

Factors Affecting Employees' Job Satisfaction in The Workplace

Rohana Ahmad Shimi, Nur Aishah Atiqah Binti Rozaidi,
Shailendra Rau A/L Radhkrishnarao, Sebastian Ding Tom

Faculty of Business, UNITAR International University, Petaling Jaya, Malaysia

To Link this Article: <http://dx.doi.org/10.6007/IJARBSS/v14-i1/19890>

DOI:10.6007/IJARBSS/v14-i1/19890

Published Date: 13 January 2024

Abstract

The major purpose of this study is to examine and clarify does compensation, peer relationship and working environment have a significant relationship towards employees' job satisfaction. It is also to determine if the compensation, peer relationship and working environment meets and satisfies the employee's expectations. The most important resource for any organization is its employees; the longer an employee is employed by a company, the more valuable they become. Numerous studies in diverse fields have been carried out to illustrate the factors affecting employees' job satisfaction. The core of employee happiness is a belief that working for that specific organization is the greatest choice for them, together with a strong sense of satisfaction with the organization. Several aspects affecting employee job satisfaction are also discovered by this study, which are compensation, peer relationships, and also working environment. The study used a quantitative method whereby a questionnaire survey was sent out to respondents via Google form to collect data. Google form is divided into 5 demographic sections, compensation, peer relationship, working environment, and job satisfaction. A target population of 150 employees who work in the Klang Valley and Selangor area was identified. After succeeding in gathering about 151 responses in under two weeks, our findings show that the factors under study have a substantial connection. The finding shows that there is a significant relationship between compensation and employees' job satisfaction in the workplace, there is a significant relationship between peer relationships and employees' job satisfaction in the workplace and here is a significant relationship between the working environment and employees' job satisfaction in the workplace. This study is expected to provide knowledge and serve as reference material for future research in this related area, the information which also can be used by the employers. Hence, the results of this study will provide a clear picture of factors affecting employees' job satisfaction in the workplace.

Keywords: Compensation, Peer Relationship, Working Environment and Job Satisfaction.

Introduction

Background of Study

Employees are one of the most important elements in work nature. The employee's potential with their abilities and skills are the main resources to drive the wheels of every business (Hou, 2022). Compensation is one of the dominant factors that paying attention to aspects of fair contribution and performance can lead to job satisfaction (Emron et al., 2018). Compensation can be divided into two which are normative compensation is the direct compensation that must be received which consists of salary and wages, and other fixed allowances while policy compensation is the indirect compensation based on policy or special considerations that consist of professional allowances, meal and transport allowances, bonuses and others (Emron et al., 2018). Good compensation planning takes into consideration all the internal and external factors of both employees and employers that can affect job satisfaction.

Besides, peer relationships are to understand the influence of workplace relationships and employee job satisfaction. It explores various dimensions of relationships in the workplace like co-worker relationships, supervisor-subordinate relationships, and overall social dynamics within the workplace and how they influence employees' level of satisfaction. According to (Peter, 2018) to comprehend methods for addressing the psychological, physiological, and organisational effects of distress, academics have identified teams, managers, and coworkers as essential assistance at work. This study examines peer relationships towards job satisfaction to provide insights regarding workplace social communication among the employees.

In addition, a happy working environment uplifts the spirit, enhances focus, and fosters a pleasant working attitude for both employers and employees. According to (Sedarmayanti 2009: 21), the definition of working environment is about the tools and the material that is faced, the surrounding environments where someone is working, the method they are using, and the setup as an individual or when in a work group. Factors include the actual design of the workspace, the tools and equipment utilized, the level of noise and lighting, the ability to listen to music at work, the temperature and ventilation, and the degree of safety and security. However, an unfavourable work environment can result in job stress, burnout, and low morale, which can have an effect on both an individual's and an organization's performance.

Furthermore, job satisfaction is the level of contentment that an employee feels towards their job. This covers beyond the work itself where compensation, peer or manager relationships, and working environment can contribute to the employee's job satisfaction. Moreover, the positive assessment of the employees will show a high level of job satisfaction while a negative assessment will portray a low level of job satisfaction. According to (Rozman et al., 2021) job satisfaction is defined as a pleasant and positive emotional state that workers enjoy while developing their professional position. Due to that, this study is purposely to determine the current level of job satisfaction along with the factors that affect employees's job satisfaction which consist of compensation, peer relationship and work environment towards the job satisfaction among employees in Klang Valley and Selangor.

Research Problem

Compensation is an essential element that can affect the job satisfaction of every working person in the workplace. According to research conducted by (Onsardi et al., 2017) shows that there was a direct positive impact from the compensation and empowerment towards job satisfaction. However, compensation has become an unceasing issue in the working industry. All organizational management, the government, and employees are parties that have always been a concern towards the compensation issues, especially the wages (Sundari et al., 2020). Every employee should be compensated adequately and justly for their effort and contribution in performing all the work. According to (Dzulfiqar & Tri, 2020) if employees were given compensation that is low or not corresponds with the job given it will lead to dissatisfaction. Thus, the quality of compensation can affect the employees' job satisfaction.

Moreover, the peer relationship contributes to the employee's job satisfaction. One important aspect that might affect an employee's performance is the quality of interactions they have with one another within an organization (Phuong V. Nguyen, 2018). Better job performance is a result of the strong interactions that exist in the workplace. The standard of relationships in the workplace is measured by factors including support, cooperation, communication and trust. The relationship that sets apart the negative partnership, which are characterized by conflict, mistrust and animosity from the positive affiliations which are characterized by cooperation, support and trust.

Furthermore, the working environment plays an important role in measuring the employees' job satisfaction. A workplace is a physical and psychological setting where employees go about their everyday business. It combines two essential elements which are physical environment and working circumstances. Physical environment involves the design and features of a physical workplace, such as the desk space, lighting, and location while working circumstances are the conditions that an employee accepts to work under, such as pay and benefits. According to (Bakotic & Babic, 2013) found that for the workers who work under difficult working conditions, working conditions are an important factor for job satisfaction, so workers under difficult working conditions are dissatisfied through this factor. To improve the satisfaction of employees working under difficult working conditions, it is necessary for the management to improve the working conditions.

On the other hand, job satisfaction illustrates an employee's feeling towards their job that can affect both organization and employee's performance. High job satisfaction is needed because it can be directly related to positive things and signs of good organization (Bus & Bagas, 2022). Job satisfaction can be measured by a few primary elements. Some of the elements are job opportunities, salary and wages, supervision, promotion and colleagues (Luthans, 2011). Besides, an inadequate employee work environment can reduce employee performance and ultimately employee job satisfaction is not fulfilled (Israwati, 2021). Hence, job satisfaction is one of the factors in perpetuating the productivity and performance of the employees to bring a better image into the organization.

Research Objectives

- a. To analyze the relationship between compensation and employees' job satisfaction.
- b. To analyze the relationship between peer relationships and employees' job satisfaction.
- c. To analyze the relationship between the working environment and employees' job

satisfaction.

Research Questions

- a. Does compensation have a significant relationship toward employees' job satisfaction?
- b. Does peer relationship have a significant relationship towards employees' job satisfaction?
- c. Does the working environment have a significant relationship towards employees' job satisfaction?

Significance of Study

The major purpose of this study is to examine and clarify does compensation, peer relationship and working environment have a significant relationship towards employees' job satisfaction. It is also to determine if the compensation, peer relationship and working environment meets and satisfies the employee's expectations. In addition, the results portrayed from this study will allow the organization to understand and respond to the issues concerning compensation, peer relationship and working environment that influence the employees' job satisfaction. This study is expected to provide knowledge and serve as reference material for future research in this related area, the information which also can be used by the employers. Hence, the results of this study will provide a clear picture of factors affecting employees' job satisfaction in the workplace.

Literature Review

Compensation

Compensation is a various form of rewards or benefits that a company provides to its workers. When they complete their work (Ulfatin, N., & Triwiyanto, T., 2016). Compensation can be classified into two types, which are financial compensation and non-financial compensation. Financial compensation consists of base pay, merit pay, incentive pay, bonuses, commissions, profit sharing, while non-financial compensation consists of benefit programs such as health insurance, life insurance, pensions and labor insurance, annual leave and maternity leave (Sinambela, 2016). Compensation is a way for a company to improve its employees' quality through giving compensation as it correlates with the growth of the company. Each company has different compensation systems and policies depending on their size of business, objectives and goals.

Moreover, compensation is one of the reasons behind every employee who continues to work in order to meet their needs, support their families and cost of living. It is because the amount of compensation provided will reflect the status, recognition, and level of fulfillment of needs to be relished by the employees and their families (Ahwandi, Lussianda, 2018). If employees feel that the method of compensation implemented by the organization is fair and just, they tend to support the strategies and objectives of the organization's compensation system as this will increase the feelings of satisfaction among employees. Based on the results of (Handoko & Rambe's research, 2018) it indicates that compensation has a positive effect on job satisfaction.

Peer Relationship

Recent studies have explored the complex connections between peer relationships and job satisfaction, demonstrating their significant influence on employees' well-being. According to (Smith et al., 2018), supportive and strong peer relationships play a major role in creating a feeling of community and job satisfaction. On the other hand, longitudinal research by (Jones and Brown, 2020) revealed a correlation between strained relationships with peers and worse job satisfaction. This underscores the critical importance of dispute resolution for the wellbeing of employees.

Furthermore, studies have demonstrated that peer relationships that facilitate knowledge sharing promote both professional development and job satisfaction (Garcia and Martinez, 2021). Peer dynamics have a significant impact on job satisfaction, and leadership styles and organisational culture play a key role. (Johnson and Anderson, 2019) highlight the benefits of an inclusive culture. According to (Wang and Li, 2022), peer relationship and social support have a significant role in enhancing job satisfaction, highlighting the importance of social aspects in the workplace. Furthermore, (Miller and Cooper, 2017), whose study in the healthcare business highlights the particular dynamics of supportive peer relationship in various work situations, emphasises the context-specific aspect of these study.

Working Environment

In a recent study (Chandrasekar, 2011), good care must be taken to create a work environment that enhances such capacity in order to increase worker efficiency and increase an organization's revenues. He added on to say that while time, energy, and management abilities are all important in the current era for improving a company's overall success, relationships and human connections are more important for overall job happiness than financial compensation. Employees work in an unsafe and hazardous environment, which is an occupational disease, as a result of the negative effects of the environment on their performance, which impacts the organization's total productivity (Chandrasekar, 2011). He said that it is challenging for employees to deal with significant environmental challenges at work.

Moreover, the term "work environment" refers to an individual's daily productivity and efficiency at work, encompassing how, where, and when work is completed, as well as all the materials needed to complete the task at hand (Jena, 2016). Any employee's career growth can be enhanced by pursuing good opportunities in a positive, healthy work environment that is enjoyable to work in and supports the organization's fundamental values while fostering individual and organizational success. The environment might be as wide and open as any large enterprise or organization, or it could be as modest and private as a home office. The workplace is an essential social space where a variety of concepts and actions are discussed and carried out on a regular basis. These activities have a key role in developing an organization and even an individual's future career (Satyvendra, 2019).

Job Satisfaction

Job satisfaction is a feeling of an employee about being pleasant or unpleasant towards their work based on expectations with rewards provided by the organizations (Sudaryo, Agus & Nunung, 2018). In short, the job satisfaction scale is a psychological impression that arises from a subjective assessment and comparison of the completed task with the intended outcome or expectations. According to (Bayarçelik & Findikli, 2016), job satisfaction consists

of three dimensions, namely, (1) personal factors like age, health, character, and expectations; (2) social factors like family, political freedom, union involvement, creative opportunities, and social relationships; and (3) the primary work-related factors like compensation, supervision, job security, working conditions, and advancement opportunities.

Besides, if employees obtained more than they expected, they will be more satisfied with their job. Employees tend to be more content if the outcome meets or exceeds their expectations, but discontent will increase if the work itself is below the minimum standard of what they have expected. (Stefanovska-Petkovska et al., 2019) emphasize that a thorough analysis of the job satisfaction construct is necessary to determine how, in the short and medium term, it affects the productive efficiency of the organization's human resources.

Research Framework

Research framework explains how to examine variables or concepts related to a phenomenon in order to identify a solution for the research topic (Boateng, n.d., 2023). It describes the connections between the variables or concepts in a way that clarifies or forecasts a social phenomenon inside a certain study dilemma.

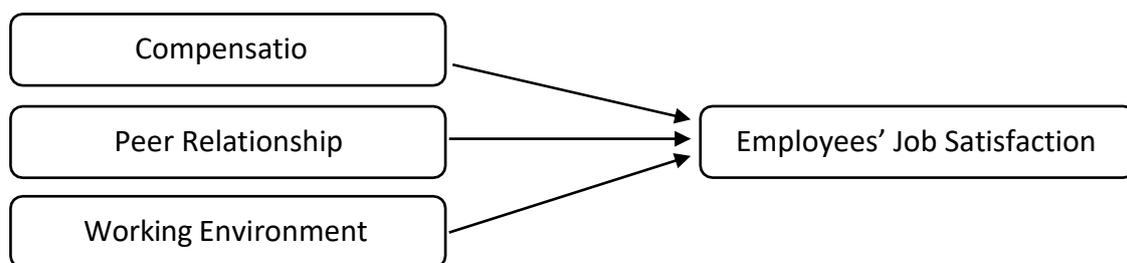


Figure 1: The proposed Research Framework

As shown in Figure 1, the research framework above is illustrated to meet the research objective studied in this paper. The independent variables are placed on the left side namely, Compensation, Peer Relationship, And Working Environment that point out to the one dependent variable on the right side, namely, Employees' Job Satisfaction. It shows the relationship between independent variables and dependent variables which are the main factors that affect the employees' job satisfaction of employees who work in the Klang Valley and Selangor area.

Hypothesis

H1: There is a significant relationship between compensation and employees' job satisfaction.

H2: There is a significant relationship between the peer relationship and employees' job satisfaction.

H3: There is a significant relationship between the working environment and employees' job satisfaction.

Methodology

A quantitative research methodology was implemented in this study to determine the apparent correlation between compensation, peer relationship and working environment towards job satisfaction. The descriptive study was conducted with the aim of demonstrating

the relationship between the variables since the researcher is interested in finding out what factors influence job satisfaction among employees in the Klang Valley Area and Selangor. A total of 151 employees around the Klang Valley and Selangor area have been provided access to online Google Form surveys. The online survey comprises five sections: demographics, compensation, peer relationship, working environment and job satisfaction. Respondents were required to select their opinions on a scale that went from "Strongly Disagree" to "Strongly Agree." Additionally, every response's data will be private and secure. The cross-sectional procedure is an additional method being used in this study and also known as non-probability sampling. In order to acquire the necessary data for this research, a large number of respondents, which is 151 respondents, are given the questionnaire within two weeks, which is why this method is utilized.

Findings

The following findings are based on the research conducted during a study on a survey of factors affecting employee's job satisfaction mainly in the Klang Valley and Selangor area. There are three methods of analysis that are used in this study which are normality analysis, reliability analysis and correlation analysis.

Normality Analysis

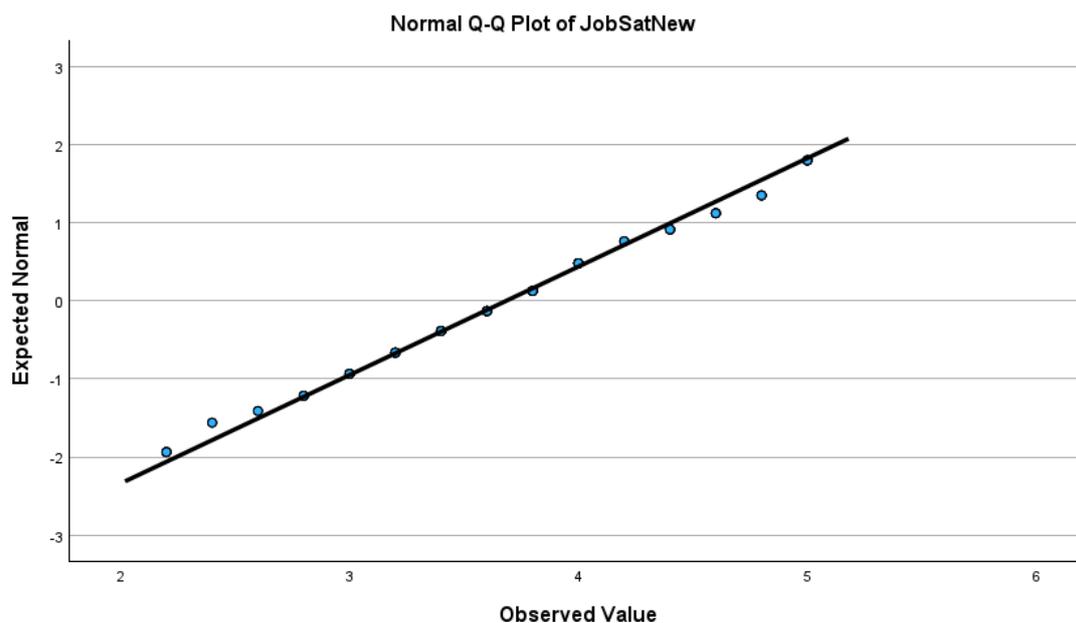


Figure 2: Normality Analysis on Job Satisfaction

Based on Figure 2.0, results show that the data points fall nearly on the diagonal line. This result proves that the set of data samples has been normally distributed and is consistent with a normal distribution.

Reliability Analysis

Table 1

Reliability Analysis

Reliability Analysis	Cronbach's Alpha	No. Of Items
Compensation	.866	5
Peer Relationship	.868	5
Working Environment	.780	5
Job Satisfaction	.805	5

Based on Table 1, the reliability analysis shows that Cronbach's Alpha value for independent variables and dependent variables of compensation, peer relationship, working environment and job satisfaction has values that are above 0.7. Cronbach's Alpha score must be at least 0.7 but it is better and more reliable if the value is more than 0.7 (Frost, 2022). Hence, it indicates that the items are reliable enough to show that the measurement is accurate and internally has good consistency.

Correlation Analysis

		Correlations			
		CompenNew	PeerRelNew	WorkEnvNew	JobSatNew
CompenNew	Pearson Correlation	1	.283**	.579**	.589**
	Sig. (2-tailed)		<.001	<.001	<.001
	N	151	151	151	151
PeerRelNew	Pearson Correlation	.283**	1	.420**	.461**
	Sig. (2-tailed)	<.001		<.001	<.001
	N	151	151	151	151
WorkEnvNew	Pearson Correlation	.579**	.420**	1	.788**
	Sig. (2-tailed)	<.001	<.001		<.001
	N	151	151	151	151
JobSatNew	Pearson Correlation	.589**	.461**	.788**	1
	Sig. (2-tailed)	<.001	<.001	<.001	
	N	151	151	151	151

** . Correlation is significant at the 0.01 level (2-tailed).

Figure 3: Correlation Analysis

Figure3 above shows the results of correlation analysis. This analysis is used to determine the significant relationship between independent variables and dependent variables. When the significant value is 0.05 and below, it shows that the variables are significant. Based on the results above, it shows that there are significant relationships between independent variables and dependent variables as the significant value is 0.001.

Hypothesis Testing Results

Table 2

Hypothesis Testing Results

Hypothesis	p-value	Results
H1 - There is a significant relationship between compensation and employees' job satisfaction in the workplace.	0.001	Failed to reject H1.
H2 - There is a significant relationship between peer relationships and employees' job satisfaction in the workplace.	0.001	Failed to reject H2.
Hypothesis (H3): There is a significant relationship between the working environment and employees' job satisfaction in the workplace.	0.001	Failed to reject H3.

H1: There is a significant relationship between compensation and employees' job satisfaction in the workplace

As shown in Table 2 above, the significant value for compensation is **0.001** and is less than 0.05. When significant values are less than 0.05 it shows that there is a positive relationship. Therefore, it indicates that there is a significant relationship between compensation and employees' job satisfaction in the workplace.

H2: There is a significant relationship between peer relationship and employees' job satisfaction in the workplace

As shown in Table 2 above, the significant value for peer relationships is **0.001** and it is less than 0.05. Hence, it indicates that there is a significant relationship between peer relationships and employees' job satisfaction in the workplace.

H3: There is a significant relationship between the working environment and employees' job satisfaction in the workplace

As shown in Table 2 above, the significant value for the working environment is **0.001** and it is less than 0.05. Thus, it indicates that there is a significant relationship between the working environment and employees' job satisfaction in the workplace

Discussion

This study explains the relationship between compensation, peer relationship, working environment and job satisfaction from the employees which are from the Klang valley area and also the Selangor area. For the first one, which is known for compensation, it is proven that from the analysis above compensation had a significant and positive influence on job satisfaction. Monetary rewards, which are known as **compensation**, play a major role in determining job satisfaction. Pay is one of the fundamental components of job satisfaction since it has a powerful effect in determining job satisfaction. The growing needs of people with high living costs force workers seeking higher income that can guarantee their future and life satisfaction. Moreover, if individuals believe they are not compensated well therefore a state of emotional dissatisfaction will be developed. (Qasim, S., F.E.A. Cheema

and N.A. Syed, 2012). Next, peer relationships also play a big role in affecting employees' job satisfaction. The results have revealed a positive and significant relationship between peer relationships and job satisfaction. According to (Hamilton, E.A. (2007) **peer relationships** and their importance in that they facilitate social interactions at work, which make employees feel more at ease and less insecure. Employee comprehension rises as a result, and they communicate with peers more frequently. Therefore, workplace-related issues which typically result from a breakdown in communication will minimize. Moving on towards our last variable, which is the **working environment**, the outcome has shown it has a significant and positive influence towards job satisfaction. Motivating factors such as the nature of the work, feelings of accomplishment from it, recognition, commitment, and chances for personal development and advancement assist employees in finding their worth in the value that the company provides for them. Additionally, this may increase worker motivation, which raises personal contentment and ultimately results in pleasure. The cleanliness factor is essential even though it can only bring about happiness on the outside and cannot change discontent into satisfaction. (Baah and Amoako, 2011). In a nutshell, compensation, peer relationships and working environment has significant influence on job satisfaction.

Limitation of Study

There are certain limitations to the current study that need to be addressed. Sampling size is one of the main limitations. The capacity to forecast the findings is constrained by the data gathering. For instance, although our research only looks at employed workers, some of the respondents to our survey marked themselves as "Unemployed" so we are unable to use the data as it is invalid that leads to the amount of our respondents decrease and disrupt the validity of our data. In order to get the best response, future researchers should use less random selection methods. Only workers who are employed in Selangor and the Klang Valley are included in the results. Subsequently, one of the limitations of our research is that certain participants provided inconsistent responses. That makes it rather evident that they might not have understood the query, which is why our data is unacceptable. The study's conclusions are primarily based on the opinions of employees in the Klang Valley and Selangor areas who were asked to analyze the effects of peer relationships, compensation, and working environment on workers' job satisfaction. Some locations or areas may have greater results.

References

- Baah, K., & Amoako, G. K. (2011). Application of Frederick Herzberg's Two-Factor Theory in Assessing and Understanding Employee Motivation at Work: a Ghanaian Perspective. *European Journal of Business and Management*, 3(9), 1-8.
- Bayarçelik, E. B., & Findikli, M. A. (2016). The Mediating Effect of Job Satisfaction on the Relation Between Organizational Justice Perception and Intention to Leave. *Procedia – Society of Behaviour Science*, 235, 403–411.
- Chandrasekar, K. (2011). Workplace environment and its impact on organizational performance in public sector organizations. *International Journal of Enterprise Computing and Business Systems*, 1(1), 1-19
<https://core.ac.uk/download/pdf/33424874.pdf>
- Cooper-Nurse, J. (2018). *Hybrid Supervision: Impact on Burnout, Job Satisfaction, and Supervisory Relationship* (Doctoral dissertation, Regent University).
<https://search.proquest.com/openview/7934d6bce5e1df3d8467c45d76ed0bee/1?p>

- q- origsite=gscholar&cbl=18750
- Emron, E., Anwar, Y., and Komariyah, I. (2018). *Manajemen Sumber Daya Manusia Strategi dan Perubahan dalam Rangka Meningkatkan Kinerja Pegawai dan Organisasi*. Alfabeta.
- Frost, J. (2022). *Cronbach's Alpha: Definition, Calculations & Example*. Statistics b Jim. <https://statisticsbyjim.com/basics/cronbachs-alpha/#:~:text=Analysts%20frequently%20use%200.7%20as,minimally%20acceptable%20but%20not%20ideal>.
- García, V. G., Sánchez, R. A., Pérez, C. R., & Martínez, V. R. (2021). Exploring the relationship between organizational values and small team performance: A Delphi method application. *Serbian Journal of Management*, 16(1), 61-83. <https://scindeks.ceon.rs/article.aspx?artid=1452-48642101061G>
- Hamilton, E. A. (2007). Firm friendship: Examining functions and outcomes of Workplace. https://www.researchgate.net/publication/317256546_Impact_of_Peer_Relationship_and_Organizational_Culture_on_Organizational_Commitment_through_Job_Satisfaction_Moderating_Role_of_Psychological_Capital
- He, P., Wang, J., Zhou, H., Zhang, C., Liu, Q., & Xie, X. (2022). Workplace friendship, employee well-being and knowledge hiding: The moderating role of the perception of Chaxu climate. *Frontiers in Psychology*, 13, 1036579. <https://www.frontiersin.org/articles/10.3389/fpsyg.2022.1036579/full>
- Huang, Y. H., Lee, J., McFadden, A. C., Murphy, L. A., Robertson, M. M., Cheung, J. H., & Zohar, D. (2016). Beyond safety outcomes: An investigation of the impact of safety climate on job satisfaction, employee engagement and turnover using social exchange theory as the theoretical framework. *Applied ergonomics*, 55, 248-257. <https://www.sciencedirect.com/science/article/pii/S0003687015300922>
- Israwati, E. L. (2021). Pengaruh Kompensasi dan Lingkungan Kerja Terhadap Kepuasan Kerja di PT Sukanda Djaya Cabang Pekanbaru 1. *Journal of Social Science and Digital Marketing (JSSDM)*, Vol. 1 No.(2), 45–58.
- Jena, L. K. (2016). Employee Performance at Workplace: Conceptual Model and Empirical Validation. *Business Perspectives and Research*. http://ijrar.com/upload_issue/ijrar_issue_20543261.pdf
- May, D. C., Lambert, E. G., Leone, M. C., Keena, L. D., & Haynes, S. H. (2020). Stress among correctional officers: An organizational justice approach. *American Journal of Criminal Justice*, 45, 454-473. <https://link.springer.com/article/10.1007/s12103-020-09520-w>
- Peters, E. (2018). Compassion fatigue in nursing: A concept analysis. *Nursing Forum*, 53(4), 466–480. <https://doi.org/10.1111/nuf.12274>
- Potter, H. A., O'Brien-Irr, M., Henninger, M. W., Flanagan-Priore, C., Winkelstein, P., & Harris, L. M. (2023). Relationship Between Physician Burnout and Workplace Specific Stressors: The Loss of Positive Perception. *Journal of Vascular Surgery*, 77(6), e168–e169. <https://doi.org/10.1016/j.jvs.2023.03.232>
- Sarker, M. A. R., & Ashrafi, D. M. (2018). The relationship between internal marketing and employee job satisfaction: A study from retail shops in Bangladesh. *Journal of Business and Retail Management Research*, 12(3). <https://www.researchgate.net/profile/Md-Atiqur-Sarker/publication/324700569>
- Satyvendra. (2019). Impact of Workplace Environment on Employee Performance. Sage https://www.researchgate.net/publication/357836304_THE_IMPACT_OF_WORK_ENVIRONMENT_ON_EMPLOYEES_PERFORMANCE

- Sedarmayanti. (2009). Sumber Daya Manusia dan Produktivitas Kerja. Jakarta: Mandar Maju.
- Setiabudhi, S., Hadi, C., & Handoyo, S. (2021). Relationship Between Social Support, Affective Commitment, and Employee Engagement. *Kontigensi: Jurnal Ilmiah Manajemen*, 9(2), 690-695. <https://jurnal.dim-unpas.web.id/index.php/JIMK/article/view/237>
- Sriadmitum, I. (2023). Leadership Style, Work Environment, and Compensation on Job Satisfaction and Teacher Performance. *Journal of Applied Business and Technology*, 4(1), 79-92. <https://e-jabt.org/index.php/JABT/article/view/122>
- Stefanovska-Petkovska, M., Petrovska, I., Bojadziew, M., Schaffer, I., & Tomovska-Misovska, A. (2019). The effects of organizational culture and dimensions on job satisfaction and work-life Balance. *Montenegrin Journal of Economics*, 15 (1), 99-112.
- Tran, K. T., Nguyen, P. V., Dang, T. T., & Ton, T. N. (2018). The impacts of the high- quality workplace relationships on job performance: A perspective on staff nurses in Vietnam. *Behavioral sciences*, 8(12), 109. <https://www.mdpi.com/2076-328X/8/12/109>
- Wang, I. A., Lin, S. Y., Chen, Y. S., & Wu, S. T. (2022). The influences of abusive supervision on job satisfaction and mental health: the path through emotional labor. *Personnel Review*, 51(2), 823-838. <https://www.emerald.com/insight/content/doi/10.1108/PR-11-2018-0465/full/html>
- White, C., Green, R. A., Ferguson, S., Anderson, S. L., Howe, C., Sun, J., & Buys, N. (2019). The influence of social support and social integration factors on return to work outcomes for individuals with work-related injuries: a systematic review. *Journal of occupational rehabilitation*, 29, 636-659. <https://link.springer.com/article/10.1007/s10926-018-09826-x>