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The Effects of Job Performance, Work Life Balance and Organizational Justice on Career Satisfaction: A Case of Manufacturing Employees in Malaysia

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Research Highlights

This research is devoted to identify the effects of several factors on career satisfaction in the context of manufacturing sector. The purpose of this research is to reveal the effects of job performance, work life balance and organizational justice on employees' career satisfaction. To analyze this effects, participants from manufacturing company in Penang have been taken as the sample of this research survey. Quantitative method is adopted, and this research received 62% responses out of 240 sample size. Findings of this research presented that there were significant effects of job performance, work life balance and organizational justice on career satisfaction among employees in this company. Organizations always have quest of finding the unique ways to enhance career satisfaction of the employees. Thus, this research would help to suggest on how an adequate job performance, work life balance and organizational justice would help to increase the level of employees' career satisfaction.

Graphical Abstract

Research model based on the research findings has been presented in Figure 1.

Figure 1: Research Model based on the Findings

Research Objectives

According to Robbins and Judge (2017), career is known as a position held by any individual in an organization based on the year of his services. Most of career scholars have categorised career into two major domains namely the extrinsic and intrinsic types. In this study, the intrinsic type of career is the only variable which has been tested. As stated by Wynen et al. (2013), career satisfaction is the keyword to measure the worldwide concept of career

success. This is because unintentionally the extrinsic type of career such as pay and promotion can be felt in deep by individual using the intrinsic indicator of career such as the level of their career satisfaction.

Thus, the principle aim of this research is to reveal the effect of several behavioral factors on career satisfaction. To be precise, the specific aims of this research are as follows:

1. To investigate the effect of job performance on career satisfaction among employees in a manufacturing company.
2. To investigate the effect of work life balance on career satisfaction among employees in a manufacturing company.
3. To investigate the effect of organizational justice on career satisfaction among employees in a manufacturing company.

Methodology

The population of this research is included all of employees in one of the manufacturing company located in Penang, Malaysia. This research has utilised the self rating approach. To obtain the information, the researchers have been personally engaged with the company in order to complete the stage of data collection for almost two weeks. Based on the reliability test, the Cronbach alpha values for all variables were in between the acceptable and good categories according to George and Mallery (2016).

The SPSS Version 22 has been used for the statistical analyses. All related categorical were coded before all data had been entered into the computer. First and foremost, the frequency test was conducted by the researchers in order to identify the variance of demographic factors. After that, the researchers conducted several test to get the correlation and regression results based on the variables in this study.

Results

There are 68.9% of male and 31.1% of female respondents have been participated in this research. In the aspects of racial, 61.5% of them were Malays, 23% were Chinese and 15.5%

were Indians. Results indicated that 41.2% of the respondents have the Bachelor Degrees; 29.1% of respondents have the Diploma Degrees; 21.6% of them were the STPM holders. The remaining 5.4% and 2.7% were respondents acquired the Master Degrees and PhD Degrees. In the aspects of employees' position in the company, 48.6% of them were the non-management employee; 31.1% were the first line managers; 16.2% were the middle management level and 4.1% came from the top management level.

Correlations analyses presented that all independent variables were significantly related to employees' career satisfaction. In details, career satisfaction is significantly correlated with job performance ($r=.71$, $p<.01$); work life balance ($r=.71$, $p<.01$) and organizational justice ($r=.83$, $p<.01$). Regression analyses presented that career satisfaction was significantly related to job performance ($\beta=.59^*$, $p=.00$); work life balance ($\beta=.73^*$, $p=.00$) and organizational justice ($\beta=.89^*$, $p=.00$). Therefore, organizational justice appeared as the most significant predictor of career satisfaction among employees in this manufacturing company.

Findings

Organizational justice created the most significant effect on career satisfaction, thus the management needs to provide the most just environment in the workplace. This was consistent with statement of Al-Zu'bi (2010) who claimed that employees felt they are more appreciated if they received an equally treatment from the company. The aspect of work life balance was also crucial to be practiced by the employees. This is because negative impacts on employees' family can be triggered by the poor level of work life balance (Kluczyk, 2013). Moreover, job performance needs to be maintained to increase employees' career satisfaction (Hussin, 2011).

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