

A CONTENT ANALYSIS ON DIVERSITY AND PERSONS WITH DISABILITIES IN CSR-AWARDED COMPANIES IN MALAYSIA

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Received: 28 July 2021

Accepted: 3 August 2021

Online first: 27 August 2021

ABSTRACT

Diversity is a concept that includes individuals from different categories and centrally aims at creating an inclusive community that values and utilises all members' talents. Diversity in the workplace has long been recognised as beneficial to the organisation's whole performance. Apart from creating an inclusive environment, having a diverse workforce means having a different set of skills, ideas, attitudes, knowledge, and thus giving a higher chance for an organisation to be in a competitive advantage. Despite all the advantages, persons with disabilities (PWD) as one of the diversity categories have always been excluded from entering the labour market. Therefore, the aim of this study is to do a systematic empirical investigation on PWD's employment within the organisations by examining the annual report of the CSR-awarded organisations in Malaysia to evaluate how far these organisations are reporting their diverse workforce and accepting the inclusion of PWD in the companies. The quantitative content analysis method was used in this study. 14 published annual reports of CSR-awarded companies from the year 2019 were selected as a sample. Employees with PWD were recorded by two companies, with percentages of 0.18 percent and 0.05 percent, respectively. The result shows the employment data on disability among companies that have won CSR awards in Malaysia are scarce. The companies tend to place more emphasis on other diversity categories, especially on gender and age group. It is suggested for future research to explore the employment of PWD from the perspective of corporate social responsibility since anything related to PWD should be addressed through social imperatives.



Keywords: content analysis, diversity, persons with disabilities, corporate social responsibility

INTRODUCTION

Hundreds of studies have been published in the last ten years demonstrating the importance of creating and having diverse members in organisations. It is important to define the term diversity in the workplace as it has been reflected in the multiplicity of meanings in the literature (Herring, 2009). According to Wentling and Palma-Rivas (2000), diversity refers to the co-existence of employees with a broad range of socio-cultural, socio-economic, and demographic characteristics. Dike (2013) asserted that diversity in the workplace could be described as recognising, understanding, accepting, and valuing differences among people with respect to age, class, race, ethnicity, gender, disabilities, etc. Similarly, Roberson, Ryan, and Ragins (2017) refer to diversity as any compositional differences among people within a working unit. Above all, one of the best definitions of diversity given by Esty et al. (1995) that concentrated on ten dimensions of diversity that believed is the most important in the workplace, namely age, race, hierarchy/status, gender, and religion, physical ability/disability, family situation, sexual orientation, class, and ethnicity. Generally, we can conclude that workplace diversity is a concept that includes individuals in different categories and centrally aims at creating an inclusive group that accepts, values and utilises all members' talents.

It is important to note that diversity in the workplace has long been recognised as beneficial to the organisation's performance. Apart from creating an inclusive environment, having a diverse workforce means having a different set of skills, ideas, attitudes, and knowledge, thus giving the organisation a higher chance of competitive advantage (Awalluddin & Maznorbalia, 2020). Tamunomiebi and John-Eke (2020) said that workplace diversity has intrinsic benefits which allow people to work in synergy. It also brings about higher productivity in the business performance as diverse employees' skills and competencies are synergistically brought together for optimal performance. Furthermore, companies must promote diversity and seek ways to become more inclusive organisations because diversity has the potential to increase work efficiency and competitiveness

(Farnsworth *et al.*, 2019). Existing empirical evidence has confirmed that in today's globalised world, workforce diversity and inclusive work practices are becoming critical for organisational sustainability, development, and success (Cletus *et al.*, 2018; Foma, 2014; Kaur & Arora, 2020; Patrick & Kumar, 2012; Tamunomiebi & Dienye, 2019).

Despite all the advantages, there is particularly one vulnerable diverse group who has always been excluded from entering the labour market, which is persons with disabilities (PWD). Disability is seldom considered a diversity dimension in the organisations' diversity and inclusion strategies (Miethlich & Oldenburg, 2019). It is also one of the areas in diversity management that organisations still struggle to learn (Waxman, 2017). Basically, PWD can be defined as a person who has long-term physical, mental, intellectual, or sensory impairments which, in interaction with various barriers, may hinder their full effective participation in society (Person with Disabilities Act, 2008). According to the World Health Organisation (2020), over one billion people are estimated to live with some form of disability, which corresponds to about 15% of the world's population.

PWD are a vulnerable group of people because majority of them live an unsustainable life due to poverty. Many past researchers have confirmed the percentage of PWD living in poverty is much higher than persons without disabilities (Agyei-Okyere *et al.*, 2019; Markel & Barclay, 2009; Opoku *et al.*, 2017; Pinilla-Roncancio & Alkire, 2020; Abdul Wahab & Ayub, 2016; World Health Organization, 2011). And one of the critical reasons that cause them to live such a life is unemployment or low payment/income even when employed.

Since PWD are pronounced as equal members of society by international institutions and are recognised as an important group of human diversity who have equal rights, including the right to employment, their integration into employment becomes part of the corporate social responsibility (CSR) initiatives (Kuznetsova, 2012; Kuznetsova & Yalcin, 2017; Miethlich, 2019; Vashishth *et al.*, 2019). Employing PWD is a real chance for taking CSR seriously within and out of the organisations. However, the issue of PWD's employment is still underexplored (Csillag, Gyori, & Mataloy, 2018; Diaz-Carrion, Lopez-Fernandez, & Romero-Fernandez, 2018), and the literature on disability and CSR are still sparse (Khan *et al.*, 2018). Therefore, this

study paves the way for a more systematic empirical investigation on PWD's employment within the organisations by examining the annual report of the CSR-awarded organisations in Malaysia to evaluate how far these organisations are reporting their diverse workforce, especially PWD in their companies' report. The study chooses CSR-awarded companies in Malaysia because these companies have received national recognition with the most social responsibility in the country, and they are expected to carry out social responsibilities fairly to all, especially to the vulnerable group.

Objective of the Study

The aim of this study is to analyse the statistics reporting of diverse workers and the inclusion of persons with disabilities (PWD) in employment in the organisations that have won the CSR award in Malaysia.

METHOD

In this study, the content analysis approach was applied. Basically, there are two types of content analysis, namely, qualitative content analysis and quantitative content analysis. Qualitative content analysis is a research method for the subjective interpretation of the content of text data through the systematic classification process of coding and identifying themes or patterns (Hsieh & Shannon, 2005). Conversely, quantitative content analysis is a research method in which textual, visual, or aural material features are systematically categorised and recorded so that they can be easily analysed (Coe & Scacco, 2017). Therefore, to meet the objectives of this study that is to analyse the statistics reporting of companies on diverse workers and the inclusion of persons with disabilities (PWD) in employment, this research will employ a quantitative content analysis. The quantitative content analysis is more suitable because the target population in this study is annual reports of the companies, and these annual reports are in the text form and already systematically categorised and recorded. The total population in this study are 24 published annual reports of CSR-awarded companies in the year 2019; however, only 14 reports can be used as a sample as the rest cannot be accessed due to companies' restrictions.

Data Analysis

In quantitative content analysis, coding the content is very important. According to Coe and Scacco (2017), coding is the systematic observation and quantification of trends in texts. Whether performed by a computer machine or human, coding means following a set of instructions on what features to search for in a text and then making the designated notation when those features appear. In this study, coding was developed by the researchers (human). Coding was determined by examining the content of the annual reports on the diversity and inclusion of employees.

Then, to help standardise the decisions taken during the coding process, the researchers developed a codebook to use as a coding instrument. This codebook specifies the textual features that a coder would look for, as well as a description that is descriptive enough to enable the coder (and future researchers who may want to reproduce the study or use the same coding scheme) to understand the construct (Coe & Scacco, 2017; Uysal & Madenoğlu, 2015). Neuendorf (2002, 2017) explained the codebook as an instrument that includes all the operational definitions of variables used in the study. The codebook developed in this study is presented as follows:

- i. Diversity
- ii. Gender
- iii. Age group
- iv. Persons with disabilities

Validity

Validity refers to the degree to which a measuring procedure reflects the intended and only the intended concept (Neuendorf, 2002). In addition, Coe and Scacco (2017) defined validity as to whether a study's measures are assessing the correct phenomena. In this study, the researchers validated the data using external validity, face validity, and content validity.

First, external validity is whether the sample of the study represents the population or not (Neuendorf, 2002). This study included 14 samples out of 24 total populations, which is more than half; thus, external validity is guaranteed. The second is face validity, which is related to whether the instrument appears to be capable of measuring what is intended (Neuendorf,

2002). According to Krippendorff (2004), we request face validity when we agree with the study findings because they seem reasonable. In this study, the codebook was checked by all the researchers to ensure it measured the intended data; hence, the face validity is checked. Lastly, content validity is the extent to which the measure reflects the full domain of the concept or phenomena under study (Neuendorf, 2002). Hence, an instrument has content validity if it covers all the subjects that it intended to measure. In this study, the coding and codebook, which act as the instrument developed by the researchers, was checked by an academician from the business and management field. Therefore, the content validity in this study is controlled. Due to the small number of samples used in this study, the descriptive statistics of the data were all analysed by the researchers themselves.

FINDINGS

In the findings section, the descriptive statistics, total and percentages of the results based on each category are presented in Table 1 below.

Table 1: List of Diverse Workforces in the Companies

Companies	Diverse Workforces According to the Different Categories			
	Gender (%)	Age Group (%)	Race (%)	Persons with Disabilities (No. & %)
Tenaga Nasional Berhad (TNB)	Male = 79.5 Female=20.5	Below 35 = 48.4 35–50 = 37.2 Above 50= 14.4	Nil	65 persons 0.18%
Top Glove	Male = 75 Female = 25	Below 30 =60 30–50 = 38 Above 50 = 2	Malay= 62 Chinese= 22 India= 14 Others= 2	10 persons 0.05%
DIGI Telecommunications	Male = 51 Female = 49	Nil	Nil	Nil
Exim Bank	Nil	Nil	Nil	Nil
Hong Leong Bank Berhad	Male = 45 Female = 55	Below 3= 40 30–50 = 56 Above 50= 4	Nil	Nil

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Kenanga Investment	Male = 48 Female = 52	Below 30= 19 30–50 = 62 Above 50= 19	Malay= 41 Chinese=51 India= 4.6 Others= 3.4	Nil
Panasonic	Male = 74 Female = 26	Below 30= 36 30–50 = 56 Above 50= 8	Nil	Nil
Poh Kong Holdings Berhad	Male = 34 Female = 66	Below 40= 58 40–59 = 36 Above 60 = 6	Malay= 7 Chinese= 89 India=1	Nil
RHB Bank	Male = 40.8 Female=59.2	Below 30= 24.7 30–50 = 64.1 Above 50 =11.2	Malay= 53.4 Chinese= 33.8 India= 5.5 Others= 7.2	Nil
Sunway Berhad	Male = 56.5 Female = 43.5	Below 30 = 40.5 30–50 = 49 Above 50 = 10.5	Malay= 41 Chinese= 27.5 India= 14.5 Others= 17	Nil
Pharmaniaga	Male = 60.05 Female = 39.95	Below 25 = 9.54 25–55 = 87.11 Above 55 = 3.35	Nil	Nil
Titijaya Land Berhad	Male = 61.86 Female = 38.14	Below 30 = 20.62 30–50 = 77.68 Above 50 = 1.7	Nil	Nil
7-Eleven	Male = 30.5 Female = 69.5	Below 30 = 76.2 30–50 = 22 Above 50 = 1.8	Nil	Nil
Bank Rakyat	Male = 57 Female = 43	Below 30 = 26.7 30–50 = 65.9 Above 50 = 7.4	Nil	Nil

A total of 14 annual reports from CSR-awarded companies in the year 2019 were analysed in this study. The results show that all the companies reported their diverse group of employees based on 'gender' and 'age' categories. While for the 'race' category, five companies stated it in their annual reports. However, for the 'persons with disabilities' category, only two companies reported it, and the total number of employees with disabilities employed in those companies is very little (Tenaga Nasional Berhad 65 persons or 0.18% and Top Glove 10 persons or 0.05%) compared to the total employees.

From the findings, it can be concluded that employment data on the persons with disabilities among companies that have won CSR awards in Malaysia is at an unsatisfactory level. They prefer to put a greater emphasis on other types of diversity, especially on gender and age group, as well as general workers, compared to PWD employees.

DISCUSSION AND CONCLUSION

This study's findings uniquely contribute to the very scarce research on the topic of corporate social responsibility and employment of PWD, and it was supported by other researchers, Nazli and Mutlu (2018) and Zijlstra *et al.* (2017) where they affirmed that both CSR and employment of PWD topics are very limited to our understanding in the aspect of both inclusive diversity and sustainability. The results indicate that companies that have received CSR awards in Malaysia are not doing enough to support persons with disabilities in terms of employment. It is crucial to note that even though they have received national recognition on social responsibility works, they still lack knowledge and awareness pertaining to PWD employment issues. They emphasise more on CSR agendas (Hussain, Rigoni, & Orij, 2018; Ioannou & Serafeim, 2017), as they tend to retain a rather 'corporate image' on disability by doing more works on charitable contributions related to PWD, while what PWD wants is to focus on social factors such as quality of life, access and opportunities for growth, or wellbeing as human resource considerations in corporate performance judgements (Cavanagh *et al.*, 2017; Khan *et al.*, 2018; Procknow & Rocco, 2016).

Furthermore, most companies clearly stated that they practice diversity and equal employment regardless of race, gender, age, and disabilities. However, there are discrepancies between their statement and the actual action from the companies since what they stated in the annual report is basically just following the scope stated in Global Reporting Initiative (GRI) standards. This draws attention to the effectiveness of GRI standards in protecting the PWD as a diverse category. Miethlich (2019) stated in his study that disability continues to be a blind spot in sustainability frameworks and standards. Khan *et al.* (2018) also published similar concerns specifying although diversity tends to be pinpointed as an important strategy in organisational culture, recruitment of PWD is seldom recognised as a critical parameter and sustaining social inclusion.

And to date, PWD continue facing huge discrimination in the inclusion of the labour market, and it was supported by many past researchers that show high unemployment of PWD due to employers discrimination, prejudice, and stereotype (Gould *et al.*, 2020; Kim *et al.*, 2020; Luo & Wang, 2017; Patrick & Kumar, 2012). It is important to note that, to successfully integrate PWD in the labour market, it is critical for companies, especially upper-level management, to remove the barriers (physical or mental), inside and outside the organisations. And it is also important for the organisations to know and play their roles as the change agent for the sake of PWD to have a quality life.

LIMITATION AND FUTURE RESEARCH

Our study is limited by using samples within the Malaysian context only. Other country environments may differ, for instance, cultural norms, demographics, laws, and policies. Therefore, other researchers could explore other national contexts as this would allow comparative studies, which is best in looking for the best practices in helping out PWD to get social inclusion. Another limitation is that our study used secondary published data only. While publicly published data is historical, policy and management practices must be implemented as constructive, forward-looking improvements (Khan *et al.*, 2018). Other researchers may use a more recent qualitative interview approach to represent different perspectives and viewpoints of employers and managers, which provides richer explanations on the phenomena under

study. It is suggested that future research explores the employment of PWD from the perspective of corporate social responsibility since anything related to PWD should be addressed through social imperatives.

ACKNOWLEDGEMENT

The authors would like to acknowledge the research project funded by Ministry of Higher Education (MOHE) under the Fundamental Research Grant Scheme (FRGS) and Universiti Teknologi MARA (UiTM), Project No: FRGS/1/2019/SS03/UITM/02/5 for the publication of this paper.

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THE DEVELOPMENT OF A CONCEPTUAL FRAMEWORK FOR MOBILE SOCIAL COMMERCE AND PURCHASING DECISIONS: A SYSTEMATIC LITERATURE REVIEW FROM 2010 – 2020

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Received: 28 July 2021

Accepted: 3 August 2021

Online first: 27 August 2021

ABSTRACT

This paper aims to develop a framework for mobile social commerce purchase decisions based on the existing literature. Social media and mobile technology advancement has shifted the way contemporary selling is conducted online. This new business model has revolutionised the relationship between consumers and businesses. Mobile social commerce integrates the features of social media, which enables the interactions between users during their mobile shopping experience. Users' creativities provide innovative solutions in user generated content (UGC) that not only solves their own problems, but also provides possible improvements to products and services. Even so, the authenticity of UGC and the possibility of fabrication remains a challenge that needs to be resolved. Previous studies have shown that user engagement in UGC has a significant effect on enhancing the efficiency of social interaction between businesses and consumers. The corresponding purchasing decisions depend on the degree of consumer involvement in UGC. Based on a review of the literature from 2010 – 2020, the positive attitudes towards online community knowledge sharing will positively influence consumers' purchasing decisions. A favourable review about the products or services that generate strong positive attitudes is more likely to be considered by consumers. Thus, their purchasing decisions are determined by their commitment to an attitude.



The risk perception of consumers differs from various dimensions and capacities. The risk tolerance of each purchasing goal will have an effect on their purchasing decisions. The framework proposed in this study can be further tested in the context of Malaysian consumers.

Keywords: mobile social commerce; mobile commerce; social commerce; users' engagement; attitude; perceived risk; purchase decision

INTRODUCTION

Social media has had a massive impact on the globalisation of online shopping. Social commerce has improved conventional e-commerce by integrating the influence of social networking with online shopping, and introducing products across social media. Taking advantage of the immense social media capital and users' engagement, social commerce is able to customise products and services based on consumers' interests and preferences. The wide acceptance of mobile commerce is largely due to the ubiquity of smartphones enabled with real-time internet access. Consumers can communicate among themselves and with the sellers about goods and services before making a purchase. This represents one of the appealing aspects of social commerce and mobile commerce. Based on the purchasing trends, each mobile commerce site can undergo customisation to suit each customer's shopping habits by offering similar products and services from a range of brands and prices (Turban, King, Lee, Liang, & Turban, 2012).

Companies use social media to keep their customers' informed of their current business activities, new products, exclusive deals and the new ways to use their products. According to Li, Dong and Chen (2012), perhaps the most important success determinant of mobile commerce is the versatility of technology where consumers adapt to their individual and community needs in different social and business contexts. Instead of technological innovation, users' innovativeness drives mobile commerce to greater heights (Chao, Reid, & Mavondo, 2013). Thus, it can be deduced that the incorporation of social media and mobile commerce, also known as mobile social commerce, is the result of that innovativeness.

The advancement of technology provides convenience of accessing online communities mediated by an online environment that created social media. The computer-mediated social environment (Yadav, de Valck, Hennig-Thurau, Hoffman, & Spann, 2013) has aided the exponential growth of online shopping over the last decade. However, Ward, Schlechter and Boshoff (2011) emphasised the reality that the growth is in fact much more sluggish than anticipated. According to their study, the majority of internet users utilised the internet for the search of pre-purchase information rather than actual purchasing. In the fourth quarter of 2018, the growth of e-commerce in the United States was less than projected (Ali, 2019) while China's online retail market grew at a slower pace in the first quarter of 2019 (Lam & Li, 2019). Although the perceived risk is an important predictor for explaining the behaviour, consumers prefer to mitigate possible failures rather than solidify desired buying activities (Pappas, 2016).

Users' engagement in social commerce is expected to enhance business operations by increasing traffic to social commerce platforms, identifying potential business opportunities and optimising the efficacy of marketing campaigns. On the other hand, users' engagement can also improve social interaction reliability between businesses and consumers (Shen, Li, Sun, Chen, Zhang, & Zhao, 2017). However, users' engagement has not been evenly distributed, with only a small portion of users commenting and participating in the discussion (Khan, 2017).

As user-generated content and information sharing become more widely available, the level of perceived risks rises even further. Hence, there are questions in regards to whether user-generated content reviews or comments are real or merely fabrications done by paid reviewers to increase the appeal of websites (Filieri, Alguezaui, & McLeay, 2015). Debates about fake online reviews have raised consumers' awareness and called the credibility of reviews into question (Munzel, 2016). Online reviews are frequently criticised because the information posted on the website often lack identity, comes from unreliable sources and does not usually go through a verification process to ensure authenticity (Kusumasondjaja, Shanka, & Marchegiani, 2012).

The current approaches towards consumer purchasing decisions due to the influence of mobile social commerce in Malaysia needs to be

comprehensively explored. Although perceived risks have been identified as a significant determinant of consumers' purchasing decisions in the online environment, it has not been thoroughly investigated in the context of user-generated content.

Research Objectives

The objectives of this research are as follows:

RO1: To review accessible literature from 2010 to 2020 associated with mobile social commerce purchasing decisions.

RO2: To develop a research framework for the mobile social commerce and consumers' purchasing decisions based on the existing literature.

LITERATURE REVIEW

Mobile social commerce is a relatively new concept that has emerged in the world of digital marketing. The widespread acceptance of smartphones and the advancement of technology has elevated the role of a phone to more than just a communication device. It is because of the popularity of social networking that businesses have begun to use it in conjunction with mobile phone technology to advertise and conduct business. The term 'mobile social commerce' refers to the combination of social commerce and mobile commerce.

Social Commerce

Social commerce is a subset of e-commerce that makes use of social media platforms in enabling consumers to actively participate in knowledge sharing and products and services reviews. It is a combination of social networking and shopping. However, the definition of social commerce varies. Stephen and Toubia (2010) sees it as a form of internet-based social media that allows people to sell and promote goods in online communities and marketplaces. According to Marsden and Chaney (2012), it is a selling channel on a social media website that promotes user-generated content and social interaction. Yadav *et al.* (2013) underlined social commerce as exchange-related activities of consumers at various stages of decision-making in the computer-mediated social environment.

According to Hajli, Sims, Zadeh, and Richard (2017), social commerce is based on three concepts. Firstly, ratings and reviews that provide comprehensive product information to potential customers. Engagement in co-creating content can empower and inform consumers in regards to product experiences of other users and promotes a higher level of trust. The identity of reviewers, on the other hand, has an effect on community members' views. Secondly, in the absence of sales representatives, recommendations and referrals enable consumers to rely on experiences of other users in making purchasing decisions. Finally, through exchanging experiences and knowledge, forums and communities provide social support and promote social interaction.

Connections, communication, and relationship building should be established prior to any actual purchase transactions. Unlike social media marketing, which redirects users to online stores, products are sold within the network at the time of use. Traditional e-commerce websites that host social tools limit consumer interactions to commenting on reviews and are unable to expand further in adding new customers, sending private messages, or creating communities (Hajli *et al.*, 2017). Transactions may occur differently from the original site, which has the same features as traditional e-commerce. Both e-retailers and customers can collaborate on co-creation of content through social commerce platforms. While engaging with customers, e-retailers can create and co-create their page, upload pictures, videos, news and promotions. In addition, the consumer can respond to, comment on, post and rate products and services, as well as engage with e-retailers and other consumers.

Mobile Commerce

The introduction of mobile devices, especially smartphones, has changed the way businesses conduct themselves over the internet and has gone beyond being merely a communication tool for utility (Chong, Chan, & Ooi, 2012). Kevin Duffey coined the word 'mobile commerce' in 1997 when he created the first mobile commerce server, which won the award for 'the most creative mobile product' (Shaik & Gupta, 2014). It was described as the use of wireless technology in offering direct electronic commerce capabilities to consumers anywhere (Madan & Yadav, 2016). Mobile commerce refers to all activities (direct or indirect) involving monetary

consumption or exhaustion of data services provided by a private or public network through telecommunication wireless services using handheld electronic devices (Chhonker, Verma, & Kar, 2017).

Due to a number of underlying principles, mobile commerce has developed at a ground-breaking rate. Ubiquity is viewed as the primary advantage of mobile commerce (Al-Adwan, Alrousan, Al-Soud, & Al-Yaseen, 2019) as it provides seamless connectivity regardless of users' locations. Ubiquity has eliminated spatial and temporal constraints, allowing continuous interaction between businesses and consumers (Prodanova, Martin, & Jiménez, 2017). Mobile commerce is closely linked to mobile apps, which provides consumers the ease of functionality and usability. Apps serve as bridges between operators and customers (Ye & Liu, 2017) that reduces search time and allows for purchase task completion, payment processing as well as product delivery (Ahuja & Khazanchi, 2016). Interactivity is the result of technology-enabled user interactions (Yim, Chu, & Sauer, 2017), enabling peer-to-peer discussion on purchasing decisions (Ahuja & Khazanchi, 2016). When accessing the internet through a mobile device, users provide network operators with their location, enabling personalised services and the promotion of goods and services in the local area (Singha & Shukla, 2012; Taleb, Mada, Corici, Nakao, & Flinck, 2017).

Mobile Social Commerce

Academic interest in mobile commerce with social media or social commerce in the mobile sense is growing, resulting in a new research area called mobile social commerce (Sun & Xu, 2019). Kucukcay and Benyoucef (2014) defined mobile social commerce by examining three layers of its components and discussing its technical and functionality in depth. The key factors that affect consumers' intention in utilising mobile social commerce were identified by Liébana-cabanillas, Villarejo-ramos, and Manuel Franco (2014), who suggested the Mobile Social Commerce Acceptance Model as an extension of the TAM model. Sun and Xu (2019) examined 27 papers on terms applicable to the model of social commerce in order to identify some consumer behaviour themes and research studies.

The development of information and communications technologies (ICT) has largely driven the transformation of economic activity in recent

decades, with the internet becoming the most important tool for businesses (Liébana-cabanillas *et al.*, 2014). Mobile social commerce involves the purchase and sale of products and services via mobile phones that is connected to social media and enables users to interact in a mobile shopping experience (Zhang, 2016).

Mobile social commerce is reinforced by the features of mobile phone apps and has the add-on social media functions in mobile commerce, all of which emphasises users' generated content. This exclusive characteristic has enabled the sharing and distribution of similar products and services information across social applications, giving mobile social commerce an edge over both social commerce and mobile commerce (Sun & Xu, 2019). An increasing rate of access to social networks through mobile phones, on the other hand, indicates that advertisements on social networks are rejected less frequently and that online purchases are more successful (Liébana-cabanillas *et al.*, 2014).

According to statistics, e-commerce in Malaysia generated US\$3,681 million in revenue in 2019, a 27.5% increase over the previous year (E-Commerce Malaysia, 2019), and 58% of e-commerce users made an online purchase via a mobile device (Kemp & Moey, 2019). 44.1% respondents from the MCMC e-commerce consumer survey reported that they used social media to conduct product research to validate product quality through reviews, comments and feedback as well as discover promotions and discounts and learn about new and current trends. 24 million of Malaysian consumers use social media and access it through mobile devices (Kemp & Moey, 2019). Malaysia is also ranked fifth among the top ten fastest-growing e-commerce countries in 2019 (Lipsman, 2019) and has the highest mobile social media penetration in Southeast Asia (Bernama, 2019).

Research Framework

OUM-MyVLE has been used to perform the systematic literature review of this article. A total of 48 journals/articles from year 2010 to 2020 related to mobile commerce, social commerce and mobile social commerce were identified and reviewed for the proposed development of this research framework. Only English language journal articles were taken

from educational journal publishers such as Emerald, Ebsco, and ProQuest.

Table: Number of Articles Reviewed

Variables	No. of articles
Users' Engagement	17
User's Attitude	15
Perceived Risk	16

Users' Engagement on Mobile Social Commerce and Purchasing Decisions

According to Brodie, Ilic, Junic and Hollebeek (2013), consumer engagement implies certain interactive experiences between consumers and brands and/or members of the community, whereas transient engagement implies that the motivational nature creates relational (dependency) among members in the virtual community. A multidimensional concept of cognitive, emotional and behavioural dimensions is also taken into consideration. Mobile technology's popularity is driven not only by its usability, but also by its ability to engage users (Kim, Kim, & Wachter, 2013). The higher the degree of UGC engagement, the higher level of purchasing behaviours (Malthouse, Calder, Kim, & Vandenbosch, 2016). However, consumers must build a sense of passion before they engage; the majority of consumers prefer to associate with brands they are familiar with.

Users' engagement optimises online interactions and increases awareness. The engagement creates a kind of emotional connection between users and businesses, leading to brand loyalty and creating competitive advantages. Businesses are able to establish effective communication with users and overcome the limitations of the traditional advertising model. Since communication is direct, businesses will be able to respond quickly to fundamental changes in users' behaviour on the internet. In this way, businesses will have the advantage of controlling operating costs and generating sales (Turban et al., 2012). Users' engagement has been applied to literature as independent variables in 17 of the journals reviewed. Zheng, Cheung, Lee and Liang (2015) demonstrated that users' engagement is essential in fostering brand loyalty in online brand communities on Facebook. This was based on 185 responses collected during a Facebook event in Hong Kong. According to So, King, Sparks and Wang (2016), 496

hotel and airline customers in Australia suggested that engagement enhances customers' service brand evaluation, brand trust and brand loyalty. Survey responses from 408 of the undergraduate student population in south-eastern U.S. by Di Gangi and Wasko (2016) implied that social and technical factors impact users' engagement and subsequent usage.

Users' Attitude towards Mobile Social Commerce and Purchasing Decisions

Attitude is the tendency to respond to an object with some degree of favourableness or unfavourableness (Ajzen & Fishbein, 1975). Attitude comprises of three aspects: affect, behaviour and cognition, all of which influence how consumers feel about products or services (Kapoor & Madichie, 2012). When consumers develop feelings toward an object (affect), the desire to act (behaviour) develops, shaping the trust in the object's reality (cognition). Consumers are more likely to consider products or services that elicit strong positive attitudes. As a result, purchase intention is determined by the commitment to an attitude.

Ajzen and Fishbein (1975) disclosed that an individual's attitude towards a particular behaviour is based on a judgement of positive or negative feelings. Hence, positive attitudes towards information sharing in online communities would promote such practices. Individuals do not generally share their expertise in all situations, but the versatility of processing and presenting information in a technology-mediated environment allows the intention to share (Yu, Lu, & Liu, 2010). Cho and Son (2019) found that social connectedness positively influences social media attitudes and intentions towards adopting social commerce in apparel shopping. The study involved 445 respondents from a U.S. university. Akman and Mishra (2017) in their study on 142 information technology professionals who were attending a conference in Turkey found that behavioural factors such as trust, enjoyment, social pressure and satisfaction had a positive influence on the consumers' attitude towards usage of social media for commercial purposes. Hajli, Shanmugam, Powell and Love (2015) in their investigation involving 200 respondents from online communities in Malaysia has proved that social support and perceived value construct significantly influences attitude in the continuance of participation in online communities.

Perceived Risks and Mobile Social Commerce Purchasing Decisions

The amount of risks that a consumer perceives when making a purchasing decision or the possible effects of making a bad decision is referred to as perceived risks (Parumasur & Roberts-Lombard, 2012). Purchase activity is discouraged by the uncertainty of the severity of the result and the probability of losses associated with a purchasing decision (Thakur & Srivastava, 2015). Maziriri and Chuchu (2017) posited that any action by consumers will produce several consequences such as the inability to be anticipated and some may likely be unpleasant. Several studies have underscored that consumers continue to believe that online shopping is risky (Bianchi & Andrews, 2012; McCole, Ramsey, & Williams 2010). When faced with doubt on whether purchases would enable them to achieve their purchasing intentions, consumers prefer to prevent losses and take defensive measures.

When negative outcomes are likely to happen or positive outcomes are unlikely to occur, perceived risks will be high. In this situation, consumers tend to pay attention and carefully process information communicated through marketing efforts by collecting more data and evaluating them cautiously (Hoyer, MacInnis, & Pieters, 2016). The mediating effect of perceived risks can be traced to Hanafizadeh and Khedmatgozar (2012) in the adoption of internet banking services in Iran. 414 completed questionnaires were obtained through a self-administered survey and an internet survey. The results indicated that apart from social risks, other dimensions such as time, financial, performance, security and privacy were found to have significant negative effects on the intention of internet banking adoption while at the same time increases customers' awareness and internet banking adoption. In Benedict and Raju (2019), subjects of the study were the young working professionals of India from the age group 18-35 who shopped for luxury goods online from online shopping sites, social media groups and used courier services for delivery. The results showed that perceived risks partially mediated the relationship between luxury online shopping perception, online purchasing intentions and the fact that precautions were necessary as huge sums were invested in buying luxury goods. Sözer (2019) tested the effect of the mediator role of perceived risks on consumers' purchasing intentions for a winter holiday in Istanbul

City, Turkey. A total of 675 questionnaires were collected. It was found that the effect of discount offers on purchasing intentions was mediated by the perceived risks level of consumers.

Based on the past literature, the research framework for mobile social commerce can be developed and tested in the context of Malaysian consumers as follows:

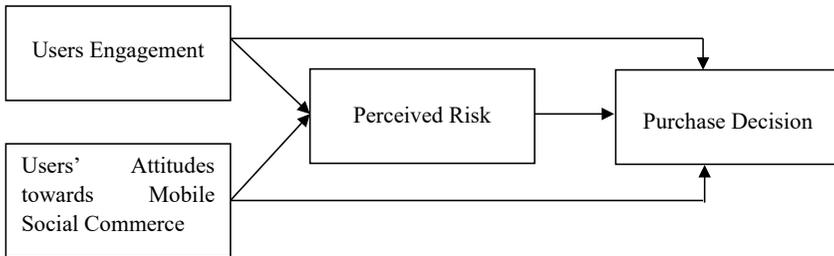


Figure 1: The Proposed Research Framework

CONCLUSION

The adoption of mobile social commerce has changed the way consumers' decisions are made and what influences those decisions. The nature of mobile social commerce engagement formed the initial stage of decision making by diminishing geographical limitations and allowing interactions among users and companies. With the mass penetration of mobile phones, socialising and technology has emerged hence making the presence of users more obvious and increasing the control over their purchasing decisions. Although online businesses have flourished in the past decade and become more popular during the COVID-19 pandemic, there are still consumers with lower risk tolerance who are sceptical with the idea and reluctant to perform online purchases. The unique characteristics of mobile social networks provide the ease and flexibility for the users to engage with the user generated content and knowledge sharing. This has resulted in the reinforcement of positive attitudes towards mobile social commerce. The examination of consumer purchasing decisions through users' engagement, attitudes towards mobile social commerce and the mediating effects of perceived risks provide new insights on how consumers manage risks before arriving at a purchasing decision. The research is expected to collect data from

respondents from Sabah, Sarawak and Wilayah Persekutuan Labuan, and that users' engagement and user's attitude towards mobile social commerce will display significant influence on consumers' purchasing decisions. For future studies, the research may include the mediating effect of trust and involvement of more independent variables to form a more comprehensive and multidimensional model of consumer purchasing decisions in mobile social commerce.

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A PRELIMINARY STUDY OF JOB STRESS FACTORS ON JOB SATISFACTION AMONG GOVERNMENT EMPLOYEES IN MALAYSIA'S SOUTHERN REGION

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Received: 27 July 2021

Accepted: 4 August 2021

Online first: 27 August 2021

ABSTRACT

Job stress has become a global problem in recent years, and it is rising year after year. The purpose of this research was to identify influential factors of job stress that affect job satisfaction among the employees in the government sector in the southern region of Malaysia. This research is important because it will help the company determine the best way to assist their workers in improving their job satisfaction. Job stress consists of three elements, namely workload, role conflict, and interpersonal relationships. The questionnaires were distributed to 108 respondents who were employees at Lembaga Kemajuan Johor Tenggara (KEJORA). Descriptive statistics, Cronbach alpha, and regression analysis were employed to analyse the result using the SPSS analysis. The findings revealed that a significant positive relationship exists between interpersonal relationship and job satisfaction whereas role conflict and workload does not influence job satisfaction. Finally, limitations and suggestions for this study are also highlighted.

Keywords: interpersonal relationship, job satisfaction, role conflict, workload



INTRODUCTION

Background of the study

In the 20th century, job stress has become an alarming issue that leads to serious problems, either to the individual or the organisation itself. According to AIA Vitality's 2019 Malaysia's Healthiest Workplace Survey, 51 percent of the 17,595 employees suffer from work-related stress, and one out of every ten Malaysian employees is anxious or depressed, with most of them being millennials born between 1981 and 1996 and aged 24 to 39 in 2020.

In the existence of other factors that aid in the organisation's success, the employee's performance is considered one of the factors that have an effect and play a role in its performance. It directly contributes to the organisation's success through the actions of the person (Saleh *et al.*, 2020).

Employees face job stress from workload, role conflict, and interpersonal relationships (Md Razak *et al.*, 2014). Based on Maslach and Jackson's theory (1986), individual workers who are exposed to a high level of stress will experience emotional exhaustion, depersonalisation, and reduced professional efficacy. The organisation also will suffer higher absenteeism rates, increasing turnover, loss in productivity, and financial losses or damage (Lu, 1999; Karasek & Theorell, 1990). Stress has always been associated with negativity. Nevertheless, it also brings positive outcomes.

Employees nowadays spend much of their time at work. Malaysian workers work more than 11 hours per day. Therefore, the workers' psychology is an important key construct leading to organisational goal achievement. A report from a survey done in 2020 by Vase, a market research firm, revealed the current issue of job satisfaction. Being able to balance work with life and having flexible working hours are key factors for Malaysian employees to be happy at work, while demand for a higher salary, better training, and development are among the highest contributors to job dissatisfaction (Lim, 2020).

The success of an organisation is greatly influenced by its employees' performance. The organisation is required to improve its human resource through the creation of the employee's job satisfaction (Hutagalung *et al.*, 2020). Job satisfaction is an emotional condition that positively resulted from someone's judgement towards a job or experience (Baluyos *et al.*, 2019; Qureshi *et al.*, 2019; Cranny *et al.*, 1992; Lu *et al.*, 2012). Job satisfaction and dissatisfaction depend on the nature of the job and the expectation from their job (Singh & Onahring, 2019). The association between job stress and job satisfaction is notable. Job satisfaction which is currently referred to as happiness at work shows great demand as the satisfaction of workers is indicative of the quality of work, productivity, less inclined to quit, and more willing to accept low pay (Fisher, 2003). Job satisfaction may also be considered in the sense of a wider set of problems that influence an employee's job experience or quality of life.

Management needs to handle the issue of job stress and job satisfaction wisely. Apart from the loss of productivity, an employer may lose great talent, and dissatisfied workers tend to leave the organisation. Therefore, this research intends to examine the factors influencing job stress that affect job satisfaction among the employees in the government sector in the southern region of Malaysia.

LITERATURE REVIEW

Job Satisfaction

Job satisfaction refers to employees' positive or negative feelings towards their job (Dinc *et al.*, 2018). Job satisfaction, according to Bettencourt and Sheldon (2001), is described as employees' overall affective assessment of the intrinsic and extrinsic aspects of their work. Research done in the healthcare industry found an interrelation between job satisfaction and employee performance (Nagy, 2002), employees' growth (Al-Ahmadi, 2009), and care quality (Makunyane, 2012).

Job satisfaction is vital for an organisation to be successful. It has been studied widely and plays a remarkable role in employee productivity

and retention rate (Kurdi *et al.*, 2020). Promotions, pay, benefits, working environments, leadership, social relationships, and the work itself may all affect job satisfaction (Parvin & Kabir, 2011; Alzoubi *et al.*, 2020). Organisational shifts, according to Akhtar and Rong (2015), influence work satisfaction. Interpersonal relationships at work, such as tension with co-workers, bosses, or organisational practices, are all affected by job stressors (Hoboubi *et al.*, 2017).

A pleasurable emotional state resulting from an evaluation of one's work as achieving or facilitating one's values has been characterised as job satisfaction (Locke, 1969). It is a positive or negative emotion that arises from a worker's assessment of their level of job satisfaction. As a result, work satisfaction has become one of the most evaluated and observed workplace variables in organisational behaviour. It is a key indicator of how a worker feels about their job and predictors of work behaviour such as motivation, attendance, and efficiency (Bogler, 2001; Onyemah *et al.*, 2018).

Role Conflict

As cited by (Soelton *et al.*, 2020), role conflict is a conflict that occurs because there is a conflict when we are carrying out certain roles. In addition, role conflict can make individuals unable to make better decisions between the roles they perform and a form of dispute between expectations related to a role. The role conflict is likely to occur when the job to be done, the task to be accomplished, and the duty to be assigned to the employees are not clearly defined, described, and specified (Javed *et al.*, 2014). Work uncertainty and dispute, according to Tarrant and Sabo (2010), have a direct and negative impact on job satisfaction among nurse executives. The authors discovered that a decrease in position conflict could be linked to nurses' ability to balance diverse standards, among other things. However, Conant (2017) discovered no substantial differences in position conflict or job satisfaction among athletic directors employed at boarding schools versus day schools, or co-ed schools versus single-sex institutions, in a study she conducted.

Other studies also found that the role conflict experienced by employees could lead to job dissatisfaction (Conant, 2017; Malik *et al.*, 2010; Almutairi, 2013; Belias *et al.*, 2014; Ling *et al.*, 2014). According

to Belias *et al.* (2014), job dissatisfaction can be caused by a lack of influence over a work situation and the failure to enforce a ‘rightful place’ in the bank due to different roles held by the employee. In their research, Ling *et al.* (2014) discovered that when a bank employee experiences position stress, they are more likely to exhibit unfavorable behaviors such as poor performance and resignation from the company and they are more likely to experience work dissatisfaction. These results support the notion that position conflicts are commonly associated with negative outcomes. Furthermore, according to Malik *et al.* (2010), allowing bank managers some control in determining what procedures to follow to complete a mission would possibly reduce their sense of role conflict and role stress, allowing them to become more successful and efficient as well as experience higher levels of job satisfaction. Based on the above evidence, it could be concluded that role conflict is shown to be negatively associated with job satisfaction. Therefore, the hypothesis is formulated as follows:

H1: There is a significant negative relationship between role conflict and job satisfaction.

Workload

The workload is the amount of work an individual must do (Aoru, 2014). He also adds that there is a distinction between the actual amount of work and the individual's perception of the workload. Merve *et al.* (2014) state that workload can also be classified as quantitative (the amount of work to be done) or qualitative (the difficulty of the work). Employee job satisfaction can be a determinant factor of the employee's success in completing the workload given (Sobia & Yasir 2014). The formation of job satisfaction may be harmed by a perceived workload that is too high. Workloads that are too light, on the other hand, may affect employee satisfaction at work. Furthermore, some employees seek out career assignments, and their ability to complete these challenges is one of the determining factors in their job satisfaction.

According to Kyndt *et al.* (2010), workload experience is dictated by the task load and subsequent variables such as expended effort, task demands, and level of success. Shah *et al.* (2011) found that excessively high workloads and extremely low workloads correlate to low performance.

Likewise, a study conducted Tarrant and Sabo (2010) among the community of nurses found that work overloads and time constraints are significant contributors to work stress.

Other studies also found that higher workload experienced by employees could lead to job dissatisfaction (Shahzad *et al.*, 2010; Muhamad *et al.*, 2011; Altaf & Awan, 2011; Awang *et al.*, 2010; Sobia & Yasir, 2014; Ahsan, 2009; Merve *et al.*, 2014). Sobia *et al.* (2014) discovered that job satisfaction is negatively associated with workplace stress caused by factors such as work overload, job insecurity, and interpersonal relationships at work. Therefore, the study supports that work overload can lead to poor performance of the employees, which has ultimately led to employee job dissatisfaction. Consistent with Ahsan *et al.* (2009) findings which indicated that most of the workers were unhappy with the current culture where they were required to work extended hours and cope with large workloads while simultaneously meeting production targets and deadlines. Similarly, Merve *et al.* (2014) state that increasing workload may cause a decrease in job satisfaction and excessive workloads have considerable negative effects on job satisfaction. Besides that, Merve *et al.* (2014) found that there is a clear connection between workload and job satisfaction. The increased workload can result in a decline in job satisfaction. Muhamad *et al.* (2011) support this finding, having found that organisational variables such as workload and working conditions are negatively linked to job satisfaction. Hence, based on the above evidence, it could be concluded that work overload is shown to be negatively associated with job satisfaction. Therefore, the hypothesis is formulated as follows:

H2: There is a significant negative relationship between workload and job satisfaction.

Interpersonal Relationship

Interpersonal relationships can be described as connections between an individual and others in work situations and within the organisation as a motivation to collaborate efficiently (Stephen & Timothy, 2013). Juneja (2020) also mentions that interpersonal relationships may define as a strong association between persons working together in the same organisation. Meanwhile, good interpersonal relationships at work, according to Marisson

(2008), can boost individual employee attitudes, including job satisfaction, job commitment, engagement, and perceived organisational support.

Nowadays, most of the employees who have good interpersonal relationships in the organisation will give a good impact on the organisation. It is proven by Lodisso (2019) who identified that interpersonal relationships has a significant impact on the job satisfaction of both co-workers and supervisors, regardless of their position in the organisation. He also states that interpersonal relationships have a strong and positive direct effect on job satisfaction.

Stoetzer *et al.* (2009) conducted another study that found interpersonal relationships to be a major factor in the psychosocial work environment that can affect well-being, job satisfaction, success, and productivity. It is also supported by a study by Mustapha (2013), who found a strong significant link between interpersonal relationships and satisfaction in academicians in Malaysian public universities. Based on the listed evidence, it could be concluded that interpersonal relationships are shown to be positively associated with job satisfaction. Therefore, the hypothesis is formulated as follows:

H3: There is a significant positive relationship between interpersonal relationship and job satisfaction

Research Framework

Figure 1 illustrates the research framework of this study. It is about the relationship between job stress factors and job satisfaction.

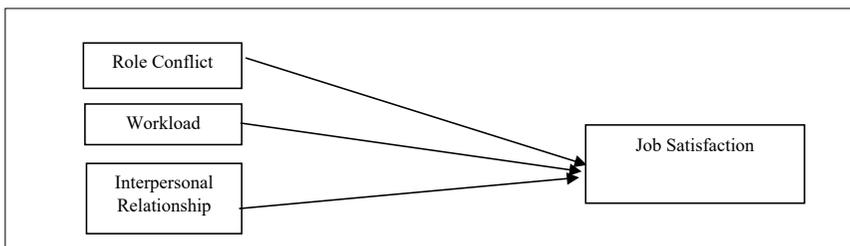


Figure 1: Research Framework (Md Razak *et al.*, 2014)

RESEARCH METHODOLOGY

A descriptive research design method was used in this study. The sample targeted was the employees at Lembaga Kemajuan Johor Tenggara (KEJORA). The sample size that was determined for this study was 108 employees. According to Sekaran (2009), most study needs a sample size of greater than 30 but less than 500. The researcher used a non-probability sampling technique which was convenience sampling based on the convenient accessibility and proximity to the research (Explorable.com, 2009). Data collected were analysed using Statistical Packages for Social Sciences (SPSS version 24). A 5-point Likert-scale format ranging from 1 (strongly disagree) to 5 (strongly agree) was used. Three variables were measured in this research: role conflict, workload, and interpersonal relationship. The questionnaires were adopted and adapted from Md Razak *et al.* (2014). This study conducted a reliability test to determine the internal consistency of the measures used and regression analysis to test the relationship between role conflict, workload and interpersonal relationship, and job satisfaction.

RESULTS

Table 1: Demographic Profile (Gender)

	Frequency	Percent	Valid Percent
Male	43	39.8	39.8
Female	65	60.2	60.2
Total	108	100.0	100.0

Table 1 shows the percentage of respondents based on gender. 39.8% were male respondents while female respondents represented 60.2% of the total. This shows that female respondents made up the majority of the respondents.

Table 2: Demographic Profile (Working Experience)

Working Experience	Frequency	Percentage%
Below one year	12	11.1
One to five years	25	23.1
Six to ten years	41	38.0
11-15 years	13	12.0
16 years and above	17	15.7
Total	108	100.0

Based on Table 2, employees with six to ten years of experience had the largest percentage of working experience (38.0%). It shows that majority of respondents were experienced employees. Then it was followed by employees who had working experience for one to five years, contributing 23.1% of the total. Respondents who had worked for more than 16 years contributed 15.7 %, followed by employees with 11-15 years (12.0%), and employees with below 1-year experience contributed the smallest percentage of 11.1%.

Table 3: Cronbach's Alpha Statistics

Variables	Cronbach's Alpha	No of items
Workload	0.795	5
Role conflict	0.808	5
Interpersonal relationship	0.882	5
Job Satisfaction	0.835	5

Table 3 shows that all the variables (workload, role conflict, interpersonal relationship, and job satisfaction) had Cronbach alpha values of more than 0.7, which was higher than that recommended by Salkind (2014). Therefore, the results showed that the indicator was strong and considered acceptable.

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.715a	.511	.496	.35521

Table 4 shows the R² value is 0. 511. It was found that 51.1 percent of the variance in the dependent variable was explained by the independent variables. Meanwhile, 48.9% of the dependent variable was explained by other factors.

Table 5: Summary Result of Regression

Variables	Beta	t-values	Sig	Result
Workload	.095	1.233	.220	Not Significant
Role conflict	.068	.781	.437	Not Significant
Interpersonal relationship	.503	5.723	.000	Significant

*Sig $p < 0.001$

The summary result of regression analysis is shown in Table 5. It indicates that interpersonal relationship ($\beta = 0.503, p < 0.01$) was significantly related to job satisfaction. Meanwhile, workload ($\beta = 0.095, p > 0.01$) and role conflict ($\beta = 0.068, p > 0.01$) were not significantly related to job satisfaction.

Table 6 represents the hypothesis results of this study. Out of the three hypotheses derived for this study, only H3 was supported.

Table 6: Hypothesis Results

Hypothesis - Statement	Significance	Results
H1: There is a significant negative relationship between role conflict and job satisfaction	0.220	Not supported
H2: There is a significant negative relationship between workload and job satisfaction.	0.437	Not supported
H3 – There is a significant positive relationship between interpersonal relationship and job satisfaction	0.000	Supported

DISCUSSION

This research was to identify influential factors of job stress that affect job satisfaction among the employees in the government sector in the southern region of Malaysia. It was hypothesized that workload, role conflict and

interpersonal relationship impact job satisfaction through job stress. The first finding showed that workload is not significantly related to job satisfaction. Research conducted by Fako and Forchen (2000) among nurses in Botswana exposed similar findings. The workload is not found to be an important determinant of job satisfaction among nurses. Workload is not significantly linked to academic staff job satisfaction, according to a correlational study conducted by Aoru (2014) at Makerere University, while both incentives and working environment are significantly positively related to academic staff job satisfaction.

The second finding revealed that role conflict also does not significantly influence job satisfaction. A study administered by Conant (2017) also found no significant differences existed between athletic directors working at boarding schools versus day schools, or co-ed schools versus single-sex institutions, on either role conflict or job satisfaction.

The third finding showed that there is a significant relationship between interpersonal relationship and job satisfaction. There is empirical evidence which proves the effect of interpersonal relationship on job satisfaction. According to Morrison (2008), there is a positive relationship and a clear effect of interpersonal relationships on job satisfaction. Workers should be given time to socialise with their colleagues and avoid unnecessary behaviour at work, according to Dungguh and Dennis (2014), to improve teamwork. It also supports the findings of (Lin & Lin, 2011, as cited in Lodisso, 2019; Awang *et al.*, 2010; Danish & Usman, 2010), who found that co-workers relationships improve job satisfaction. Job satisfaction will increase as the leader-member relationship and co-workers experiences improve. Employee involvement is one of the keys leads to organisational success that a leader should encourage.

CONCLUSION

This research concludes that interpersonal relationships have an important impact on job satisfaction. It can also be further noted that role conflict and workload do not significantly influence job satisfaction. More than that, the findings cannot be generalised extensively in Malaysia as the scope of the study is only limited to Lembaga Kemajuan Johor Tenggara (KEJORA). The

expansion to various organisations in Malaysia could have provided better results. Furthermore, samples were limited. It will require additional samples for future study. Additionally, future researchers should also consider using Structural Equation Modelling analysis to examine the research framework.

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