attracted most considerable interest from previous researchers specifically in O&G industries (Akhtar, Khan, & Mujtaba, 2013; Hosie, Jayashree, & Tchantchane, 2013; Mbah & Ikemefuna, 2012; Muftah & Lafi, 2011; Rony & Suki, 2017). Previous researches conducted have focused on specific human resource behaviours that are associated with motivation models, as both moderating and mediating effects of job satisfaction in a Western setting (Akhtar et al., 2013; Atteya, 2012; Rony & Suki, 2017). Moreover, the links between payment, recognition, empowerment, work-life balance and job satisfaction have been examined independently in global O&G industry. This study is quite unique as it contributed to fill the gap and improve the understanding of the role of job satisfaction in O&G industry. Yet, the study on job satisfaction specifically in Malaysia is still lack in providing evidence (Hosie et al., 2013; Mansor, Ismail, Alwi, & Anwar, 2013; Rony & Suki, 2017). Therefore, the purpose of this study is to examine the impact of payment, recognition, empowerment and work-life balances on job satisfaction. As well as to identify the most influential predictor to job satisfaction in O&G industry.

Literature Review

Job Satisfaction

Job satisfaction is one of the most popular topic in organizational behaviour that has been researched (Kumar & Giri, 2009). This behaviour of satisfaction comes from an individual inner forces which can affect the direction of a person's behaviour, a person's effort and a

person's persistence in confronting work matters (Jones & Goerge, 2013). Satisfied with the jobs able to produce various possible behaviours that direct an employee to perform their job. Effort refers to how hard people work. Persistence refers to whether, when faced with roadblocks and obstacles, people persevere or tend to surrender. In other perspective, there are three (3) dimensions to job satisfaction; the first is an emotional response to job satisfaction, the second is fulfilled by meeting the employees' expectations of the job, and the third dimension is the employees' different attitudes. Employees' attitudes are their viewpoints about many aspects of jobs, as such careers and organization (Bergheim, Nielsen, Mearns, & Eid, 2015; Rathi, Rastogi, & Rangnekar, 2011). Generally, job satisfaction plays a significant role to organization, where it becomes as a central management due its importance in directing people behaviour in organizations. It is also explained why some employees put their jobs amongst the highest priority, why the other employees concentrating to look forward for better compensation and benefits or why some managers really put as much efforts to their responsibilities as a leader compared to other managers (Jones & Goerge, 2013).

According to Locke (1969), job satisfaction as a pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values. Further, Locke (1970) added job satisfaction is an emotional reaction that "results from the perception that one's job fulfils or allows the fulfilment of one's important job values, providing and to the degree that those values are congruent with one's needs" (p. 1307). Human needs are subjected to constant change but the job values are relatively more stable. Thus, someone who is satisfied with his or her job may not experience the same emotion if there is a change in his or her needs (Locke & Latham, 1990). Schermerhorn (1993) then defines job satisfaction as an affective or emotional response towards various aspects of an employee's work. The author emphasizes the likely causes of job satisfaction include status, supervision, co-worker relationships, job content, remuneration and extrinsic rewards, promotion and physical conditions of the work environment, as well as organizational structure. In addition, Spector (1997) described job satisfaction in terms of how people feel about their jobs and various aspects of their jobs. Ellickson & Logsdon (2002) support this view by defining job satisfaction as the extent to which employees like their work.

There are several factors that influence an employee's job satisfaction level. Some of them can be described as individual factors (i.e. personality, education, marital status, age); social factors (i.e. co-workers, team work, supervision) and organizational factors (i.e. company size, formal structure, management, politics and procedures, technologies) are less likely to be individually affected. In recent studies, many of the stated factors have been researched and majority of them concentrating on the influence of individual and social groups of factors on job satisfaction (Hosie et al., 2013). Earliest theorist, Abraham Maslow has proposed a theory of motivation and organizational behaviour field of knowledge. Maslow proposed "Hierarchy of needs", which explained five (5) hierarchy or layers of basic need that a human should fulfil accordingly in order to be a motivated and satisfied employee and hence, performing better for their organization. The five (5) basic needs were physiological, safety, belongingness, esteem, and self-actualization needs. Maslow suggested that to fulfil the highest need of self-actualization, a human must first fulfil the lowest level of needs accordingly. If one of the hierarchy of need is not satisfied, as such safety need, a human will not be able to satisfy the higher level of need, as such belongingness and so forth (Maslow, 1943, 1970). In conjunction with the Maslow's theory, Frederick Herzberg introduced "Two-Factor Theory of Motivation", which explained to increase the level of

employees' job satisfaction was through two approaches: hygiene factors and motivator. The hygiene factors (i.e. e.g. status, job security, salary, fringe benefits, work conditions, good pay, paid insurance, vacations) affect the existence of dissatisfaction or no dissatisfaction. While motivator factors (i.e. challenging work, recognition for one's achievement, responsibility, opportunity to do something meaningful, involvement in decision making, sense of importance to an organization) affect the level of job satisfaction of the workers (Herzberg, 1959, 2003; Smerek & Peterson, 2007).

From the standpoint of employee performance and work productivity, increase in job satisfaction is a pivotal element in an organization. Job satisfaction positively affects employee behaviour and this fact provides additional contribution to organizational performance. Employees with high job satisfaction expect long-term perspectives regarding their position in the organization, and they can be much more devoted to that organization and can obtain a high-level productivity in their work.

Payment and Job Satisfaction

Heery & Noon (2001) define remuneration as payment for work in different forms, including a basic wage or salary, supplementary cash payments, such as shift pay and overtime pay, and benefits in kind. Erasmus & Schenk (2008) described remuneration as the financial and non-financial extrinsic rewards provided by an employer for the time, skills and effort made available by the employee for fulfilling job requirements aimed at achieving organizational objectives. Concept of pay, wage or salary is occasionally used as more or less having the same meaning as remuneration.

Payment is known as monetary benefits or "money" and it has been widely used by employers to inject motivation level of the employees. Evidently, this has been practiced by international O&G companies and from the employees' opinion survey conducted, it is reported the employees have ranked low pay satisfaction which this resulted to high significant level between the relationship of payment and job satisfaction. (Agwu, 2013; Mbah & Ikemefuna, 2012; Rony & Suki, 2017). In other study, conducted by the researchers and Human Resource (HR) managers on focus groups (employees in offshore production facilities) at O&G companies in South East Asia, revealed the outcomes of interviews, payment or monetary reward is one of the most concern among employees. Further, it is also reported from the exit interview conducted by HR department, employees who left the company leaves their comment which payment is the reason of their departure (Hosie et al., 2013; Rony & Suki, 2017; Talent Coproration, 2012).

Research appears to be ambiguous regarding the influence of pay on job satisfaction. Since 1990's, a lack of empirical evidence exists to indicate that pay alone improves worker satisfaction or reduces dissatisfaction (Bassett, 1994). The author also argued that highly paid employees may still be dissatisfied if they do not like the nature of their job and feel they cannot enter a more satisfying job. In other study conducted by Oshagbemi (2000) amongst United Kingdom academicians, a statistically significant relationship between pay and their level of job satisfaction was revealed. Moreover, many researchers have identified salary as a fundamental variable in the study of job satisfaction. To curb those obstacles and potential difficulties, O&G employers have chosen payment as the final resort to motivate employees and hence, affect their job satisfaction. Monetary rewards has become the belief among employees in O&G industries and where it does affect their job satisfaction and performance (Agwu, 2013; Mbah & Ikemefuna, 2012; Oluwafemi, 2013).

Manifestly, the belief is supported by empirical evidences that suggest payment is indicated as important for the employees to be happily working with the organization and it is ranked as one of the important predictors for employees' happiness and satisfaction (Agwu, 2013; Hosie et al., 2013), and it is also proven that satisfied payment made the job performance improved and subsequently, contribute to high organizational performance (Mustapha, 2013). Hence, unhappy employees will lead to low level of employee retention because they will actively looking for other better job opportunities and benefits (Alias, Mat Noor, & Hassan, 2016). The higher the employee retention level, the lower the replacement costs and most importantly this will sustain the operations and production of a company (Dickey, Watson, & Zangelidis, 2011). Therefore, it is hypothesized that there is positive and significant relationship between payment and job satisfaction.

Recognition and Job Satisfaction

Since 1990's, Baron (1991) stated that when we recognize and acknowledge the employees in terms of their identification, their working capacity and performance is very high. Recognition is a type of benefit that an employee must earn due to their job achievements and efforts. A recognized performance by the employers does create a strong bonding between the employee and the job. This means employers managed to increase the satisfaction level among the employees. It is believed that recognitions able to improve employees' performance and productivity whether it is a first-time or repeated performance (Wilson, 1995). The belief that rewards must come with recognitions has been practices since then. Practitioners believed to motivate employees must not only through payment or reward but also recognizing the employee's efforts. This is supported by LaMotta, which argued the motivation level also can be unexpectedly increase if the employers give recognition or praise their hard work (LaMotta, 1995).

Giving praise or compliments, awarded some awards or certificates from certified body, organized a ceremony to appreciate their hard works in front the organizational members are included as recognitions to the employees. In a company that focused on high achievements, all managers or leaders should be trained on how to effectively recognize innovative contributions, which this behaviour may not only trigger better ideas from other employees but also create a healthy competition among his subordinates (Yukl, Gordon, & Taber, 2002). Despite creating a healthy competition in the workplace, recognition creates a high-quality campaign, a creative employee and improve the problem solving skills. Parker & Wright (2001) indicated that effective recognition must come along with effective communication in the reward plan. All aspects of the reward and recognition system including accommodating work agreements and other features of employee welfare should clearly be conveyed to employees. Recognition is one of the element in remuneration package and it is also as an indication of their value to the organisation. They compare their inputs to received outputs relevant to that of others (Nel & Van Dyk, 2004). Inequity in terms of lack of recognition and poor pay often contribute to a problem with employee retention (Boggie, 2005; Ghaffari et al., 2017). The existence of recognition has been found to have a significant influence on job satisfaction among knowledge workers in O&G industry (Shurbagi & Zahari, 2012; Zahari & Shurbagi, 2012).

For instance, Bernard in Stoner, et al. (1995) cited in Rathore & Chadha (2013) accords due recognition to the needs of workers saying that, "the ultimate test of organizational success is its ability to create values sufficient to compensate for the burdens imposed upon resources contributed." Bernard added, in an organized endeavour, putting in time and

efforts for personal, economic, and non-economic satisfaction, employers must be careful to meet their needs. Otherwise, they will discover they are losing their talented and creative professionals to other organizations who are ready and willing to meet their needs and demands. Further, some employees may be more motivated by recognition and praise than other factors. In a nationwide study, employees admitted that they would do their best if their input was recognized. Research indicates that employees expect appreciation from supervisors, colleagues and even their families for their effort and, often, praise beats out monetary rewards. Moreover, supervisory behaviours that encouraged daily praise and environmental awards were ranked as being among the most important factors for environmental innovative and problem solving by employees (Agwu, 2013; Ramus, 2001; Rewards, 1993; Rony & Suki, 2017). Therefore, it is hypothesized that there is positive and significant relationship between recognition and job satisfaction.

Empowerment and Job Satisfaction

Empowerment is one of the most effective ways of enabling employees at all levels to use their creative abilities to improve the performance of the organization they work for, and the quality of their own working life. Employee empowerment is a kind of the risk management process whereby a culture of empowerment is developed in the form of a shared vision, clear goals, boundaries for decision making, and the results of efforts and their impact on the whole is shared competency in the form of training and experience is developed; resources, or the competency to obtain them when needed to be effective in their jobs, are provided; and support in the form of mentoring, cultural support, and encouragement of risk-taking is provided (Chaturvedi, 2008). In addition, empowerment works closely with management instrument and technique like motivation, trust, communication, management participation, delegation, feedback, training, etc. This is important to ensure that the concept and its managerial dimension different from other perspective. Employers should recognize their human capital is a significant resource and as a competitive advantage for the organizations. When the constituent of empowerment has been examined, it will yield beneficial results in both sides, employer as well as employee (Pelit, Öztürk, & Arslantürk, 2011).

The purpose of empowerment is to increase the authority, knowledge, motivation related to the work of employees, hence, enhance the contribution of employees to company and customers' satisfaction, at the same time to increase the self-respect, confidence and loyalty towards company (Wilkinson, 1998). In short, the aim is to increase the satisfaction of the employees. Empowerment can be done at individual level, a team level which in size contains all employees in a process and in a unit or in a company. Further, employee empowerment is wide ranging activities that are practiced accordingly with content bring up relation between the task performed and the job satisfaction that employee will gain (Atteya, 2012; Oluwafemi, 2013). Previous researchers have statistically found that there was significant relationship between empowerment and job satisfaction and job loyalty. Several studies revealed that employee empowerment give rise to organizational commitment, motivation, performance, as well as customer satisfaction. So, when employee empowerment is practiced effective and efficiently in the organization, the employees will be more motivated to perform better and job satisfaction level increase in the right direction (Hosie et al., 2013; Mbah & Ikemefuna, 2012; Pelit et al., 2011).

Turkyilmaz, Akman, & Ozkan (2011) stated that high level of empowerment must be initiated with top management. Moving decision making to the lowest level in organization

will enable organization to gain employees involvement. Study indicates that employees should be encouraged to get together in the meetings to discuss reports, measurements, and policies. The involvement of employee covers the information sharing and employee relationship. Without clear support and contribution of employees that they gain in high level of empowerment, most employee involvement system would fail regardless company using suggestion systems, brain storming session and regular meetings or not. Therefore, it is hypothesized that there is positive and significant relationship between empowerment and job satisfaction.

Work-life balance and Job Satisfaction

Work-life balance, in its broadest sense, is defined as a satisfactory level of involvement or fit between the multiple roles in a person's life. According to Murphy & Doherty (2011), work-life balance is not just about employee juggling a home and family-although that is certainly an important part of it. It is also about adjusting working patterns so that everyone, regardless of age, race or gender, can find a rhythm that enables them more easily to combine work with their other responsibilities or aspiration. Although definitions and explanations vary, work-life balance is generally associated with equilibrium, or maintaining an overall sense of harmony in life.

Better integration work and life responsibilities including time away from work, access to services to meet specific needs and flexible work arrangements (Milkovich, Newman, & Gerhart, 2011). The concept of work-life balance is based on the notion that paid work and personal life should be seen less as competing priorities than as complementary elements of a full life. The way to achieve this is to adopt an approach that is conceptualized as a two-way process involving a consideration of the needs of employees as well as those of employers (Lewis, Gambles, & Rapoport, 2007). Work-life balance is one of the important elements for employers to engage the employee talents and it demonstrates the benefits that can be derived from employment policies and practices that support work-life balance (Gayathiri & Ramakrishnan, 2013; Jang, Park, & Zippay, 2011).

Modern organizational systems are moving towards more humanistic approach in dealing with their employees to make them satisfied with their work. The trend in organizations to make their employees satisfied is changing, by identifying several other factors and roles of workers' life than just the hours they spend in the office. Satisfaction with the job as a part of life satisfaction that can only happen if employees can create a balance in their work and personal life. (Abendroth & Dulk, 2011; Haar, Russo, & Suñe, 2014) Work-life balance has been practiced by developed countries and it is proven that when employees been provided with flexible times between work and personal life, they will be happy and stress free in committing to both important commitments in their life. A happy parent will be happily and committedly to attend with any tasks given from the workplace, hence, employee will be more effective and productive in performing their jobs. When all organizations are practicing work-life balance, we are not only producing satisfied workers but happier social citizens.

Work-life balance is also known as flexibility in completing the tasks. There are various forms of flexibility at work, as such job sharing, flexible working hours and work remotely from anywhere that convenient to the employees as compared to conventional working hours. These work arrangements vary across different organizations where it increases the amount of control over working hours and employees will enjoy in performing and completing their tasks without any restricted time and place. According to Gallhofer, Paisey, & Roberts

(2011), flexible working encompasses a variety of features, ranging from employment flexibility for the length of time an employee works, the location and hours of work and periods of leave that may be taken from work. Thus, happy and satisfied employees will make a greater contribution and healthier. Hence, it is clearly will help the government to reduce public health expenditures and other costs in curbing various work-related health problem. However, despite its advantages to the all parties (i.e. employee, employer and government), most organizations nowadays do not aware the importance to their employees' wellbeing and its significant role to increase the employees' happiness index.

Organizations in developing countries are competing not only to be the market leader but also employment market leader. In fact, this scenario makes the current global economy in a multifaceted and interlaced which highly demanding for efficient and productive employees. Consequently, this make the work-life balance irrelevant to be implemented in the organizations, hence this decreasing the employees' job satisfaction level. When no work-life balance been practiced in the company, the boundaries between work and home were clear. Today, work life over shadowed our personal life and to balance between work and personal is impossibility can be done and this 'silent killer' becoming a current trend in the organizations. Workloads routines make life fulfilled with work-related pressure and tension and life is getting worse when employees are not able to manage their family matters wisely and this contributing to child and kinship problems (Pocock, Williams, & Skinner, 2012; Uzonwanne & Ijide, 2017).

Obviously, employees working in a company that highly promote work-life balance are more satisfied with their jobs as compared to other employees who worked with no boundaries between the work and personal life. Thus, it is suggested that organizations especially O&G companies should take into serious consideration to employ work-life balance as a working culture in the organization. So that they are not only make the employees happy but as well as to enhance organizational competency. Notably, work-life balance is one of the most part of life satisfaction that has been practiced and proven successfully in West European countries (Chandra, 2012). Further, satisfied employees will perform and produce better outcomes to the tasks given. Evidently, previous studies have significantly found positive relationship between work-life balance and job satisfaction (Gayathiri & Ramakrishnan, 2013; Haar et al., 2014; Sumaiti, 2010). In order for the organizations to succeed and achieve its goals for a long-term, they have to consider the approach of work-life balance to all employees at all level. Therefore, it is hypothesized that there is a positive and significant relationship between work-life balance and job satisfaction.

Research Methodology

The most important thing in designing a research is to make sure when the data is gathered, it is from the reliable sources, and hence, it will provide a valid and reliable results. A basic structure of a research design included activities of collecting, analysing and reporting the findings. This study is presented and reported quantitatively through examining the relationships between variables. The researcher uses the correlational or hypothesis testing to examine the effect of payment, recognition, empowerment and work-life balance on job satisfaction. The correlational study is suitable when the researcher intentions to find whether the important variable(s) had positively or negatively affected one another. The research instruments comprise of self-administered questionnaires (primary source). A set of questionnaires using Likert type scale (1-5) were administered to respondents by the

researcher. The Cronbach alpha values at the pre-test and actual test for all items are above 0.80. Thus, the consistency of inter-item used for this study is reliable.

The questionnaire used to measure all the variables of this study have been adopted from previous researches. The questionnaire contained of two (2) main part which is part A and part B and all together the set of questionnaires consists of fifty-five (55) items. Part A includes all demographic profile questions with 7-item. Part B has five sections included dependent and independent variables of the research. Section B1, consists of 4-item for job satisfaction (by Henryhand, 2009) which it represents the dependent variable of the study. Followed by section B2 consists of 10-item for payment (by Stringer, Didham, & Theivananthampillai, 2011), section B3 consists of 12-item for recognition (by Henryhand, 2009), section B4 consists of 12-item for empowerment (by Martin, 2006) and the last section B5 consists of 10-item for work-life balance (by Ikram & Anwar, 2009).

The population of this study comprised of all employees in O&G Company in Malaysia. The respondent of this study was an individual employee and the employee population was 200. The researchers conveniently distributed the questionnaires to all 200 respondents and only 158 questionnaires were returned, thus it yielded a response rate of 79.00%. SPSS version 24 has been employed to conduct the data analysis of the study. Descriptive statistics explained the respondent's demographic profile and followed by multiple regression analysis to test the hypotheses of the study. There is positive and significant relationship between independent variables (payment, recognition, empowerment and work-life balance) and dependent variable (job satisfaction).

Findings

From the survey conducted, the demographic profile indicated that the total number of the respondents was 158 respondents, indicate the number of male respondents were 86 (54.4%) and female respondents consist were 72 (45.6%). It is also indicated that 37 respondents (23.4 %) were from the Human Resource Management Division. Followed by 25 respondents (15.8%) from Finance Division, 23 respondents (14.6%) from Health and Safety Environment Division, 24 respondents (15.2%) from LPG & Commercial and International Business Division, 25 respondents (15.8%) from Lubricant Division and finally 24 respondents (15.2%) from Supply and Distribution Division.

Majority of the respondents obtained a bachelor's degree (n=108; 68.4%), master's degree (n=28; 17.7%), diploma (n=17; 10.8%) and lastly high school (n=5; 3.2%). In addition, more than half of the respondents' age were between 40–49-year-old (n=82; 51.9%), followed by below 29 year old (n=48; 30.4%), 30–39 year old (n=26; 16.5%) and finally above 50 year old (n=2; 1.3%). Thus, these findings of the respondents' education background confirmed that most of the respondents must at least obtained a degree to be positioned in this O&G company. It can be explained that most of the respondents are educated (68.4% of the respondents hold a bachelor's degree) and they are experienced and talented employees (more than half of respondents from age range 40-49-year-old). Thus, the independent variables of this study are the most favourable factors influencing their job satisfaction. Further, employers should take more considerations in order to satisfy them at work as well as retaining them in the organization.

Table 1 summarizes the multiple regression analysis. The R-squared was 0.775, indicated that 77.5% of the variance in job satisfaction was explained by payment, recognition, empowerment and work-life balance. The adjusted R-squared was 75.5%. The findings revealed the relationship between payment ($\beta = 0.244$, $p = 0.002$), recognition ($\beta =$

0.476, $p = 0.000$), empowerment ($\beta = 0.544$, $p = 0.000$) and work-life balance ($\beta = 0.441$, $p = 0.000$). Thus, this finding indicated that all independent variables have significant and positive relationship with dependent variable. On the other hand, empowerment is found to have the most influential predictor to job satisfaction. Thus, all hypotheses in this study were supported.

Table 1
Multiple Regression Analysis

Model	Standardized Coefficients (Beta)	t	Sig.
Payment	0.244	3.138	0.002
Recognition	0.476	6.754	0.000
Empowerment	0.544	8.101	0.000
Work-life Balance	0.441	6.131	0.000
R square	0.775		
Adjusted R Square	0.755		
Dependent variable: Job Satisfaction			

Conclusion

This study focused on the level of job satisfaction among employees within O&G company by examining the relationships between payment, recognition, empowerment and work-life balance and job satisfaction. All predictors can be summarized as individuals' expectations and work-related experiences that directly contribute to the employees' job satisfaction level toward the organization. Thus, this study produced several notable conclusions. First hypothesis, it is found that there is a positive and significant relationship between payment and job satisfaction. This result is consistent with previous findings (Hosie et al., 2013; Mbah & Ikemefuna, 2012). This means money matters to employees at all levels. Organizations should keep on review and revise their salary policy so that employees are always satisfied with their jobs. The findings also indicated that the O&G company has provided and offered a good compensation plan as compared to their competitors. Secondly, second hypothesis is also found to have a positive and significant relationship between recognition and job satisfaction and this finding is consistent with Agwu (2013) and Rony & Suki (2017). Based on researchers' observation, the organization shows their organizational commitment to the employees. Management appreciates and recognizes all excellent performers in the company. All high achievers are recognized through monetary and non-monetary rewards. Thus, the organization should keep on recognizing their high achievers as this predictor is able to motivate and satisfy them while performing the job. Thirdly, it is resulted that there is a positive and significant relationship between empowerment and job satisfaction and this finding is consistent with Hosie et al. (2013) and Mbah & Ikemefuna (2012). It is also indicated that empowerment is found as the most influential predictor toward job satisfaction in O&G company. This is because the company practices empowerment to all levels of employees, where higher level positions always put trust in their subordinates and

willing to grant some authority for them to show their capabilities to handle and solve their job assignments. As reported in descriptive analysis, majority of the respondents are amongst degree holders. Therefore, they can be categorised as educated people where most of the group of employees preferred more authority in performing their works. So that they can improve their soft skills especially in leadership and interpersonal skills. In order to sharpen employee's soft skills, empowerment is a good practice nowadays. However, not all companies are willing to take risks to let their lower level employees do the how and when to perform the jobs even though this practice able to keep them motivated to perform well in every task given. Lastly, there is a positive and significant relationship between work-life balance and job satisfaction. Organization has implemented a work-life balance policy in which the management not only provided a flexible working hour but as well as an access card to in-house gymnasium. With this, it has contributed to their level of job satisfaction.

As work-life balance has becoming a hot debate nowadays, other than flexible working hour and in-house gymnasium, telecommuting in their working style is also recommended in order to successfully practice work-life balance in the company. Telecommuting is a work arrangement whereby employees, called teleworkers or telecommuters, where employees can stay at home or elsewhere but still able to perform their work using electronic devices that can always connect them with the works. This telecommuting policy is really suit with female married employees' due to their family commitments. So that, they are not only can perform the job better but as well as a good wife and a mother at the same time. Another advantage of telecommuting is the elimination of office space. For example, the expenses for office equipment and facilities can be deducted. By implementing this program, it can improve employee productivity, job satisfaction and loyalty.

Acknowledgement

This work was fully supported by conference funds under Universiti Teknologi MARA (UiTM) Cawangan Melaka, Malaysia.

Corresponding Author

Nurul Ezaili Alias, Faculty of Business and Management, Universiti Teknologi MARA Cawangan Melaka, 110 Off Jalan Hang Tuah, 75300, Melaka, Malaysia.

Email: nurulezalili193@bdrmelaka.uitm.edu.my

References

- Abendroth, A., & Dulk, L. Den. (2011). Support for the work-life balance in Europe: The impact of state, workplace and family support on work-life balance satisfaction. *Work, Employment and Society*. Retrieved from <http://journals.sagepub.com/doi/abs/10.1177/0950017011398892>
- Agwu, M. (2013). Impact of fair reward system on employees' job performance in Nigerian Agip Oil Company Limited, Port Harcourt. *British Journal of Education, Society and*. Retrieved from http://www.journalrepository.org/media/journals/BJESBS_21/2013/Jan/1359089754-Agwu312012BJESBS2529.pdf
- Akhtar, N., Khan, R., & Mujtaba, B. (2013). Exploring and measuring organizational learning capability and competitive advantage of petroleum industry firms. *International Business and*. Retrieved from <http://cscanada.net/index.php/ibm/article/view/3253>
- Alias, N. E., Mat Noor, N., & Hassan, R. (2016). *The Relationships Between Talent Management*

- Practices, Employee Engagement and Employee Retention in the Information and Technology (IT) Organizations in Selangor. Proceedings of the 1st AAGBS International Conference on Business Management 2014 (AiCoBM 2014).* Springer. https://doi.org/10.1007%2F978-981-287-426-9_9
- Atteya, N. (2012). Testing the impact of the human resource management practices on job performance: An empirical study in the Egyptian joint venture petroleum companies. *International Journal of Business and Social*. Retrieved from <http://search.proquest.com/openview/561323b031869b2722eb5e085e59a816/1?pq-origsite=gscholar&cbl=646295>
- Baron, R. (1991). Motivation in work settings: Reflections on the core of organizational research. *Motivation and Emotion*. Retrieved from <http://www.springerlink.com/index/H52105TR00121X05.pdf>
- Bassett, G. (1994). The case against job satisfaction. *Business Horizons*. Retrieved from <http://www.sciencedirect.com/science/article/pii/0007681394900078>
- Bergheim, K., Nielsen, M. B., Mearns, K., & Eid, J. (2015). The relationship between psychological capital, job satisfaction, and safety perceptions in the maritime industry. *Safety Science*, 74, 27–36. <https://doi.org/10.1016/j.ssci.2014.11.024>
- Boggie, T. (2005). Unhappy employees. *Credit Union Management*. Retrieved from https://scholar.google.com/scholar?q=Boggie%2C+T.+%282005%29%2C+“Unhappy+employees”%2C+%5BElectronic+version%5D%2C+Credit+Union+Management%2C+28+%284%29.+&btnG=&hl=en&as_sdt=0%2C5
- Chandra, V. (2012). Work–life balance: eastern and western perspectives. *The International Journal of Human Resource Management*, 23(5), 1040–1056. <https://doi.org/10.1080/09585192.2012.651339>
- Chaturvedi, V. (2008). Employees Empowerment: A key to intrinsic motivation. *Management Articles, Articles and Papers by Faculty of*. Retrieved from https://scholar.google.com/scholar?q=Chaturvedi%2C+2008+empowerment&btnG=&hl=en&as_sdt=0%2C5
- Dickey, H., Watson, V., & Zangelidis, A. (2011). Job satisfaction and quit intentions of offshore workers in the UK North Sea oil and gas industry. *Scottish Journal of Political*. Retrieved from <http://onlinelibrary.wiley.com/doi/10.1111/j.1467-9485.2011.00561.x/full>
- Ellickson, M., & Logsdon, K. (2002). Determinants of job satisfaction of municipal government employees. *Personnel Administration*. Retrieved from <http://journals.sagepub.com/doi/abs/10.1177/009102600203100307>
- Erasmus, B., & Schenk, H. (2008). *South African human resource management: Theory & practice*. Retrieved from [https://books.google.com/books?hl=en&lr=&id=g5PvjILBsWkC&oi=fnd&pg=PR3&dq=Erasmus,+B.,+Van+Wyk,+M.,+%26+Schenk,+H.+\(2001\).+South+African+Human+Resource+Management,+2nd+ed.+Cape+Town:+Juta+%26+Company+Ltd.&ots=EuacNDcBMf&sig=5cV2CvzlqxqA7GEpNxd3-2gGQGg](https://books.google.com/books?hl=en&lr=&id=g5PvjILBsWkC&oi=fnd&pg=PR3&dq=Erasmus,+B.,+Van+Wyk,+M.,+%26+Schenk,+H.+(2001).+South+African+Human+Resource+Management,+2nd+ed.+Cape+Town:+Juta+%26+Company+Ltd.&ots=EuacNDcBMf&sig=5cV2CvzlqxqA7GEpNxd3-2gGQGg)
- Gallhofer, S., Paisey, C., & Roberts, C. (2011). Preferences, constraints and work-lifestyle choices: The case of female Scottish chartered accountants. *Accounting, Auditing &*. Retrieved from <http://www.emeraldinsight.com/doi/pdf/10.1108/09513571111133054>
- Gayathiri, R., & Ramakrishnan, L. (2013). Quality of work life—Linkage with job satisfaction and performance. *Of Business and ...*. Retrieved from <https://pdfs.semanticscholar.org/5ab4/1a9b14b5e3c791ae5d6da4dba9be3cfef9e5.pdf>
- Ghaffari, S., Mad Shah, I., Burgoyne, J., Nazri, M., & Salah Aziz, J. (2017). Investigating

- the Mediation Role of Respect for Employees on the Relationship between Participative Leadership and Job Satisfaction: A Case Study at Universiti Teknologi Malaysia. *Australian Journal of Basic and Applied Sciences Aust. J. Basic & Appl. Sci.*, 1111(4).
- Haar, J., Russo, M., & Suñe, A. (2014). Outcomes of work–life balance on job satisfaction, life satisfaction and mental health: A study across seven cultures. *Journal of Vocational*. Retrieved from <http://www.sciencedirect.com/science/article/pii/S0001879114001110>
- Heery, E., & Noon, M. (2001). A dictionary of human resource management: Oxford university press inc. *Hendrix, WH, Robbins, T., Miller, J., & Summers, TP* (. Retrieved from https://scholar.google.com/scholar?q=heery+and+noon+2001+Dictionary+of+Human+Resource+Management.+&btnG=&hl=en&as_sdt=0%2C5
- Henryhand, C. J. (2009). *The effect of employee recognition and employee engagement on job satisfaction and intent to leave in the public sector. ProQuest Dissertations and Theses.* Capella University, Ann Arbor. Retrieved from <http://search.proquest.com.ezaccess.library.uitm.edu.my/docview/305165551?accountid=42518>
- Herzberg, F. (1959). Two-Factor Theory of Motivation. In *Motivation theory.* (pp. 1–3). Retrieved from <http://explorable.com/two-factor-theory-of-motivation>
- Herzberg, F. (2003). One More Time: How Do You Motivate Employees? *Harvard Business Review.* <https://doi.org/z>
- Hosie, P., Jayashree, P., & Tchantchane, A. (2013). The effect of autonomy, training opportunities, age and salaries on job satisfaction in the South East Asian retail petroleum industry. *The International Journal of Human Resource Management*, 24(21), 3980–4007. Retrieved from <http://www.tandfonline.com/doi/abs/10.1080/09585192.2013.829517>
- Ikram, S., & Anwar, M. (2009). Relationship between work life balance and job satisfaction among employees. *Proceeding 2nd CBRC.* Retrieved from [http://www.citlahore.edu.pk/pl/abrc/proceedings/All_papers/Relationship_between_Work_Life_Balance_and_Job_Satisfaction_among_Employees_\(syeda_ismat_ikram\).pdf](http://www.citlahore.edu.pk/pl/abrc/proceedings/All_papers/Relationship_between_Work_Life_Balance_and_Job_Satisfaction_among_Employees_(syeda_ismat_ikram).pdf)
- Jang, S., Park, R., & Zippay, A. (2011). The interaction effects of scheduling control and work–life balance programs on job satisfaction and mental health. *International Journal of Social.* Retrieved from <http://onlinelibrary.wiley.com/doi/10.1111/j.1468-2397.2010.00739.x/full>
- Jones, G., & Goerge, J. M. (2013). *Contemporary management.* Irwin Mcgraw-Hill.
- Kinoti, L. (2012). Percieved Relationship Between Motivation Practices And Employee Productivity In Kenya Commercial Bank (KCB) Limited. Retrieved from [http://erepository.uonbi.ac.ke/bitstream/handle/11295/12962/Kinoti_Percieved_Relationship_Between_Motivation_Practices_And_Employee_Productivity_In_Kenya_Commercial_Bank_\(KCB\)_Limited.pdf?sequence=2](http://erepository.uonbi.ac.ke/bitstream/handle/11295/12962/Kinoti_Percieved_Relationship_Between_Motivation_Practices_And_Employee_Productivity_In_Kenya_Commercial_Bank_(KCB)_Limited.pdf?sequence=2)
- Kumar, B., & Giri, V. (2009). Examining the relationship of organizational communication and job satisfaction in Indian organizations. *Journal of Creative Communications.* Retrieved from <http://journals.sagepub.com/doi/abs/10.1177/097325861000400303>
- LaMotta, T. (1995). Recognition: The quality way.
- Lewis, S., Gambles, R., & Rapoport, R. (2007). The constraints of a “work–life balance” approach: An international perspective. *The International Journal of Human Resource Management*, 18(3), 360–373. Retrieved from <http://www.tandfonline.com/doi/full/10.1080/09585190601165577>
- Locke, E. (1969). What is job satisfaction? *Organizational Behavior and Human Performance.*

- Retrieved from <http://www.sciencedirect.com/science/article/pii/0030507369900130>
- Locke, E. (1970). Job satisfaction and job performance: A theoretical analysis. *Organizational Behavior and Human Performance*. Retrieved from <http://www.sciencedirect.com/science/article/pii/003050737090036X>
- Locke, E. (1976). The Nature and Causes of Job Satisfaction. *Handbook of Industrial and Organizational Psychology*. Retrieved from [http://www.appliedpsyj.org/paper/other/sfwang/Locke1976 The nature and causes of job satisfaction.pdf](http://www.appliedpsyj.org/paper/other/sfwang/Locke1976%20The%20nature%20and%20causes%20of%20job%20satisfaction.pdf)
- Locke, E., & Latham, G. (1990). Work motivation and satisfaction: Light at the end of the tunnel. *Psychological Science*. Retrieved from <http://journals.sagepub.com/doi/abs/10.1111/j.1467-9280.1990.tb00207.x>
- Mansor, N., Ismail, A., Alwi, M., & Anwar, N. (2013). Relationship between spiritual leadership and organizational commitment in Malaysians' oil and gas industry. *Asian Social Science*. Retrieved from <http://www.ccsenet.org/journal/index.php/ass/article/view/27943>
- Martin, H. G. (2006). *The effect of task type mixture awareness on individual perceptions of job satisfaction, employee involvement, and employee empowerment: A survey analysis*. ProQuest Dissertations and Theses. Capella University, Ann Arbor. Retrieved from <http://search.proquest.com.ezaccess.library.uitm.edu.my/docview/304909788?accountid=42518>
- Maslow, A. H. (1943). A theory of human motivation. *Psychological Review*, 50, 370–396. <https://doi.org/10.1037/h0054346>
- Maslow, A. H. (1970). A Theory of Human Motivation. *Motivation and Personality*, 35–46.
- Masum, A. K. M., Azad, M. A. K., & Beh, L. S. (2015). Determinants of academics' job satisfaction: Empirical evidence from private universities in bangladesh. *PLoS ONE*, 10(2). <https://doi.org/10.1371/journal.pone.0117834>
- Mbah, S., & Ikemefuna, C. (2012). Job satisfaction and employees' turnover intentions in total Nigeria plc. in Lagos State. *International Journal of*. Retrieved from <https://pdfs.semanticscholar.org/2ee1/24a00766869407ff8742a2fe07ab40cfe911.pdf>
- Milkovich, T., Newman, M., & Gerhart, B. (2011). Compensation; revision 10. Retrieved from https://scholar.google.com/scholar?q=Milkovich%2C+Newman%2C+%26+Gerhart%2C+2011&btnG=&hl=en&as_sdt=0%2C5&as_ylo=2011&as_yhi=2017
- Muftah, H. Al, & Lafi, H. (2011). Impact of QWL on employee satisfaction case of oil and gas industry in Qatar. *Advances in Management & Applied Economics*, 1(2), 107–134. https://doi.org/http://www.scienpress.com/journal_focus.asp?main_id=55&Sub_id=IV
- Murphy, F., & Doherty, L. (2011). The experience of work life balance for Irish senior managers. *Equality, Diversity and Inclusion: An*. Retrieved from <http://www.emeraldinsight.com/doi/abs/10.1108/026101511111135732>
- Mustapha, N. (2013). The Influence of Financial Reward on Job Satisfaction among Academic Staffs at Public Universities in Kelantan , Malaysia. *International Journal of Business and Social Science*, 4(3), 244–249.
- Nel, P. S. (Piet S. , & Van Dyk, P. S. (2004). *Human resources management*. Oxford University Press.
- Oil & Gas News (OGN). (2017). Declining Production Drives New Methods of Exploration. Retrieved September 10, 2017, from http://www.oilandgasnewsworldwide.com/Article/39916/Declining_production_drives_new_methods_of_exploration#
- Oluwafemi, O. (2013). Predictors of turnover intention among employees in Nigeria's oil

- industry. *Organizations And Markets In Emerging Economies*, 4(98), 42–63. Retrieved from <http://www.ceeol.com/content-files/document-279272.pdf>
- Oshagbemi, T. (2000). Correlates of pay satisfaction in higher education. *International Journal of Educational*. Retrieved from <http://www.emeraldinsight.com/doi/abs/10.1108/09513540010310387>
- Parker, O., & Wright, L. (2001). Pay And Employee Commitment. *Ivey Business Journal*.
- Pelit, E., Öztürk, Y., & Arslantürk, Y. (2011). The effects of employee empowerment on employee job satisfaction: A study on hotels in Turkey. *International Journal of*. Retrieved from <http://www.emeraldinsight.com/doi/pdf/10.1108/09596111111153475>
- Pocock, B., Williams, P., & Skinner, N. (2012). Conceptualizing Work, Family and Community: A Socio-Ecological Systems Model, Taking Account of Power, Time, Space and Life Stage. *British Journal of Industrial*. Retrieved from <http://onlinelibrary.wiley.com/doi/10.1111/j.1467-8543.2011.00852.x/full>
- Ramus, C. (2001). Organizational support for employees: Encouraging creative ideas for environmental sustainability. *California Management Review*.
- Rathi, N., Rastogi, R., & Rangnekar, D. (2011). Quality of work life, organisational commitment, and psychological well-being. A study of the Indian employees. *Journal of Contemporary Business Studies*.
- Rathore, K., & Chadha, R. (2013, September 30). Impact of Human Resource Practices on Employees' Motivation. Retrieved from https://papers.ssrn.com/sol3/papers.cfm?abstract_id=2333654
- Rewards, P. by. (1993). *The Trouble with Gold Stars, Incentive Plans, A's, Praise, and Other Bribes*. Alfie Kohn. Houghtin Mufflin, Boston. Retrieved from https://scholar.google.com/scholar?q=kohn+1993+punished+by+rewards&hl=en&as_sdt=0%2C5&oq=%28Kohn%2C+1993%29
- Robbins, S., & Butler, M. (1993). *Organizational behavior: Concepts, controversies, and applications*. Retrieved from <http://www.jstor.org/stable/pdf/41791251.pdf>
- Rony, N. I., & Suki, N. M. (2017). Modelling the Relationships between Internal Marketing Factors and Employee Job Satisfaction in Oil and Gas Industry. *Asian Social Science*, 13(3), 135. <https://doi.org/10.5539/ass.v13n3p135>
- Schermerhorn, J. R. (1993). *Management for productivity*. Wiley.
- Shurbagi, A., & Zahari, I. (2012). The relationship between organizational culture and job satisfaction in national oil corporation of Libya. *International Journal of Humanities and*. Retrieved from <http://journalsweb.org/siteadmin/upload/41354 IJHAS013021.pdf>
- Smerek, R. E., & Peterson, M. (2007). Examining Herzberg's theory: Improving job satisfaction among non-academic employees at a university. *Research in Higher Education*, 48(2), 229–250. <https://doi.org/10.1007/s11162-006-9042-3>
- Spector, P. (1997). *Job satisfaction: Application, assessment, causes, and consequences*. Retrieved from <https://books.google.com/books?hl=en&lr=&id=-AXCgAAQBAJ&oi=fnd&pg=PR7&dq=Job+Satisfaction:+Application,+Assessment,+Cause+s+and+Consequences&ots=epCoExXeca&sig=a4OvOzMS9YEP41X0dTT8d3X1Xsw>
- Stringer, C., Didham, J., & Theivananthampillai, P. (2011). Motivation, pay satisfaction, and job satisfaction of front-line employees. *Qualitative Research in Accounting & Management*, 8(2), 161–179. <https://doi.org/10.1108/11766091111137564>
- Sumaiti, R. Al. (2010). The Work Life Balance and Job Satisfaction in Oil and Gas organisations in the UAE context. Retrieved from <https://bsp.space.buid.ac.ae/handle/1234/320>
- Talent Coproration. (2012). Malaysia: Addressing Talent Issues. In *TalentCorp Malaysia* (pp.

1–36).

- Turkyilmaz, A., Akman, G., & Ozkan, C. (2011). Empirical study of public sector employee loyalty and satisfaction. *Management & Data* Retrieved from <http://www.emeraldinsight.com/doi/abs/10.1108/02635571111137250>
- Uzonwanne, F., & Ijide, W. (2017). Dimensions Of Work-Life Balance As Predictors Of Anxiety Among A Sample Of Nigerian Bankers. *Ife Psycholgia*. Retrieved from <http://search.ebscohost.com/login.aspx?direct=true&profile=ehost&scope=site&authType=crawler&jrnl=11171421&AN=123300230&h=3BWYSghmB8%2FLeS39qnxBDwWi81YV49xu0eRgZwOEh%2F4yM0Pi3JqQNWzxKsPAf4%2FPMui6MDROT3%2BVxjKwaizDVg%3D%3D&crl=c>
- Wilkinson, A. (1998). Empowerment: theory and practice. *Personnel Review*. Retrieved from <http://www.emeraldinsight.com/doi/pdf/10.1108/00483489810368549>
- Wilson, T. (1995). Innovative reward systems for the changing workplace. Retrieved from <http://agris.fao.org/agris-search/search.do?recordID=XL2012000006>
- Yukl, G., Gordon, A., & Taber, T. (2002). A hierarchical taxonomy of leadership behavior: Integrating a half century of behavior research. *Journal of Leadership & Organizational Studies*, 9(1), 15–32. Retrieved from <http://journals.sagepub.com/doi/abs/10.1177/107179190200900102>
- Zahari, I., & Shurbagi, A. (2012). The effect of organizational culture and the relationship between transformational leadership and job satisfaction in petroleum sector of Libya. *International Business Research*. Retrieved from <http://www.ccsenet.org/journal/index.php/ibr/article/view/19622>