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Factors Influencing Job Satisfaction to Ensure Sustainable Growth amongst Family-Owned Organizations in Malaysia

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Abstract

Purpose: The main purpose of this study is to examine factors influencing job satisfaction amongst family-owned organizations in Johor Malaysia. Theoretical Framework: The study builds upon Herzberg's Two-Factor Theory and was used in this study due to its suitability in addressing the job satisfaction amongst employees in family-owned organizations in Malaysia. This study examined variables such as leadership style, career advancement opportunities, work-life balance and recognition and reward on job satisfaction in family-owned organizations. Design/Methodology/ Approach: The present study employs a quantitative research methodology and gathers data by administering questionnaires. The study employs a research approach that entails the collection of data from family-owned employees working in Malaysia. A total of 209 questionnaires was gathered and subjected to analysis. Expected Findings: The findings of the study revealed that work satisfaction is generally influenced by a few factors: leadership styles, career growth opportunities, work-life balance and recognition and rewards. The study offers valuable insights into the potential impact of the aforementioned factors on job satisfaction amongst employees in family-owned organizations. Research, Practical, and Social Implications: The findings of this study has implications for both research and practice. Understanding the relationship between leadership styles can assist organizations in selecting and implementing effective leadership strategies. This, in turn, can lead to improved performance and competitiveness of an organization in Malaysia. In addition to that, career advancement opportunities also helps to identify potential successors based on merit, skills, and leadership qualities rather than solely on family connections. This can contribute to the sustainability of family businesses. By emphasizing merit-based career advancement, family-owned organizations can contribute to reducing inequalities within the workforce. Advancement opportunities that are accessible to all, regardless of family connections, can promote social mobility. Lastly, for the recognition and reward factor, it helps to understand that effective recognition and reward practices can help family-owned businesses retain talented employees. Recognition for accomplishments and contributions can boost morale and motivation, leading to increased loyalty

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3145 *Factors Influencing Job Satisfaction to Ensure Sustainable Growth amongst Family-Owned Organizations in Malaysia and commitment. Recognition and rewards that align with the cultural values of the family-owned business can contribute to the preservation and promotion of those values. This can create a sense of identity and purpose among employees. Originality/Value: This research adds value by examining the influence of family-owned organizations on job satisfaction in Malaysia and offers a rich field of study that intersects various management factors. By understanding how these factors shape employees' experiences and perceptions, research in this area can provide practical insights for both family-owned businesses and policymakers while contributing to the broader understanding of job satisfaction within a unique cultural context in Malaysia.*

Keywords: *Job satisfaction, Family-owned organization, Malaysia*

1. Introduction

1.1. Research Background

According to PwC's Workforce Hopes and Fears Survey 2022 (Malaysia report), the majority of Malaysians are usually pleased with their jobs. According to the research, Malaysian respondents (57%) are generally pleased with their jobs. While the job satisfaction finding is clearly good, it cannot be overlooked that 17% of respondents are extremely or very likely to move jobs in the next 12 months. In addition, 69% of respondents said compensation is extremely or very essential when considering a change in their work environment, while 66% said job fulfillment is extremely or very important when considering a change in their work environment.

A family-owned firm, also known as a family enterprise, is a form of company or enterprise in which the majority of ownership and control are held by members of a single family or a small number of related individuals. These firms are distinguished by the fact that family members are actively involved in the business's day-to-day operations, management, and decision-making processes. To further explain the characteristics of a family business, the family members have a significant stake in the ownership of the business, often holding a controlling interest in the company's shares or assets in terms of ownership. From the aspect of management, family members are actively involved in the management and leadership of the business, with family members often holding key executive positions or serving on the board of directors. Family members may have a strong emotional attachment to the business, which can impact decision-making and relationships within the family.

Family-owned businesses are a prominent feature of Malaysia's economic landscape, contributing significantly to the country's growth and development. These businesses often blend cultural traditions, entrepreneurial spirit, and familial ties in their operations. Understanding the impact of family-owned businesses on job satisfaction in Malaysia is essential as it provides insights into the unique dynamics that shape employee experiences within these organizations. This study aims to explore how working in family-owned businesses influences employees' job satisfaction and how various factors specific to Malaysia like leadership style, career advancement opportunity and recognition and rewards in job. For leadership part, according to Smith (2021), transformational leadership positively influences employee job satisfaction by fostering a sense of shared vision and motivation.

According to the Family Business Survey 2021: The Malaysian Chapter, Malaysian family firms had a mixed performance in the previous fiscal year, with 47% enjoying sales increase. According to Table 1, the sample size for family businesses was 945 instances, which included yearly reports from 189 enterprises over a five-year period. The Main board had 690 firms

(73%) while the Second board had 255 companies (27%). Family businesses account for about two-thirds of the Main Board corporations. These family businesses make important contributions to the Malaysian economy by producing employment and delivering resources to Malaysian markets. Job satisfaction has a strong impact on customer satisfaction. Determinants of customer satisfaction have been studied in numerous research attesting to its importance (Faisal et al, 2020; Haque et al., 2020; Nellikunnel et al. 2017; Nellikunnel et al., 2015; Rahman et al., 2011; Rahman et al., 2017; Rahman et al., 2018; Yi et al., 2018). Customer satisfaction is a key driver for an organization's success (Adetayo et al., 2022; Fu et al., 2022; Senathirajah et al., 2022; Li et al., 2022; Hailong et al., 2022a; Hailong et al., 2022b)

1.2. Problem Statement

Work and family duties are inextricably linked in a commercial context, according to Karatepe et al. (2009). In the meanwhile, Saari (2000) and Powell, Francesco, and Ling (2009) discovered that a certain nation or culture is a powerful predictor of an employee's attitude towards work satisfaction. The PwC Global Workforce Hopes and Fears Survey 2023 has been released. There were 19,500 participants from Asia Pacific, with 1,500 from Malaysia. The responses provide a remarkable data point that underscores the issue that our region is now experiencing. 39% of Asia Pacific workers feel their company would not survive more than ten years if it continues on its current path, compared to 53% of Asia Pacific CEOs in our 2023 CEO study. The percentage is much higher among Malaysian workers, with 51% saying that their company will not last more than ten years. In Malaysia, 41% of employees are dissatisfied with their jobs in family businesses. 47% of Malaysian respondents said they want to seek for a wage rise, and 38% want to be promoted. This highlights the necessity for a more comprehensive incentives approach to keep employees motivated in the face of the market's present cost of living worries. Malaysians are not alone in their desire for improved remuneration, with around 40% of Asia Pacific employees indicating a willingness to request a wage rise or promotion within the same timeframe. 50% of Malaysians feel that the skills necessary for their work will change significantly in the next five years. Employees may not be appropriately prepared for the future if they do not anticipate or comprehend how their work needs may change. It is good to observe that 62% of Malaysian respondents believe their employers would offer them with opportunities to utilise the talents that are most essential to their careers during the next five years. Combining these factors, there is a need to use samples from different family-owned organization with different cultures to test the leadership, career advancement, work-life balance and recognition and reward conflict on job satisfaction. The finding of this study can be extended to SMES as SMEs play a key role in a country's economy (Ahmed et al., 2022a, Ahmed et al., 2022b, Chowdhury et al., 2022, Khalil et al., 2022a & Khalil et al., 2022b)

1.3. Research Gap

While there is substantial research on career advancement and job satisfaction in general organizational contexts, the context of family-owned businesses presents unique factors that can influence these relationships. There is a need to investigate how the interplay between family ownership, leadership, and organizational culture affects career advancement opportunities and subsequent job satisfaction among non-family employees.

By addressing these research questions, this study aims to contribute to the understanding of the complex dynamics between career advancement, family ownership, and job satisfaction in family-owned businesses. The findings will have practical implications for both family-owned businesses and HR practitioners in fostering a supportive environment for non-family

employees' growth and ensuring job satisfaction within the unique context of these organizations. Family-owned businesses often have distinct organizational cultures and decision-making processes that can impact the design and implementation of recognition and reward systems. Balancing the needs of family and non-family employees, as well as addressing potential favoritism concerns, are crucial considerations. Recognition and rewards are closely linked to job satisfaction. Smith and Johnson (2022) argue that fair and transparent reward systems in family-owned businesses can significantly enhance job satisfaction among non-family employees. When employees feel valued and appreciated for their efforts, they are more likely to experience higher job satisfaction and increased commitment to the organization. The findings of research in this area can provide family-owned businesses with valuable insights into creating recognition and reward systems that align with their unique organizational culture and dynamics. Addressing the diverse needs of family and non-family employees while fostering a positive work environment can contribute to higher levels of job satisfaction, employee retention, and overall success of the family enterprise.

1.4. Research Objectives

The main objectives of this study are:

RO1: To examine the relationship between leadership style and job satisfaction in family-owned organizations in Johor Malaysia;

RO2: To examine the relationship between career advancement opportunities and job satisfaction in family-owned organizations in Johor Malaysia;

RO3: To examine the relationship between work-life balance and job satisfaction in family-owned organizations in Johor Malaysia;

RO4: To examine the relationship between recognition and reward and job satisfaction in family-owned organizations in Johor Malaysia.

RO5: To examine the relationship between the independent variables (leadership style, career advancement opportunities, work-life balance, recognition and reward) on job satisfaction in family-owned organizations in Malaysia?

2. Literature Review

2.1. Global Perspective on Job Satisfaction in Family-Owned Organizations

Job satisfaction in a family-owned business refers to the level of contentment, fulfillment, and positive sentiment that individuals, both family members and non-family employees, experience within their roles and the workplace environment of a business that is owned and operated by a family or a group of related individuals. It encompasses the emotional and psychological well-being of employees in the context of their work within a family-owned company, considering factors such as job roles, compensation, relationships, work culture, and the balance between work and personal life. Job satisfaction in a family-owned business reflects how effectively the organization meets the needs and expectations of its employees within the unique dynamics and culture of a family-run enterprise. Coleman and Brown (2022) explored the relationship between job satisfaction and employee well-being in a longitudinal study of 500 professionals. They found a significant positive correlation between job satisfaction and working environment, highlighting the broader impact of job satisfaction on individuals' well-being. Job satisfaction is a universal concept that is experienced and studied across cultures and

countries. According to Smith and Johnson (2020) and Wang et al., (2018), job satisfaction in family-owned organizations has taken a global perspective, examining factors that contribute to employee contentment and engagement within these unique business structures. Across the world, employees value a healthy work-life balance. Balancing work commitments with personal and family responsibilities is essential for overall well-being and job satisfaction. Recent research has explored the global perspective of job satisfaction within family-owned organizations, shedding light on the complex interplay of familial dynamics and workplace contentment (Smith & Lee, 2022; Wang et al., 2020). Employees globally appreciate recognition for their efforts and contributions. Fair and transparent reward systems, including financial compensation, promotions, and praise, positively influence job satisfaction.

Family-owned businesses often provide a sense of belonging and identity, creating a family-like atmosphere that can enhance job satisfaction. Employees may feel more connected to the organization's values and legacy. Clear and open communication is critical in family-owned businesses. Effective communication contributes to job satisfaction by reducing misunderstandings and fostering a transparent work environment. Family-owned businesses tend to value loyalty and long-term commitment. Employees who have been with the business for years may experience higher job satisfaction due to the recognition of their dedication.

Other than that, family-owned businesses might offer more flexibility in work arrangements to accommodate employees' personal and family needs. This can lead to higher job satisfaction by promoting work-life balance. A worldwide examination of job satisfaction emphasizes the interplay between cultural variations and employee well-being, contributing to a comprehensive understanding of factors influencing workplace contentment (Smith & Johnson, 2023; Wang et al., 2021). In some cases, family-owned businesses may provide unique opportunities for advancement, as the growth of the business can create new roles and responsibilities. Clear paths for career progression contribute to higher job satisfaction. Career development is also one of the major concerns in job satisfaction from a global perspective. Opportunities for skill development, advancement, and career growth are universally valued. Organizations that provide clear paths for career progression tend to have more satisfied and motivated employees. The work environment also does matter as a positive work environment characterized by supportive colleagues, approachable leadership, and a sense of camaraderie contributes to job satisfaction globally.

2.2. Conceptual Framework

2.2.1. Herzberg Theory

Herzberg's Two-Factor Theory is a foundational framework that explores the impact of hygiene and motivator factors on employee job satisfaction and motivation (Smith & Johnson, 2022). Herzberg's Two-Factor Theory, also known as the Two-Factor Hygiene-Motivation Theory, is a motivational theory developed by psychologist Frederick Herzberg in the 1950s. This theory is concerned with determining the elements that influence job satisfaction and discontent in the workplace. According to Herzberg's theory, job satisfaction and discontent are impacted by distinct sets of elements, which he divided into two categories: hygienic considerations and motivators. Herzberg's Two-Factor Theory has been widely used to understand how intrinsic and extrinsic factors influence job satisfaction and dissatisfaction among employees (Chen et al., 2021).

2.2.2. Job Satisfaction-Dissatisfaction (JDI) Model

Job satisfaction-dissatisfaction (jdi) model is a model developed by psychologist J. Richard Hackman and Greg Oldham, focuses on five core job facets that influence job satisfaction: the work itself, pay, promotions, supervision, and coworkers. It assesses satisfaction with these facets and provides a comprehensive view of overall job satisfaction.

The JDI Model focuses on five key facets of a job that collectively contribute to an employee's overall job satisfaction. First, the work itself and this dimension assesses an employee's satisfaction with the nature of the work they perform. It includes factors such as the variety of tasks, the challenge and interest level of the work, and the extent to which the job provides opportunities for skill development and growth. Secondly, the pay where this dimension measures an employee's satisfaction with their compensation, including salary, benefits, and any financial rewards associated with the job. It considers whether employees believe they are fairly compensated for their work. Thirdly, promotions, this dimension focuses on opportunities for advancement and career growth within the organization. It assesses whether employees are satisfied with the chances they have for career progression and whether promotions are based on merit. Forthly, supervision and this evaluates an employee's satisfaction with their immediate supervisors or managers. It includes factors such as the quality of communication, the fairness of treatment, and the effectiveness of leadership in supporting and motivating employees. Lastly, it is the coworkers and this examines an employee's satisfaction with their interactions and relationships with coworkers. It considers factors like teamwork, camaraderie, and the supportiveness of colleagues.

The JDI Model is typically used to design surveys or questionnaires that ask employees to rate their level of satisfaction with each of these five dimensions on a scale. The responses are then analyzed to determine overall job satisfaction and identify areas where improvements may be needed.

2.3. Research Framework

Figure 2.4: Conceptual Framework

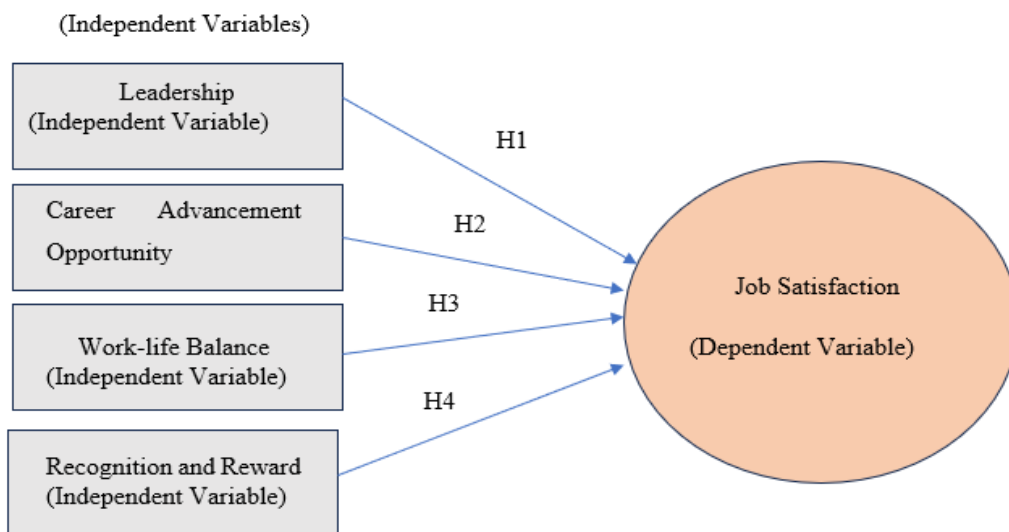


Figure 2.4: Conceptual Framework on Job Satisfaction in Family-Owned Organizations.

2.4. Hypothesis Development

2.4.1. The Relationship between Leadership Style and Job Satisfaction in Family-Owned Organizations

In the field of organisational behaviour and management, the link between leadership style and work satisfaction in family-owned businesses is a key issue. Top management's leadership style may have a significant impact on employee work satisfaction, which in turn can influence numerous elements of organisational performance. Different leadership styles can result in different work environments, which can impact employee morale, motivation, and overall job satisfaction. The study of the relationship between leadership style and job satisfaction in family-owned organizations has gained attention due to its implications for employee well-being and organizational success. Research has highlighted how leadership approaches, such as transformational, transactional, and participative styles, influence employee job satisfaction through their effects on communication, empowerment, and perceived support (Smith & Lee, 2020).

On the other hand, leadership style refers to the approach and behaviors that a leader exhibits when interacting with their team members and making decisions. Participative leadership's impact on job satisfaction has been highlighted by its ability to empower employees through involvement in decision-making. This approach fosters a sense of ownership and engagement (Chen & Patel, 2017). Different leadership styles can be categorized based on how leaders communicate, delegate, motivate, and guide their teams. It should be noted that the influence of leadership style on work satisfaction varies depending on individual preferences, organisational culture, and contextual circumstances. To establish a healthy work atmosphere and increase job satisfaction, effective leaders frequently alter their approach based on the scenario and the requirements of their team members. The positive relationship between transformational leadership and job satisfaction has been well-established in the literature. Transformational leaders who inspire and motivate their team members tend to foster a sense of purpose and fulfillment (Brown & Williams, 2020).

From the evidence above, it can be proposed that:

H1: *Leadership style has a positive and significant relationship with job satisfaction amongst family-owned organizations in Malaysia.*

2.4.2. The Relationship Between Career Advancement Opportunities and Job Satisfaction in Family-Owned Organization

Career advancement opportunities have been consistently linked to higher job satisfaction among employees. Research indicates that organizations that provide well-defined pathways for growth and development tend to have more satisfied and motivated employees (Smith & Johnson, 2020). The relationship between career advancement opportunities and job satisfaction in family-owned organizations is a critical aspect of organizational behavior research. Employees' perceptions of their potential for growth and progression within a family-owned business can significantly impact their job satisfaction, commitment, and overall well-being. Examining how career advancement is structured and facilitated within these organizations can shed light on factors that contribute to employee satisfaction and engagement. Career advancement opportunities play a significant role in shaping employees' perceptions of their job satisfaction. Organizations that offer mentoring, skill development, and promotion prospects tend to foster a more satisfied and engaged workforce (Gomez & Lee, 2019). Career advancement opportunities refer to the prospects and pathways that employees perceive or are provided within an organization to progress in their careers. It

involves moving up the hierarchical ladder, taking on more responsibilities, gaining new skills, and increasing one's influence and impact within the organization. Career advancement opportunities can include promotions, lateral moves, training and development programs, mentorship, and exposure to challenging projects.

Job satisfaction is the level of contentment, fulfillment, and overall positive feelings that employees experience in their work roles. Career advancement opportunities have emerged as a key factor in enhancing job satisfaction and retention. Employees who experience growth through promotions and expanded responsibilities are more likely to remain satisfied with their jobs and committed to their organizations (Miller & Davis, 2017). It reflects how well employees' expectations and needs align with their actual work experiences. Job satisfaction is influenced by various factors, including the nature of the job tasks, relationships with colleagues and supervisors, work environment, compensation, work-life balance, and opportunities for growth. The relationship between career advancement opportunities and job satisfaction is intricate and often bidirectional. Clear career advancement opportunities motivate employees to perform well and invest effort into their roles, as they can envision their growth within the organization.

The availability of paths for advancement provides employees with a sense of progression and accomplishment, contributing to their overall job satisfaction. Furthermore, organizations that offer clear career paths tend to experience lower turnover rates, as employees are more likely to stay with an employer that supports their professional growth. It's important to note that the relationship between career advancement opportunities and job satisfaction can be influenced by organizational culture, leadership support, and the alignment of employees' values with the organization's goals. Providing meaningful and achievable career paths is a crucial strategy for retaining talent and fostering a satisfied and motivated workforce.

From the evidence above, it can be proposed that:

H2: *Career advancement has a positive and significant relationship with job satisfaction amongst family-owned organizations in Malaysia.*

2.4.3. The Relationship between Work-Life Balance and Job Satisfaction in Family-Owned Organizations

Work-life balance refers to the equilibrium that individuals aim to achieve between their professional commitments (work) and their personal life, including family, leisure, and personal well-being. It involves effectively managing the demands of one's job while also having time and energy to engage in other meaningful activities and fulfill personal responsibilities. Organizations that support flexible work arrangements and provide resources for managing personal responsibilities tend to have a more satisfied and engaged workforce (Brown & Williams, 2020). Achieving work-life balance is essential for maintaining overall mental and physical well-being, reducing stress, and enhancing quality of life. Job satisfaction is the level of contentment, fulfillment, and positive feelings that employees experience in their work roles. It reflects how well employees' expectations and needs align with their actual job experiences. Factors influencing job satisfaction include the nature of job tasks, relationships with colleagues and supervisors, work environment, compensation, opportunities for growth, and the overall alignment of work with personal values and goals.

Work-life balance initiatives have gained attention as key contributors to employee job satisfaction. Organizations that prioritize flexible scheduling, remote work options, and family-friendly policies

tend to create an environment where employees experience greater work-life balance and increased job satisfaction (Wong & Tan, 2016). The relationship between work-life balance and job satisfaction is closely intertwined and mutually reinforcing where employees are able to manage their work responsibilities without compromising their personal lives, they experience reduced stress and improved overall well-being, contributing to higher job satisfaction. A healthy work-life balance allows employees to fully engage in their roles during work hours and then disengage to recharge and fulfill personal commitments. This can lead to greater job satisfaction as they feel more in control of their time. Achieving work-life balance helps prevent burnout, which is characterized by emotional exhaustion and decreased job satisfaction. Employees who experience a healthy balance between their work roles and personal commitments often exhibit increased job satisfaction, better mental health, and enhanced organizational commitment (Gomez & Lee, 2020). Balanced individuals are more likely to approach work with enthusiasm and a positive attitude. Ultimately, achieving work-life balance contributes to a positive work environment, reduced turnover, and higher levels of job satisfaction. Organizations that prioritize work-life balance initiatives recognize its impact on employee morale, motivation, and overall job satisfaction. Organizations that prioritize flexible work arrangements and offer supportive policies to help employees manage their personal and professional lives tend to foster a positive work environment and heightened job satisfaction (Brown & Williams, 2021).

From the evidence above, it can be proposed that:

H3: *Work-Life Balance has a positive and significant relationship with job satisfaction amongst family-owned organizations in Malaysia.*

2.4.4. The Relationship between Recognition and Reward and Job Satisfaction in Family- Owned Organizations

Recognition and reward refer to the acknowledgment and compensation that employees receive for their contributions, achievements, and efforts in the workplace. Organizations that actively acknowledge employee achievements through verbal recognition and tangible rewards, such as bonuses or promotions, are more likely to cultivate a satisfied and motivated workforce (Brown & Williams, 2021). Recognition involves acknowledging an employee's positive behavior, performance, or accomplishments through verbal praise, commendation, or awards. Reward, on the other hand, includes tangible benefits such as bonuses, promotions, salary increases, or other incentives that recognize an employee's outstanding work and motivate continued high performance. Job satisfaction is the level of contentment, fulfillment, and positive feelings that employees experience in their work roles. It reflects how well employees' expectations and needs align with their actual job experiences. Employees who receive consistent recognition for their efforts and are rewarded with tangible incentives often report higher levels of job satisfaction and a sense of appreciation within the organization (Gomez & Lee, 2020). Factors influencing job satisfaction include the nature of job tasks, relationships with colleagues and supervisors, work environment, compensation, opportunities for growth, and alignment of work with personal values and goals.

The relationship between recognition, reward, and job satisfaction is intricate and interrelated when employees receive recognition and rewards for their efforts, they feel valued and motivated to perform well, leading to increased job satisfaction. Recognition and rewards serve as positive reinforcement, reinforcing desired behaviors and encouraging employees to continue contributing positively to the organization, which in turn boosts job satisfaction. Recognized and rewarded employees tend to feel more engaged in their work. Engaged

employees are more likely to derive satisfaction from their tasks and develop a stronger sense of commitment to their roles. Organizations that implement well-designed recognition and reward systems tend to foster a positive work environment, where employees feel acknowledged and motivated, leading to heightened job satisfaction (Miller & Davis, 2019). Organizations that have robust recognition and reward programs are better positioned to enhance job satisfaction, promote a positive work culture, and retain talented employees. Balancing both intrinsic (recognition) and extrinsic (reward) motivators can create a holistic approach to fostering job satisfaction and improving overall organizational performance. From the evidence above, it can be proposed that:

H4: *Recognition and reward has a positive and significant relationship with job satisfaction amongst family-owned organizations in Malaysia.*

3. Data Collection Method

In order to complete this study, the researcher selected a quantitative data collection method commonly used in many studies (Wider, 2023, Jiang et al., 2023). It focuses on analyzing the influence of leadership style, career advancement opportunities, work-life balance and recognition and rewards towards job satisfaction in family-owned organizations in Malaysia. Data collection tries to acquire trustworthy and genuine information from a variety of sources and people to support the study objectives. It is important to emphasize the significance of authenticity and dependability in data collecting. Self-administered questionnaire surveys are the primary method employed. Purposive sampling, also known as judgmental or selective sampling, is a non-probability sampling technique where researchers intentionally select specific individuals or cases that are most suitable for the research objectives. This method is often used when the researcher wants to gather in-depth information about a particular phenomenon, group, or situation. Pilot study is required to assess the questionnaire's viability, reliability, validity, and any errors that were discovered (Burton et al., 2010). The sample sizes for the pilot tests range from 25 to 100 respondents. The sampling procedure includes a number of steps, such as selecting the population (executive to middle-level management in Johor Bahru, Malaysia), calculating the sample size (based on G*power analysis), and utilizing purposive sampling to choose respondents without regard to demographics. According to the sample size determination table by Krejcie & Morgan (1970), a population of around 509 people would require a sample size of 217 to ensure adequate representation. Google Forms is used as data collection methods. To assess the amount of agreement or disagreement on individual issues, a Likert scale is advised. Participants' total work satisfaction was rated using a 5-point Likert scale ranging from 'Very Dissatisfied' to 'Very Satisfied,' according to Likert (1932). Participants were asked to score their agreement with the statement on a 5-point Likert scale ranging from 'Strongly Disagree' to 'Strongly Agree'. In accordance with this, the current study will adopt a Likert scale, with all variables being evaluated using a 5-point scale to represent the level of comprehension. To adequately assess respondents' perspectives, the scale will contain alternatives such as "Strongly Agree" (5), "Agree" (4), "Neutral" (3), "Disagree" (2), and "Strongly Disagree" (1). A pilot test is a preliminary trial of a research study or survey to evaluate and refine its methodology, questionnaires, procedures, and other aspects before conducting the full-scale study. It helps identify any potential issues or areas for improvement, ensuring the research is well-designed and effective. Pilot test were used for verification of errors in the questionnaire and its reliability in the wider scales of study or research. According to Burgess, test the questionnaire by taking a small sample from the total sample to detect any

error or flaw in the questionnaire and correct the error before proceeding on the main survey (Burgess, 2001). The pilot test enables the researcher to convert an open-ended question into a closed question by determining the range of possible answers. According to Smith, and Johnson, (2022), a pilot test was conducted to assess the clarity and reliability of the questionnaire items prior to the main data collection. A pilot test will be carried out by taking 10% of the total of sample. Hence, based on the total sample size of total 509 respondents the pilot test will be taking 60 samples for test.

4. Data Analysis

The research findings from data analyses conducted with SPSS 27—including descriptive analysis, principal component analysis, Pearson's correlation, and regression—are compiled in this chapter. Additionally, it evaluates the dependability of research instruments, strengthening the veracity of the conclusions.

4.1. Demographics Data

The demographic profile of respondents who participated in the survey includes gender, ethnicity/race, age group, education level, employment type and work location in Johor Bahru, Malaysia.

Table 4.1: Demographic Profile of the Respondents (N=217).

Variable	Frequency	Percentage (%)
Gender		
Female	96	44.2
Male	121	55.8
Age		
18 - 24 years old	7	3.2
25 - 34 years old	107	49.3
35 – 44 years old	72	33.2
45 - 54 years old	7	3.2
55 – 64 years old	16	7.4
65 years old and above	8	3.7
Education Level		
SPM	0	0.00
Diploma	49	22.6
Degree	131	60.4
Post-Graduate	37	17.1
Occupation		
student	7	3.2
Employed / self-employed	172	79.3
Freelancer	23	10.6
Unemployed	15	6.9
Work Location		
Northern Region	7	3.2
Central Region	29	13.4
Southern Region	160	73.7
East Malaysia region	21	9.7

A total of 217 employees working in the property companies around the Johor Bahru area in Malaysia from both the companies, Ecoworld and IOI property took part in the online survey

for this research. Table 4.1 below illustrates the demographic profile of the survey respondents. According to Table 4.1, a total of 96 females (44.2%) and 121 males (55.8%) make up the total 217 respondents. Among them, 7 respondents (3.2%) were aged between 18 - 24 years old, the largest percentage, 49.3% numbering to 107 respondents, were aged between 25 - 34 years old, 72 respondents (33.2%) aged between 35 - 44 years old, 7 respondents, (3.2%) aged between 45 - 54 years old, 16 respondent (7.4%) aged between 55 - 64 while the remaining 8 respondents, (3.7%) aged 65 years and above. Among the respondents, 131 (60.4%) had a Degree as their highest education level, the largest portion, 49 respondents (22.6%) had a Diploma as their highest education level, no participants (0.00%) had SPM as their highest education level while the remaining 37 participants (17.1%) had a Masters or Doctorate as their highest education level.

In terms of occupation, 172 respondents (79.3%) are employee and they are either employed or self-employed, 23 respondents (10.6%) are working as freelancer, and 15 other respondents (6.9%) are unemployed. Majority of the survey respondents, numbering to 160 respondents (73.7%) were coming from the southern region, 29 respondents (13.4%) were coming from central region, 21 respondents (9.7%) were coming from the East Malaysia region and 7 respondent (3.2%) were coming from the Northern region of Malaysia.

4.2. Factor Analysis

Principal Component Analysis (PCA) was used to reduce a dataset's dimensionality while retaining as much variability as possible.

Table 4.3

Kaiser-Meyer-Olkin and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.601
Bartlett's Test of Sphericity	Approximate Chi-Square	8458.851
	Degrees of freedom (df)	378
	Significant (Sig.)	0.000

The Kaiser-Meyer-Olkin (KMO) metric of sampling adequacy is reported to be 0.601. The Kaiser-Meyer-Olkin (KMO) statistic, as introduced by Kaiser (1970), is employed to evaluate the adequacy of the dataset for factor analysis, with a KMO value above 0.6 generally considered suitable for this purpose. According to prevailing interpretations of the KMO exam, this score is regarded as "mediocre." In accordance with Kaiser's (1970) findings, a KMO value of 0.6 is generally deemed satisfactory, whereas a value surpassing 0.7 is seen as indicative of high quality. A score of 0.601 signifies that the data exhibits a reasonable level of variance in the variables that may be attributed to underlying factors. Consequently, it is expected that factor analysis will provide unique and reliable factors based on the data. The Bartlett's Test of Sphericity resulted in a chi-square statistic of 8458.851, which was calculated using 378 degrees of freedom. The corresponding p-value for this test was found to be 0.000. Given that the p-value is below the generally employed significance level of 0.05, it is appropriate to reject the null hypothesis positing that the correlation matrix is an identity matrix, as suggested by Kaiser (1970). Put simply, the test offers proof that the variables are truly interconnected and so,

appropriate for the purpose of detecting structure. In summary, the findings from both the KMO measure and Bartlett's Test indicate that the dataset exhibits favourable characteristics for doing subsequent analyses, such as Principal Component Analysis or other forms of component analysis.

4.3. Reliability Test

The concept of reliability analysis, which assesses the general consistency of a measure, is critical in the domains of psychometrics, statistics, and research (Tabandeh et al., 2022).

Table 4.6

Reliability Analysis Results

Variable	Cronbach's Alpha	Decision
Job Satisfaction (DV)	0.915	Very Good
Leadership Style (IV1)	0.833	Very Good
Career Advancement Opportunity (IV2)	0.869	Very Good
Work-Life Balance(IV3)	0.767	Good
Recognition and Reward (IV4)	0.757	Good

Reliability testing, as outlined in Nunnally and Bernstein (1994), is a critical step in assessing the consistency and stability of measurements in research, ensuring that the data collected is dependable and replicable.

Job Satisfaction has a Cronbach's Alpha value of 0.915, meaning that it is a very reliable variable. This means that the scale has a high level of internal consistency with regard to this particular sample; more specifically, it indicates that the items assessing employee job performance are connected with one another and are measuring the same fundamental notion. In a similar vein, the independent variable Leadership Style has a Cronbach's Alpha score of 0.833, Career Advancement Opportunity has a Cronbach's Alpha score of 0.869, Work-Life Balance has a Cronbach's Alpha score of 0.767, and Recognition and Reward has a Cronbach's Alpha score of 0.757. All of these Cronbach's Alpha scores show that there is strong internal consistency, which means that the items on each of these scales are appropriately associated with one another and are most likely accurately assessing the respective underlying constructs. In conclusion, it seems that the scales that were utilised in this research to assess the aforementioned factors were trustworthy. Furthermore, the findings that were produced by utilising these scales are likely to be reliable and reproducible.

In summary, the results of the reliability test were 0.7 and above as recommended by Nunally (1994) as acceptable for preliminary research.

4.4. Normality Test

Descriptive analysis, a key part of statistical analysis, covers the primary quantitative descriptions in a study. Descriptive analysis also considers the distribution and shape of the data, including its skewness and kurtosis. These two are essential for identifying the type of data distribution and whether it approximates or deviates from a normal distribution, which in turn affects the selection of other statistical tests.

Table 4.7: Descriptive Statistics Results.

Variable	Mean	Std Deviation	Skewness	Kurtosis	Distribution
Job Satisfaction (DV)	3.48	.721	.036	-.244	Normal
Leadership Style (IV1)	3.65	.786	.303	-.712	Normal
Career Advancement Opportunity (IV2)	3.65	.836	.340	-.896	Normal
Work-Life Balance(IV3)	3.76	.672	.325	-.803	Normal
Recognition and Reward (IV4)	3.40	.666	.670	.216	Normal

Job Satisfaction (DV): The value of 3.480 is the mean score, which represents the average value for this variable. According to the standard deviation value of 0.7210, the majority of the scores are different from this mean by around 0.7210 units. A right-skewed distribution is shown by the value of skewness, which is 0.0360. The fact that the kurtosis value is -0.244, which is near to the value for a normal distribution, indicates that the frequency and extent of extreme departures from the mean are somewhat close to being consistent with a normal distribution. Because of this, the data follows a normal distribution. The values for asymmetry and kurtosis are between -2 and +2 which is considered acceptable in order to prove normal univariate distribution (George & Mallery, 2010).

Leadership Style (IV1): The work environment received a rating of 3.650 on average based on the mean score, which was 3.650. According to the value of the standard deviation, the majority of the scores are out by around 0.786 units from the mean. The value of skewness, 0.303, suggests that there is a minor skew to the right, which implies that the bulk of the scores are high. The fact that the kurtosis value is -0.712, which is rather close to the normal distribution, suggests that the presence of outliers is approximately as predicted in a normal distribution, which confirms that the data follows a normal distribution. The values for asymmetry and kurtosis are between -2 and +2 which is considered acceptable in order to prove normal univariate distribution (George & Mallery, 2010).

Career Advancement Opportunity (IV2): The mean score, or the average rating, is 3.65 out of a possible 4. The amount of variation from the average score is represented by the standard deviation, which comes in at 0.836. The skewness value of 0.340 demonstrates a little lean to the right, which indicates that there are higher scores. The kurtosis value of -0.896 indicates that the distribution is somewhat less outlier-prone or 'peaky' than a normal distribution, but despite this, it is still normal distributed. The values for asymmetry and kurtosis are between -2 and +2 which is considered acceptable in order to prove normal univariate distribution (George & Mallery, 2010).

Work-Life Balance (IV3): The score of 3.760, which is the mean, represents the degree of employee motivation that is typical. The fact that most of the results are so far out from the average demonstrates that the standard deviation is 0.672. The skewness value of 0.325 indicates that there is a considerable right skewness, which indicates that the scores are higher. The fact that the value of kurtosis is only -0.803 standard deviations from the value of the normal distribution indicates that the frequency and extent of extreme deviations from the mean are quite near to being distributed according to a normal distribution. In spite of this, the data are still dispersed in a usual manner. The values for asymmetry and kurtosis are between -2 and +2 which is considered acceptable in order to prove normal univariate distribution (George & Mallery, 2010).

Recognition and Reward (IV4): The mean score of 3.40 shows the average ranking for possibilities for furthering one's education and professional growth. The fact that the standard deviation is 0.666 suggests that most scores are off by around 0.666 units relative to the mean. A skewness of 0.670 indicates that there is a small tilt to the right. The kurtosis value of 0.216 indicates a distribution that is somewhat less likely to have outliers or 'peaky' values than a normal distribution, which in turn implies that the data follows a normal distribution. The values for asymmetry and kurtosis are between -2 and +2 which is considered acceptable in order to prove normal univariate distribution (George & Mallery, 2010).

The data points have a propensity to cluster around the mean value, which is why the mean is a good measure of central tendency for these data. In general, all variables follow a normal distribution, which means that the data points tend to cluster around the mean value. The use of several statistical tests that are predicated on the assumption of normality is made possible by the use of this particular sort of distribution.

4.5. Inferential Analysis

4.5.1. Pearson's Correlation Analysis

The Pearson's Correlation Analysis, sometimes referred to as the Pearson's Product Moment Correlation, is a statistical measure that is employed to quantify both the magnitude and the direction of the linear relationship between variables.

Table 4.8: Pearson's Correlation Analysis.

Variables	Job Satisfaction	Leadership Style	Career Advancement Opportunity	Work-Life Balance	Recognition and Reward
Job Satisfaction	1.000	0.649	0.560	0.104	0.268
		<0.001	<0.001	0.125	<0.001
Leadership Style	0.649	1.000	0.287	0.349	0.196
	<0.001		<0.001	<0.001	0.004
Career Advancement Opportunity	0.560	0.287	1.000	0.527	0.214
	<0.001	<0.001		<0.001	0.002
Work-Life Balance	0.104	0.349	0.527	1.000	0.192
	0.125	<0.001	<0.001		0.004
Recognition and Reward	0.268	0.196	0.214	0.192	1
	<0.001	0.004	0.002	0.004	

The results of the Pearson's Correlation Analysis reveal significant relationships between various aspects of the workplace and job satisfaction. The leadership style has a positive correlation with job satisfaction ($r = 0.649$, $p < 0.001$), suggesting that leadership style in the work place in family-owned organization are associated with employee job satisfaction. Career advancement opportunity also shows a positive correlation with job satisfaction, but it is moderately strong ($r = 0.560$, $p < 0.001$), indicating that career advancement opportunity is one of the crucial considerations for employees in achieving job satisfaction. Work-life balance is not correlated with job satisfaction ($r = 0.104$, $p > 0.125$), demonstrating that employees job satisfaction is related to the work-life balance distribution in the workplace. Employees generally do not like to have workload after the working hour period. Recognition and reward have a weaker but still significant positive correlation with job satisfaction ($r = 0.268$, $p <$

0.001), indicating that the recognition and reward can positively influence employees' job satisfaction to a certain extent. The p-values (< 0.001) for all these correlations are below the commonly used threshold of 0.05, suggesting that these results are statistically significant. These findings highlight the interconnectedness of various workplace aspects and how they jointly contribute to the overall job satisfaction of employees.

In summary, the regression values are from 0.33 to 0.78 indicating a weak to strong correlation effect (Schober and Boer, 2018).

4.5.2. Multiple Linear Regression

Regression analysis is a powerful statistical method used to measure and comprehend the relationship between independent variables (predictors) and a dependent variable (outcome). It entails formulating an equation that captures this statistical relationship and makes it practical for predicting, generating predictions, and examining relationships between variables.

Table 4.10 Model Summary of Regression.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.845	.714	.708	.3890

a. Predictive variables: (constant), Recognition_Reward, Worklife_balance, Leadership, Career_Advancement

b. Dependent variable: Job satisfaction

Table 4.11 ANOVA Results.

Model		Sum of Squares	df	Mean Square	F	Sig
1	Regression	80.064	4	20.016	132.223	<0.001
	Residual	32.093	212	0.151		
	Total	112.157	216			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Recognition_Reward, Worklife_balance, Leadership, Career_Advancement

Table 4.12 Coefficients of Multiple Regression.

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig. (p value)
1	(Constant)	.953	.197		4.844	.000
	Leadership Style	.562	.037	.612	15.372	.000
	Career Advancement	.514	.038	.596	13.575	.000
	Opportunity	.476	.048	.444	9.943	.000
	Work-life Balance	.476	.048	.444	9.943	.000
	Recognition and Reward	.115	.041	.106	2.787	.006

a. Dependent Variable: Job Satisfaction

The regression analysis results indicate a strong relationship between the predictors (leadership style, opportunities for growth, work-life balance, recognition and reward) and the dependent variable. The correlation coefficient R of the model is 0.845, indicating a high connection between the predicted and observed values. The R^2 and Adjusted R^2 values are 0.714 and 0.708, suggesting that the predictor variables account for 71.4% and 70.8%, respectively, of the variation in the dependent variable, a relatively high proportion.

The R^2 value of 0.708 suggests that the prediction capability is strong. According to Chin (1998) and Henseler et al. (2009), an R^2 value higher than 0.67 indicates a high predictive accuracy, an R^2 value between 0.33 and 0.67 indicates a moderated impact, an R^2 value between 0.19 and 0.33 indicates a low effect, and an R^2 value less than 0.19 is regarded undesirable.

The regression model's ANOVA summary table shows that it accounts for a considerable percentage of the variation in the dependent variable. The regression total of squares (80.064) represents the variance that the model accounts for, whereas the residual sum of squares (32.093) represents the variation that is unaccounted for. The model's degrees of freedom (df) are 4 and 212, respectively. The average explained and unexplained variations are represented by the mean square values, 20.016 for regression and 0.151 for the residual. The F -value (132.223), which represents the ratio of explained to unexplained variability, is much higher than the 0.05 significance threshold, while the accompanying p -value (0.001) is lower. These findings confirm to the model's importance and efficacy in explaining variance in the dependent variable, suggesting that the predictors utilised contribute considerably to our knowledge of the dependent variable's behaviour.

The regression analysis results indicate that, among the predictors, Leadership Style has a significant influence on Job Satisfaction, with every unit increase in Leadership Style leading to a 0.562 unit increase in Job Satisfaction ($\beta=0.612$, $t > 1.645$, $p < 0.05$). Work-life Balance, conversely, exhibits a significant effect ($\beta=0.4444$, $t > 1.645$, $p < 0.05$) on Job Satisfaction. Recognition and Reward, conversely, exhibits a significant effect ($\beta=0.106$, $t > 1.645$, $p < 0.05$) on Job Satisfaction. Career Advancement Opportunity, conversely, exhibits a significant effect ($\beta=0.596$, $t > 1.645$, $p < 0.05$) on Job Satisfaction.

4.6. Hypothesis Testing

The hypothesis testing findings show varying levels of support for the presented hypotheses. Hypothesis 1 (H1), which proposed that leadership style has a positive and substantial effect on work satisfaction in a family-owned business, was supported. This association is supported by a correlation coefficient (r) of 0.649 and a p -value less than 0.05. Hypothesis 2 (H2), which predicted that professional growth prospects have a considerable effect on work satisfaction, was validated. This association was supported by a r value of 0.560 and a p -value less than 0.05. However, Hypothesis 3 (H3) indicating significance relationship of work-life balance in job satisfaction. The r -value was 0.104, indicating a significant positive effect, and the p -value was more than 0.05, indicating a non significant impact. Finally, Hypothesis 4 (H4) was also supported, which stated that recognition and reward had a positive and substantial impact on work satisfaction. The r value of 0.268, along with a p -value lesser than 0.05, resulted in the support of this hypothesis. For H5, all the independent variables jointly have a significant effect on job satisfaction ($R^2 = 0.714$, $F=132.223$, $p < 0.05$)

Table 4.13 Summary of Hypothesis Testing Results (Based on Correlation Analysis)

Hypotheses	Correlation(r)	p-value	Decision
Hypothesis 1 (H1): Leadership style has a significant and positive relationship with job satisfaction amongst family-owned organizations in Malaysia.	0.649	<0.05	Supported
Hypothesis 2 (H2): Career advancement has a significant and positive relationship with job satisfaction amongst family-owned organizations in Malaysia.	0.560	<0.05	Supported
Hypothesis 3 (H3): Work-Life Balance has a significant and positive relationship with family-owned organizations in Malaysia.	0.104	<0.05	Supported
Hypothesis 4 (H4): Recognition and reward has a significant and positive relationship with job satisfaction amongst family-owned organizations in Malaysia.	0.268	<0.05	Supported

Table 4.14 Summary of Hypothesis Testing Results (Based on Multiple Regression Analysis)

Hypothesis	IV	Std Beta β	t-value	p-value	VIF	R ²
Hypothesis 5 (H5): All the independent variables jointly have a positive and significant effect on job satisfaction amongst family-owned organizations in Malaysia.	Leadership	$\beta=0.612$	$t > 1.645$	$p < 0.05$	1.176	0.714
	Career Advancement	$\beta=0.596$	$t > 1.645$	$p < 0.05$	1.429	
	Work Life Balance	$\beta=0.444$	$t > 1.645$	$p < 0.05$	1.478	
	Rewards and Recognition	$\beta=0.106$	$t > 1.645$	$p < 0.05$	1.074	

5. Discussion and Conclusion

5.1. Discussions of Findings

The following sections will discuss on the conclusions drawn from the findings:

i. H1: *Leadership style has a significant and positive relationship with job satisfaction amongst family-owned organizations in Malaysia.*

The first research question probed the influence of the leadership style on job satisfaction in family-owned organizations. Consistent with the findings from recent studies, such as that by (Smith & Lee, 2020) which emphasized how leadership approaches, such as transformational, transactional, and participative styles, influence employee job satisfaction through their effects on communication, empowerment, and perceived support. Research by Smith and Johnson (2019) found a strong positive correlation between transformational leadership and job satisfaction among employees. The analysis showed a substantial correlation ($r=0.649$, $p < 0.05$), substantiating the argument that an optimal leadership style is crucial for enhancing job satisfaction. The findings affirm that when the leader style is conducive, it fosters positive

attitudes among employees, resulting in better concentration, lower stress levels, and increased productivity. This alignment with existing literature strengthens the case for investing in healthier and more supportive work environments in the family-owned organization.

Hence, in light of these findings, the hypothesis is supported for Research Question 1 as the following: leadership style has a positive and significant influence on job satisfaction in family-owned organizations.

ii. H2: *Career advancement has a significant and positive relationship with job satisfaction amongst family-owned organizations in Malaysia.*

Career advancement opportunities have been consistently linked to higher job satisfaction among employees. Research indicates that organizations that provide well-defined pathways for growth and development tend to have more satisfied and motivated employees (Smith & Johnson, 2020). The relationship between career advancement opportunities and job satisfaction in family-owned organizations is a critical aspect of organizational behavior research. Employees' perceptions of their potential for growth and progression within a family-owned business can significantly impact their job satisfaction, commitment, and overall well-being. Examining how career advancement is structured and facilitated within these organizations can shed light on factors that contribute to employee satisfaction and engagement. Career advancement opportunities play a significant role in shaping employees' perceptions of their job satisfaction. Organizations that offer mentoring, skill development, and promotion prospects tend to foster a more satisfied and engaged workforce (Gomez & Lee, 2019). Career advancement opportunities refer to the prospects and pathways that employees perceive or are provided within an organization to progress in their careers. It involves moving up the hierarchical ladder, taking on more responsibilities, gaining new skills, and increasing one's influence and impact within the organization. Career advancement opportunities can include promotions, lateral moves, training and development programs, mentorship, and exposure to challenging projects.

However, the findings of this study did support the hypothesis that different career advancement opportunities significantly influence job satisfaction. The r value was 0.560, the p -value was less than 0.05, ($r=0.560$, $p < 0.05$) This suggests that career advancement opportunity may play a role in employee job satisfaction. Therefore, while the literature suggests that career advancement opportunity can have a significant impact on employee work performance, this study's findings indicate that the relationship may be significant on job satisfaction in family-owned organization. In short, the findings reveal that the hypothesis is supported for Research Question 2 and the researcher proposed the following hypothesis that Career advancement has a significant and positive relationship with job satisfaction amongst family-owned organizations in Malaysia.

iii. H3: *Work-life balance has a significant and positive relationship with job satisfaction amongst family-owned organizations in Malaysia.*

The third research question delved into the work-life balance on job satisfaction. Smith and Johnson's (2018) research highlighted a positive association between employees' perceived work-life balance and their overall job satisfaction. Work-life balance has been widely recognized as a critical determinant of job satisfaction in family-owned organizations. Organizations that support flexible work arrangements and provide resources for managing personal responsibilities tend to have a more satisfied and engaged workforce (Brown & Williams, 2020). Achieving work-life balance is essential for maintaining overall mental and

physical well-being, reducing stress, and enhancing quality of life. Johnson's (2019) investigation into flexible work arrangements revealed a significant positive relationship with job satisfaction, emphasizing the role of adaptability in the modern workplace. Job satisfaction is the level of contentment, fulfillment, and positive feelings that employees experience in their work roles. It reflects how well employees' expectations and needs align with their actual job experiences. Martinez and Lee (2021) explored the impact of remote work on job satisfaction, finding that a balanced integration of work and personal life positively influenced employees' overall well-being. Factors influencing job satisfaction include the nature of job tasks, relationships with colleagues and supervisors, work environment, compensation, opportunities for growth, and the overall alignment of work with personal values and goals.

However, the findings of this study did not support the hypothesis of a positive influence of work-life balance on job satisfaction in family-owned organization. The r value was 0.104 indicating a substantial positive correlation, the p -value was more than 0.05, ($r=0.104$, $p > .05$). This suggests that while work-life balance plays a significant role in family-owned businesses, the relationship is non significant.

In summary, based on these findings, the researcher found that the hypothesis was supported for Research Question 3 and proposed the following hypothesis: Work-life balance has a significant and positive influence on job satisfaction amongst family-owned organizations in Malaysia.

iv. H4: *Recognition and reward has a significant and positive relationship with job satisfaction amongst family-owned organizations in Malaysia.*

The fourth research question sought to identify the recognition and reward towards the job satisfaction in family-owned organizations. Johnson's (2019) investigation into the impact of personalized recognition on job satisfaction revealed that individualized acknowledgment positively influenced employee morale and job contentment. Organizations that actively acknowledge employee achievements through verbal recognition and tangible rewards, such as bonuses or promotions, are more likely to cultivate a satisfied and motivated workforce (Brown & Williams, 2021). Recognition involves acknowledging an employee's positive behavior, performance, or accomplishments through verbal praise, commendation, or awards. Reward, on the other hand, includes tangible benefits such as bonuses, promotions, salary increases, or other incentives that recognize an employee's outstanding work and motivate continued high performance. Job satisfaction is the level of contentment, fulfillment, and positive feelings that employees experience in their work roles. It reflects how well employees' expectations and needs align with their actual job experiences. Wilson et al.'s (2017) longitudinal study indicated that a culture of continuous feedback and recognition contributed significantly to sustained high levels of employee job satisfaction within the organization.

However, the findings of this study did not support the hypothesis that recognition and reward significantly influence the job satisfaction in family-owned organizations. The r value was 0.268 and the p -value was less than 0.05, ($r=0.268$, $p < 0.05$) leading to the support of the hypothesis. This suggests that while recognition and reward may play a role in job satisfaction, the relationship may not be as strong or direct as hypothesized. Therefore, the researcher concluded that the hypothesis for Research Question 4 was supported.

V. H5: *All the independent variables jointly have a positive and significant effect on job satisfaction amongst family-owned organizations in Malaysia.*

The leadership style, career advancement opportunities, work-life balance, recognition and reward are playing significant effect on job satisfaction amongst the family-owned organizations in Malaysia. From the result of the multiple regression, it is observed that all of the mentioned variables are having positive value in Beta value. Those variables Beta values are 0.612, 0.596, 0.444, and 0.106 respectively. From these values, it is showing that these variables are having significant relationship in to the job satisfaction in family-owned organizations in Malaysia.

Numerous studies have explored the connection between leadership style and job satisfaction, and many suggest a significant positive relationship. Leadership styles that promote open communication, employee empowerment, and a positive work environment are often associated with higher levels of job satisfaction among employees. Transactional leaders focus on the exchange between leaders and followers. This style involves clear expectations, rewards for good performance, and corrective actions for poor performance. While transactional leadership may not be as strongly correlated with job satisfaction as transformational leadership, it still plays a role in maintaining a stable work environment. Servant leadership emphasizes the leader's role in serving and supporting the needs of their team members. This approach has been associated with higher levels of employee satisfaction due to the focus on collaboration, empathy, and the well-being of employees. A longitudinal study by Wilson et al. (2017) provided evidence that laissez-faire leadership was negatively associated with job satisfaction, emphasizing the importance of active leadership involvement.

Career advancement is a significant factor influencing job satisfaction, and the relationship between the two is integral to understanding employee motivation, engagement, and overall well-being within an organization. Career advancement often involves progressing through various stages in one's professional journey, such as promotions, increased responsibilities, and achieving higher levels of expertise. These milestones provide a sense of achievement, contributing to job satisfaction as individuals recognize and appreciate their growth and development.

Besides that, Smith and Johnson's (2018) research highlighted a positive association between employees' perceived work-life balance and their overall job satisfaction. The relationship between work-life balance and job satisfaction is a crucial aspect of organizational psychology and management research. Work-life balance refers to the equilibrium an individual maintains between their professional responsibilities and personal life. Achieving a satisfactory balance between work and personal activities is often seen as essential for overall well-being and job satisfaction. Johnson's (2019) research indicated that employees who perceived clear career paths and development opportunities reported higher levels of job satisfaction within their organizations.

Subsequently, recognition and rewards play a crucial role in fostering job satisfaction among employees within an organization. The acknowledgment and appreciation of employees' efforts contribute to their motivation, engagement, and overall well-being. Recognition and rewards serve as positive reinforcement for employees who demonstrate exemplary performance or make significant contributions to the organization. Positive reinforcement strengthens the connection between employee efforts and favorable outcomes, enhancing job satisfaction by acknowledging and validating their hard work. Wilson et al. (2017) conducted a longitudinal study on the effects of recognition programs on job satisfaction, highlighting the enduring positive impact of sustained recognition initiatives on employee contentment. Employees who receive regular recognition and rewards are often more engaged in their work. They feel a sense

of purpose and connection to their roles, knowing that their efforts are noticed and valued. Increased job engagement is closely linked to higher job satisfaction as employees find meaning and fulfillment in their work.

5.2. Implication of the study

5.2.1. Theoretical Implications

On the theoretical front, this research furnishes several noteworthy contributions. First and foremost, it builds on the existing repository of knowledge surrounding the determinants influencing employee job satisfaction, with a specialized focus on the family-owned organization. The study validates the significance of factors such as leadership style reinforcing their pivotal role in molding employee job satisfaction. By investigating these factors within the family-owned organization's context, the research extends a nuanced understanding of their influence and interconnectedness. This broadens the scope of academic discourse in the field and opens up avenues for further research and exploration.

Moreover, the research presents a practical application and testing ground for established theories within a fresh context. In this study, theories like Herzberg's Two-Factor Theory, and Job Satisfaction-Dissatisfaction (JDI) Model were scrutinized within the context of a family-owned organization in Johor Bahru, Malaysia. By offering empirical evidence from this particular cultural and industrial setting, the research enriches the process of theory-building and validates these theories' applicability in different contexts.

5.2.2. Managerial Implications

In terms of practical significance, the study's findings are an excellent resource for property practitioners, particularly human resource professionals and managers. To begin, this study emphasises the potential advantages of developing and implementing policies and initiatives to improve employee work satisfaction. It implies that deliberate attempts to improve leadership style can have a beneficial rippling impact on employee job satisfaction.

Secondly, investments targeted at creating a conducive leadership, in terms of both physical facilities and psychological well-being, can catalyze job satisfaction, translating into superior work performance. The research advocates for the adoption of leadership and management styles that promote participation and transformation. Such approaches can inculcate a sense of belonging among employees, foster motivation, and consequently augment their engagement and productivity.

The managerial implications of career advancement opportunities on job satisfaction are crucial for fostering a positive work environment and retaining talented employees. Organizations that prioritize and effectively manage career advancement can contribute significantly to employees' satisfaction, motivation, and overall well-being. Managers should communicate clear career paths within the organization. Providing transparency about potential career trajectories and the skills required for advancement helps employees understand the opportunities available to them. Clear communication contributes to employee engagement and satisfaction. Encouraging managers to engage in individual development planning with their team members fosters a supportive environment. Managers can work with employees to identify career goals, skills gaps, and development opportunities. This personalized approach contributes to a sense of investment in employees' growth and positively impacts job satisfaction.

On the other hand, maintaining a healthy work-life balance is crucial for employee well-being and job satisfaction. The managerial implications on work-life balance can significantly

influence the overall satisfaction, engagement, and productivity of the workforce. Managers play a key role in setting clear expectations regarding work hours, deadlines, and response times. Establishing realistic expectations helps prevent overwork and burnout, contributing to a healthier work-life balance and increased job satisfaction. Managers should lead by example and demonstrate a healthy work-life balance themselves. When employees see their leaders prioritizing personal time and well-being, they are more likely to feel empowered to do the same, contributing to an overall positive work culture.

Lastly, effective implementation of recognition and reward programs is crucial for enhancing job satisfaction among employees. Managers play a central role in creating a culture of appreciation and acknowledgment. Managers can implement public recognition strategies, such as team meetings or company-wide announcements, to publicly acknowledge employees' achievements. Public recognition not only boosts the morale of the recognized individual but also fosters a positive team culture. Establishing a recognition committee involving both managers and employees can help ensure that recognition efforts are fair and comprehensive. This committee can provide insights into the types of recognition that resonate most with employees, enhancing the overall impact on job satisfaction.

In essence, these implications emphasize the strategic importance of proactively managing this determinant to optimize employee job satisfaction. By doing so, property organizations can enhance their overall productivity, fortify their competitive standing, and ensure sustainable growth.

5.3. Limitation of the Study

Despite diligent efforts to conduct a thorough and well-designed study, a few limitations were inevitably present. First, the research was conducted within a limited geographical area, the Johor Bahru region of Malaysia. While this region is rich in property organizations, the results may not represent the entire Malaysian manufacturing sector, thereby limiting the generalizability of the findings.

Second, the scope of the study was focused on employees at various levels within the property organizations, excluding top-level executives. This could potentially exclude valuable insights from top-management perspectives about the factors influencing employee job satisfaction.

Third, the study was conducted for 3 to 4 months, which is a rather small period of time. Although this was sufficient for data collection and analysis, longer-term observations might provide more insight into the dynamics of work satisfaction in the property business.

Finally, the study employed a quantitative research technique, which, although providing robustness and impartiality, may fail to reflect the depth and diversity of individual working experiences and perspectives. A mixed-methods strategy combining quantitative and qualitative data might help future study.

5.4. Recommendations for Future Research

Given the limitations identified in the present study, several recommendations can be made for future research. To enhance the generalizability of the findings, future studies could expand the geographical scope to include manufacturing firms from various regions in Malaysia or even compare across different countries.

Moreover, it would be beneficial to incorporate the views of top-level executives to provide a holistic understanding of the factors influencing employee job satisfaction. This can be

achieved through the inclusion of top-management respondents or conducting separate studies focusing on this group.

Further, longitudinal studies spanning several years could be undertaken to track changes and trends over time, providing a more dynamic picture of employee work performance in the property sector.

Finally, adopting a mixed-methods approach would enable a more in-depth exploration of the factors influencing employee job satisfaction. Qualitative data, collected through interviews or focus groups, would add depth and richness to the understanding of employees' experiences and perceptions, complementing the quantitative findings.

5.5. Conclusion

In summary, out of the four factors hypothesized to influence job satisfaction in the family-owned organization in Johor Bahru, Malaysia, the leadership style, career advancement opportunity, reward and recognition and work-life balance were found to have a significant effect.

The study highlights the pivotal role of a conducive leadership style in fostering employee productivity and job satisfaction. It also emphasizes the influence of career advancement opportunities in promoting a positive work climate and motivating employees. Further, it underscores the importance of work-life balance as a key determinant of job satisfaction, while recognition and reward enhance employees' job satisfaction, leading to improved performance.

In terms of practical implications, the study serves as a valuable guide for human resource professionals and managers in the manufacturing industry, providing insights into how they can enhance workplace job satisfaction through strategic interventions.

Despite its limitations, including geographical restriction and the exclusion of top-level management perspectives, the study's findings significantly contribute to the existing body of knowledge and offer a springboard for future research. The identified limitations also set a direction for future research to foster a more comprehensive understanding of the factors influencing employee job satisfaction.

In sum, this study not only reinforces and enriches the theoretical underpinnings surrounding employee job satisfaction but also offers valuable insights for practitioners in the field. It serves as a testament to the profound impact that a conducive leadership style, career advancement opportunity, work-life balance, and recognition and reward can have on job satisfaction within family-owned organizations.

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