Original Research

Motivational Factors of Employees Job Satisfaction and Mediated Model of Happiness at Work: Evidence from the Telecom Sector of Pakistan

Rehan Sohail Butt[1], Xuezhou Wen, Rana Yassir Hussain, Sabeeh Pervaiz
School of Management, Jiangsu, University, Zhenjiang, China

Abstract

Exerting motivation towards employees in any workplace plays a vital role in securing organizational goals. Various motivational factors were apprised in business literature and came through knowledge. Among them, work environment, job security, job inspiration and happiness at work are critical when dealing with employees' job satisfaction. To test the retrospective statement in a structural equation modeling, Pakistan's telecommunication sector aimedat 515 respondents answered. These respondents were given closed-ended questionnaires and emerged in longitudinal information (data) with a six-month lag time. Commonly, most of the time researchers are apprehended with biased problems when dealing with longitudinal data, but luckily, a six months gap is enough to avoid such biased mistakes. Toevaluate the validity and reliability of the respect constructs is nevertheless the partial least square (PLS-SEM). Toward the amazement of a reader, the performed work provides a direct relationship of the work environment, job security and job inspiration with happiness at work. In the same fashion, an indirect relationship is observed with employees' job satisfaction when dealing with the same analysis. To avoid further complications, the study directly provides a solid path for executives to recognize and appreciate the pleasant work environment, job security, and job intensity to maintain a successful business. It is the sole discretion to implement such policies by business experts, directors, and entrepreneurs in their respective organizations to maintain and achieve their goals for both short and long-term purposes.

Keywords: Employees Job Satisfaction, Work Environment, Job Security, Job Inspiration, Happiness at Work

---

[1] *Correspondig Author's Email: 5103170238@stmail.ujs.edu.cn*

Introduction

With surging competition in all business markets around the world, a firm needs to inspire and submerged the utmost participants of the internal stakeholders. It is very important to know, however, that employees' behavior is fickle, and history always repeats the employee's behavior unpredictable. Some of them may work passionately towards work but the rest agree to work under a stipulation that they may be rewarded enough in that organization. It came to attention once in a while Seddon (2019) that this mundane world has paid very little attention to adjust the production concentrated organizations than the service-oriented organizations.

To overcome the deficiencies in the organizations dictated above, business experts are not only trying to make affirmative policies in the human resource department of an organization but also making tremendous efforts that how to change policies to maintain employees' motivation by achieving the firms' goals.

Happiness is a true success and dignity for a human being which cannot be ruled out for employees of an organization who are the initial customers(Andres Salas-Vallina & Fernandez, 2017). Theories and literature in the past already have provided a divine manifestation that human resource practices are crucial and confirming the career satisfaction of employees of any organization. Employees are influenced by a good work environment (WE), job security (JS), job inspiration (JI), and happiness at the workplace (HAW) (Aliekperova, 2018).

Asif Ayub Kiyani, Kartinah Ayupp, and Shahid Rasool (2018)presented the job satisfaction scale by using characteristics of a job in the private sector of Pakistan(Hewagama, Boxall, Cheung, & Hutchison, 2019)recommended that human resource practices and management style should be changed into service recovery performance and job satisfaction. Therefore, this research is conducted to answer to how motivational factor affects the job satisfaction of employees in the telecom industry of the country? Moreover, how happiness at work mediates the relationship amid latent variables?

The significance of the work environment in employees' job satisfaction is crucial when determining the problem that why often some employees in an organization feel good and secure with their schedule in working conditions than the others (Aguenza & Som, 2018).

To answer the Aguenza and Som (2018) problem, Several scholars have evaluated the association between employees' level of work satisfaction and the work environment (Agbozo, Owusu, Hoedoafia, & Atakorah, 2017). Happiness at work enhances the performance of employees (Pawirosumarto, Sarjana, & Gunawan, 2017). The inclination towards measuring employees' work environment and employees' job satisfaction is positive and dominant throughout the literature work.

According to Knardahl et al. (2017), social, psychological, and organizational factors are the stimulus for chore and motion, which subsequently influence the employees' performance and satisfaction level. Some employees are pleased with their profession and

with their supervisors and organizations as well. Employee involvement and contribution are a method to brand your staff to feel happy about working. However, the efficiency of workers is persistent exceptionally by the environment in which they perform their tasks. Globally, every kind of organization wishes that its employees should perform more effectively and efficiently. Hence, it is critical to offer them such an environment in which they will accomplish the organizations' goals. Erro-Garcés and Ferreira (2019)stated that workplace ecologicalsurroundings play a vitality in explaining employees' job satisfaction.

Additionally, apart from the vitality of the work environment, job security has also obtained courtesy from researchers (Burke, 1998). Through the increased competitions, reconfiguration, dramatic changes in external factors (industry, governmental regulation, political instability, and others), and other adaptation in employees' behavior and insolences, there is an increasing sense of variation and insecurity among employees inside firms (Shoss, Jiang, & Probst, 2018). Moreover, studies confirmed that job security is connected to a cloud of undesirable employees' job outcomes. Job insecurity insights frequently cause harmful emotional and physical responses (Blom, Richter, Hallsten, & Svedberg, 2018; Darvishmotevali, Arasli, & Kilic, 2017). Thus, job insecurity may also be rushed and forecast unacceptable behavioral reactions in performing the task. For instance, lesser job security and commitment towards organization have been notorious as ancestors to employees' extraction behaviors and exit (Blom et al., 2018).Apart from this, happiness at work is one of the most critical and strategic objectives of a firm (Qubaisi, 2017). More importantly, investigators, academics, and experts have recognized the points that happiness at work carries to the table, and its massive offerings to business consequences. It should be noted that studies in neuroscience help us in having additional knowledge about the resultant behaviors (Bowers, 2019). Several motivational factors, for instance, job security (Guarnaccia, Scrima, Civilleri, & Salerno, 2018), job inspiration (Ottman, 2017), happiness at work (Andrés Salas-Vallina, Simone, & Fernández-Guerrero, 2018) help organizations' executives towards the enhancement of employees' job satisfaction. In general, whether how significant amount is paid for doing work, lifetime job security, all are worthless unless employees are not happy at the workplace. Hence Qubaisi (2017) argued that happiness is the most crucial element to keep employees satisfied. Nevertheless, we demonstrated that happiness at work mediates the direct relationship of the motivational factor with employees' job satisfaction (Abdullah, Ling, & Ping, 2017).

Previous studies explained a direct relationship between work environment, job security, job inspiration, and happiness at work with the job with employees' job satisfaction which is a still mystery for researchers whether a relationship is positive, negative, or no relationship.

We aim to sort out the affiliation among work environment, job security, job inspiration, and happiness at work with employees' job satisfaction and their mediating effects on it through this research.

Conceptual Framework and Hypothesis Development

Theoretical Support

Herzberg and Mausner (1959) established a "motivational model" for employees' job satisfaction dividing them into groups of two, hygiene and motivation. He stated that hygiene factors (HF) could not root employees' job satisfaction. Still, it diverges dissatisfaction into having dissatisfaction at all or brief motivation. In contrast, motivational factors (MF) have long term impact as it upsurges positive spirits of the job and modify no dissatisfaction into happiness. Absence of HF (e.g., Company policies and administrative rules, working conditions, salary and bonus, job security, degree of supervision in terms of quality and level interpersonal relations), the employees' chances of getting unhappiness rise.

Dartey-Baah and Amoako (2011) defined that MF "(e.g. the nature of work, the sense of achievement from their work, the recognition, the responsibility that is granted to them, and opportunities for personal growth and advancement) helps employees to find they are worth related to the value given to them by their firms. "Besides, this elevates employees' motivational level, increasing the inner happiness of employees, and which in turn will reason towards the employees' job satisfaction. HF can only source external happiness. Conferring to them the "Herzberg Two Factor Theory, Hygiene and Motivation factors are linked with each other, as Hygiene factors move employees from Job dissatisfaction to No Job dissatisfaction, whereas motivation factors move employees from no job dissatisfaction to job satisfaction"(Herzberg & Mausner, 1959).

Raziq and Maulabakhsh (2015) proposed a model for employees' job satisfaction by considering Herzberg's theory. Scholars' recommended that apart from the work environment's dimension, there could be other factors to study employees' job satisfaction. Sell and Cleal (2011) established a model on job satisfaction by assimilating variables of economic and work environment to discover the response of employees in the perilous work setting with great economic benefits and a harmless work setting with low financial benefits. Thus, exhibiting different psychosocial and work environment variables such as the workplace, social support directly influences job satisfaction and monetary rewards cannot lessen the dissatisfaction.

Also, Cano and Castillo (2004) study on employees' job satisfaction on faculty members concludes that employees' job satisfaction will increase considering effort is made towards interpersonal relationships, recognition and supervision, a study by Darvishmotevali et al. (2017) reveals that organizations can increase their productivity by the enhancement of the inside physical infrastructure; it may have the vital effects on productivity of the firms (Buhai, Cottini, & Nielseny, 2008). Chandrasekar (2011) claims that firms emphasize creating a work environment improving the competence of employees' to raise profits for firms by becoming more creative and efficient. Wen, Gu, and Wen (2019) found that regulatory and environmental conditions should increase to raise the job satisfaction and engagement of the participants.

The first part of this literature clarifies the understanding and relation of happiness at work with other independent variables (job security, job inspiration, working environment, and job inspiration). It plays a mediating role, and it further describes the influential role of itself on job satisfaction.

Job Satisfaction

www.ijmae.com

Job satisfaction is vital at work which encourages organizational members to meet their needs (Vroom, 1964). Research conducting experts have complimented that job satisfaction in various perspectives of organizational behavior and human resource practices are exigent (Burke, 2003; Burke & Greenglass, 2001; Yousef, 2000). An organization is very crucial in supporting its employees, which is the fundamental dynamic of dealing with their turnover(Maslach, Schaufeli, & Leiter, 2001; Rude, 2004). From the viewpoint of human resources, job satisfaction states a person's feeling under satisfactory achievement at work that is a motivation for an employee. It does not derive from self-satisfaction, happiness, or personal satisfaction but comes from job satisfaction. According to Hoppock (1935), job satisfaction is defined as any arrangement of physical, environmental, and emotional settings that induce and an employee straightforwardly to express "I am satisfied with my job." According to Teng et al. (2017), there exists a negative relationship between workload and turnover intention. Also, they concluded that the work environment plays a critical role in lessening the workload, turnover intention, and improve the level of job satisfaction.

Job satisfaction entails the employee's sensation to the point of appreciating or hating work (Spector, 1985). While Brief (1998), assertive job satisfaction is an impression of emotions and considerations about jobs that express emotionally or cognitively a constructive or undesirable experience. Emotionally safe employees are more open to innovative notions and research that can enhance their work performance (Nasurdin, Ling, & Khan, 2018).Therefore, job satisfaction is the emotions, feelings, thoughts, and employees' intuition in their workplace, from numerous points of view. This is the perception by employees of the workplace, like compensation (Shaw, Delery, Jenkins Jr, & Gupta, 1998); promotes career (Labov, 1997); benefits (Alexander, Bloom, & Nuchols, 1994) engagement, relationship, reciprocal, (Cappelli, 1992) and other related factors. Employee dissatisfaction reacts as the decision to leave the organization, for example, if there is injustice in limited growth, wage compensation, opportunities, and more.

The absence of benefits for employers and trust in employees will create dissatisfaction and, in reaction, leads to staff turnover. Disheartening from blow, in response, will create stress, which will make organizational members feel dissatisfied with their work. Secondly, Branham (2012) found that 25 percent to 50 percent of employees experience some level of stress dysfunction. Resultantly of this feeling, staff attitudes recommend adverse effects, like low performance and the disappearance from the job. The roots of stress can derive from lacking in environment, facilities, and no inspiration to work or produce effectively in the workplace.

All these considered factors led to reduced productivity and higher turnover. Getting this intellect, managers are more concerned with revenue, profit, and productivity than employees' cheerfulness. It will undoubtedly cause dissatisfaction at work and inspire employees to switch towards the added benefit company(Kaye & Jordan-Evans, 2000). Another motive is the lack of communication contributing to the high degree of job dissatisfaction. Following Branham (2012), ineffective communication in the workplace can dissociate employees from the general and reciprocal feelings of organizations. It could be because of the insecurity in the position and function of the employees in the organization. Therefore, employees will not identify their performance maneuvers and

www.ijmae.com

will no longer feel any improvement. Therefore, communication between employees and employers is just as essential to ensure harmonization and stability in the workplace.

Working Environment

A working environment covers two broader aspects, original context, and other work. Specifically, work includes all the properties the related to work, such as the mode in which the work is performed and done, involving tasks like the control of professional activities, training, programs, the sense of professional achievements, the diversity of events and the intrinsic value for the work under the job description. Many researchers have paid attention to the intrinsic dimension of job satisfaction. It resultantly exhibited a progressive association between the essentials of job satisfaction and the work environment. Furthermore, they identified another aspect of job satisfaction, termed as the context that includes work conditions for societal and physical work (Gazioglu & Tansel, 2006; Skalli, Theodossiou, & Vasileiou, 2008).

Spector (1997) explained that many corporations do not know the work environment in their organization, which would have a hostile impact on their staff performance. The work environment includes job security, employee safety, good performance credits, kindred colleagues, involvement in the decision-making process, and performance-based motivation, according to him. Additionally, as soon as employees understand their importance and the company regards them valuable assets, their constructive deliberations, ownership, high level of commitment (Petterson & Arnetz, 1998). Discussed that the relation among employees within a company and clarifies that it is a foundation for achieving the organization's goals by considering the internal environment and communication with information.

Furthermore, he focuses that communication with employees should be complete and correctly conveyed promptly to proceed with the company's operations smoothly. Organizational goals become harder in the existence of interpersonal conflicts.Nasurdin et al. (2018) investigated the mediating role of work engagement between perceived (organizational, social, and peer) support to job performance. Moreover, their results supported the perceived organizational support. Raziq and Maulabakhsh (2015) explained that the working environment is canonical regardless of public or private where employees feel happy and procure their rewards with a happy ending The following hypotheses are constructed:

H1 (a): *Working environment has significant effects on happiness at work.*

H1 (b): *Working environment has significant effects on employees' job satisfaction.*

Job Security

Diener and Diener (1996),utilized an old practice of job security in the early days given by (Evans & La Verne, 1950), it was analyzed that stableness at work and recognized job security as an intrinsic, emotionally and influential distinct individual factor. In a study of General Motors, researchers found that the incorporation of pay (extrinsic honor) and intellectual rewards (intrinsic rewards) linked to sustained job security. It defined that job

security considered the excellence of an employee's liaison. Internal staff who has job security intellect believes they have the opportunity to use their skills because their valuable contributions to the organization will make sure their recognition and personal improvement. Jill (1980) in a service organizational study, found productivity and performance quality positively correlated with employee job security. Even employees who were safe at work were somehow resistant to change. On the other hand, employees were not sure about job security; they were less engaged in their work and organizational activity.

Lahey (1984) exemplified that job security seemed to be a single employee attitude that multiple and differing factors affect the security circumstances. He described that clear communication with employees was the most significant determinant for their sense of security. He also concluded that while safety at work can hold a straight fruitful influence on an organization. Much literature has contributed to job security, and many theories built from time to time. It is a continuous appreciating work in the organization to keep employees motivated and give them more extended benefits. Similarly, another study observed by Hur and Perry (2016) describes private jobs and public jobs, including the army and military, require job security. Furthermore, it is determined that in the majority of jobs in the US, organizations work on job security as a fundamental constituent in favor of employees that give a sense of ownership and dedication towards job duties at the workplace.

H2 (a): Job security has significant effects on happiness at work.

H2 (b): Job security has significant effects on employees' job satisfaction.

Job Inspiration

Inspiration implies a component of transcendence in the sense that a person is proceeding towards something significant than his common concerns and is capable of envisioning the alternative prospects more clearly (Thrash & Elliot, 2003). Moreover, when a person's inspiration is encouraged, the performance of their behavior permits them to proceed towards a goal, be it in the abstract (for example, his ideal self) or concrete (e.g., job delivery and willingness) (Elliot & Church, 1997).

Oleynick, Thrash, LeFew, Moldovan, and Kieffaber (2014), extended the process of occurrence, not starting willingly, but is induced by external stimuli (evocation / inspired by). Then comes the individual who enters a state that allows him to surpass his normal worries and to emphasize ideas acquired through the encouraged source (transcendence); and initiation motivation approach that pushes the individual to express what he was enthused to do(motivation/inspiration) (Oleynick et al., 2014; Thrash, Moldovan, Oleynick, & Maruskin, 2014).Finally appreciation to this motivation that researchers have argued that people engage in creative projects and that their connections with similar ideas, creativity, are recognized and treated as job inspiration (Oleynick et al., 2014).

Chadborn and Reysen (2018) defined inspiration as a key tool for employers and employees at all stages. It helps members to inspire and be inspired by others in an

organization. Derivation of inspiration comes from different aspects of association and identification in groups who make paths for each other and achieve goals.

H3 (a): Job Inspiration has significant effects on happiness at work.

H3 (b): Job Inspiration has a significant impact on employees' job satisfaction.

Happiness at Work

Becoming happy is of immense value to the majority, and happiness has been known as an objective vastly appreciated in most societies (Diener, 2000). Term happiness in the aspect of joy, it seems in every type of "fundamental" human sensations. Being happy is rudimentary in the social experience, and most people are leastways slightly delighted most of the time (Diener & Diener, 1996). Januwarsono (2015) concludes that there are six determinants of happiness at work, (e.g., organizational trust, employee performance, individual characteristics, corporate culture, job satisfaction, and leadership behavior). Academics and social researchers have determined happiness in different ways (Kesebir & Diener, 2009). The most significant gap is amongst the hedonic visions of joy as enjoyable feelings and promising judgments against the eudemonic opinions of happiness that imply behaving morally right, virtuous, meaningful, true to itself, or productive (Ryan & Deci, 2001; Ryff & Singer, 2008). According to C.D. Fisher (2010), proposed, serenity at work is more than just job satisfaction, found that, happiness at work has constructive organizational commitment, work engagement, and job satisfaction.

For the exploration of individual well-being, a hedonistic aspect is illustrated. The own well-being is habitually associated with two interrelated components: the views on the satisfaction of life (globally judged and in particular areas as relationships, work, and respite health) and the balance, or the majority of moderately limited or rare emotional states, positive or negative feelings observed (Diener, Suh, Lucas, & Smith, 1999; Schimmack, 2008). Undoubtedly, the furthermost vital and most customarily used is job satisfaction, which has extensively been a dependent variable and independent of organizational research and human resources variables. Observing in more than 20 years, numerous novel concepts have appeared that reveal a kind of happiness or a valuable emotional experience at the place of work. The common point of these concepts is that everyone talks about civil judgments (constructive attitudes) or satisfying understanding (emotions, positive feelings, states of flow, moods) in a workplace (Brief, 1998).

Fisher (2010) described the correlated work of happiness at work with multiple variables as job involvement, job satisfaction, environment, inspiration towards related work. Happiness at work can be understood as much higher than job satisfaction. Complete estimation of happiness on a single person level can take in commitment to work, job satisfaction, and responsive organizational commitment. At many levels, these facets of joy have stayed (and ought to be) abstracted and measured, including attitudes at the person level, transient experiences, and stable cumulative perspectives, as well as multiple isolated events, work, and organization. Happiness holds significant consequences for individual and organizational levels. Therefore, also, happiness at work plays a mediating role with many constructs such as of this study, variables are job inspiration, working environment, job security, and resultant variable job satisfaction.

www.ijmae.com

Wang, Lu, and Siu (2015) propose that increased feelings of job insecurity, prone towards lessening in job satisfaction, and overall organizational performance also affected.

Furthermore, Reisel, Probst, Chia, Maloles, and König (2010) showed that insecurity of job has an adverse association with job satisfaction, and scholars founded that job insecurity has both side effects (direct as well as indirect) impacts on work behavior and emotions. Amin (2016) works on the manufacturing industry of Bangladesh, concludes that (e.g., Medical allowances, yearly leave and weekly holidays, equal benefits and wages, education, life insurance, tolerable working hours, a good relationship with the heads and labor union, festival leaves, house rent, and entertainment allowances, job security, compensation in case of an accident, and job security has a positive influence on employees job satisfaction. Also, A.A Kiyani, K Ayupp, and S. Rasool (2018), a study in the context of Malaysia, in the service sector, exhibited that work-life balance influences job performance and satisfaction. Furthermore, Jandaghi, Ali Mokhles, and Bahrami (2011) noted the positive influence of job security on employees' job satisfaction and commitment in Iran. They also found the difference between the performance and their job satisfaction of contractual and permanent employees, but the result was insignificant.Maurya et al. (2015) proposed that the manager should focus on work-life balance policies, conditions so that there will be an improvement in employees' job satisfaction, productivity, and commitment.

In contrast, Candan (2013), a study on the Karaman governorship, showed that "employees' working in governorship are not satisfied with the six drivers (e.g., wages, preferment, appreciation, participation to decisions, execution of the decisions and unrestraint in the execution of decisions)." Also, (Agbozo et al., 2017) noted that the work environment substantially impacts job satisfaction. Moreover, suggested that bank managers must improve the working condition so that their productivity increases. Furthermore, Ogonda, Orwa, Peter, and Jedida (2015) on teachers' job satisfaction, showed that motivation factors have positive effects on job satisfaction. However, happiness at work is sometimes used as a mediator. The direct relationship among the variables has been studied well, and scholars founded a positive and significant influence on job satisfaction. Hence, we have constructed the following hypothesis;

H4: *Happiness at work has significant effects on employees' job satisfaction.*

H5: *Happiness at work significantly mediates the relationship between work environment and employees' job satisfaction.*

H6: *Happiness at work significantly mediates the relationship between job security and employees' job satisfaction*.

H7: *Relationship between Job Inspiration and employees' job satisfaction significantly mediated by happiness at work.*

Methodology

Measurement Scales

We have administered the closed-ended questionnaire, which consists of six portions containing 22 questions. First, the demographic statistics were collected. The second consists of the three items of the work environment, measurement scale for the variable opted from the study of (Qureshi et al., 2012). Third, includes the four items for job security, the items used are taken from the study of (Delery & Doty, 1996). Fourth, consists of eight items for job inspiration, the measurement scale for the variable taken from the survey (Chaiprasit & Santidhiraku, 2011). The fifth, part contains three items to measure happiness at work the scale adopted from the study (Chaiprasit & Santidhiraku, 2011). The sixth section includes the four items for employees' job satisfaction, the scale for the variable taken from the study of (Thatcher, Liu, & Stepina, 2002). All the variants were evaluated using a "5- points Likert scale, which ranges from strongly disagree to agree strongly". The measurement scale was adapted from preceding studies as mentioned to confirm content validity.

Sample and Data Collections

This study targets the telecommunication industry, which contributes 60% of the gross domestic product of the country (PTA, 2018). Furthermore, excluding the PTCL, country governmental telephone service, there are five major players in the market (e.g., Zong, Mobilink, Ufone, Telenor, and Warid). Mobilink and Warid serve 56.1 million customers, Telenor has got 43.1 million customers, Zong has a market share of 31.7 million, and Ufone has just 21.1 million customers (PTA, 2018). Hence keeping in view, the vitality, and dramatic changes in the telecom sector, we have selected the telecom industry as our targeted population. All the respondents are the employees of the telecommunication sector. Out of the 550 distributed questionnaires, 515 respondents filled and returned the questionnaire.

The present study used a non-probability sampling method; it is considered a common approach in telecom studies (Han, 2013) and behavior studies (Getz & Brown, 2006). The utilization of a random sampling approach usually is tricky in behavioral studies with an immense population (Chou, Lu, & Chang, 2014), so this was not used. A convenience sampling method to access the respondents was applied (Usakli & Baloglu, 2011). Making sure the respondent's identity remains confidential, and unidentified.

The data was assembled between December 2018 to May 2019. Having a quantitative nature of the study, self-administered questionnaires were used for data collection.
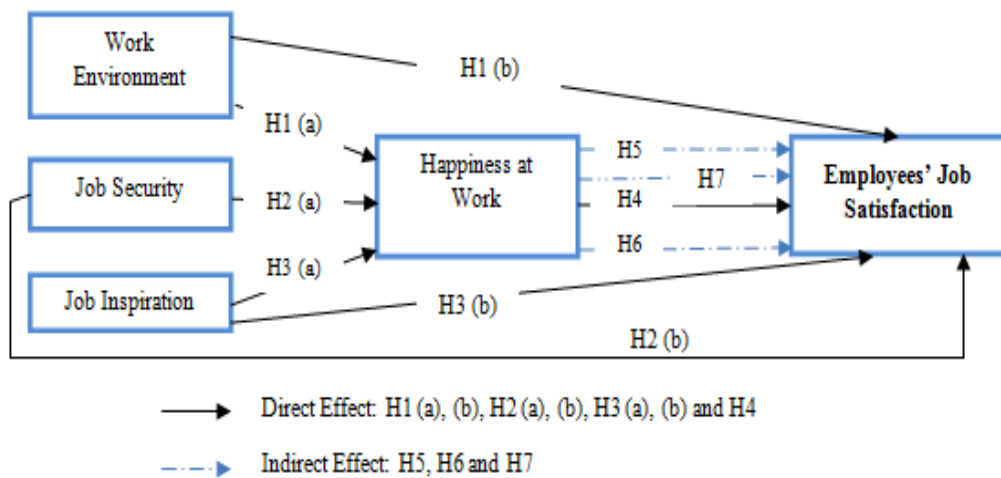
Figure 1. Conceptual Framework

While, generalizing the result and reaching more respondents, we have opened the gate for them and try to collect more responses. Likewise, 550 questionnaires were distributed, out of which 515, processed into the study.

Demographical Information

A sample of 515 employees represents the population of the telecommunication sector in Pakistan. The

Respondents reported information regarding their, age, gender, education, department, and salary range.

Table 1. Demographical Information

Gender	Frequency	%
Male	392	76
Female	123	24
Total	515	100
Age		
20-30	219	42
31-40	246	48
41-50	50	10
Total	515	100
Education		
Graduation	216	42
Master's Degree	291	56
Higher Than Master's Degree	8	2

www.ijmae.com

Total	515	100
Department		
HR	35	7
Financial	8	2
Sales &Marketing	218	42
Administration	45	9
Other	209	40
Total	515	100
Work Experience		
1 to 5 years	127	25
5 To 10 Years	260	50
11 To 15 Years	125	24
16 Years & Above	3	1
Total	515	100
Salary		
Below 20,000	11	2
20,000 To 40,000	177	34
40,000 To 60,000	159	31
Above 60,000	168	33
Total	515	100
Marital Status		
Married	340	66
Single	175	34
Total	515	100

Results

The partial least square method is used to measure the reliability, and validity of the respective constructs. Internal reliability of the constructs evaluated by "Cronbach's Alpha and Composite reliability." According to Cortina (1993); (Nunnally, 1978), CA should be greater than 0.7. Also (P. R. Hinton, 2014; P. Hinton, Brownlow, McMurray, & Cozens, 2004), categorized four ranges of CA. 1 - If the value falls in the range of 0.9 or >, it falls into the area of excellent reliability. 2 - If it falls in 0.7 to 0.9, it will have high reliability. 3 - If in the range of 0.5 to 0.7, it will become falls into the area moderate. 4 - If it will be < 0.5 is categorized as low. Table – 2: shows that Happiness at work = 0.901 have excellent reliability, while all other variables have value (e.g. Employees' job satisfaction = 0.851, Job inspiration = 0.891, Job security = 0.838, and Work environment = 0.742) which falls into the range of high reliability. Furthermore, to evaluate the convergent validity, the average variance extracted (AVE) was used. (Bagozzi & Yi, 1988; Fornell & Larcker, 1981) proposes that the value of AVE should be greater than 0.5. As per the results founded in the table, all the values of constructs founded in the range of 0.567, and 0.835 adequately satisfied the thumb rule. Besides, (Chin, 1998) recommended that loadings should have a value greater than 0.5 because it indicates the constructs' reliability. Hence, all the loadings value founded in the range of 0.707 and 0.923. Hence, it has concluded that all the values satisfied the standard

www.ijmae.com

Table 2. Measurement Model

Construct	Loading	Items	CA	CR	AVE
Employees' Job	EJS1	0.823	0.851	0.899	0.691
Satisfaction (EJS)	EJS2	0.820			
	EJS3	0.861			
	EJS4	0.821			
Happiness	HAW1	0.923	0.901	0.913	0.835
at Work (HAW)	HAW2	0.922			
	HAW3	0.896			
Job Inspiration (JI)	JI1	0.777	0.891	0.911	0.567
	JI10	0.797			
	JI11	0.721			
	JI2	0.747			
	JI3	0.773			
	JI5	0.738			
	JI8	0.707			
	JI9	0.759			
Job Security (JS)	JS1	0.829	0.838	0.890	0.671
	JS2	0.860			
	JS3	0.833			
	JS4	0.751			
Work Environment (WE)	WE1	0.747	0.742	0.853	0.661
	WE5	0.816			
	WE6	0.871			

Discriminant validity was evaluated via two approaches (e.g., used to measure either the constructs used in the study well defined, and each construct is pure, and no multicollinearity involved. The dependent variable wasevaluated by considering the correlations between the measures of hypothetically intersecting variables of the variables. 1t was guaranteed that the cross-loadings of pointers should be higher than any other opposing constructs (J. F. Hair, Sarstedt, Ringle, & Mena, 2012). 2) According to Fornell and Larcker (1981) criterion, the "square root of AVE for each construct should exceed the inter-correlations of the construct with other model constructs" (Table 3). Hence, both methods confirmed the satisfaction of the validity and results. All the results founded in the study meet satisfactory status.

Table 3. Discriminant Validity Coefficients

Constructs	1	2	3	4	5
Employees' Job Satisfaction	**0.831***				
Happiness At Work	0.571	**0.914***			
Job Inspiration	0.837	0.532	**0.753***		
Job Security	0.543	0.479	0.529	**0.819***	
Work Environment	0.814	0.517	0.795	0.430	**0.813***

Note: * Bold values represent the square root of average variance extracted (AVE).

Table 4. Path Coefficients and Hypothesis Testing

Hypotheses	Relationship	Beta	SD	t-value	p-value	Decision
Direct Effect						
H1 (a)	Work Environment -> Happiness At Work	0.250	0.063	3.939	0.000	Supported
H1 (b)	Work Environment -> Employees' Job Satisfaction	0.378	0.030	12.456	0.000	Supported
H2 (a)	Job Security -> Happiness At Work	0.272	0.033	8.319	0.000	Supported
H2 (b)	Job Security -> Employees' Job Satisfaction	0.108	0.025	4.373	0.000	Supported
H3 (a)	Job Inspiration -> Happiness At Work	0.189	0.061	3.094	0.002	Supported
H3 (b)	Job Inspiration -> Employees' Job Satisfaction	0.427	0.030	14.324	0.000	Supported
H4	Happiness At Work -> Employees' Job Satisfaction	0.097	0.027	3.643	0.000	Supported
Indirect Effect/Mediating						
H5	Work Environment -> Happiness At Work -> Employees' Job Satisfaction	0.024	0.009	2.719	0.007	Supported
H6	Job Security -> Happiness At Work -> Employees' Job Satisfaction	0.026	0.008	3.155	0.002	Supported
H7	Job Inspiration -> Happiness At Work -> Employees' Job Satisfaction	0.018	0.008	2.291	0.022	Supported

Table 5 exhibits the values of the coefficient of determination. Change independent variables is the result of the percentage change in Independent.J. Hair, Black, Babin, and Anderson (2010)defined it as the proportion determined by independent variables. In other words, it tells how much change in the dependent variable incurs because of the independent variable: table – 5 shows two models. In the path – 1: R^2 of employees' job satisfaction, have a positive coefficient of 0.779, and adjusted R^2 0.778. In another way, we can say that 73% of changes in employees' job satisfaction incur because of all the independent variables. Besides, path – 2 exhibited 36% changes in happiness at work. According to (J. Hair, M, & Sarstedt, 2011; Henseler & Ringle, 2009), there is three value of the coefficient of determination 0.75, 0.5, or 0.25, and they called them as substantial, moderate, or weak. If the coefficient of determination falls within the range of 0.75or >, it will become significant. While if between 0.25 – 0.75. It will become moderate. If it falls < 0.25, it will be considered weak. Hence, the value founded in the study, shown in the table underneath, falls in a moderate range.

Table 5. Analysis of R^2

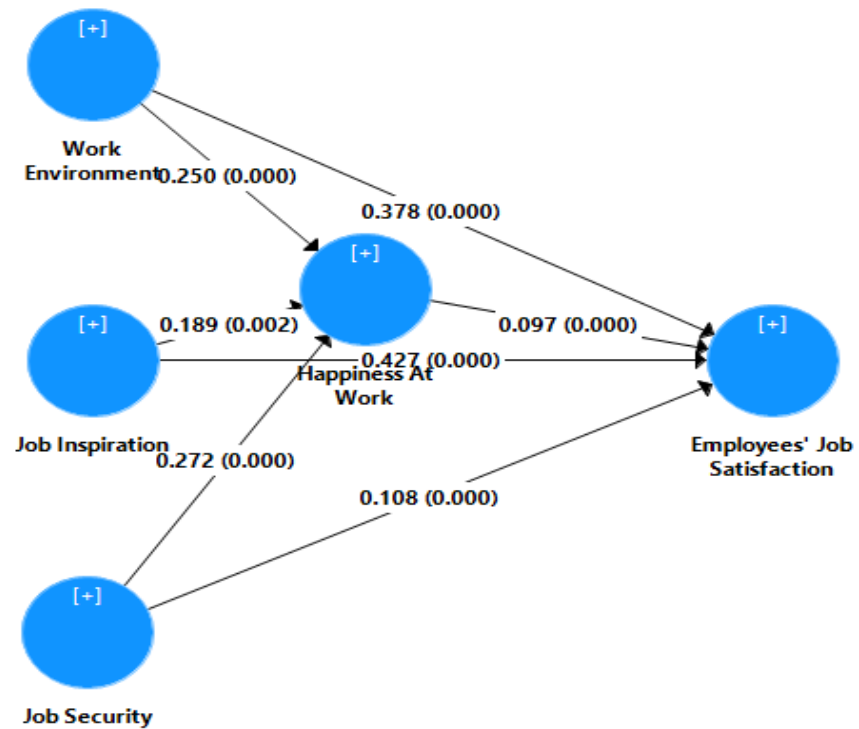| Path	R Square	R Square Adjusted	Decision
1 - Employee Job Satisfaction	0.779	0.778	Substantial
2 - Happiness At Work	0.360	0.356	Moderate

Figure 2. Structural Equation Modeling

Discussion and Conclusion

The study investigates the effects of motivational factors, more particularly, work environment, job inspiration, job security, and mediation of happiness at works on employees' job satisfaction. Data of the study was obtained through a survey from the telecom sector of the country, which accounted for greater than 60% contribution to the service industry. A cohesive framework developed under the investigation of motivational theory.

First, a significant relationship has been found between the work environment and happiness at work and employees' job satisfaction. The factor analysis exhibits that the work environment is a substantial predictor of happiness at an employee's job satisfaction. Hypotheses 1 (a and b) were found consistent with previous studies of (Al-Hamdan, Manojlovich, & Tanima, 2017; Hrnjic, Pilav-Velic, Djidelija, & Jahic, 2018). The present article proposed that executives of the telecom industry necessitate focusing on the organization's working culture. *Second,* a significant relationship was found

between job security and happiness at work and employees' job satisfaction. The study results confirmed the previous literature (De Neve & Ward, 2017; Hrnjic et al., 2018).

The results of hypotheses 2 (a and b) suggested that security of job continuity increase the satisfaction of the employees; their mind will become relaxed despite thinking for switching job, they focus on the work so that their productivity will be higher than employees doubting insecurity. Hence, the telecom operator must increase the tenure of the jobs. *Third*, a significant relationship was founded between job inspiration and happiness at work and employees' job satisfaction. The findings of hypotheses 3 (a and b) found consistent with previous studies (Shury & Ltd, 2017). The executive of the telecom and other sectors necessitate defining the goals, schedule, and outcome of the task so that their work should inspire employees, what they must perform? Moreover, what should be paid off for that task? *Fourth*, the relationship investigated the relationship between happiness at work and employees' job satisfaction.

Generally, performance will be higher when employees are happy while performing their tasks. Managers and top heads should develop some strategies which keep them happy — the result of the study consistent with prior work (Satuf et al., 2018). *Fifth, the sixth, and seventh* relationship was associated with the mediating role of happiness at work and work environment, job security, and job inspiration. The result of hypotheses (5, 6, and 7) supported and the study's edge point, albeit the workplace used as the mediator (Abdullah et al., 2017).

Nevertheless, to the best of our knowledge, this variable was used as a mediator between the mentioned latent variables. (Refer to table 4), it is proven that all the variables used in the study have effects on employees' job satisfaction. The research concluded some ephemeral views that the organizations need to recognize the significance of a pleasant work environment, job security, job intensity, and happiness for the capitalizing level of employees' job satisfaction. This article offers an advantage to society by boosting people to enhance their jobs and assist them in their individual growth and progress. Hence, firms must inspire their employees to work hard in achieving the firm's goals and objectives.

Limitations and Future Recommendation

This study was conducted in the Pakistan context with a concentration on the telecommunication industry. Furthermore, the sample was selected by convenient random sampling. This study should be generalized to other industries and sectors of the country (e.g., health, education, manufacturing, and others). It can be used in further developing and developed countries. The mediating effect of happiness at work still needed some analysis, work must be performed, and focus is necessary for happiness at work as a mediator. Other variables (e.g., Leadership, benefits and salary, organizational commitment, and job performance) may also study with happiness at work.

References

Abdullah, Abdul Ghani Kanesan, Ling, Ying-Leh, & Ping, Chen Siew. (2017). Workplace Happiness, Transformational Leadership and Affective Commitment. *Advanced Science Letters, 23*(4), 2872-2875.

Agbozo, George Kafui, Owusu, Isaac Sakyi, Hoedoafia, Mabel A, & Atakorah, Yaw Boateng. (2017). The effect of work environment on job satisfaction: Evidence from the banking sector in Ghana. *Journal of Human Resource Management, 5*(1), 12-18.

Aguenza, Benjamin Balbuena, & Som, Ahmad Puad Mat. (2018). Motivational factors of employee retention and engagement in organizations. *IJAME*.

Al- Hamdan, Zaid, Manojlovich, Milisa, & Tanima, Banerjee. (2017). Jordanian nursing work environments, intent to stay, and job satisfaction. *Journal of Nursing Scholarship, 49*(1), 103-110.

Alexander, Jeffrey A, Bloom, Joan R, & Nuchols, Beverly A. (1994). Nursing turnover and hospital efficiency: an organization- level analysis. *Industrial relations: a journal of economy and society, 33*(4), 505-520.

Aliekperova, Nataliia. (2018). Motivating factors effecting work efficiency of employees in Ukrainian pharmaceutical sector. *Economics and Sociology, 11*(1), 61-74.

Amin, Ruhul. (2016). Job Satisfaction of Low-skilled Employees of Manufacturing Industry in Bangladesh: A Case Study. *Journal of Investment and Management, 5*(6), 166-170.

Bagozzi, Richard P, & Yi, Youjae. (1988). On the evaluation of structural equation models. *Journal of the academy of marketing science, 16*(1), 74-94.

Blom, Victoria, Richter, Anne, Hallsten, Lennart, & Svedberg, Pia. (2018). The associations between job insecurity, depressive symptoms and burnout: The role of performance-based self-esteem. *Economic and Industrial Democracy, 39*(1), 48-63.

Bowers, Jessica M. (2019). Behavioral and Molecular Analysis of Memory in the Dwarf Cuttlefish.

Branham, Leigh. (2012). *The 7 hidden reasons employees leave: How to recognize the subtle signs and act before it's too late*: Amacom.

Brief, Arthur P. (1998). *Attitudes in and around organizations* (Vol. 9): Sage.

Buhai, S, Cottini, E, & Nielseny, N. . (2008). *The impact of Workplace Conditions on Firm Performance*. (Working Paper Number 08-13).

Burke, Ronald J. (1998). Correlates of job insecurity among recent business school graduates. *Employee Relations, 20*(1), 92-98.

Burke, Ronald J. (2003). Nursing staff attitudes following restructuring: the role of perceived organizational support, restructuring processes and stressors. *International journal of sociology and social policy*.

Burke, Ronald J, & Greenglass, Esther R. (2001). Hospital restructuring and nursing staff well-being: The role of perceived hospital and union support. *Anxiety, stress and coping, 14*(1), 93-115.

Candan, Hakan. (2013). A research towards determination of job satisfaction level of public employee: karaman governorship sample. *Journal of human Resource Management, 1*(2), 29-38.

Cano, Jamie, & Castillo, JX. (2004). Factors explaining job satisfaction among faculty. *Journal of Agricultural education, 45*(3), 65-74.

Cappelli, Peter. (1992). Examining managerial displacement. *Academy of Management Journal, 35*(1), 203-217.

Chadborn, Daniel, & Reysen, Stephen. (2018). Moved by the masses: A social identity perspective on inspiration. *Current Psychology, 37*(3), 625-631.

Chaiprasit, Kemakorn, & Santidhiraku, Orapin. (2011). Happiness at work of employees in small and medium-sized enterprises, Thailand. *Procedia-Social and Behavioral Sciences, 25*, 189-200.

Chandrasekar, Karim. (2011). Workplace environment and its impact on organisational performance in public sector organisations. *International journal of enterprise computing and business systems, 1*(1), 1-19.

Chin, Wynne W. (1998). The partial least squares approach to structural equation modeling. *Modern methods for business research, 295*(2), 295-336.

Chou, Pin-Fenn, Lu, Chin-Shan, & Chang, Yu-Hern. (2014). Effects of service quality and customer satisfaction on customer loyalty in high-speed rail services in Taiwan. *Transportmetrica A: Transport Science, 10*(10), 917-945.

Cortina, Jose M. (1993). What is coefficient alpha? An examination of theory and applications. *Journal of applied psychology, 78*(1), 98.

Dartey-Baah, Kwasi, & Amoako, George Kofi. (2011). Application of Frederick Herzberg's Two-Factor theory in assessing and understanding employee motivation at work: a Ghanaian Perspective. *European Journal of Business and Management, 3*(9), 1-8.

Darvishmotevali, Mahlagha, Arasli, Huseyin, & Kilic, Hasan. (2017). Effect of job insecurity on frontline employee's performance: Looking through the lens of

psychological strains and leverages. *International Journal of Contemporary Hospitality Management, 29*(6), 1724-1744.

De Neve, Jan- Emmanuel, & Ward, George. (2017). Happiness at work. *Saïd Business School WP, 7*.

Delery, John E, & Doty, D Harold. (1996). Modes of theorizing in strategic human resource management: Tests of universalistic, contingency, and configurational performance predictions. *Academy of management Journal, 39*(4), 802-835.

Diener, Ed. (2000). Subjective well-being: The science of happiness and a proposal for a national index. *American psychologist, 55*(1), 34.

Diener, Ed, & Diener, Carol. (1996). Most people are happy. *Psychological science, 7*(3), 181-185.

Diener, Ed, Suh, Eunkook M, Lucas, Richard E, & Smith, Heidi L. (1999). Subjective well-being: Three decades of progress. *Psychological bulletin, 125*(2), 276.

Elliot, Andrew J, & Church, Marcy A. (1997). A hierarchical model of approach and avoidance achievement motivation. *Journal of personality and social psychology, 72*(1), 218.

Erro-Garcés, Amaya, & Ferreira, Susana. (2019). Do better workplace environmental conditions improve job satisfaction? *Journal of Cleaner Production, 219*, 936-948.

Evans, Chester Eugene, & La Verne, N Laseau. (1950). *My job contest*: Personnel Psychology.

Fisher, C. D. . (2010). Happiness at work. *International Journal of Management Reviews, 12*, 384-412. doi: http://dx.doi.org/10.1111/j.1468-2370.2009.00270.x

Fisher, C.D. (2010). Happiness at Workijmr. *International Journal of Management Reviews, 12*, 384–412.

Fornell, C, & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research, 18*(1), 39-50.

Gazioglu, Saziye, & Tansel, Aysit. (2006). Job satisfaction in Britain: individual and job related factors. *Applied economics, 38*(10), 1163-1171.

Getz, Donald, & Brown, Graham. (2006). Critical success factors for wine tourism regions: a demand analysis. *Tourism management, 27*(1), 146-158.

Guarnaccia, Cinzia, Scrima, Fabrizio, Civilleri, Alba, & Salerno, Laura. (2018). The role of occupational self-efficacy in mediating the effect of job insecurity on work engagement, satisfaction and general health. *Current Psychology, 37*(3), 488-497.

Hair, J, Black, W, Babin, B, & Anderson, R. (2010). *Multivariate Data Analysis, 7th ed.*: Prentice Hall,Upper Saddle River,NJ.

Hair, J, M, Ringle C., & Sarstedt, M. . (2011). PLS-SEM: Indeed, a Silver Bullet. *Journal of Marketing Theory and Practice, 19*(2), 139–151.

Hair, Joe F, Sarstedt, Marko, Ringle, Christian M, & Mena, Jeannette A. (2012). An assessment of the use of partial least squares structural equation modeling in marketing research. *Journal of the academy of marketing science, 40*(3), 414-433.

Han, Heesup. (2013). The healthcare hotel: Distinctive attributes for international medical travelers. *Tourism Management, 36*, 257-268.

Henseler, J, & Ringle, C. (2009). The Use of Partial Least Squares Path Modeling in lnternational Marketing. ln: New Challenges to lnternational Marketing, Sinkovics, RR. and PN Ghauri.

Herzberg, F Mausner, & Mausner, Bernard. (1959). B. and Snyderman, BB (1959) The motivation to work. *Aufl., NewYork-London*.

Hewagama, Gayani, Boxall, Peter, Cheung, Gordon, & Hutchison, Ann. (2019). Service recovery through empowerment? HRM, employee performance and job satisfaction in hotels. *International Journal of Hospitality Management, 81*, 73-82.

Hinton, Perry R. (2014). *Statistics explained*: Routledge.

Hinton, PR, Brownlow, C, McMurray, I, & Cozens, B. (2004). Using SPSS to analyse questionnaires: Reliability. *SPSS explained*, 356-366.

Hoppock, Robert. (1935). Job satisfaction.

Hrnjic, Anes, Pilav-Velic, Amila, Djidelija, Irma, & Jahic, Hatidza. (2018). Innovative Behavior and Employee Job Satisfaction in Telecommunications Sector. *Economic Review: Journal of Economics and Business, 16*(1), 19-30.

Hur, Hyunkang, & Perry, James L. (2016). Evidence-Based Change in Public Job Security Policy: A Research Synthesis and Its Practical Implications. *Public personnel management, 45*(3), 264-283.

Jandaghi, G, Ali Mokhles, A, & Bahrami, H. (2011). The impact of job security on employees' commitment and job satisfaction in Qom municipalities. *African Journal of Business Management, 5*(16), 6853-6858.

Januwarsono, S. (2015). Analytical of Factors Determinants of Happiness at Work Case Study on PT. PLN (Persero) Region Suluttenggo, Sulawesi, Indonesia. *European Journal of Business and Management, 7*(8), 9-17.

www.ijmae.com

Jill, TD. (1980). *Human and organizational costs of budget cutbacks in state hospitals.* Paper presented at the annual meeting of the American Psychological Association, Montreal, Canada.

Kaye, Beverly, & Jordan-Evans, Sharon. (2000). Retention: Tag, you're it! *Training and development-Alexandria-American society for training and development, 54*(4), 29-39.

Kesebir, Pelin, & Diener, Ed. (2009). In pursuit of happiness: Empirical answers to philosophical questions *The science of well-being* (pp. 59-74): Springer.

Kiyani, A.A, Ayupp, K, & Rasool, S. (2018). Construct Validation of Job Characteristics In An Asian Context: An Evidence among Academicians in Private Universities in Pakistan. *International Journal of Business and Society, 19*(3), 816-832

Kiyani, Asif Ayub, Ayupp, Kartinah, & Rasool, Shahid. (2018). Construct Validation of Job Characteristics in an Asian Context: An Evidence among Academicians in Private Universities in Pakistan. *International Journal of Business and Society, 19*(3), 816-832.

Knardahl, Stein, Johannessen, Håkon A, Sterud, Tom, Härmä, Mikko, Rugulies, Reiner, Seitsamo, Jorma, & Borg, Vilhelm. (2017). The contribution from psychological, social, and organizational work factors to risk of disability retirement: a systematic review with meta-analyses. *BMC Public Health, 17*(1), 176.

Labov, B. (1997). Inspiring employees the easy way. *Incentive, 171*(10), 114-118.

Lahey, MA. (1984). Job Security: Its meaning and measure (Unpublished Doctoral Dissertation). *Kansas State University, Kansas*.

Maslach, Christina, Schaufeli, Wilmar B, & Leiter, Michael P. (2001). Job burnout. *Annual review of psychology, 52*(1), 397-422.

Maurya, V.N, Jaggi, C.K, Singh, B, Arneja, C.S, Maurya, A.K, & Arora, D.K. (2015). Empirical analysis of work life balance policies and its impact on employee's job satisfaction and performance: Descriptive statistical approach. *American Journal of Theoretical and Applied Statistics, 4*(2-1), 33-43.

Nasurdin, Aizzat Mohd, Ling, Tan Cheng, & Khan, Sabrina Naseer. (2018). Linking Social Support, Work Engagement and Job Performance in Nursing. *International Journal of Business & Society, 19*(2).

Nunnally, Jum C. (1978). *Psychometric Theory: 2d Ed*: McGraw-Hill.

Ogonda, Fredrick Omondi, Orwa, Bula Hannah, Peter, Wambua Philip, & Jedida, Muli Vika. (2015). An analysis of work motivation and teacher job satisfaction in public secondary schools in Rarieda Sub-County, Kenya. *Journal of Investment and Management, 4*(6), 377-390.

Oleynick, Victoria C, Thrash, Todd M, LeFew, Michael C, Moldovan, Emil G, & Kieffaber, Paul D. (2014). The scientific study of inspiration in the creative process: challenges and opportunities. *Frontiers in human neuroscience, 8*, 436.

Ottman, Jacquelyn. (2017). *The new rules of green marketing: Strategies, tools, and inspiration for sustainable branding*: Routledge.

Pawirosumarto, Suharno, Sarjana, Purwanto Katijan, & Gunawan, Rachmad. (2017). The effect of work environment, leadership style, and organizational culture towards job satisfaction and its implication towards employee performance in Parador Hotels and Resorts, Indonesia. *International Journal of Law and Management, 59*(6), 1337-1358.

Petterson, Inga-Lill, & Arnetz, Bengt B. (1998). Psychosocial stressors and well-being in health care workers. The impact of an intervention program. *Social Science & Medicine, 47*(11), 1763-1772.

Qubaisi, Hamda Sanad AL. (2017). *Happiness affecting the workplace environment and employees wellbeing.* Paper presented at the Abu Dhabi International Petroleum Exhibition & Conference.

Qureshi, Imran, Jamil, Raja, Iftikhar, Mehwish, Arif, Sadia, Lodhi, Saeed, Naseem, Imran, & Zaman, Khalid. (2012). Job stress, workload, environment and employees turnover intentions: Destiny or choice. *Archives of Sciences (Sciences Des Archives), 65*(8).

Raziq, A, & Maulabakhsh, R. (2015, 30-31 October 2014). *Impact of Working Environment on Job Satisfaction.* Paper presented at the 2nd Global Conference on Business, Economics, Management and Tourism, Prague, Czech Republic.

Reisel, W.D, Probst, T.M, Chia, S.L, Maloles, C.M, & König, C.J. (2010). The Effects of Job Insecurity on Job Satisfaction, Organizational Citizenship. *Zurich Open Repository and Archive*, 1-30.

Rude, Wally. (2004). The connection between servant leadership and job burnout. *Servant Leadership Research Roundtable. Trinity Western University, School of Leadership Studies*.

Ryan, Richard M, & Deci, Edward L. (2001). On happiness and human potentials: A review of research on hedonic and eudaimonic well-being. *Annual review of psychology, 52*(1), 141-166.

Ryff, Carol D, & Singer, Burton H. (2008). Know thyself and become what you are: A eudaimonic approach to psychological well-being. *Journal of happiness studies, 9*(1), 13-39.

Salas-Vallina, Andres, & Fernandez, Rafael. (2017). The HRM-performance relationship revisited: Inspirational motivation, participative decision making and happiness at work (HAW). *Employee Relations, 39*(5), 626-642.

Salas-Vallina, Andrés, Simone, Cristina, & Fernández-Guerrero, Rafael. (2018). The human side of leadership: Inspirational leadership effects on follower characteristics and happiness at work (HAW). *Journal of Business Research*.

Satuf, Cibele, Monteiro, Samuel, Pereira, Henrique, Esgalhado, Graça, Marina Afonso, Rosa, & Loureiro, Manuel. (2018). The protective effect of job satisfaction in health, happiness, well-being and self-esteem. *International journal of occupational safety and ergonomics, 24*(2), 181-189.

Schimmack, Ulrich. (2008). The structure of subjective well-being. *The science of subjective well-being*, 97-123.

Seddon, John. (2019). *Freedom from command and control: Rethinking management for lean service*: Productivity Press.

Sell, Lea, & Cleal, Bryan. (2011). Job satisfaction, work environment, and rewards: Motivational theory revisited. *Labour, 25*(1), 1-23.

Shaw, Jason D, Delery, John E, Jenkins Jr, G Douglas, & Gupta, Nina. (1998). An organization-level analysis of voluntary and involuntary turnover. *Academy of management journal, 41*(5), 511-525.

Shoss, Mindy K, Jiang, Lixin, & Probst, Tahira M. (2018). Bending without breaking: A two-study examination of employee resilience in the face of job insecurity. *Journal of occupational health psychology, 23*(1), 112.

Shury, Jan, & Ltd, IFF Research. (2017). *Employer Perspectives Survey 2016*: Department for Education.

Skalli, Ali, Theodossiou, Ioannis, & Vasileiou, Efi. (2008). Jobs as Lancaster goods: Facets of job satisfaction and overall job satisfaction. *The Journal of Socio-Economics, 37*(5), 1906-1920.

Spector, Paul E. (1985). Measurement of human service staff satisfaction: Development of the job satisfaction survey. *American journal of community psychology, 13*(6), 693-713.

Spector, Paul E. (1997). *Job satisfaction: Application, assessment, causes, and consequences* (Vol. 3): Sage publications.

Teng, Michael, Hassan, Zaiton, Kasa, Mark, Bandar, Nur Fatihah Abdullah, Ahmad, Rusli, & nor, Nik Norsyamimi Md. (2017). The Relationship between Workload and Students' disruptive Behaviours with Turnover Intention among Academicians of Private Higher Education Institutions: Boredom at Workplace as Mediator. *International Journal of Business and Society, 18*(S4), 828-837.

Thatcher, Jason Bennett, Liu, Yongmei, & Stepina, Lee P. (2002). *The role of the work itself: an empirical examination of intrinsic motivation's influence on IT workers*

attitudes and intentions. Paper presented at the Proceedings of the 2002 ACM SIGCPR conference on Computer personnel research.

Thrash, Todd M, & Elliot, Andrew J. (2003). Inspiration as a psychological construct. *Journal of personality and social psychology, 84*(4), 871.

Thrash, Todd M, Moldovan, Emil G, Oleynick, Victoria C, & Maruskin, Laura A. (2014). The psychology of inspiration. *Social and Personality Psychology Compass, 8*(9), 495-510.

Usakli, Ahmet, & Baloglu, Seyhmus. (2011). Brand personality of tourist destinations: An application of self-congruity theory. *Tourism management, 32*(1), 114-127.

Vroom, Victor Harold. (1964). *Work and motivation* (Vol. 54): Wiley New York.

Wang, H.J, Lu, C.Q, & Siu, Q.L. (2015). When Does Job Security Affect Job Performance? *Journal of Applied Psychology*

Wen, Xiaowei, Gu, Liting, & Wen, Simei. (2019). Job satisfaction and job engagement: Empirical evidence from food safety regulators in Guangdong, China. *Journal of Cleaner Production, 208*, 999-1008.

Yousef, Darwish A. (2000). Organizational commitment: a mediator of the relationships of leadership behavior with job satisfaction and performance in a non- western country. *Journal of managerial Psychology*.