Factors Affecting Job Satisfaction in Pakistan

Saima Munawar*, Arisha Eraj**, Ismail Ahmed**

Abstract

Job satisfaction has different interpretations according to various definitions and represents one of the most complex areas for organisations to manage their employees. The subjective nature of job satisfaction and the diverse needs of every employee make it difficult to lock in definite factors that affect job satisfaction. This study explores the effect of Organizational Justice, Leadership behaviour, and Perceived Organizational Support on job satisfaction in Pakistan's job market. A sample of 173 professionals from different organisations was selected for this study. The results show that perceived stress and organisational justice do not have a significant relationship with job satisfaction. In contrast, leadership behaviour and perceived organisational support have a significant relationship with job satisfaction. The Methodology used for this research is Smart PLS 4.0 software, through which we have evaluated the mediation effect in hypothesis testing. We have also used SPSS for statistics analysis.

Keywords: *Job Satisfaction, Organisational Justice, Leadership Behaviour, Perceived Organizational Support*

JEL Classification: J54, M12, J5, M1, J80

INTRODUCTION

Background of the study

The workplace has a huge role in a person's life. For most people, that is where they spend most of their waking hours and have most of their everyday experiences. Everyone wants their time spent somewhere to be as stress-free and enjoyable as possible, given the time involved. That influences a person's overall performance at work as well as their mental and physical health, in addition to aiding in the maintenance of a healthy work-life balance. Because of these critical factors, workers must reach a specific degree of job satisfaction. Job satisfaction can be defined as a measure of a person's level of contentment with their job.

Correspondence:
 # All authors are affiliated with the Institute of Business Management, Karachi.
* std_29335@iobm.edu.pk,
** std_24912@iobm.edu.pk,
***saima.munawar@iobm.edu.pk

Organisations are only now beginning to recognise the value and advantages of job satisfaction, a relatively new concept that originated in Pakistan. However, research on job satisfaction has been conducted globally in a number of areas, including management sciences (Hunt & Saul, 1975), sociology(Hodson, 2008; Kalleberg & Loscocco, 1983), economics (Freeman et al., 1978; Hamermesh, 2001)and psychology (Plant, 1990). Since employee satisfaction is intimately linked to labour market behaviours, including employee turnover, absenteeism, and productivity, businesses prefer that employees are happy in their positions. Studies also indicate that job satisfaction is as good a predictor of employee quitting (Clark et al., 1997) (Freeman et al., 1978) (Job Switching and Job Satisfaction in the U.S. Labor Market, n.d.). Keeping this as a backdrop, it is necessary to study factors affecting job satisfaction. These include job satisfaction with stress, organisational justice, perceived organisational support, and leadership behaviour.

The success of the organisation, work outcomes and work environment are directly impacted by leadership behaviour (Kritsonis, 2004). Studies also indicate that an organisation's structural values and leadership behaviour motivate employees' actual performance ((PDF) CEO Personal Values and Middle Manager Responses: The Mediating Role of Leadership Behavior and Organizational Culture, n.d.). Employees must be satisfied with their jobs to achieve high organisational effectiveness and performance (Lok & Crawford, 2004). These studies indicate that employee satisfaction plays a significant role in a company's success and has a positive relationship. Similarly, managers need to know these factors so decisions can be made accordingly and organisational values can be modified according to needs. Even yet, there are few connections and few studies on how perceived stress, perceived organisational support, leadership style, organisational fairness, and job satisfaction are related. Additionally, there is a dearth of research on Pakistan's labour market. Therefore, this study aims to help Pakistani companies better understand their workforce. In order to better understand the linkages and impacts between the independent variables (perceived stress, perceived organisational support, leadership behaviour, and organisational justice) and the dependent variable (job satisfaction), a correlational analysis was done.

Research Gaps

Although gender disparity has been the subject of substantial research, more needs to be learned about the organisational variables that are contributing to gender inequality in this situation. There is a dearth of research on how institutions and organisations assist or combat gender inequality. Examining how institutional culture, Perceived Stress, Leadership Styles and Behaviours and workplace rules affect gender gaps in hiring, promotion, work-family balance, and Success.

In order to promote gender equality at the individual, societal, and systemic levels, it is essential to fill in these research gaps. Doing so will help us gain a more complete understanding of the processes causing gender inequality.

Research Question

1 How do Perceived Organizational Support, organisational Justice, Perceived Stress and Leadership behaviour contribute to gender differences in hiring, promotion, and work-family balance?

2 How can gender-specific views of Perceived Organizational Support, Organizational Justice, Perceived Stress and Leadership behaviour affect gender inequality regarding worker happiness, motivation, and organisational commitment?

Problem Statement

There have been multiple studies on job satisfaction and the factors affecting it, yet there is still no consensus regarding what job satisfaction is and what its factors are. Different researchers have used various approaches to define job satisfaction.

Over the years, businesses are becoming more fast-paced, and the market is getting competitive. It is essential in these thriving times for organisations to perform better than others in order to achieve their goals. Multiple studies have shown a significant relationship between employee job satisfaction and an organisation's performance (Miah, 2018). The true importance of job satisfaction emerges once we look at the main consequences of job dissatisfaction, which are a lack of loyalty, high number of accidents, and increased absenteeism (Spector, 1997)

Employees are a company's most important resource, and an organisation must know which factors affect employee satisfaction.

Research Objective

This study intends to investigate and analyse the effects of perceived stress, organisational support, leadership behaviour, and organisational justice on the level of job satisfaction of a worker in Pakistan.

LITERATURE REVIEW

An employee's total experience includes their level of job satisfaction. A contented employee is more inclined to go above and beyond the call of duty to accomplish their goals and significantly contribute to the business's overall success (Dziuba et al., 2020). A contented worker is also more likely to look out for their fellow employees, which can help the team operate more effectively overall (Dziuba et al., 2020). No definition encompasses the complete essence of job satisfaction since the criteria vary from person to person. According to Kaliski and Aziri (Encyclopedia of Business and Finance | WorldCat.Org, n.d.; (PDF) Job Satisfaction: A Literature Review, n.d.). job satisfaction means doing the work one likes with the appropriate compensation. According to Koorella and Perumal (Koorella & Perumal, n.d.)., job satisfaction results from many detailed attitudes in areas like individual characteristics, group relationships outside work and various specific job factors. Hoppock defined it as a combination of environmental, physical and psychological circumstances that causes a person truthfully to say I am satisfied with my job (Hoppock, 1937).

It is highly beneficial for the organisation to do the best it can for its employees and help them feel satisfied with their work because job satisfaction has been shown to correlate directly with an employee's productivity (Hoboubi et al., 2017). Job satisfaction has also led to a solid and constructive organisational culture (Stebbins & Dent, 2013).

Critical Review of Literature

While reviewing the literature, most research seems to be focused on the economic impact of job satisfaction and how it can contribute to the organisation's overall productivity. Although this is an essential aspect of job satisfaction, there also needs to be a conclusive model that focuses on the intrinsic job satisfaction of an employee and lays out the factors that lead to this job satisfaction. Furthermore, most of the literature focused on a specific industry rather than a holistic model that can be applied to various industries.

Furthermore, the literature research papers gathered information mainly through questionnaires. However, more extensive information can be gathered from employee interviews, allowing the interviewer to build on the interviewee's response and gather in-depth information for root cause analysis (Fournet et al., 1966).

The working environment is an essential factor in an employee's overall satisfaction. Most research factors did not seem to consider this, even as part of their employee stress analysis, which could have further improved the quality of the research outcome. There is a positive relationship between the organisation's working environment and job satisfaction, and it has also been linked to improved productivity (Raziq & Maulabakhsh, 2015).

Underpinning Theory

This research paper considered the philosophy of Adam's Equity Theory of Motivation and Maslow's Hierarchy of Needs.

Adam's theory of equity, first put forth by (Adams, 1965), concentrated on how employees viewed the fairness of outcomes like salary and promotion decisions. According to equity theory, people contribute specific inputs to an organisation when they work there, including skills, experience, effort, time, personal sacrifice, etc. Employees, therefore, anticipate fair outputs from their managers or supervisors in exchange for the aforementioned inputs, including salary, treatment, promotions, special awards, organisational recognition, honest feedback, and fair and accurate performance evaluations (Study Overview, n.d.). (Adams, 1965) expressed this as a proportion of outcomes per input. Equity theory suggests that individuals who perceive their proportion of inputs to be lower than the outputs received will feel guilty, leaving them unsatisfied with their jobs. The distribution of reward is said to be fair, just or equitable, assuming that this proportion is perceived to be proportional (Adams, 1965). When this proportion becomes disproportional (over-rewarded or under-rewarded), inequity distress will result. People will attempt to alter their contributions, outcomes, or both to reduce distress. Thus, the theory advocates that perceived inequity creates psychological tension that motivates individuals to restore justice. The psychological tension that motivates action increases as perceived inequity increases.

Maslow's hierarchy of needs is a motivational theory comprising a five-tier human needs pyramid: physiological, safety, love and belonging, esteem and self-actualisation, which was coined by (1943). The theory states that individuals must satisfy lower-level needs before progressing to meet higher-level growth. This theory is the basis of multiple related theories applied in the workplace for motivation and satisfaction, including Herzberg's double factor theory, Vroom's expectation theory, Locke's objectivity theory and McClelland's achievement

need theory (Genç, 2017). Although Maslow's theory may not apply to all workplaces or job functions, it has remained at the forefront of motivation theories and seems to be accepted as the intrinsic driver among individuals (Genç, 2017).

Conceptual Framework
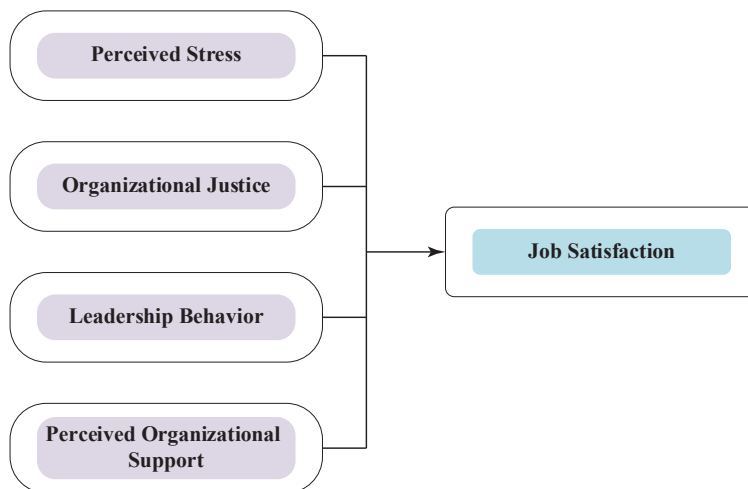
H0: Organizational factors such as perceived stress, organisational justice, leadership behaviour and organisational support do not positively impact job satisfaction.

Job Satisfaction:

As per Hackman and Oldham (as cited by (Kelantan et al., 2014), the level of joy a representative has toward the job is called job satisfaction. Job satisfaction further infers enthusiasm and joy with one's work. While breaking down job satisfaction, the rationale is that a fulfilled representative is a cheerful worker, and a blissful worker is an adequate representative ((PDF) Job Satisfaction: A Literature Review, n.d.). Many examinations have related workers' job satisfaction, especially with decency, and have connected organisational justice to job satisfaction. When fulfilled, employees generally have a decent view of hierarchical justice (Hanaysha, 2016).

Organizational Justice:

The phrase "organisational justice" was initially used by Greenberg to describe the moral and just treatment of workers in the workplace in 1987. The term "organisation" refers to a place of employment in society, while "justice" refers to the fairness characteristic of that workplace. Translated, the term refers to the role of fairness in the workplace. Looking back, Robinson (2004) referenced philosopher John Rawls, who said in 1971 that justice and fairness are synonymous. He also emphasised that the first crucial action that must be taken in any organisation or business is to be just and fair to its employees. In addition, John described details regarding rational recognition of equity principles and instructions. There were two important rules of justice, according to John. The first one said that everyone must have equal rights to enjoy fundamental civil rights and freedoms, and the second rule mentioned

that everyone should have equal rights and opportunities in society. John found the unequal distribution of resources because the chances to excel were available only to those with the talent and interest. In management, observing and making justice is one of the most important obligations of each manager and each human in every circumstance.

H1: Organizational justice has a positive impact on job satisfaction.

Leadership Behaviour:

The achievement of organisational goals largely depends on managers and their leadership behaviour. The use of a particular leadership behaviour by a manager affects the employees' work satisfaction and productivity. Leadership behaviour is defined as a pattern of behaviour leaders prefer (Besson et al., 2011). Meanwhile, Mosadegh (2003b) views leadership behaviour as a series of attitudes, characteristics, and skills used by a manager in different situations in accordance with individual and organisational values. Managers use different behaviours in different situations with different subordinates to motivate them to perform at their utmost potential. Several studies have examined the impact of leadership behaviours on organisational outcomes (Kreitner, 2008). Leadership theories have proposed several leadership behaviours, such as autocratic, bureaucratic, laissez-faire, charismatic, democratic, participative, situational, transactional, and transformational leadership. Yet, researchers have a consensus that a particular leadership behaviour will result in a particular situation. In other words, a single leadership behaviour is not ideal for every situation. A leader might be more effective in a particular situation but may not emerge as effective in a different situation (Rad & Yarmohammadian, 2006)

H2: Leadership behaviour has a positive impact on job satisfaction.

Perceived Organizational Support:

In a longitudinal study conducted by Armstrong-Stassen (1998), it was observed that managers who enjoy elevated degrees of POS reported elevated levels of occupation satisfaction compared to managers who were supposed to enjoy lower organisational support. The potential description of this outcome is that POS can enrich individuals' trust and beliefs that their employer identifies and recompense their struggles to accomplish superior performance (Rhoades & Eisenberger, 2002). Research suggests that POS starts a social exchange process where individuals feel liable to support the organisation in accomplishing its goals, leading to greater rewards. When employees associate positively with their work and organisation, this strengthens the association between them and within social exchange theory (Biswas & Bhatnagar, 2013). As a result, individuals reciprocate organisational support through numerous ways and are more satisfied with their jobs. It is given that employees with POS sense an intrinsic compulsion to be socioemotionally devoted to the work and the organisation. Thus, they are highly loyal and satisfied with their work and organisation (Gillet et al., 2013)

H3: Perceived organisational support has a positive impact on job satisfaction.

Perceived Stress:

This perceived tension makes us feel uneasy about our jobs. Attaining, maintaining, and improving physical and mental health as well as life quality is a primary aim, but when work is

stressful, it can be challenging to do so. (Considering Sources and Types of Social Support: A Psychometric Evaluation of the House and Wells (1978) Instrument on JSTOR, n.d.).

H4: Perceived stress has a positive impact on job satisfaction.

METHODOLOGY

In the previous section, the conceptual framework was developed. This section is all about having a brief discussion about testing the developed model. This research aims to know the effect of perceived stress, leadership behaviour, perceived organisational support, organisational justice, and other factors on employees' job satisfaction.

Research Design

Research Philosophy

The research methodology used in this paper is positivist. According to positivism, gender inequality can be objectively and scientifically researched using quantitative approaches. It supposes an objective world exists and can be quantified and studied using organised observation and data gathering. In order to give empirical evidence of the factors causing gender inequality, the research seeks to discover and explain causal links between variables.

Research Method

The selection of a research method for a study on the causes of gender disparity depends on the study's goals, the type of research questions it poses, and the resources at hand. Here, we are using a Quantitative research approach. In quantitative research, numerical data are systematically gathered and analysed for links, trends, and statistical significance.

Research Approach

For our research work, we are using a Deductive approach. In this method, theories, frameworks, or hypotheses serve as the research's foundation and direct its design and data collecting. The study's objective is to collect actual data to support or challenge the theories and hypotheses on the causes of gender inequality.

Research Time Horizon

Our choice of Time Horizon for this research is Cross-sectional. Data collection occurs at a specific moment in time during this research time frame. This method gives a quick overview of the present state of gender disparity and the contributing variables.

Sample and Sampling Design

Population and Sample Size

Pakistan's employed workforce is estimated to be 67.25 million in 2020-2021 (Pakistan Labor Force Survey, 2021), which can be considered the population for this study. The initial sample size considered for this study is 200, out of which 173 were finalised after the removal of invalid responses.

Sampling Technique

This research is based on a non-probability convenience sampling technique because probability sampling cannot be used because of the non-availability of a sampling frame (Xiang, 2014). Convenience sampling supports the easiness of data collection without expending much money.

Scale & Measure

Surveys are usually conducted based on questionnaires so that a quantitative study can be executed. In this study, a questionnaire was developed by adapting the constructs already developed in previous studies and was distributed among the working professionals via Google Forms. The questionnaire was based on a 5-point Likert scale with the options ranging from Strongly Agree to Disagree Strongly. The reliability of the constructs was already established in the previous studies; however, reliabilities are re-established again due to the changing demographics in the current research questions. The questionnaire was divided into two parts: demographics, and the other had all questions related to constructs.

Data Collection & Tools

The results of the statistical tests are provided in this section. Since data was collected using a 5-point Likert scale, the coded responses were inserted on SPSS, and several statistical tests were conducted using this data.

Questionnaire Design

The questionnaire was distributed to 200 working professionals from all sectors, of which 173 responses were considered valid.

RESULT

The analysis section includes the statistical tests for normality, reliability, and validity. The relationship and effect between the constructs were tested using multiple linear regression analysis. Smart PLS 4 was used to conduct the demographic analysis, descriptive analysis, measurement model assessment, and structural model assessment

Demographics Analysis

Out of 173 respondents, 89 (54%) were males, and others were females, i.e., 75 (46%). Half of the respondents were between 20 and 29 (54%), and the remaining belonged to the age groups. Regarding marital status, 92(57%) respondents were married, and the remaining 69 (43%) were single.

Marital Status
173 Responses
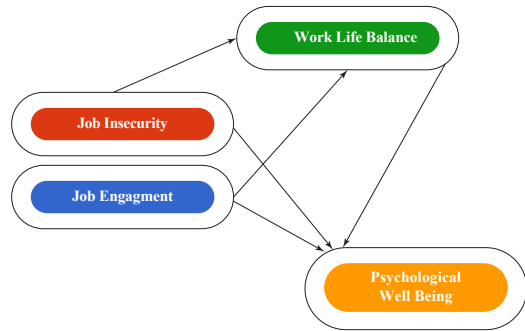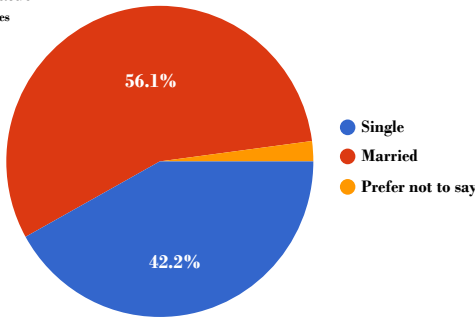
Gender
173 Responses

Education
173 Responses
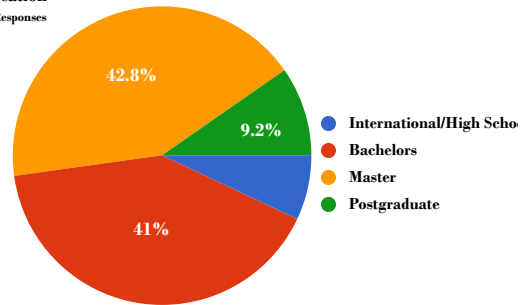
Descriptive Statistics

Descriptive statistics summarise data in an organised manner by describing the relationship between dependent and indepen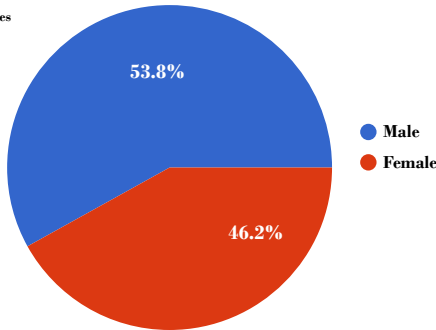dent variables in a sample. Calculating descriptive statistics represents the significant beginning step when conducting research and should always be done before making inferential statistical comparisons (Kaur et al., 2018).

Descriptive results include the measures of central tendency, skewness, and kurtosis. Variance and standard deviation are also included in the descriptive statistical results. However, no outliers were identified as our data was based on a Likert scale.

Table 1: *Descriptive Analysis*

Data Screening

- Missing values
- Outliers…. Mahalanobis probability should be more than 0.001 (De Maesschalck et al., 2000)
- Common Method Bias: The inner VIF of all the variables regressed on a random variable should be less than 3.3 (Kock, 2015)

Descriptive analysis

Skewness and excess kurtosis should be between -1 and 1(Cain et al., 2017).

- • Item Level
- • Mardia's multivariate skewness and kurtosis (Wulandari et al., 2021) (https://

webpower.psychstat.org/models/kurtosis/)

     o Construct level

     o Multivariate

Name	No.	Missings	Mean	Median	Scale min	Scale max	Standard deviation	Excess kurtosis	Skew-ness	Cramér-von Mises p value
LB4	0	0	3.792	4	1	5	1.114	0.102	-0.847	0
LB6	1	0	3.954	4	1	5	0.948	0.886	-0.973	0
LB7	2	0	4.064	4	1	5	0.986	0.833	-1.077	0
LB9	3	0	4.017	4	1	5	0.976	-0.352	-0.711	0
LB10	4	0	4.058	4	1	5	0.878	1.663	-1.043	0
LB13	5	0	4.092	4	1	5	0.895	0.197	-0.818	0
LB18	6	0	4.04	4	1	5	1.022	0.442	-0.999	0
OJ1	7	0	3.659	4	1	5	1.099	-0.054	-0.793	0
OJ2	8	0	3.329	4	1	5	1.264	-0.797	-0.504	0
OJ3	9	0	3.474	4	1	5	1.115	-0.308	-0.59	0
OJ4	10	0	3.272	4	1	5	1.183	-0.53	-0.584	0
OJ5	11	0	3.584	4	1	5	1.097	-0.236	-0.68	0
OJ7	12	0	3.509	4	1	5	1.131	-0.505	-0.518	0
OJ8	13	0	3.699	4	1	5	1.092	-0.177	-0.614	0
OJ9	14	0	3.659	4	1	5	1.056	-0.133	-0.588	0
OJ10	15	0	3.445	4	1	5	1.088	-0.475	-0.442	0
OJ11	16	0	3.803	4	1	5	0.995	-0.171	-0.625	0
OJ12	17	0	3.734	4	1	5	1.064	-0.065	-0.642	0
OJ13	18	0	3.728	4	1	5	1.128	-0.197	-0.69	0
OJ14	19	0	3.803	4	1	5	1.089	-0.165	-0.738	0
OJ15	20	0	3.78	4	1	5	1.132	0.059	-0.837	0
POS1	21	0	3.434	4	1	5	1.113	-0.633	-0.414	0
POS2	22	0	3.728	4	1	5	0.932	0.346	-0.642	0
POS3	23	0	3.543	4	1	5	1.094	-0.322	-0.566	0
POS4	24	0	3.746	4	1	5	0.994	0.123	-0.647	0
POS5	25	0	3.595	4	1	5	1.085	-0.054	-0.645	0
POS8	26	0	3.682	4	1	5	1.013	0.094	-0.674	0
PS7	27	0	3.347	3	1	5	1.001	-0.13	-0.427	0
PS9	28	0	3.52	4	1	5	0.935	-0.271	-0.402	0
PS10	29	0	3.439	4	1	5	0.964	-0.093	-0.472	0
PS13	30	0	3.393	4	1	5	1.007	-0.226	-0.51	0
JS2	31	0	3.723	4	1	5	0.976	0.564	-0.849	0
JS7	32	0	3.601	4	1	5	1.035	0.062	-0.652	0
JS12	33	0	3.52	4	1	5	1.068	-0.21	-0.556	0
JS13	34	0	3.769	4	1	5	1.033	-0.17	-0.696	0
JS15	35	0	3.595	4	1	5	1.019	-0.433	-0.476	0
JS17	36	0	3.607	4	1	5	1.089	-0.426	-0.494	0

Measurement Model Assessment:

Reliability

Item reliability:

- Outer loading should be greater than 0.708 (Hair et al., 2022)

Construct reliability:

- Cronbach Alpha (problem no weighted average) (Cronbach, 1946)
- Composite Reliability should be greater than 0.7 (Hair et al., 2019), and in our case, it is greater than 0.7

Outer Loading Matrix

	JS	LB	OJ	POS	PS
JS12	0.737				
JS13	0.78				
JS15	0.702				
JS17	0.806				
JS2	0.685				
JS7	0.739				
LB10		0.779			
LB13		0.697			
LB18		0.744			
LB4		0.762			
LB6		0.676			
LB7		0.688			
LB9		0.681			
OJ1			0.59		
OJ10			0.659		
OJ11			0.71		
OJ12			0.773		
OJ13			0.725		
OJ14			0.765		
OJ15			0.765		
OJ2			0.635		
OJ3			0.667		
OJ4			0.707		
OJ5			0.697		
OJ7			0.793		
OJ8			0.745		
OJ9			0.726		
POS1				0.824	
POS2				0.788	
POS3				0.834	
POS4				0.695	

POS5	0.773	
POS8	0.769	
PS10		0.679
PS13		0.767
PS7		0.747
PS9		0.724

Validity

	Composite reliability	Average variance extracted (AVE)
JS	0.88	0.551
LB	0.882	0.517
OJ	0.935	0.509
POS	0.904	0.611
PS	0.82	0.533

Convergent Validity:
- Average Variance Extracted should be greater than 0.5 (Hair et al., 2022). In our case, it is greater than 0.5

Discriminant validity:
- Farnell Larker: The square of AVE should be greater than the correlation of a variable with other variables (Fornell & Larcker, 1981)

- HTMT ratio….

    • <0.85 (Kline, 2016),
    • But in research, it can be <0.9

	JS	LB	OJ	POS	PS
JS					
LB	0.626				
OJ	0.718	0.518			
POS	0.807	0.556	0.877		
PS	0.501	0.492	0.431	0.495	

Structural Model Assessment:

Path coefficient and Specific Direct and Indirect Effects are included in this section and are part of the testing of mediating variables and hypotheses, respectively. Using the Smart PLS 4.0 programme, PLS-SEM analysis was used to test the entire model. This study uses the bootstrapping method for a sample size of 173. Following the bootstrapping test, the path coefficient table original sample p values should be less than 0.05, which denotes the significance of the association between the two variables. The alternative hypothesis is not supported since the association between the two variables is insignificant or absent if the p-value is greater than 0.05.

Collinearity
Inner VIF

VIF < 3.3 (Diamantopoulos & Siguaw, 2006) means we have no collinearity issues. All our values are less than 3.3.

	JS
JS	
LB	1.412
OJ	2.734
POS	2.853
PS	1.256

- Direct effect…. B, p value, t value and CI

Its P value < 0.05

Here, three values are less than 0.05, i.e. LB-JS, OJ-JS and POS-JS, but only PS-JS has a greater value than 0.05

Direct Effects	Path Coefficient	SE	T statistics	P values	
LB -> JS	0.215	0.069	3.137	0.001	Accepted
OJ -> JS	0.179	0.091	1.969	0.024	Accepted
POS -> JS	0.416	0.094	4.431	0	Accepted
PS -> JS	0.096	0.082	1.162	0.123	Rejected

- Indirect effects

We do not have any indirect effects

- Moderated effects
- Coefficient of determination (R^2 and F^2)

COD or R^2 < 0.35 = Strong explanatory power of the model. In our, we have strong explanatory power for JS.

	R^2
JS	0.559

F^2

Value< 0.05 Significant effect

	F^2	P values	
LB -> JS	0.074	0.088	Not supported
OJ -> JS	0.026	0.222	Not supported
POS -> JS	0.137	0.023	Supported
PS -> JS	0.017	0.337	Not supported
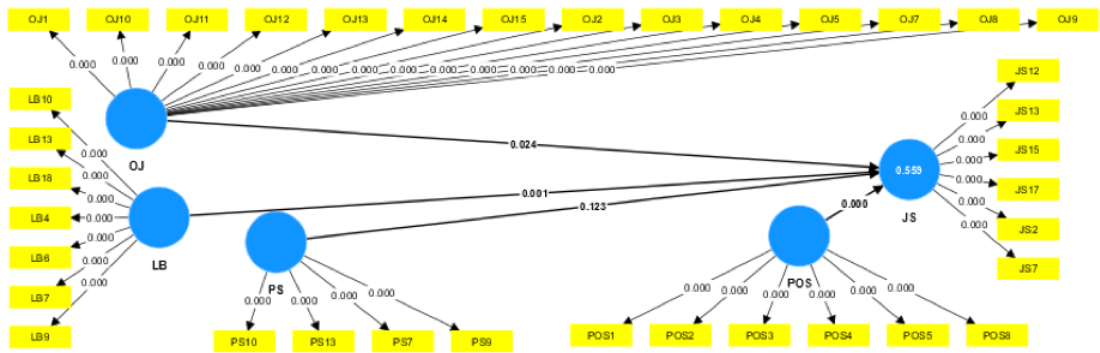
Figure 2: *Structural equation modeling using Smart PLS*

DISCUSSION AND CONCLUSION

The overall model analysis revealed that perceived organisational support was significant, whereas perceived organisational justice stress and leadership behaviour were insignificant. The results are interesting because intuitively, it would seem that perceived stress would be a significant factor in determining the job satisfaction level of an employee. However, this does not seem to be the case. Therefore, we reject H1, H2, and H4 and accept H3 as our initial condition.

Perceived Organizational Support can be insignificant due to many reasons. Respondents may not have understood the question and may have responded differently. It may also be because there were not enough respondents to impact the overall analysis. However, to analyse the result, it is possible that stress and justice are not factors which impact an employee's job satisfaction. This may be because professionals have inherently understood that a working environment is, by nature, stressful, and one should not judge one's job based on one's work stress. Furthermore, professionals may also have realised that a working environment is extremely competitive, which does not leave room for a fair and just environment.

Our first hypothesis that leadership behaviour positively impacts job satisfaction has failed to be accepted. Therefore, we can state that leadership behaviour has a significant relationship with job satisfaction. Our second hypothesis that perceived stress positively impacts job satisfaction has failed to be accepted. Therefore, we can state that perceived stress has a significant relationship with job satisfaction. Our third hypothesis that perceived organisational support positively impacts job satisfaction is failed to be rejected. Therefore, we can state that perceived organisational support has a significant relationship with job satisfaction. Our fourth hypothesis that organisational justice positively impacts job satisfaction has failed to be accepted. Therefore, we can state that organisational justice has a significant relationship with job satisfaction.

Theoretical Implications

The study broadens our understanding of this problem by concentrating on specific factors that lead to the persistence of gender inequality within companies. It highlights the significance of addressing workplace stresses by showing how perceived stress may contribute to gender

inequalities. Organisational justice is emphasised as a critical component of advancing gender equality, highlighting the necessity of fairness in practices and policies. The critical role that leadership behaviour plays in shaping society demonstrates the significance of inclusive leadership practices. The report also emphasises how gender disparities can be closed, and inclusive workplaces can be fostered by perceived organisational support. Overall, this study broadens our theoretical understanding of the complex dynamics underlying gender inequity and advises academics and professionals attempting to address this problem.

Practical Implications

Enhancing organisational justice through fair policies, practices, and decision-making processes is crucial for minimising gender inequalities. Creating diverse leaders who can challenge prejudices, provide equal opportunities, and advance a diverse workplace is critical. By providing equal access to resources and support networks for all employees, regardless of gender, fostering an inclusive workplace strengthens organisational support. Encouragement of diverse representation in decision-making institutions also enables the creation of inclusive policies, practices, and various opinions.

By implementing these practical outcomes, organisations can considerably advance the cause of gender equality. Programs for stress management might minimise how negatively stress affects gender differences. If policies and processes are fair, all employees will be treated equally. Inclusive leadership behaviours create a helpful and empowering environment. Employee needs are provided through organisational support mechanisms that encourage inclusion. Diverse representation leads to more inclusive decision-making and policy.

Ultimately, these practical repercussions give organisations practical options for addressing gender inequality. By implementing stress management programs, fighting for fairness and inclusivity, supporting employees, and cultivating diversity, organisations can create an inclusive workplace culture that supports gender equality. These efforts support all employees' success and happiness, regardless of gender.

Limitation and Future Research

In this study, we have taken responses from employees irrespective of their technical backgrounds or industries. The main limitation here is that the independent variables taken in this study might vary from industry to industry. Additionally, responses might vary according to company culture, such as multinational companies care more about their employees than local companies. Multinational organisations may also be more eager to adopt studies like these and adjust their company culture to fit their employees better, improving job satisfaction and affecting their performance.

Considering this, future studies can focus on different industries and multinational/ local companies can be differentiated. Furthermore, more variables can be added to broaden the factors affecting job satisfaction, such as employee empowerment, organisational commitment, and work motivation. Job satisfaction can also be used as a mediating variable for job performance, further widening the scope of future study.

REFERENCES

Al-Omar, Hussain Abdulrahman, Azher Mustafa Arafah, Jehan Mohammed Barakat, Reem Dhayan Almutairi, Fowad Khurshid, and Mohammed Sultan Alsultan. "The Impact of Perceived Organizational Support and Resilience on Pharmacists' Engagement in Their Stressful and Competitive Workplaces in Saudi Arabia." Saudi Pharmaceutical Journal 27(7) (November 2019): 1044–52. https://doi.org/10.1016/j.jsps.2019.08.007.

Akerlof, G. A., Rose, A. K. and Yellen, J. L. (1988). Job switching and job satisfaction in the US labour market, Brooking Papers on Economic Activity, 2, 495–582

Aziri, Brikend. "JOB SATISFACTION, A LITERATURE REVIEW." Management Research and Practice 3, no. 4 (2011): 77–86.

BURKE, R.J.; GREENGLASS, E.R. (2001). Hospital restructuring and nursing staff wellbeing: the role of perceived hospital and union support. Anxiety, Stress and Coping: An International Journal, 14:93-115.

Clark, A. E., Georgellis, Y. and Sanfey, P. (1998) Job satisfaction, wage changes, and quits, Research in Labour Economics, 17, 95–121.

Cohen, Sheldon, Tom Kamarck, and Robin Mermelstein. "A Global Measure of Perceived Stress." Journal of Health and Social Behavior 24, no. 4 (December 1983): 385. https://doi.org/10.2307/2136404.

Dziuba, Szymon, Manuela Ingaldi, and Marina Zhuravskaya. "Employees' Job Satisfaction and Their Work Performance as Elements Influencing Work Safety." System Safety: Human Technical Facility - Environment 2 (March 1, 2020): 18–25. https://doi.org/10.2478/czoto-2020-0003.

Freeman, R. (1978) Job satisfaction as an economic variable, American Economic Review, 68, 135–41

FU, P.; TSUI, A.; LIU, J.; SONG, J.; JIANG, Y.; JIA, L.; LI, L.; LI, Y. J.; HUI, C.; WU, W. (2006). CEO Personal Values and Middle Manager Responses: The Mediating Role of Leadership Behavior and Organizational Culture, granted by Council of the Hong Kong Special Administrative Region, China.

Hamermesh, Daniel. "The Changing Distribution of Job Satisfaction." Journal of Human Resources 36, no. 1 (2001): 1–30.

Hoboubi, Naser, Alireza Choobineh, Fatemeh Kamari Ghanavati, Sareh Keshavarzi, and Ali Akbar Hosseini. "The Impact of Job Stress and Job Satisfaction on Workforce Productivity in an Iranian Petrochemical Industry." Safety and Health at Work 8, no. 1 (March 1, 2017): 67–71. https://doi.org/10.1016/j.shaw.2016.07.002.

Hodson, Derek. "Philosophy of Science, Science and Science Education." Studies in Science Education 12, no. 1 (January 1985): 25–57. https://doi.org/10.1080/03057268508559922.

Hoppock, R. "Job Satisfaction of Psychologists." Journal of Applied Psychology 21, no. 3 (1937): 300–303. https://doi.org/10.1037/h0057579.

Hunt, J. W. and Saul, P. N. (1975) The relationship of age, tenure, and job satisfaction in males and females, Academy of Management Journal, 18, 690–702.

"Impact of Working Environment on Job Satisfaction - ScienceDirect." Accessed August 26, 2022. https://www.sciencedirect.com/science/article/pii/S2212567115005249.

KRITONIS, A. (2004). Leadership in organizations: National implications. International Journal of Scholarly Academic Intellectual Diversity, 8:1-8.

"Kaliski, B.S. (2007) Encyclopedia of Business and Finance. Macmillan Publishers, Detroit. - References - Scientific Research Publishing." Accessed August 26, 2022. https://www.scirp.org/ (S(vtj3fa45qm1ean45vvffcz55))/reference/ReferencesPapers.aspx?ReferenceID=1166804.

Kalleberg, Arne L., and Karyn A. Loscocco. "Aging, Values, and Rewards: Explaining Age Differences in Job Satisfaction." American Sociological Review 48, no. 1 (February 1983): 78. https://doi.org/10.2307/2095146.

Koorella, Gnaneshwar, and Dr R Perumal. "A STUDY ON FACTORS AFFECTING EMPLOYEE JOB SATISFACTION" 6, no. 1 (n.d.): 7.

Lok, Peter, and John Crawford. 2004. "The Effect of Organisational Culture and Leadership Style on Job Satisfaction and Organisational Commitment: A Cross-national Comparison." Journal of Management Development 23(4):321–38. doi: 10.1108/02621710410529785.

Linz, Susan J. "Job Satisfaction among Russian Workers." International Journal of Manpower 24, no. 6 (January 1, 2003): 626–52. https://doi.org/10.1108/01437720310496139.

Miah, Md Murad. "The Impact of Employee Job Satisfaction toward Organizational Performance: A Study of Private Sector Employees in Kuching, East Malaysia." International Journal of Scientific and Research Publications (IJSRP) 8, no. 12 (December 12, 2018). https://doi.org/10.29322/IJSRP.8.12.2018.p8437.

Opoku, Alex, Vian Ahmed, and Heather Cruickshank. "Leadership Style of Sustainability Professionals in the UK Construction Industry." Edited by Dr Alex Opoku, Professor Vian Ahmed and Dr Heather Cruickshank. Built Environment Project and Asset Management 5, no. 2 (May 5, 2015): 184–201. https://doi.org/10.1108/BEPAM-12-2013-0075.

"(PDF) Job Satisfaction: A Literature Review." Accessed August 26, 2022. https://www.researchgate.net/publication/222103547_Job_Satisfaction_A_Literature_Review.

"(PDF) MASLOW'S HIERARCHY OF NEEDS IN 21ST CENTURY: THE EXAMINATION OF VOCATIONAL DIFFERENCES." Accessed August 26, 2022. https://www.researchgate.net/publication/321267309_MASLOW%27S_HIERARCHY_OF_NEEDS_IN_21ST_CENTURY_THE_EXAMINATION_OF_VOCATIONAL_DIFFERENCES.

Plant, Isabel A. "Book Reviews : The Social Psychology of Work Michael Argyle: Penguin (London) 1989. Second Edition. Paperback. 396 Pp. ISBN 13579108642 £5.99." Management Education and Development 21, no. 2 (July 1, 1990): 156–156. https://doi.org/10.1177/135050769002100213.

Schleicher, Deidra J., John D. Watt, and Gary J. Greguras. "Reexamining the Job Satisfaction-Performance Relationship: The Complexity of Attitudes." Journal of Applied Psychology 89, no. 1 (2004): 165–77. https://doi.org/10.1037/0021-9010.89.1.165.

Spector, Paul. Job Satisfaction: Application, Assessment, Causes, and Consequences. 2455 Teller Road, Thousand Oaks California 91320 United States: SAGE Publications, Inc., 1997. https://doi.org/10.4135/9781452231549.

Stebbins, Lloyd, and Eric Dent. "Job Satisfaction and Organizational Culture." SSRN Scholarly Paper. Rochester, NY, October 7, 2013. https://doi.org/10.2139/ssrn.2336838.

"The Relationship of Age, Tenure, and Job Satisfaction in Males and Females | Academy of Management Journal." Accessed August 26, 2022. https://journals.aom.org/doi/abs/10.5465/255372.

Zainalipour, Hossein, Ali Akbar Sheikhi Fini, and Siyed Mohammad Mirkamali. "A Study of Relationship between Organizational Justice and Job Satisfaction among Teachers in Bandar Abbas Middle School." Procedia - Social and Behavioral Sciences 5 (2010): 1986–90. https://doi.org/10.1016/j.sbspro.2010.07.401.