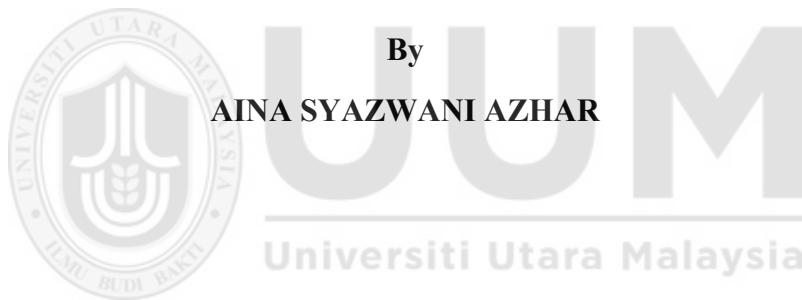


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**THE INFLUENCE OF PROMOTION, WORK-LIFE BALANCE AND JOB STRESS
ON EMPLOYEES' CAREER SATISFACTION IN CONSTRUCTION INDUSTRY**



By

AINA SYAZWANI AZHAR

**Thesis Submitted to
School of Business Management, Universiti Utara Malaysia
in Partial Fulfilment of the Requirement for
Master of Human Resource Management**



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ABSTRACT

Employees' career satisfaction is one of the flaming topic in Malaysia. Some of the factors that affects the employees' career satisfaction are including the employees' promotion, work-life balance and job stress. These are among the factors that are not only important to the employees but also to the organization. Nonetheless, there are still unanswered and unclear connection on how the factors influences the employees' career satisfaction. This study aims to examine the influence of promotion, work-life balance and job stress towards employees' career satisfaction among construction industry in Malaysia. The present study has been conducted among 142 employees in Kuala Lumpur, Malaysia. Based on the population, the sample size is 104. Data were gathered by questionnaire survey and analysed by using SPSS. Pearson Correlation and Multiple Regression were applied to test the hypotheses of the study. The findings indicated that there is a significant and positive relationship between promotion, work-life balance and employees' career satisfaction. Also, it was discovered that job stress not significant in affecting the employees' career satisfaction.

Key words: promotion, work-life balance, job stress, employees' career satisfaction, construction industry

ABSTRAK

Kepuasan kerjaya pekerja merupakan salah satu topik yang hangat diulas di Malaysia. Beberapa faktor yang mempengaruhi kepuasan kerjaya pekerja adalah termasuk kenaikan pangkat pekerja, keseimbangan kehidupan dan pekerjaan serta tekanan kerja. Ini adalah antara faktor yang bukan sahaja penting kepada pekerja tetapi juga kepada organisasi. Namun begitu, masih terdapat perkara yang tidak terjawab dan tidak jelas tentang bagaimana faktor-faktor yang dinyatakan dapat mempengaruhi kepuasan kerjaya pekerja. Kajian ini bertujuan untuk mengkaji pengaruh kenaikan pangkat, keseimbangan kehidupan dan pekerjaan serta tekanan kerja terhadap kepuasan kerjaya pekerja di kalangan pekerja industri pembinaan di Malaysia. Kajian ini telah dijalankan di kalangan 142 pekerja di Kuala Lumpur, Malaysia. Berdasarkan populasi tersebut, sampel adalah 104. Data dikumpul melalui tinjauan soal selidik dan dianalisis menggunakan SPSS. Korelasi Pearson dan Regresi Berganda digunakan untuk menguji hipotesis kajian. Dapatan kajian menunjukkan bahawa terdapat hubungan yang signifikan dan positif antara kenaikan pangkat dan keseimbangan kehidupan dan pekerjaan dengan kepuasan kerjaya pekerja. Juga didapati bahawa tekanan kerja tidak signifikan dalam menjejaskan kepuasan kerjaya pekerja.

Kata kunci: *kenaikan pangkat, keseimbangan kehidupan dan pekerjaan, tekanan kerja, kepuasan kerjaya pekerja, industri pembinaan*

ACKNOWLEDGEMENT

In the name of Allah, the Most Gracious and the Most Merciful, Alhamdulillah all praises to Allah for the ease and His blessing in completing this research study. The completion of this research could not have been possible without the participation and assistance of so many people whose names may not all be enumerated including the respondents. Their contributions are sincerely appreciated and gratefully acknowledged. Special thanks to Assoc. Prof. Dr. Hadziroh Ibrahim for her supervision throughout this process. Thank you to my husband, Mohammad Iqhwan Mohd Effendy who is in one way or another shared his support morally, financially and physically. My deepest gratitude to my parents, Suryati Shuib and Azhar Mohammad also my parents in law, Siti Haisah Selamat and Mohd Effendy Mat Aris for their endless prayers and motivation. Not forgotten to all my friends especially Fakhira Fathini Mohd Khudzari, Dr Nadia Safura Zabidin, Mariam Zuhairi and Norjanna Arian for their continuously assistance and understanding spirit. Last but not least, thank you to those who indirectly contributed in this study. Your kindness means a lot to me. May Allah bless us all.

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CHAPTER ONE

INTRODUCTION

1.1 Background of Study

Employees' career satisfaction is one of the widely discussed topic in Malaysia. Many researchers also attracted towards the topic related to careers' satisfaction which derive from a comfortable working environment, equal pay, promotion opportunity and work-life balance. Career satisfaction evaluates how satisfied employees are with their work's overall purpose, which includes their desires for professional growth, financial gain, and the ability to learn new talents (Spurk, Abele & Vomer, 2011). Career satisfaction is essentially the term used to describe the employees positive reactions and feelings towards their job (Parasuraman, 2001) also a positive emotional state that results from reaching ones' job values (Locke, 1969).

As noted by Murphy & Cooper (2000), a significant proportion of workers typically dedicate between one and two thirds of their days to their workplace. Meaning that, career satisfaction significantly affects an employee's well-being both at work and at home. Some of the factors that affects the employees' career satisfaction are including the employees' promotion, work-life balance and job stress. These factors are crucial contributors for the employees' overall well-being which will also affect their job outcome. One of the element in human resource development that may have impact on the employee is through promotion (Suherman, Yusriadi, Husni & Syaifuddin, 2022). Promotion happened when employee is moved from one position to another that offer high pay and increased in responsibility. The advantages of

promotion on employees are it can help to increase employees' productivity, job satisfaction and knowledge.

According to Raziq & Maulabakhsh (2014), employees may experience dissatisfaction with their job when they are assigned responsibilities beyond their expertise and face an excessive workload. At the end, it results in job stress and negatively impact the employees' job performance. Employees' career satisfaction not only crucial for the employee well-being but also it can benefit the organization itself in term of the performance. For example, when employee is happy with their job, it will result a good service provided to the customers and when the customers are happy, it will directly impact the organizations' performance too. It can be supported by Stanley (2016) suggests that employees who experience career satisfaction are more qualified to support the organization's success. Therefore, effective management should implement necessary practices to improve the employees' career satisfaction levels which may ultimately enhance the organization's success.

Work changes such as the wider use of information technology, the globalization of the industries and organizational restructuring have occurred in the workplace over time. Due to the unexpected development in the working culture, not only the researchers but companies itself are looking for ways to improve the employees' career satisfaction especially related to work life balance. Thus, this study aims to examine the effects of three factors (promotion, work-life balance and job stress) on employee's career satisfaction through information gathered from surveys. The literature review will provide insights on advantages of work-life balance and the impact of job stress on employees' productivity, mental health and well-being. It is hope that by making suitable organizations and parties aware the importance of

employees' career satisfaction, it can help to improve the organizations' overall performance.

1.2 Problem Statement

Hussin (2011) stated that there are continuing issues pertaining to employees' career satisfaction within the organization. Meenakshi, Subrahmanyam & Ravichandran (2013) stated, employees are being forced without a willing heart into situations where they must work and serve for longer hours which results into an undesirable balance between their personal and work-life. It is also give the employees a job stress situation which will decrease their productivity and directly affected their overall performance. Employees tend to take sick leave because of extreme exhaustion and stress. In conjunction with the current reality, most of the employees nowadays are looking for a company with the best offer that can benefit also meets their needs and expectation. However, employee demands may vary in relation to the offers provided by organization.

Numerous studies have found that any organization would receive benefit in return by spending money to increase employees' satisfaction. High career satisfaction is related to the performance which also related to higher income in return. Thus, achieving a high level of satisfaction is crucial for employees. Employees may have low career satisfaction as a result of excessive workload. According to Enmehar (2018), employees are inclined to approach their job with passion and determination if they feel pleased and happy with their job also getting promotion offered. The organization's focus should be on its employees because through the employees' effort that makes the company capable of achieving its goals.

Unfortunately, many organization did not care about the employees' contentment because they were concerned more on the productivity level and profit earned without realizing the importance of employees' career satisfaction. It is clearly that low satisfaction levels due to factors like overwork (job stress) and imbalance work-life contribute to decreased the employees' job performance, impacting the overall organization performance. This will also affect employees' career satisfaction. While there are various opinion and discussion related to employees' career satisfaction, this study seeks to look into the influence of promotion, work-life balance and job stress on employees' career satisfaction among the employees of construction industry in Kuala Lumpur.

1.3 Research Questions

For the present study, the research questions are:

- i. Does promotion influence employees' career satisfaction?
- ii. Does work-life balance influence employees' career satisfaction?
- iii. Does job stress influence employees' career satisfaction?

1.4 Research Objectives

The purpose of this study is to identify the influence of promotion, work-life balance and job stress on employees' career satisfaction among the employees of construction industry in Kuala Lumpur. Hence, the research objectives are:

- i. To examine the relationship between promotion and employees' career satisfaction.

- ii. To assess the relationship between work-life balance and employees' career satisfaction.
- iii. To determine the relationship between job stress and employees' career satisfaction.

1.5 Significance of Study

Hopefully the study's findings will lead to a deeper understanding regarding the correlation between promotion, work-life balance and job stress with employees' career satisfaction of the construction industry in Kuala Lumpur. Since employees' career satisfaction is very crucial, the result will help from practically perspective where organization can be more aware on the importance of employees' career satisfaction.

Organization can choose to embrace and enhance the three mentioned factors for better run in the future. Employer may get better understanding related to the employees' behaviour on factors such as promotion, work-life balance and job stress. Employers may also get the idea to improve the employees' career satisfaction. Apart that, this study will also give exposure especially to the human resource practitioners where they will get better understanding related to the impact of the three factors on the employees' career satisfaction. Other than that, this study also was expected to be theoretically useful for other researchers where it may serve as a valuable reference for future study. Researchers may dive deeper and determine other correlations as well as a possible gap in the area of this study. Thus, a new knowledge and unidentified issues will be gain and can be discussed in the future studies.

1.6 Scope of Study

In general, not all organization are aware the importance of employees' career satisfaction. Numerous studies have been done on how to increase the employees' career satisfaction in different areas of the Malaysian economy such as study by Brian (2012). However, there hasn't been much studies on how these human resource management factors (promotion, work-life balance and job stress) can affect the employees' career satisfaction. Therefore, the present study intends to determine the influence of promotion, work-life balance and job stress on employees' career satisfaction among the employees of construction industry in Kuala Lumpur. There are 142 employees involved which include the top management level, middle management, first line manager and non-managerial employees. The study uses a quantitative design and questionnaire as the data gathering tool.

1.7 Definition of Key Terms

Table 1.1
Definition of Variables

Variable	Definition
Employees' Career Satisfaction	Career satisfaction refers to individual' objective and subjective evaluations concerning their feeling of satisfaction with their professional advancement and accomplishments (Chang et. al., 2020)
Promotion	Promotion is a process that moved employees to higher positions (Yusriadi, 2019)
Work-Life Balance (WLB)	The work-life balance of the employees is referring to the quality of working life (Omar, 2013)
Job Stress	Job stress is referred as a harmful emotional and physical responses that occur at work (Abishek, 2015)

1.8 Organization of Thesis

Chapter 1 includes the study's background, problem statement, research objectives and questions, significance and scope of the study, definition of terms and organization of chapters. Within this chapter, an overview is provided including the aim and scope of the entire study.

Then, Chapter 2 will discuss in details the variables of the studies which focused on the secondary data from existing literature and journals. Furthermore, this chapter discusses the connection between the independent and dependent variables. Based on the discussed relationships, the research framework was also developed.

The research methodology presents in Chapter 3 which includes the study's sampling design such as the population, sample and sampling technique. Additionally, this chapter will address the questionnaire design, operational definition and the measurement of the study's variables. Towards the conclusion of the chapter, there will be an explanation of the data analysis including a summary of the pilot test, data collection procedure, and the chosen data analysis technique.

Chapter 4 provides explanation of the results obtained from the collection of the data. Within this chapter, the response rate and the profiles of the respondents among the employees of the construction industry in Kuala Lumpur will be discussed in detail. The results then will be shown by the Reliability Analysis, Descriptive Analysis, Correlations Analysis and Multiple Regression Analysis. Towards the end, the summarize of conducted hypothesis testing will be also shown in this chapter.

Finally, Chapter 5 will conclude with the findings of the study. Within this chapter, the present study analysed the conclusion by interpreting it from the previous

literature review and the obtained results. Hence, the present study provided more feedback and recommendations for future organizations and study purpose.

1.9 Chapter Summary

The first chapter opens with the study's background, then the presentation of the problem statement. Additionally, the chapter outlines the research objectives to be achieved and also introduces the research questions. It further describes the significance and scope of study also definition of terms that defined the employees' career satisfaction, basic meaning of promotion, work-life balance and job stress follows by the organization of the chapters.



CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The opening part of this chapter will look at the relevant literature of the study. Firstly, the current study present the underpinning theory of the study. Then, it will elaborate on the study's variables including employees' career satisfaction, promotion, work-life balance and job stress. This chapter also encompasses the hypotheses development that show the connections between the defined independent variables (promotion, work-life balance and job stress) and the dependent variable (career satisfaction). By the end of the chapter, the research framework is presented in the final section.

2.2 Underpinning Theory

2.2.1 Social Exchange Theory (SET)

Multiple theories has been explored between the relationship of employers and employees but Social Exchange Theory (SET) is a widely recognized theory that capable to describe the connection between both the employer and the employee. This theory also frequently used to investigate and understand different kinds of social interactions. According to Emerson (1976), in year 1958, the American sociologist, George Homans introduced the term "social behaviour as exchange". Initially, he defined the social exchange as "social behaviour is an exchange of goods, material goods but also non-material ones, such as the symbols of approval or prestige" and then in his writings, he seen social behaviour as "an exchange of activity, tangible or

intangible, and more or less rewarding or costly, between at least two persons” (George Homans, 1961). While Thibaut & Kelley (1959) described social exchange as “social behaviour involves social exchanges where people are motivated by obtaining something of value (reward) in exchange for forfeiting something else of value (cost).”

Additionally, Blau (1964) described social exchange as “voluntary actions of individuals that are motivated by the returns they are expected to bring and typically do in fact bring from others”. According to Emerson (1976), the basic of social exchange theory is the behaviour of receiving positive reactions from others. In this theory, individuals often engage in comparisons without realizing it. Individual will compare their relationship with their expectations, past relationship and other relationships because this comparison is to assist them in determining either they received sufficient benefits or less. According to Cropanzano & Mitchell (2005), reciprocity is the commonly known exchange rule in Social Exchange Theory (SET). In social and cultural contexts, reciprocity is a basic idea that is important in maintaining the social ties and trust. It represents the notion that when individuals give and receive in fair and considerate manner, they will foster cooperation, trust and social cohesion.

In the context of this study, Social Exchange Theory (SET) has connection to human resource management strategies including promotion, work-life balance, job stress and other factors that may impact the employees’ satisfaction on their career throughout the social exchange process. For example, the employer offered better promotion and work-life balance as an effort to retain the employees which will motivate the employees to perform well and directly will increase the organization’s performance also will affect the employees’ career satisfaction. However, if other factors are poorly entertained such as job stress is high among the employees, they will

be dissatisfied with their current job. Therefore, this Social Exchange Theory will help to understand how individuals analyse the rewards and costs of promotion, work-life balance and job stress in relation to their career satisfaction.

2.3 Variables of the Studies

2.3.1 Employees' Career Satisfaction

Greenhaus, Parasuraman & Wormley (1990) defines career satisfaction as personal fulfilment depending on internal and external career factors such as career goals, earnings and career growth. Employees experiencing high career satisfaction find contentment in their career growth, goals achievements, income and skill development. Career satisfaction refers to employees' subjective evaluations concerning their feeling of satisfaction with their professional advancement and accomplishments where it can be evaluates objectively and subjectively. Judge & Watanabe (1995) stated that objective career satisfaction is assessed by factors that others can immediately judge including job title, compensation and number of promotions received in a year while subjective career satisfaction is the employees' sense of accomplishment and happiness with their own work achievements.

Locke (1976) provided an overview of job dimensions that influence individuals' satisfaction with their careers which include the work, salary, compensation, working conditions, colleagues and a healthy working environment. Khaleque & Chowdhury (1984) reported that, among the top managers, the nature of the job itself has been identified as the most critical factor in determining career satisfaction. Additionally, numerous studies have also confirmed that pay or salary is also important to career satisfaction. Gattiker & Larwood (1988) defined career

satisfaction as individuals' opinions on their current career achievements and their potential for future advancement. Greenhaus et. al. (1990) added that it shows a balance between what people hope from their career growth and advancement across a range of careers and their achievements on their overall career goals.

Lounsbury, Park, Sundstrom, Williamson & Pemberton (2004) believe that career satisfaction focuses more on the individual's career path and their overall satisfaction with the qualities of the path chosen and how the path relates to their overall quality of life. While Renee & Bradley (2007) view career satisfaction as a measure of individual's attitudes towards their chosen career that results from a long-term career-related activities. In other words, career satisfaction is crucial as it mirrors the overall perception of how individual feels about towards their lifetime of work (Stebbins, 1970). Career Satisfaction is a crucial factor because it represents the individuals' entire perspectives and feels about their lifetime of work (Career Strategists, 2006). An individual who is fully content in their career tend to feel more positively about their work than the individual who is dissatisfied will feel negatively.

According to research, company that are supportive and offer opportunity for employees to grow and pick up new abilities are able to make them feel content with their careers (Armstrong & Ursel, 2009). Karatepe (2012) support that employees' career satisfaction can be raised by various organizational supports such as pay, career advancement, skill development and goal achievement. According to Seibert & Kraimer (2001), "career success" can be defined as "positive psychological and work-related outcomes accumulated as a result of one's work experiences". One way to measure employees' career satisfaction which widely accepted is the Career Satisfaction Scale (CSS) (Greenhaus et. al., 1990). The scale is function to determines

the satisfaction with career success which the metric evaluates the extent to which the employees are happy and satisfied with their goals and overall career progress.

Employees' career satisfaction is important because when employee satisfied with their job and progress of their career growth, they will feel happy. When the employees are happy, they will put extra effort, more motivation and spread positive energy which will not only affect their own performance but also increase the organization overall performance. Huang, Ahlstrom, Lee, Chen & Hsieh (2016) reported that happy workers are more likely to invest a greater investment of time and effort into their work. Grawitch, Gottschalk & Munz (2006) added that company with a happy staff members will experience fewer absenteeism, less desire to leave the company and higher levels of innovation in the organization. Turnover intention and leaving a job have been linked to career satisfaction (Cramer, 1993 & Rambur, McIntosh, Palumbo & Reinier, 2005). Therefore, the goal of this study is to identify how well the promotion, work-life balance and job stress influence the employees' career satisfaction.

2.3.2 Promotion

Job promotion involves elevating an employee to a higher position with increased responsibilities and higher compensation (Grierson, 2008). Flipo (cited in Hasibuan, 2018) defines promotion as a move to a position with a higher power and responsibility. Promotion shows that the employer has high confidence and believes in the employees' potential to hold a more senior position. Most of the employees are interested with job promotions because it indicate an additional aspects of the job that are aligned with the job description. Cheng & Chan (1995) believes that when someone

is promoted at the right time in their career, it indicates that they are qualified for the position.

According to Harvard Business Review, promotions that are effectively managed are more than twice as likely to encourage employees to put in extra effort at work (Riley, 2023). Thus, employees productivity may increase when they notice that the promotions given are fairly based on the excellent achievement. It can't be deny that almost every aspect of organizational life is impacted by the promotion initiatives. According to Allen (1997) also Ferris, Buckley & Allen (1992), considering the significance of the promotion system within the organization, only a few research have analyse how organizational, job and environmental factors affect the effectiveness of promotion system.

Simanjuntak's (2015) study revealed that job promotion has a positive and significant impact on the employees' performance. Job promotion also found to influence the employees' performance in Septiani (2015) and Rahayu (2017) study. The most important thing is how the promotion benefit can affect the employees' overall performance because, if employees are happy, positive and high motivated, employees tend to perform well which will also affect their own performance and directly contribute to the organization performance.

Promotional activities play a crucial part in employees' goals and dreams of moving from their current position to a better one and improve their standard of living. Other than salary increase, promotion is also one of the strong motivation for the employees. Motivated employees will improve the organization profitability and competitiveness. By being promoted, employees are encouraged to perform better. Hasibuan (2012) explains that promotion encourages employees to be more dedicated

to their jobs, maintain discipline and became more productivity in doing their work. Hence, this study will also identify the effect of promotion on the employees' career satisfaction.

2.3.3 Work-Life Balance

Work-Life Balance (WLB) has been defined differently depending on the different point of view. There are various viewpoints regarding how WLB should be identified, assessed, and studied (Grzywacz & Carlson, 2007). Table below shows the definitions from different authors regarding Work-Life Balance.

Table 2.1
Definition of Work-Life Balance

Authors	Definitions
Burke (2000)	A work-personal life balance.
Clark (2000)	A satisfaction and good functioning at work and at home, with a minimum of role conflict.
Kirchmeyer (2000)	An achievement of fulfilling activities in different aspects of the individual's life which involved the energy, time and commitment.
Hill et. al. (2001)	WLB is the degree to which a person can simultaneously manage the demands of paid work, personal obligations and family commitments.
Frone & Greenhaus et. al. (2003)	A work-family balance.
Clarke et. al. (2004)	An equilibrium or maintain overall sense of harmony in life.
Duxbury (2004)	A result of a mixture of role overload, work-to-family interference and family-to-work interference.
Greenhaus (2006)	Work-family balance is the extent to which a person's efficacy and enjoyment in their responsibilities as spouses, parents, and other family members are compatible with their priorities in life.
Swami (2007)	WLB is a concept that focuses on giving people the freedom to balance their work with their responsibilities and interests outside of their workplace.
Grady et. al. (2008)	Family, community, recreation and personal time.

Work-Life Balance has drawn a great interest from businesses, employee, the government, academicians, researchers and the public as an crucial topic in the field of human resource management (McPherson & Reed, 2007). It is important to realize from the beginning that WLB is not about splitting time equally between paid and unpaid tasks. In the broadest meaning, it is described as a crucial state of alignment or 'fit' among the many roles that plays in an individual's life. Research suggests that employees who feel in charge of their workplace typically have lower stress and illness which has major implications on work-life balance.

As an employer, there are many initiative has been done to provide the best for their employees. Besides promotion, most of the employees are looking for a job that are balance between their work life and personal life. In order to allow employees to balance their personal and professional lives also increase their loyalty and productivity, a supportive and healthy workplaces must be adopted and maintained. According to Naithani (2010), employees in a company that prioritize efficiency, effectiveness and fosters a better work life balance are positioned to make more contributions to the organizations' growth and success. It shows that WLB is an effort from both the employees and the employer to recognize the value of a balance and content of working life and personal life.

Talking about work-life balance, there are many advantages of WLB than the disadvantages. Hudson Resourcing (2005) claim that the phrase "work-family balance" has been replaced in recent years by "work-life balance". WLB practices involve purposeful organizational transformations to policies or organizational culture aiming to reduce work-life conflict and enhance the employee performance in both their professional and personal responsibilities. Organization can implement a variety of work-life. According to Hartel, Fujimoto, Strybosch & Fitzpatrick (2007), there are

various family-friendly policies such as paternity leave, telecommuting, part-time, shortened work week, flexible working hours also child care services. In return, all the benefits offered to the employees will not only affect the employees performance but also have impact on the customer satisfaction and company's productivity which will reduce absenteeism and directly reduce the cost of losing and replacing the employees.

2.3.4 Job Stress

Following the current trend and rapid economy, human beings are compete with each other to achieve their goals and objectives which may caught them in a stress condition without they realize it. Stress is a condition that arises from individual's interactions with their work environment (Beehr & Newman, 1978) and it can also be defined as any situation that interferes with the normal daily routine (Arnold, 1960). Any person can experience stress whether it is brought on by personal or professional issues. This study will specifically cover job stress experienced by the employees at their workplace. According to Jamshed, Khan, Haq, Arif & Minhas (2011), employees who are under pressure to meet their goals are more likely to devote extended hours to their work, fall under pressure and become unsure of what is expected to achieve.

The world Health Safety Security and Environment (HSSE) also reported that employees who are under pressure may experience a good or bad effects based on their ability to cope with the stress especially when the demands and pressure are increasing to the extreme level (Bower, 2016). Additionally, stress can affect employees' work performance, productivity, retention, absenteeism and give rise to various health issues such as anxiety, headaches, backaches or depression (Shahid, Shen & Shapiro, 2010). According to National study, 53% of Malaysian employees face significant levels of stress at work, with one in five employees experiencing anxiety and depression (Teo,

2019). Additionally, 68% of leaders believe that their employees' health and well-being affects the success of the business (Relate Mental Health Malaysia, 2020).

Bower (2016) reported that based on the International Labour Organization, workplace stress has become an increasingly pressing concern compared to the previous times primarily due to the increased global competition, challenges in maintaining work-life balance, the impact of globalization on job dynamics, longer working hours and increasing workload expectations. It can be supported by Cooper & Cartwright (1994), Ornelas & Kleiner (2003) and Varca (1999) where researchers universally accept that part of a serious issue many organizations is job stress. Job stress is a psychological pressure that develops during work and impacts the employees' abilities to react on certain things (Chen & Colin, 2008). Several factors may contribute to job stress directly affecting employees' ability to accomplish their job. Furthermore, job stress may also affect the employees' productivity, mental health and well-being, subsequently affecting both individual and organizational performance.

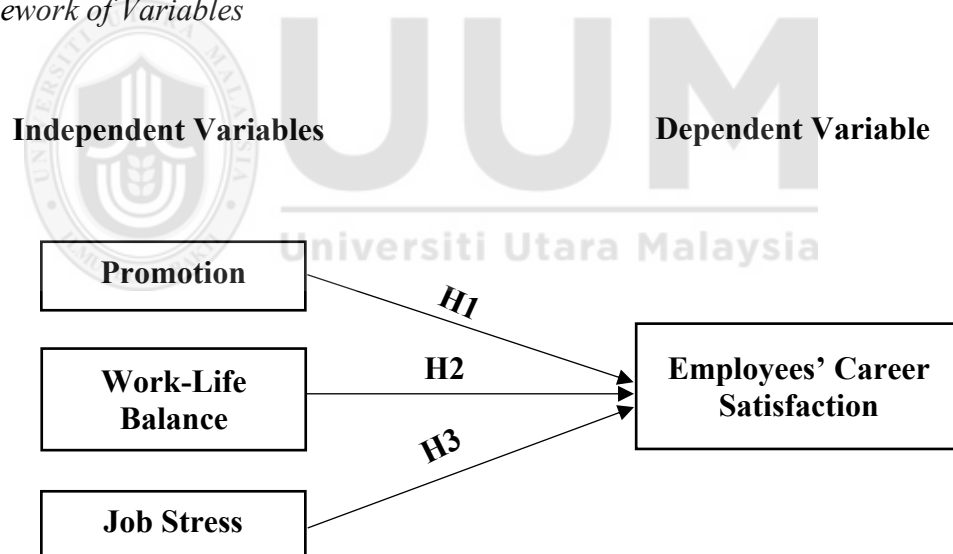
Employees who are facing excessive level of stress may experience high blood pressure and other related health issues related to psychological, behavioural or physiological (Zangmo & Chhetri, 2022). Job stress may lead employees to burnout (psychological) which will cause employees to prolonged absence (Maslach, Schaufeli & Leiter, 2001). Other than that, changes on the employees behaviour which can be detected by their eating habit, smoking, drinking, drugs or tense may give effect on the physiological factor in term of their health with the further implications of absence and drop in performance (Shuwa, 2021). It is also reported that when employees succeed in mentally condition of demanding work, encourage them to use their skills and abilities will results in increased job satisfaction. When the employees are on their

maximum level of satisfaction and motivation, it will improve their performance which lead to increase the organization performance too. This shows that stress among employees must be managed in order to maintained their performance.

2.4 Research Framework

Based on the literature reviewed, Figure 2.1 illustrated the identification of two types of independent variables and one dependent variable. The dependent variable is employees' career satisfaction while the independent variables are divided into three: promotion, work-life balance and job stress.

Figure 2.1
Framework of Variables



2.5 Hypotheses Development

2.5.1 Relationship between Promotion and Employees' Career Satisfaction

According to Flipo (in Hasibuan, 2018), a promotion involves a transition to a position with a higher power and responsibility. Promotions are one of the important parts of an employees' life. It is not only about moving from current position to the

better ones. But it will also affect the employees' pay and benefits received. Employees' job performance will be impacted by the significantly rises in the employees' wage (Brown, 2001). As with most areas of satisfaction, evaluating career satisfaction usually involves the present desired or predicted levels of experience. Career satisfaction is a personal fulfilment resulting from both internal and external factors of career such as all career goals, earnings and career development (Greenhaus et. al., 1990).

Busari, Mughal, Khan, Rasool & Kiyani (2017) also Santhanam, Dyaram & Ziegler (2017) noted that employees are driven to quit their work due to a less promotion opportunity, insufficient training and development that fail to support their advancement and growth. While Karatepe & Vatankhah (2015) also Ahmed (2017) believe that promotion to a high-level position, obtaining a high income also training and development program that will ensure the employees' career advancement and performance improvement will lead to people who being extremely satisfied with their career. Aside from the mentioned studies, there are still lacking on the studies that look into the relationship between promotion and employees' career satisfaction. Therefore, the following is the proposed hypothesis for this study:

H1: Promotion has a positive and significant relationship with employees' career satisfaction

2.5.2 Relationship between Work-Life Balance and Employees' Career Satisfaction

Work-Life Balance may harm an employees' well-being as their career satisfaction which will also impact the organizational performance. According to

Naithani (2010), employees who work in a company that prioritize efficiency and effectiveness with a better work life balance, can make more substantial contributions to the growth and success of the company. The connection between work-life balance and career satisfaction is seen as a pathway to organizational success driven by the understanding that job performance plays a crucial role in career satisfaction (Muindi & K' obonyo, 2015). Hence, work-life balance is a crucial factor that must be emphasised in order to reach career satisfaction among the employees.

However, it has not been found any study in the scope of the research has directly determined the correlation between work-life balance and career satisfaction. In other words, there is a limited study available in exploring the correlation between work-life balance and employees' career satisfaction within the employees in Kuala Lumpur. Hence, the following is the proposed hypothesis for this study:

H2: Work-life balance has a positive and significant relationship with employees' career satisfaction

2.5.3 Relationship between Job Stress and Employees' Career Satisfaction

Stress is unavoidable in the workplace. Stressed employees tend to be less motivated, experienced reduce satisfaction, exhibit weak performance and less contribution (Leka, 2005). Topper (2007) discussed that job stress has a negative impact on workplace also the employees' performance in the organization. In Stamps & Piedmonte (1986) study, they found a significance positive relationship between job stress and satisfaction. While Vinokur & Kaplan (1990) indicated that a heavy workload and unfavourable working conditions have negative correlation with career satisfaction. According to Fletcher & Payne (1980), job stress can affect the career

satisfaction and vice versa. Stamatios et. al. (2003) believes that management's role is one of the elements contributing to job stress in the workplace.

According to Clarke article of job stress (1990), factors such lack of skills in employees, workload, performance pressure, random interruptions etc are the most common and significant causes of job stress. Along with the previous study, there is still a shortage of literature that investigates the relationship between job stress and employees' career satisfaction. Based on prior studies, it is expected that a relationship exists between job stress and employees' career satisfaction as proposed hypothesis below:

H3: Job stress has a negative and significant relationship with employees' career satisfaction

2.6 Chapter Summary

Based on the literature reviewed, this chapter explores the connections between promotion, work-life balance, and job stress with employees' career satisfaction. The outcomes of this study aim to provide the organization with additional insights into understand better regarding the influence of these three factors (promotion, work-life balance and job stress) on employees' career satisfaction.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter explained the methodology used in this study. Firstly, the research design is addressed, followed by the sampling design and the construct measurement for the data collection. Additionally, this chapter discusses the research instruments including the pilot test and outlines the data analysis techniques uses to test the hypotheses.

3.2 Research Design

Choosing the right method for a research is important because it will help to meet the research objectives. Research design can be defined as a framework used by the researcher to systematically address various components of the research in a logically organized manner ensuring efficient handling of the research problem. As stated by Neil (2009), research design includes the comprehensive plan and techniques used to conduct a study by following the established guidelines for data collection and analysis to validate the hypothesis. These two widely recognized methods frequently used in research are quantitative and qualitative research methods.

In this study, a quantitative method is used to examine the relationship between the dependent (DV) and independent variables (IV). Quantitative research is characterized by numerical and descriptive data (Uma & Roger, 2009) and is frequently used by researchers to determine the relationship between DV and IV within a target population (Zikmund, 2000). Therefore, the quantitative approach is the most

suitable method for this study to test the hypothesis regarding the relationship between the independent variables (promotion, work-life balance, job stress) and the dependent variable (career satisfaction) among employees in Kuala Lumpur. This study used questionnaires to collect the data. Unit analysis is the employees working in construction companies in Kuala Lumpur.

3.3 Sampling Design

The stages in the sampling design process involve defining the target population, selecting a sampling frame, determining the sampling techniques and establishing the sample size (Zikmund, Babin, Carr & Griffin, 2013). Zikmund et. al. (2013) also described a population as any complete group of entities sharing a common set of characteristics while a sample is defined as a portion or a subset of a larger population. A research sample is typically drawn from a smaller population.

3.3.1 Target Population

According to Cavana, Delahaye & Sekaran (2001), the entire group of individuals, situations or subjects of interest that the present study aim is referred as the target population. Population describes the present study purpose to examining the overall number of individuals, objects or events (Uma & Roger, 2009) and population typically has some traits in common (Zikmund, 2000). In other words, it also refers to the overall category of a subject that focus on a certain research topic.

The study's target population comprises employees working in construction companies in Kuala Lumpur, Malaysia. This study randomly selects companies from this industry to serve as the sample with each employees representing a subject for the

study. Detailed information about the companies is to be kept confidential as requested by the HR Executive. Therefore, the study's population consists of 142 employees as indicated in Table 3.1 below.

Table 3.1
Number of Employees

Company	Number of Employees
Company A	68
Company B	33
Company C	41
Total Number of Employees	142

3.3.2 Sampling Technique

According to Zikmund et. al. (2013), sampling techniques can be divided into two categories which are probability sampling and non-probability sampling. Each participant of the population has a non-zero chance of being selected in non-probability sampling. On the other hand, probability sampling guarantees that every participant of the population is given a known non-zero chance through a randomized and controlled process (Cooper & Schnidler, 2011).

In this study, the non-probability sampling method which is the technique of convenience sampling was used to choose respondents to complete the surveys. The objective is to gather a sample that represent a larger population. The questionnaires were distributes to the target employees in construction companies around Kuala Lumpur. Convenience sampling technique was applied for its ease of use, affordability and effectiveness in collecting the questionnaire responses from large populations while ensuring the clarity with which the study's data were gathered.

3.3.3 Sample Size

An element of the population is called as a sample. It consists of certain individuals chosen from the population (Cavana et. al., 2001). As indicated in Table 3.6, following the recommendation of Krejcie & Morgan (1970), the size of the study's population is 142 employees and the sample size is 104. Thus, the questionnaires were given to the construction companies' employees in Kuala Lumpur.

For the study to be validated, the present study must receive a minimum of 100 responses in return as agreed by most statisticians who believed that in order get any form of significant result, a sample size of 100 is required (Piroska, 2002 & Sabina, 2023). It can be supported by Hair, Black, Babin & Anderson (2018), for most study situations, simple regression analysis requires a minimum of 50 samples and usually 100 samples.



Table 3.2
Table for Determining Sample Size from a Given Population

N	S	N	S	N	S
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Note.— N is population size. S is sample size.

Source: Krejcie & Morgan, 1970

3.4 Measures

3.4.1 Employees' Career Satisfaction

In this study, the definition of employees' career satisfaction is "individual's objective and subjective evaluations concerning their feeling of satisfaction with their professional advancement and accomplishments". Five-items were adapted from Chang (2020). As an example, "I am satisfied with the success I have achieved in my career" and "I am satisfied with the progress have made toward meeting my overall career goals". According to Chang (2020) study, the Cronbach Alpha for this measure is 0.980. The questionnaires utilize a 5-point Likert scale with strongly disagree to strongly agree.

Table 3.3
Items Represent the Employees' Career Satisfaction

Variable	Operational Definition	Number of Item	Cronbach's Alpha	Sources
Employees' Career Satisfaction	"The employees satisfaction feeling towards their career"	1. I am satisfied with the success I have achieved in my career. 2. I am satisfied with the progress have made toward meeting my overall career goals. 3. I am satisfied with the progress I have made toward meeting my income goals. 4. I am satisfied with the progress I have made toward meeting my goals for advancement. 5. I am satisfied with the progress I have made toward meeting my goals in developing new skills.	0.98	Chang et. al. (2020)

3.4.2 Promotion

To measure promotion, four-items adapted from Zirwatul (2014) were utilized and the Cronbach Alpha for this study is 0.76. For instance, “there is really too little chance for promotion on my job” and “those who do well on the job stand a fair chance of being promoted”. The questionnaires utilize a 5-point Likert scale with strongly disagree to strongly agree.

Table 3.4
Items represent the Promotion

Variable	Operational Definition	Number of Item	Cronbach's Alpha	Sources
Promotion	“A reward of better position for the employee”	1. There is really too little chance for promotion on my job. 2. Those who do well on the job stand a fair chance of being promoted. 3. People get ahead as fast here as they do in other places. 4. I am satisfied with chances for promotion.	0.76	Zirwatul et. al. (2014)

3.4.3 Work-Life Balance

Omar (2013) utilized a seven-items scale to measure work-life balance including statement such as “I am successful in balancing my work and non-work life” and “I am satisfied with the balance between my job and non-work life”. The Cronbach's Alpha for study is 0.90. The questionnaires utilize a 5-point Likert scale with strongly disagree to strongly agree.

Table 3.5

Items represent the Work-Life Balance

Variable	Operational Definition	Number of Item	Cronbach's Alpha	Sources
Work-Life Balance	"The balancing of working and personal life of the employees"	1. I am successful in balancing my work and non-work life. 2. I am satisfied with the balance between my job and non-work life. 3. I am satisfied with the way I divide my time between work and non-work life. 4. I am satisfied with the way I divide my attention between work and non-work life. 5. I am satisfied with how well my work life and my non-work life fit together. 6. I am satisfied with my ability to balance the needs of my job with those of my non-work life. 7. I am satisfied with the opportunity I have to perform my job well and yet be able to perform nonwork related duties adequately.	0.90	Omar (2013)

3.4.4 Job Stress

Stress can be defined as any situation that interferes with the normal daily routine (Arnold, 1960). There are nine-items scales adapted from Abishek (2015) such as "I have a lot of work and fear that very little time to do it" and "I feel so burdened that even a day without work seems bad". The Cronbach Alpha for the study is 0.81.

The questionnaires utilize a 5-point Likert scale with strongly disagree to strongly agree.

Table 3.6
Items represent the Job Stress

Variable	Operational Definition	Number of Item	Cronbach's Alpha	Sources
Job Stress	“Emotional feelings of the employees occur related to their job at their workplace”	1. I have a lot of work and fear that very little time to do it. 2. I feel so burdened that even a day without work seems bad. 3. I feel that I never take a leave. 4. Many people at my office are tired of the company demand. 5. My job makes me nervous. 6. The effect of my job on me is too high. 7. Many a times, my job becomes a big burden. 8. Sometimes when I think about my job, I get a tight feeling in my chest. 9. I feel bad when I take a leave.	0.81	Abishek (2015)

3.5 Data Collection Procedures

The current study used an online survey through Google Form, a cloud-based data management tool for the primary data collection. The reason for selecting survey research because the method is affordable and suitable for this study which meets the type of the data, the population characteristics and resources availability that required by this study. The utilization of Google Form was chosen for its user-friendly features,

accessibility, simplicity and confidentiality when collecting information from the respondents (Wink, 2009) where the cost of data collecting can be decreased by using this survey method (Ilieva, 2002) also appropriate for completing online questionnaires among the target audience.

The questionnaire was distributed through email. According to Wilson (2003), distributing questionnaires through email is a practical means of reaching a larger number of employees in a limited time to ensure effective data collection. Firstly, before distribute the questionnaire, it is necessary to approach the employer which is the HR Executive of the particular company via email to explain briefly about the study and asking the employees' consent. After the HR Executive of the company allow to distribute the questionnaire, the Google Form link together with the Cover Letter were attached in the email and was sent to the HR Executive. Then, the HR Executive of the company sent the questionnaire to the employees. The duration given is at least a month to receive all the responses. Upon completion of the data collection, all the data from the completed questionnaire were processed and converted into more organized form by using Microsoft Excel. Then the data were transferred to SPSS system version 25 for analyse.

3.6 Research Instruments

The most popular method for gathering information from respondents is through questionnaires. It makes it easier to collect a quantitative data using standardised methods so that it can be analysed with internal consistency and reliability. A questionnaire comprises a series of questions that have been prepared in advance for respondents to answer (Uma & Roger, 2009). Therefore, this study will

adopt and apply questionnaires from previous articles to gather the primary data because according to Bryman & Bell (2011), self-administered questionnaires are less expensive and able to receive a quick response from the respondents. The questionnaires of the study was distributed to the respondents through the HR Executive of the selected companies.

3.6.1 Questionnaire Design

The questionnaire was divided into 5 parts with 30 questions as shown in Table 3.7 which are Section A is the demographic information of the respondents, Section B is the dependent variable and Section C until E is the independent variables. In Section A, the questions were designed to get the respondents' demographic profile which consists of 5 questions included the gender, age, race, academic background and the respondents' position in the company. For Section B, there are 5 questions to measure the dependent variable while Section C until E is to measure the independent variables which are promotion, work-life balance and job stress.

Table 3.1
Distribution of Variables

Sections	Total No. of Items	Scales	Sources
Section A – Demographic Information	5	Multiple Choices	-
Section B – Employees' Career Satisfaction	5	5-point Likert Scale	Chang et. al. (2020)
Section – Promotion	4	5-point Likert Scale	Zirwatul et. al. (2014)
Section D – Work-Life Balance	7	5-point Likert Scale	Omar (2013)
Section E – Job Stress	9	5-point Likert Scale	Abishek (2015)

3.6.2 Pilot Test

Before collecting data from the respondents for analysis, it is important to assess the instruments to identify the reliability and validity (Lucky, 2011) which called as a pilot test. There are limitations in choosing survey instruments such as a poor response rates, challenges in reading the questionnaires and understanding the response back. Therefore, in order to address these limitations and achieve better insight about the survey instrument, pilot test must be performed. Additionally, pilot test can also help to identify the statement's clarity and understanding of the survey and expected to achieve the proper reaction rate. As per Sekaran (2003), a pilot test involves subjecting a selected group to identify errors. Therefore, this stage must be completed before the study is finished to ensure that the present study can correct and errors occurred (MacIntyre *et. al*, 2007 & Lucky, 2011).

For the pilot test of this study, a group of thirty (30) respondents was selected. The pilot questionnaires were distributed through Google Form to the participants. The reliability was evaluated using Cronbach's Alpha and a result exceeding 0.7 indicates acceptable consistency. In other studies, an exploratory research with a Cronbach's Alpha of 0.60 or higher is generally consider significant (Hair *et. al.*, 2018). This shows a higher level of confidence in the consistency and accuracy of the measurement instruments as interpretation suggested by Zikmund *et. al.* (2013).

Table 3.2
Cronbach's Alpha Coefficient Result for All the Variables

Dependent Variable	Number of Item	Cronbach's Alpha
Employees' Career Satisfaction	5	0.956
Independent Variable	Number of Item	Cronbach's Alpha
Promotion	4	0.723
Work-Life Balance	7	0.972
Job Stress	9	0.941

Table 3.3
Internal Consistency for Cronbach's Alpha Coefficient

Cronbach's Alpha	Internal Consistency
$\alpha \geq 0.8$	Very good reliability
$0.7 > \alpha \geq 0.8$	Good reliability
$0.6 > \alpha \geq 0.7$	Fair reliability
$0.6 > \alpha$	Poor reliability

Source: Zikmund et. al. (2013)

3.7 Data Analysis Technique

Data analysis methods assist the present study in doing a systematic analysis of the data, developing explanations and assisting in hypothesis testing. Data analysis ease the present study to organize the data gathered to highlight the important details related to the research objectives based on the outcome and directly provide a solution and offer a recommendation.

After the collection of data completed, all the collected data was checked to remove any data that included missing information. To interpret and analyse the quantitative data in this study, the remaining 104 questionnaires were utilized for analysis by using the Statistical Package for Social Science (SPSS) version 25. According to Zikmund et. al. (2013), the data of the study are analysed using two different types of data analysis techniques: descriptive statistics and inferential statistics. The descriptive analysis technique were applied to analysed the demographic information of the respondents. The study's hypotheses were analysed using the inferential analysis technique which included Pearson Correlation and Multiple Regressions analyses.

In order to look into the relationship between the dependent and independent variables, correlation analysis was used in this study. A correlation analysis value of 0

indicates that there is no relationship for either the dependent variable or independent variable. The number ranges from -1.0 which indicates a perfect negative relationship, to +1.0 which indicates perfect positive relationship (Zikmund et. al., 2013). The interpretation of the coefficient is presented in Table 3.10.

Table 3.4
Strength of Correlation Table

Scales	Relationship
0.10 – 0.29	Weak
0.30 – 0.49	Moderate
0.50 – 0.69	Strong
0.70 – 1.00	Very Strong

Source: Davis (1971)

According to Zikmund et. al. (2013), there are three types of statistical analysis that can be used to test the hypotheses which are univariate statistical analysis (involving one variable), bivariate statistical analysis (involving two variables) and multivariate statistical analysis (involving three or more variables). In this study, the bivariate statistical analysis, more specifically regression analysis was used to analyse and explain the relationship between a single dependent variable and multiple independent variables.

The p-value scale can be used to evaluate the relationship. The hypothesis are accepted if the p-value is less than 0.05 and shows a relationship between dependent variable and independent variables. However, the hypothesis are rejected if the p-value greater than the significance level 0.05 ($p > 0.05$), indicating that there may not be a relationship between dependent variable and independent variables.

3.8 Chapter Summary

In conclusion, this chapter thoroughly discusses the methodology used by the current study to obtain data. The questionnaires and the measurement of each variable used for data collection were adapted from the previous studies. Moreover, a pilot test was carried out to confirm the validity of the research instrument before sending the questionnaires to the target respondents. Following the completion of the pilot test, the questionnaires were then distributed to the intended respondents employed in construction companies around Kuala Lumpur. Then, the collected data was analysed using Statistical Package for Social Science (SPSS) version 25. Descriptive statistical analysis and inferential analysis were used to test the correlation relationship between the dependent variable and independent variables also to assess the research hypotheses.



CHAPTER FOUR

FINDINGS

4.1 Introduction

This chapter presents the study's findings. Both descriptive and inferential analyses were applied to examine the dependent and independent variables also the hypotheses, using Statistical Package for Social Science (SPSS) version 25. The findings are subsequently reported and discussed in the concluding sections of the study.

4.2 Response Rate

The total of 120 set of questionnaires were distributed to employees in the construction industry in Kuala Lumpur. Out of these, 104 questionnaires were successfully collected from the respondents resulting in a response rate of 86.6% as shown in Table 4.1 below.

Table 4.1
Summary of Response Rate

Item	Result
Distributed Questionnaires	120
Returned Questionnaires	104
Response Rate	86.66%

4.3 Descriptive Analysis

4.3.1 Respondents' Demographic Profile

Compiling a summary of demographic information from the respondents is crucial to ensure the fair representation of all participants in this study. The frequency distributions and percentages results are presented in Table 4.2. This study focused on

employees within a specific construction industry in Kuala Lumpur. The table illustrates the individual demographic profile of respondents, indicating that the largest group representing this study consists of 59 female (56.7%) while the remaining 45 respondents (43.3%) are male employees.

The table indicates that the majority of the respondents, making up 33 individuals (31.7%) out of the total 104, fall into the age group of above 40. Following this, 29 respondents (27.9%) are in the ages of 25 to 30 years old range, 25 respondents (24%) are in the 31 to 35 age range and only 17 respondents (16.3%) are in the 36-40 age range.

Out of 104 respondents, there are 97 respondents or 93.3% are Malay with the highest percentage and Chinese respondents are 5 (4.8%). Besides that, there is only 2 respondents (1.9%) are from other races.

The education level of the respondents in this study shows that majority, 50 (48.1%) respondents is undergraduate following by 27 respondents (26%) of the have a Diploma. There are 23 respondents (22.1%) who are from the postgraduate group and lastly 4 (3.8%) of the respondents have SPM qualifications who participated in this study.

The most respondents are working with the positions of non-managerial employees with the highest percentage of 55.8% or 55 respondents, followed by the first-line managers with 26 (25%). Then, 15 respondents (14.4%) are from the middle management and 5 (4.8%) are in other positions.

Table 4.2
Respondents' Demographic Profile

Gender	Frequency	Percentage
Male	45	43.3
Female	59	56.7
Total	104	100
Age	Frequency	Percentage
25-30	29	27.9
31-35	25	24
36-40	17	16.3
Above 40	33	31.7
Total	104	100
Race	Frequency	Percentage
Malay	97	93.3
Indian	0	0
Chinese	5	4.8
Others	2	1.9
Total	104	100
Academic Background	Frequency	Percentage
Postgraduate	23	22.1
Undergraduate	50	48.1
Diploma	27	26
SPM	4	3.8
Total	104	100
Position	Frequency	Percentage
Top Management	0	0
Middle Management	15	14.4
First-Line Managers	26	25
Non-Managerial Employees	58	55.8
Other	5	4.8
Total	104	100

4.3.2 Descriptive Analysis

The research progressed to the next stage involving descriptive analysis. In this study, the mean and standard deviation for each variables were calculated to determine the overall range of responses from all the respondents. Consequently, SPSS version 25 was used to analyse the data collected from the respondents. Thus, the data for the mean and standard deviation for all the variables; promotion, work-life balance, job stress and employees' career satisfaction were recorded. In this study, the mean values will be examined to assess the goodness of the variables. A 5-point Likert scale was

used to interpret the mean values of the variables. A higher number on the scale indicates a higher level of goodness for the variables. Positive responses are represented by values nearer five and negative responses are represented by values nearer zero. Moreover, the analytical test indicates that a mean score of 4 or higher indicates a high degree of agreement, a mean value of 2 or less is considered to be poor agreement and a mean value of 3 is considered to be moderate agreement. In summary, the overall mean value for this study was moderate with work-life balance having the highest mean value (3.8448) and job stress is the lowest mean value (2.7297) as indicated in the Table 4.3.

Table 4.3
Summary of Descriptive Analysis

Variables	Mean	Standard Deviation
Promotion	3.3726	.62220
Work-Life Balance	3.8448	.86522
Job Stress	2.7297	.81690
Employees' Career Satisfaction	3.6750	.87520

Table 4.4
Descriptive Analysis

Employees' Career Satisfaction	Mean
I am satisfied with the success I have achieved in my career	3.73
I am satisfied with the progress have made toward meeting my overall career goals	3.78
I am satisfied with the progress I have made toward meeting my income goals	3.56
I am satisfied with the progress I have made toward meeting my goals for advancement	3.55
I am satisfied with the progress I have made toward meeting my goals in developing new skills	3.76
Total Average Mean	3.68
Promotion	Mean
There is really too little chance for promotion on my job	3.73
Those who do well on the job stand a fair chance of being promoted	3.54
People get ahead as fast here as they do in other places	3.12
I am satisfied with chances for promotion	3.11
Total Average Mean	3.38
Work-Life Balance	Mean
I am successful in balancing my work and non-work life	3.80

I am satisfied with the balance between my job and non-work life	3.82
I am satisfied with the way I divide my time between work and non-work life	
I am satisfied with the way I divide my attention between work and non-work life	3.84
I am satisfied with how well my work life and my non-work life fit together	3.88
I am satisfied with my ability to balance the needs of my job with those of my non-work life	3.85
I am satisfied with the opportunity I have to perform my job well and yet be able to perform nonwork related duties adequately	3.88
Total Average Mean	3.86
	3.85
Job Stress	Mean
I have a lot of work and fear that very little time to do it	3.13
I feel so burdened that even a day without work seems bad	2.68
I feel that I never take a leave	2.31
Many people at my office are tired of the company demand	2.92
My job makes me nervous	2.55
The effect of my job on me is too high	2.99
Many a times, my job becomes a big burden	2.73
Sometimes when I think about my job, I get a tight feeling in my chest	2.61
I feel bad when I take a leave	2.64
Total Average Mean	2.73

Employees' perception of career satisfaction were measured using five items.

The result analysis in Table 4.4 reveals that the highest mean is 3.78 falls under item number 2. Respondents agree with the statement that employees are "satisfied with the progress they have made toward meeting their overall career goals". In conclusion, the respondents' answers lean more towards agreement regarding their existing career satisfaction as the overall average mean is 3.68.

Next, employees' perception on promotion were measured using four items.

According to the results, item number 1 has the greatest mean of 3.73 indicating that respondents agree with the statement "there is too little chance for promotion in their job." This is followed by a mean of 3.54 under item number 2, a mean of 3.12 under item number 3 and a mean of 3.11 under item number 4. Overall, the respondents'

answers tend to lean towards agreement regarding their existing career satisfaction, as the total average mean is 3.38.

Moreover, the employees' perception of work-life balance were measured using seven items. The analysis results reveal that the highest mean is 3.88 falls under item number 4 and 6 indicating that respondents agree with the statement that they are "satisfied with the way they divide their attention between work and non-working life" also their "ability to balance the needs of their job and non-working life." The second-highest mean is 3.86 falls under item number 7 while the lowest mean is 3.80 falls under item number 1. Overall, the respondents' answers lean towards agreement regarding their existing career satisfaction with the total average mean is 3.85.

Finally, the employees' perception of job stress were measured using nine items. According to the findings in Table 4.4, the highest mean is 3.13 falls under item number 1 indicating employees agree with the statement that "they have lot of work and fear that they own very little time to do it." Overall, the respondents' answers lean towards agreement regarding their existing career satisfaction with the total average mean is 2.73.

4.4 Pearson Correlations Analysis

The Pearson Correlation analysis was used to explore the connection between the independent and dependent variables. There are various perspectives on analysing the extent of correlation, emphasizing that there is no absolute degree or scale for establishing a correlation between variables affected by multicollinearity. The significance of Pearson Correlation lies in identifying multicollinearity issues, suggesting that a correlation with a value of 0.80 or higher could be problematic while

a lower value is considered acceptable and adequate for research purposes. Correlation below 0.30 are considered too weak while value between 0.30 to 0.70 is moderate and those between 0.70 to 1 are considered strong. Guilford (1956) defined a very strong correlation as being greater than 0.90. Consequently, this study assessed the relationship between variables based on Guilford guiding principle. It is essential to note that correlation establishes a relationship which insufficient for establishing causation.

Table 4.5
Pearson's Correlation Analysis Result

	CS	P	WLB	JS
CS	1			
P	0.373	1		
WLB	0.289	0.184	1	
JS	-0.085	0.158	-0.329	1

Note: CS = Career Satisfaction, P = Promotion, WLB = Work-Life Balance, JS = Job Stress

Table 4.5 explores the relationship between the dependent variable (employees' career satisfaction) and independent variables among the employees in the construction industry in Kuala Lumpur. According to the table, the relationship of each independent variables with employees' career satisfaction is $r=0.373$ for promotion, $r=0.289$ for work-life balance and $r=-0.085$ for job stress. The results indicate a positive relationship between the promotion and work-life balance with employees' career satisfaction. However, the relationship between job stress and employees' career satisfaction is negative.

The positive relationship shows that as the level of employee satisfaction with the promotion and work-life balance are increases, their career satisfaction in the construction industry decreases. While the negative relationship between job stress with employees' career satisfaction shows that as satisfaction with job stress decreases,

employees' career satisfaction increases. This indicates that high stress levels make employees less satisfied with their career and more likely to consider leaving their current job (Elangovan, 2001).

In line with Davis (1971), the finding show a weak relationship between employees' career satisfaction and work-life balance ($r=0.289$) also job stress ($r=-0.085$). On the other hand, the result ($r=0.373$) shows a moderately strong relationship between employees' career satisfaction and promotion.

4.5 Multiple Regression Analysis

In the previous section, the present study completed the correlation analysis to determine the degree of the correlation between employees' career satisfaction (DV) with promotion, work life balance and job stress (IV). Then, in current section, the present study used Multiple Regression Analysis to test whether the overall regression is a good fit for the data which indicated whether the model is a significant predictor of the outcome variable. The present study will determine which variables have a greater or weaker relationship to employees' career satisfaction by using the regression analysis to test the outcome and the results as shown in table below.

Table 4.6

Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.441 ^a	.194	.170	.79723

Predictors: (Constant), Promotion, Work-Life Balance, Job Stress

According to Table 4.6, the R square shows result of 0.194 (19.4%). In other words, the result described that the three independent variables of this study include promotion, work-life balance and job stress are part of the factors contributing towards

the employees' career satisfaction of construction industry in Kuala Lumpur. It also refers that 19.4% of the variance had been founded and explained by using these three independent variables. Meanwhile, there is remaining 80.6% of employees' career satisfaction in the construction industry is influence by other factors.

Table 4.7
Multiple Regression Analysis Result

Model	B	Std. Error	Beta	t	Sig.
(Constant)	1.459	0.606		2.409	0.018
Promotion	0.490	0.132	0.348	3.707	0.000
WLB	0.203	0.099	0.201	2.044	0.044
Job Stress	-0.080	0.105	-0.074	-0.759	0.450

a. Dependent Variable: Career Satisfaction

The multiple regression analysis is used to study the significant relationship between dependent variable and independent variables. If $p\text{-value} = p < 0.05$ means that there is a significant relationship between dependent variable and independent variables. However, if $p\text{-value} = p > 0.05$ means that there is no significant relationship between dependent variable and independent variables. Based on the Table 4.7, there are two independent variables that have significant relationship with dependent variable (employees' career satisfaction) which are promotion and work-life balance. However, it was discovered that there was no significant relationship between job stress and employees' career satisfaction.

4.6 Hypothesis Testing

Based on Table 4.7 shows that there is a significant relationship between promotion and employees' career satisfaction. Therefore, the hypothesis for this relationship is accepted as the t-value is 3.707 and the significant value is $\beta = 0.348$, $p = 0.000$; ($p < 0.05$).

Table 4.7 shows that there is a significant relationship between work-life balance and employees' career satisfaction as indicated by t-value is 2.044 and the significant value is $\beta=0.201$, $p=0.044$; ($p<0.05$). Hence, the hypothesis for this relationship is accepted.

Table 4.7 shows that there is no significant relationship between job stress and employees' career satisfaction. This is because the significant value is $\beta=-0.074$, $p=0.450$; ($p>0.05$) and the t-value is -0.759. Hence, the hypothesis for this relationship is rejected.

Table 4.8

Summary of Hypotheses Testing

Hypotheses	Result
H1: There is a positive and significant relationship between promotion and employees' career satisfaction	Accepted
H2: There is a positive and significant relationship between work-life balance and employees' career satisfaction	Accepted
H3: There is a negative and significant relationship between job stress and employees' career satisfaction	Rejected

4.7 Chapter Summary

This chapter has presented and discussed the outcomes of the descriptive and inferential statistical analyses conducted on the data obtained through the distribution of questionnaires which were then analysed using SPSS version 25. The analyses involved Descriptive Analysis, Reliability Analysis (Cronbach Alpha), Correlations Analysis and Multiple Regression Analysis. The results reveal a positive correlation between two independent variables namely promotion and work-life balance while job stress exhibits a negative correlation with employees' career satisfaction, the dependent variable. The strength of the relationship between employees' career

satisfaction and work-life balance also job stress is weak. Furthermore, the findings concerning promotion indicates that a moderate correlation with employees' career satisfaction among the employees in the construction industry in Kuala Lumpur.



CHAPTER FIVE

DISCUSSION AND CONCLUSION

5.1 Introduction

This concluding chapter summarizes and discusses the results of the analyses presented in the previous chapter. It begins with the discussion of the findings and limitation followed by recommendations for future enhancements that could prove beneficial to the industry and future studies. Finally, the chapter concludes with a summary of the study.

5.2 Discussion of Findings

The study outlined three objectives as mentioned in chapter one. These objectives aimed to establish the relationship between promotion, work-life balance and job stress with employees' career satisfaction in the construction industry in Kuala Lumpur. The correlation findings indicate a positive relationship between promotion and work-life balance with employees' career satisfaction. However, only one variable which is job stress was tested and found to have no significant relationship with employees' career satisfaction. The result reveals all the factors have an impact on how satisfied the employees are at work related to their career. Maintaining a positive sense of career satisfaction among employees which directly influences their perceptions of their employer is crucial to balance the promotion opportunities, work-life balance and addressing job stress. Hence, the discussion of the objectives result are discuss in the next section.

5.2.1 The Relationship Between Promotion and Employees' Career Satisfaction

The primary objective is to determine the relationship between promotion and employees' career satisfaction. According to the multiple regression analysis results presented in Table 4.7, a significant relationship between promotion and employees' career satisfaction exist with a significant value reading of $p=0.000$ ($p<0.05$). Pergamit & Veum (1999) declared the existence of a positive relationship between promotion and employees' career satisfaction. Employers that provide promotions in accordance with what their employees anticipated and believe to be equal and fair among all the employees are more likely to feel satisfied. It can be supported by previous findings from Khaleque & Chowdhury (1983) reported that higher level of employees' satisfaction are linked to more opportunities for promotion whereas lower levels of satisfaction are linked to less opportunities. Nimalathan (2010) highlighted that promotions have been observed to influence employees' job satisfaction, subsequently impacting the employees' career satisfaction, personal growth and individual social status. Thus, this study shows that the relationship between promotion and employees' career satisfaction does indeed have an impact on the career satisfaction of employees in the construction industry. This is because through promotion, employees' are given recognition for their efforts, abilities and contributions towards their job since promotion serve as one of the motivational factor for the employees. When employees are promoted, it gives them a sense of validation for their work and appreciation for their commitment on the company. Usually, promotion will increase the compensation and benefits offered to the employees such as increase in salary and other perks. Hence, their level of career satisfaction will increase since they are satisfied with the promotion opportunity given by the employer where it will boost their motivation in fulfilling their job.

5.2.2 The Relationship Between Work-Life Balance and Employees' Career Satisfaction

The second objective of this study is to establish the relationship between work-life balance and employees' career satisfaction. As per the multiple regression analysis finding presented in Table 4.7, a significant relationship between work-life balance and employees' career satisfaction exists indicated a significant value reading of $p=0.044$ ($p<0.05$). As stated by Scholarios (2004), work-life balance plays a major role in influencing the employees' perception of their employer and their overall life satisfaction. The quality of an employee's life balance is a significant factor influencing their job performance. Individuals who successfully achieve a balance between their personal and professional lives are tend to perform better and more satisfied than those who don't. Guest (2002) mentioned that it is possible to explore how the pattern and growth of work-life balance impact employees' well-being and job outcomes. But it is reported that, employees with a favourable work-life balance allocate equal time and effort to both their professional and personal lives (Virick, 2007 & Omar, 2013) reflecting their satisfaction levels. Therefore, the findings demonstrate that work-life balance does indeed influence employees' career satisfaction and the result confirming the objective's validity with evidence and support from previous research. Keeping a healthy work-life balance is a must for the employees' overall well-being as it helps prevent burnout, enhances productivity and fosters loyalty. Employees who successfully manage both their personal and professional lives are more likely to be less stressed and have a better mental also physical health which directly will increase their overall career satisfaction. Hence, a positive work-life balance is crucial to give employees a satisfying career experience.

5.2.3 The Relationship Between Job Stress and Employees' Career Satisfaction

The final objective aimed to determine the relationship between job stress and employees' career satisfaction. The multiple regression analysis presented in Table 4.7 indicates that there is no significant relationship between job stress and employees' career satisfaction as evidenced by the significant value $p=0.0450$ ($p>0.05$). Previous study by Vinokur (1991) highlighted the importance of organizational structure, workplace environment and workloads are all play important role in influencing the negative relationship between job stress and employees' career satisfaction. The results shows a negative relationship attributed to the impact of workloads, leading to lower satisfaction among the employees which then considered job stress an insignificant and uncorrelated variable with employees' career satisfaction. This is particularly relevant considering the close relation of job stress with mental health issues such as anxiety and depression. Employees who are having mental health issues are likely to have lower level of career satisfaction because stress impact their overall well-being and emotion to enjoy their work. Additionally, employees will find it difficult to feel fulfilled in their employment which may affect how they view their career. Hence, ongoing job stress will decrease the employees' satisfaction. Moreover, job stress can reduce the employees' efficiency and productivity as they may struggle to concentrate and complete their tasks on time, thereby negatively impact their job performance. In results, it will also affect the employees' overall career satisfaction. Therefore, tackling the job stress issues is important for creating an encouraging and fulfilling work environment for employees.

5.3 Implication of the Study

The aim of this study is to identify the factors influencing employees' career satisfaction particularly within the construction industry in Kuala Lumpur. Employees are considered the 'asset' for all the organizations whether in the private sector or public sector. This study offers both practical and theoretical implications.

Based on the result, promotion and work-life balance significantly influence employees' career satisfaction. These findings can assist the human resource department of respective companies in implementing essential measures to reduce employee dissatisfaction with their careers and organizations. The human resource department can make more strategic decisions when they are aware of the ways that how promotion and work-life balance can affect the employees' career satisfaction. The strategies are include in creating a better practices and policies that can improve the employees' career satisfaction and align with the company objectives. Additionally, developing or modifying the workplace policies can also affect the employees positively. Implementing flexible working schedule, improving promotion standards or providing better career development programs can contribute to creating a work-life balance that supports employees' career satisfaction.

Organizations may take initiatives to enhance the employees' work-life balance such as a wellness programs or a mental health support. Organizations may offer Employee Assistance Programs (EAPs) that will provide a direct confidential counselling and support to the employees related to personal and work issues. These initiatives can positively impact employee satisfaction contributing to the creation of a healthier and more productive workforce. In addition, organizations may also invest in employees' training and development to ensure employees own necessary skills for advancing in their careers which will also raise their overall satisfaction. Checking on

the employees regularly is also one of the best initiatives. Above all, recognizing and rewarding the employees for their contributions with a promotion can positively impact their performance. Companies who try to develop a culture that encourages a work-life balance, valuing employee development and recognizing achievements will not lose anything and stand to gain by creating a workplace that aligns with employees' needs and desires. Besides that, most of the employees nowadays are looking for a company who can meet their maximum needs in both of their work and life matters.

In theory, this study has offered a valuable insights for future researchers undertaking similar studies. The findings can serve as a foundation for understanding factors that impact employees' career satisfaction in the construction industry including aspects such as promotion, work-life balance and job stress. Besides well pay, those three factors can also highly influence the employees' career satisfaction. Moreover, the organization's operation, reputation also ability to fulfil their mission and vision can also be impacted by the employees' lowest level of satisfaction.

5.4 Limitation of the Study

Several limitations were faced throughout the process of the study. Firstly, getting permission to collect the secondary data from the selected companies are challenging as there was no respond from them. Hence, seeking for alternative companies is the further action to take which lead to a delay in distributing the questionnaires due to time constraints. Other than that, during collecting the questionnaires process, there is a difficulty in ensuring that all the revert questionnaires are aligns with the initial planned timeline. Besides, there are also respondents who

refuse to participate in the survey. Hence, the effort in gathering the data from the targeted respondents lead to a slow progress in completing the study process.

5.5 Suggestion for Future Research

Overall, this study aims to investigate the factors influencing career satisfaction among employees in the construction industry in Kuala Lumpur. The research findings are used to identify the relationship between three independent variables: promotion, work-life balance and job stress with the dependent variable: employees' career satisfaction. As indicated by the results of the multiple regression analysis, the three independent variables are contributing towards the employees' career satisfaction of construction industry in Kuala Lumpur is only 19.4%. The remaining of the 80.6% employees' career satisfaction is influenced by other factors including organizational support and various additional elements. Lent & Brown (2006) proposed that conducting further research on the impacts of individual and organizational differences on employees' career satisfaction will contribute to a more comprehensive understanding of these relationships.

This study provides a new insight into understanding the connections between promotion, work-life balance and job stress with employees' career satisfaction particularly within the construction industry workforce in Kuala Lumpur. The first suggestions for future research involves investigating additional external and internal factors that might influence the employees' career satisfaction. For instance, most of the current job roles are impacted by the rapid advancements of technology. Employees' satisfaction levels may be impacted by the need to adjust to the new practices that are experiencing a technological transformations. Hence, providing

educational and training opportunities also professional development programs can affect the employees career growth. Failing in providing the balance of needs and wants that fit to the employees desires may lead to decrease in productivity and high probability in looking for other job.

Furthermore, other than the mentioned factors in this study, the internal factors such as the organization cultures like values, communication styles and workplace norms are crucial in shaping the employees' overall satisfaction with their career. Even every organization have their owns unique culture and procedures however, the employees still will seek for employment that meets their personal and characteristics factors.

Another suggestion for future studies is to also include the participants from diverse industries. The outcomes of this study may differ or similar if the data to be gathered are from sources that is other than the selected employees of construction industry. Besides that, a multinational corporation (MNC) companies can also be selected as respondents since the operational perspectives are different. Additionally, other regions should be explore too in future studies like others peninsula Malaysia and Sabah/Sarawak as it will give the studies to explore more interesting information. The study's findings are predicted to be beneficial to various stakeholders including management and future studies.

5.6 Conclusion

The findings reveal a positive relationship between two independent variables namely promotion and work-life balance with career satisfaction. However, job stress demonstrates a negative relationship with career satisfaction. Neglecting this factor

could lead to a major decline in employees' career satisfaction as maintaining the employees' productivity is far more important. Hence, reducing the employees' job stress by reduce the workload also employer may develop a supportive and healthy environment for the employees will results a good outcome in return such as declining in absenteeism and turnover rates.



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APPENDICES



Universiti Utara Malaysia

Appendix 1: Sample of Questionnaire



Dear Sir/Madam,

My name is Aina Syazwani Azhar, a final year student of Masters in Human Resource Management at Universiti Utara Malaysia Kuala Lumpur. I am currently conducting a study on the above topic which intends to understand the effect of Promotion, Work-Life Balance and Job Stress on Employees' Career Satisfaction among employees in Malaysia.

The purpose of this survey is to obtain information on how well the 3 factors mentioned affect the employees' career satisfaction. The survey should take about 5-10 minutes to complete. Worry not, all the information obtained from your response is strictly confidential. Individual respondents will remain anonymous which will not be identified in any data or reports.

Your participation in this study is truly appreciated. Thank you very much for your involvement, time and cooperation.

SECTION A: DEMOGRAPHIC INFORMATION

Kindly tick (/) in the appropriate box or fill in the blank the appropriate answer.

1. Gender

	Male
	Female

2. Age

3. Race

	Malay
	Indian
	Chinese
	Others

4. Academic Background

	Postgraduate
	Undergraduate
	Diploma
	SPM

5. Position

	Top Management
	First-Line Managers
	Middle Management
	Non-Management Employee
	Others:

SECTION B: EMPLOYEES' CAREER SATISFACTION

The following statement is based on your opinion regarding employees' career satisfaction. Please circle on the appropriate answer to indicate to what degree you agree or disagree for each statement.

No.	Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I am satisfied with the success I have achieved in my career	1	2	3	4	5
2	I am satisfied with the progress have made toward meeting my overall career goals	1	2	3	4	5
3	I am satisfied with the progress I have made toward meeting my income goals	1	2	3	4	5
4	I am satisfied with the progress I have made toward meeting my goals for advancement	1	2	3	4	5
5	I am satisfied with the progress I have made toward meeting my goals in developing new skills	1	2	3	4	5

SECTION C: PROMOTION

The following statement is based on your opinion regarding promotion. Please circle on the appropriate answer to indicate to what degree you agree or disagree for each statement.

No	Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	There is really too little chance for promotion on my job	1	2	3	4	5
2	Those who do well on the job stand a fair chance of being promoted.	1	2	3	4	5
3	People get ahead as fast here as they do in other places	1	2	3	4	5

4	I am satisfied with chances for promotion	1	2	3	4	5
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SECTION D: WORK-LIFE BALANCE

The following statement is based on your opinion regarding work-life balance. Please circle on the appropriate answer to indicate to what degree you are agree or disagree for each statement.

No	Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I am successful in balancing my work and non-work life	1	2	3	4	5
2	I am satisfied with the balance between my job and non-work life	1	2	3	4	5
3	I am satisfied with the way I divide my time between work and non-work life	1	2	3	4	5
4	I am satisfied with the way I divide my attention between work and non-work life	1	2	3	4	5
5	I am satisfied with how well my work life and my non-work life fit together	1	2	3	4	5
6	I am satisfied with my ability to balance the needs of my job with those of my non-work life	1	2	3	4	5
7	I am satisfied with the opportunity I have to perform my job well and yet be able to perform nonwork related duties adequately	1	2	3	4	5

SECTION E: JOB STRESS

The following statement is based on your opinion regarding job stress. Please circle on the appropriate answer to indicate to what degree you agree or disagree for each statement.

No	Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I have a lot of work and fear that very little time to do it	1	2	3	4	5
2	I feel so burdened that even a day without work seems bad	1	2	3	4	5
3	I feel that I never take a leave	1	2	3	4	5
4	Many people at my office are tired of the company demand	1	2	3	4	5
5	My job makes me nervous	1	2	3	4	5
6	The effect of my job on me is too high	1	2	3	4	5
7	Many a times, my job becomes a big burden	1	2	3	4	5
8	Sometimes when I think about my job, I get a tight feeling in my chest	1	2	3	4	5
9	I feel bad when I take a leave	1	2	3	4	5

Your response has been recorded. Thank you for participating in this survey.

Appendix 2: Pilot Test Results

i. Employees' Career Satisfaction

Case Processing Summary

		N	%
Cases	Valid	30	100%
	Excluded ^a	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.956	5

Descriptive Statistics

	Mean	Std. Deviation	N
I am satisfied with the success I have achieved in my career	3.53	.973	30
I am satisfied with the progress have made toward meeting my overall career goals	3.63	.964	30
I am satisfied with the progress I have made toward meeting my income goals	3.43	1.135	30
I am satisfied with the progress I have made toward meeting my goals for advancement	3.30	1.208	30
I am satisfied with the progress I have made toward meeting my goals in developing new skills	3.67	.844	30

ii. **Promotion**

Case Processing Summary

		N	%
Cases	Valid	30	100%
	Excluded ^a	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.723	4

Descriptive Statistics

	Mean	Std. Deviation	N
There is really too little chance for promotion on my job	3.43	1.278	30
Those who do well on the job stand a fair chance of being promoted.	3.60	1.070	30
People get ahead as fast here as they do in other places	3.13	.860	30
I am satisfied with chances for promotion	2.93	1.172	30

iii. **Work-Life Balance**

Case Processing Summary

		N	%
Cases	Valid	30	100%
	Excluded ^a	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.972	7

Descriptive Statistics

	Mean	Std. Deviation	N
I am successful in balancing my work and non-work life	3.93	.980	30
I am satisfied with the balance between my job and non-work life	3.97	.999	30
I am satisfied with the way I divide my time between work and non-work life	4.10	.803	30
I am satisfied with the way I divide my attention between work and non-work life	4.13	.819	30
I am satisfied with how well my work life and my non-work life fit together	4.03	.890	30
I am satisfied with my ability to balance the needs of my job with those of my non-work life	4.13	.776	30
I am satisfied with the opportunity I have to perform my job well and yet be able to perform nonwork related duties adequately	4.17	.592	30

iv. Job Stress

Case Processing Summary

		N	%
Cases	Valid	30	100%
	Excluded ^a	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.941	9

Descriptive Statistics

	Mean	Std. Deviation	N
I have a lot of work and fear that very little time to do it	2.83	1.117	30
I feel so burdened that even a day without work seems bad	2.87	1.042	30
I feel that I never take a leave	2.33	1.348	30
Many people at my office are tired of the company demand	2.90	1.213	30
My job makes me nervous	2.53	1.137	30
The effect of my job on me is too high	2.87	1.279	30
Many a times, my job becomes a big burden	2.77	1.135	30
Sometimes when I think about my job, I get a tight feeling in my chest	2.50	1.137	30
I feel bad when I take a leave	2.53	1.224	30

Appendix 3: Descriptive Analysis Results for Demographic Profile

Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	45	43.3	43.3	43.3
Female	59	56.7	56.7	100.0
Total	104	100.0	100.0	

Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 25-30	29	27.9	27.9	27.9
31-35	25	24.0	24.0	51.9
36-40	17	16.3	16.3	68.3
Above 40	33	31.7	31.7	100.0
Total	104	100.0	100.0	

Race

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malay	97	93.3	93.3	93.3
	Chinese	5	4.8	4.8	98.1
	Others	2	1.9	1.9	100.0
	Total	104	100.0	100.0	

Academic Background

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Postgraduate	23	22.1	22.1	22.1
	Undergraduate	50	48.1	48.1	70.2
	Diploma	27	26.0	26.0	96.2
	SPM	4	3.8	3.8	100.0
	Total	104	100.0	100.0	

Position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Middle Management	15	14.4	14.4	14.4
	First-Line Managers	26	25.0	25.0	39.4
	Non-Managerial Employees	58	55.8	55.8	95.2
	Other	5	4.8	4.8	100.0
	Total	104	100.0	100.0	

Appendix 4: Descriptive Analysis Results for All Variables

i. Employees' Career Satisfaction

Descriptive Statistics

	N	Mean
I am satisfied with the success I have achieved in my career	104	3.73
I am satisfied with the progress have made toward meeting my overall career goals	104	3.78
I am satisfied with the progress I have made toward meeting my income goals	104	3.56
I am satisfied with the progress I have made toward meeting my goals for advancement	104	3.55

I am satisfied with the progress I have made toward meeting my goals in developing new skills	104	3.76
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ii. Promotion

Descriptive Statistics

	N	Mean
There is really too little chance for promotion on my job	104	3.73
Those who do well on the job stand a fair chance of being promoted.	104	3.54
People get ahead as fast here as they do in other places	104	3.12
I am satisfied with chances for promotion	104	3.11

iii. Work-Life Balance

Descriptive Statistics

	N	Mean
I am successful in balancing my work and non-work life	104	3.80
I am satisfied with the balance between my job and non-work life	104	3.82
I am satisfied with the way I divide my time between work and non-work life	104	3.84
I am satisfied with the way I divide my attention between work and non-work life	104	3.88
I am satisfied with how well my work life and my non-work life fit together	104	3.85
I am satisfied with my ability to balance the needs of my job with those of my non-work life	104	3.88
I am satisfied with the opportunity I have to perform my job well and yet be able to perform nonwork related duties adequately	104	3.86

iv. **Job Stress**

Descriptive Statistics

	N	Mean
I have a lot of work and fear that very little time to do it	104	3.13
I feel so burdened that even a day without work seems bad	104	2.68
I feel that I never take a leave	104	2.31
Many people at my office are tired of the company demand	104	2.92
My job makes me nervous	104	2.55
The effect of my job on me is too high	104	2.99
Many a times, my job becomes a big burden	104	2.73
Sometimes when I think about my job, I get a tight feeling in my chest	104	2.61
I feel bad when I take a leave	104	2.64

Appendix 5: Pearson Correlation Analysis Results

Correlations

		Career Satisfaction	Promotion	Work-Life Balance	Job Stress
Career Satisfaction	Pearson Correlation	1	.373**	.289**	-.085
	Sig. (2-tailed)		.000	.003	.390
	N	104	104	104	104
Promotion	Pearson Correlation	.373**	1	.184	.158
	Sig. (2-tailed)	.000		.062	.109
	N	104	104	104	104
Work-Life Balance	Pearson Correlation	.289**	.184	1	-.329**
	Sig. (2-tailed)	.003	.062		.001
	N	104	104	104	104
Job Stress	Pearson Correlation	-.085	.158	-.329**	1
	Sig. (2-tailed)	.390	.109	.001	
	N	104	104	104	104

** . Correlation is significant at the 0.01 level (2-tailed).

Appendix 6: Multiple Regression Analysis Results

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.441 ^a	.194	.170	.79723

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.337	3	5.112	8.044	.000 ^b
	Residual	63.558	100	.636		
	Total	78.895	103			

a. Dependent Variable: Career Satisfaction

b. Predictors: (Constant), Promotion, Work-Life Balance, Job Stress

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.459	.606		2.409	.018
	Promotion	.490	.132	.348	3.707	.000
	Work-Life Balance	.203	.099	.201	2.044	.044
	Job Stress	-.080	.105	-.074	-.759	.450

a. Dependent Variable: Career Satisfaction