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FACTORS INFLUENCING JOB SATISFACTION AMONG EMPLOYEES IN MALAYSIAN MANUFACTURING INDUSTRY DURING COVID-19 PANDEMIC

By
SYAZANA HAWANI BINTI SHAARI

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ABSTRACT

The insurgence of COVID-19 outbreak led to various consequences particularly on the economic condition of every country such as in term of the financial crisis in tourism industry, and declining of investment and trade. These consequences will affect the way on how a company operate their business and the employees. Hence, many professionals in human resource management as well as psychology are targeting to investigate the impacts on the employees. This research intends to identify the relationship of technostress, career uncertainty and career adaptability with job satisfaction among manufacturing employees in Malaysia during the Covid-19 pandemic. In order to attain the findings, an online survey was distributed to two manufacturing companies at northern region of Malaysia. A total of 400 questionnaires were answered and utilized for data analysis. The result of multiple regression analysis results indicated that technostress, career uncertainty and career adaptability have statistically significant contribution with job satisfaction. Finally, information pertaining to the limitations, implications, recommendation and conclusion of the study were also explained in this research paper.

Keywords: Job satisfaction, technostress, career uncertainty, career adaptability, manufacturing industry, Covid-19.
ABSTRAK


Kata kunci: Kepuasan kerja, teknostress, ketidakpastian kerjaya, kemampuan adaptasi kerjaya, industri pembuatan, Covid-19.
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CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND OF STUDY

Recently, the whole world has been affected by a pandemic outbreak known as Corona Virus (CoV). According to the World Health Organization (WHO) (2020), Corona Virus is a type of virus that mainly attack the respiratory systems of human beings. The vigorous spreading of the infection is worldly known as COVID-19. It was reported that the beginning of the Corona virus infection is due to the transmission from animals to the humans (Sulistiyani & Setyo, 2019). Moreover, it was highlighted by the Ministry of Health of Indonesia that the first case of COVID-19 happened at the end of 2019 in Wuhan, China. It started when there was a report on a pneumonia case that happened in China, and it was reported that they unable to identify the actual cause or reasons for the occurrence of the pneumonia. It was a shocking news that the virus was spreading swiftly from country to country, and in no time, 214 countries has been infected by this virus (Sulistiyani & Setyo, 2019).

There were various consequences from this outbreak, particularly on the economic condition such as in term of the financial crisis in tourism industry, and declining of investment and trade. These consequences will affect the way a company operate their business and the employees. For example, the major airlines organizations in Malaysia which are Malaysia Airlines, Malindo Air as well as AirAsia decided to implement salary reduction and also unpaid leave which depends on the job position and their salary (Foo et al., 2020). In addition, hotel businesses in Malaysia has loss approximately RM 68 190 364 during the early three months of the movement control order (MCO) that has been commanded by the Malaysian government due to the
Covid-19 (Foo et al., 2020). As a consequence, from this issue, many employees in the hotel industry were either laid off, forced to take unpaid leave or have salary cut.

Hence, many professionals in human resource management as well as psychologist are targeting to investigate impacts of the pandemic on employees. For example, whether the affected employees are able to attain their job satisfaction (Sulistiyani & Setyo, 2019). Furthermore, it was reported by Godinic, Obrenovic and Khudaykulov (2019) that the insurgence of COVID-19 outbreak and the economic crisis has hastened the impact towards mental health condition of the workers globally. Speedy alteration on the labour market has brought upon the apprehension of uncertainty particularly pertaining to career. The workers are worried on the possibility of job loss or the need to change to different job as the economic crisis has caused many businesses to shut down and the employees are high likely to be layoff (Godinic, Obrenovic & Khudaykulov, 2019).

Manufacturing industry refers to the companies or businesses that utilize variety of advanced tools and industrial machines, and the essence of this industry is to produce goods from the raw materials which would be valuable to be sold (Sulistiyani & Riyanto, 2020). It was claimed that companies in the manufacturing industry are the primary component that contribute to the industrial growth of a country (Sulistiyani & Riyanto, 2020). Due to its huge impact on the economic, manufacturing industry should not be detached from the cycle of a country economy. The amount of new start-up companies as well as the shutdown of companies in the manufacturing industry will affect the economic condition of a country either it will grow steadily, or it will decline.

Mida (2020) reported that there was a negative development in the Malaysian manufacturing industry which was of -8.6% during Covid-19. This happened due to the declining amount of confirmed investments which was the investment drop 5.25 percent
dropped when compared to the fiscal year of 2019 to the first two months of 2020 (Mida, 2020).

By the end of 2019, there were a total of 2,749 projects been executed in the manufacturing sector. Meanwhile, there were 1,015 projects that have not been enforced and still keep on being vague because of the pandemic and the order for restricted movement by the government (Mida, 2020). In addition, Mida (2020) also pointed out that the manufacturing process as well as the after-sales service in the manufacturing sector has been put on halt due to the movement control order (MCO). This incident will eventually increase the likelihood of manpower reduction of 10 to 20 percent (Mida, 2020). Furthermore, there is high possibility for the automotive components manufacturers to encounter shortfall of export businesses. On the other hand, it was noted that about 6-12 month is necessary for original equipment manufacturer companies to recover their sales of vehicles in which it will contribute in increasing the support from the customers as well as able to boost the buying sentiments (Mida, 2020).

The recent Covid-19 pandemic has shown tremendous ramification on the universal economy, which means that the manufacturing industry was being affected. This is because the crises have made it difficult for the company to attain raw materials from many countries such as United States, Germany as well as other countries from Europe has halted their production because of the limited access to the raw materials. Sulistiyani and Riyanto (2020) have stated that the factor of the limited distribution of the raw resources and goods in Indonesia was due to the restrain from the order of social distancing. Apart from the issue of the impeded supply of raw material, the uncertain prices of the resources will also lead to the decreasing number of sales of the goods (Sulistiyani & Riyanto, 2020).

In addition to that, Sulistiyani and Riyanto (2020) stated that the employers must continue to provide sufficient health benefits, payment of the employees as well as taking care of the employee’s rights despite the occurrence of the crisis. As this is challenging for the
company to manage due to rapid deterioration of the financial condition of the company, most of the companies decided to save the business from shutdown by reducing manpower through conducting major layoffs. Apart from that, many companies have also decided to reduce the monthly salary of the employees in order to secure the company finances. Even though it is not a fair decision for the affected employees such as the employees who were chosen to be laid off or the employees who will receive half payment, nonetheless, it is the best decision and solution that most companies can execute in order to retain the continuity of the business and prevent more serious damages that will affect the whole members of the company (Sulistiyani & Riyanto, 2020).

Sodhi (2020) highlighted from an economic report that the major section of manufacturing industry in India has begun to close down due to the federal and state government orders of lockdown and the interruption of the public transport services all over India. Some of the affected businesses are automotive manufacturing, smart technology manufacturing, electronic and electrical manufacturing and it was reported that the closure of the business will only be for one month (Sodhi, 2020).

The economic condition and the financial markets in Malaysia have also been severely affected due to the extensive and continuing coronavirus outbreaks. As Majid (2020) has pointed out that the financial market has shown signs of downfall and the high possibility of global economic decline. As Malaysian government has abruptly enforced movement control order (MCO), it has severely strained many sectors and cause terrible impact on the economy. Anthony Dass, the chief economist of AmBank Group has stressed that the immediate detriment initiated by the Covid-19 can be clearly spotted in various industries including the manufacturing, tourism, agriculture and as well as the construction industry (Shah et al., 2020). One of the issues arisen was major laid off of employees enforced by the employer, or the employees could be issued unpaid leave until the company is stable enough to pay the salary
of the employees (Murugiah, 2020). Thus, it could help the employer to retain the business, yet it would affect the financial condition of the employees which is very important for their daily living.

According to Baert et al. (2020), most of the employees having sense of low job insecurity due to the never-ending Covid-19 outbreak. From their research, it was found that about 21 percent of the respondents were having fear of losing jobs if the crisis is not ceasing. 14 percent of the respondents were also feeling worried of being unemployed in the future due to the Covid-19. Added to this, 26 percent of the respondents strongly believe that they will miss the opportunity to be promoted to a higher level or position in the company they were currently working at, which they would have acquired only if the Covid-19 crisis never happened. Apart from the concern of their jobs, there were also concern pertaining to the wages. Nearly half of the overall respondents (49.9%) were worried over their salary particularly those who signed contract employment in a private organization or those who were temporarily having unpaid leave due to the crisis. Furthermore, Baert et al. (2020) also highlighted that younger working individuals (27.5%) were also having issue of declining self-motivation of going and doing work due to the pay cut.

Moreover, the rapid spreading of the coronavirus in many countries has forced the governments to execute lockdowns, and other restricted movement control at public places such as malls, educational institutions, religious places, offices and also public transportation stations. Action taken by the government has caused majority of people to depend on the internet and other technological devices to communicate and to perform their jobs from home. As reported by De, Pandey and Pal (2020), the usage of internet services in India has escalate rapidly from 40 percent to 100 percent during the lockdown periods compared to before implementing lockdown. Besides, the usage of video-conferencing software such as Zoom has inclined up to ten times (Branscombe, 2020). The advancement of technology could be
beneficial for the employers or the leaders to contact or track down the subordinates at anytime and anywhere. Nonetheless, there is high possibility that it could also cause technostress among the employees.

Brod (1984) explained the birth of technostress is due to the raving evolution of technology. Modern technological devices and applications are developed continuously and users are expected to keep learning the devices. This situation will cause stress to the users if they have difficulty to learn about technology in a positive approach. On the other hand, technostress is a modern illness that occurred when workers relied fully on technological devices in completing their tasks (Hudiburg, 1989; Arnetz & Wiholm, 1997). Another notable description related to technostress is “a negative psychological state associated with the use or the “threat” to use new technologies, which leads to anxiety, mental fatigue, scepticism, and sense of ineffectiveness” (p.423) (Salanova, Llorens & Cifren, 2007). This is supported by a study by Ghani, Ismail, Allam, Ramlan and Latiff (2017) who indicated that technostress has a huge repercussion to individuals as it can lead to illness and intensify their level of anxiety.

The system of work from home is one of the recent and modern working styles that can be seen implemented globally. Work from home is a system of working that allows the employees to not have to commute to the workplace. This system is also known as telework, remote work and telecommuting. The major factor that contributes to the establishment of this system is the advancement of information and communication technologies which has ease the employees to do their works outside of the workplace due to the excellent performance of the internet connectivity as well as the development of various gadgets at reasonable price (Abdullah et al., 2020). Recently, the COVID-19 pandemic has caused a huge number of employees around the world to work from home. This is because the government in majority of the countries has amend the order that required their people to stay at home and practice social distancing (Shareena & Shahid, 2020) in order to reduce the spread of the pandemic.
According to Leinwand (2020) (as cited in Heath, 2020) who is a licensed counsellor, adaptability is a skill that allow a person to be flexible and quick-witted when transiting to a new change or situation. She said that many people tend to avoid from facing new change. Meanwhile, Rottinghaus (2020) (as cited in Heath, 2020) has emphasized that adaptability is an ability that is crucial for survival even outside the context of COVID-19 pandemic situation. For example, the rapid changes of economic condition will bring impact to the labour market and people may have to change jobs or to relocate. Therefore, career adaptability is very important. He also stated that career adaptability is an essential ability to help people in recovering phase after being hit by unpredictable events that is mildly or to the extent of severely affect their life plan (Heath, 2020).

As stated by Davidescu, Apostu, Paul and Casuneanu (2020), the Covid-19 pandemic can be considered as a disaster that caused career shock to most working individuals. It is clear that this crisis has been affecting the job satisfaction of many workers around the world. Job satisfaction can be understood as a positive emotional condition that could be achieved when the person is able to establish achievements at work. Besides, job satisfaction can also be attained as the workers feels sense of fulfilment when doing their jobs or when they get the chance to utilize their capabilities, skills and resources through their jobs (Szromek & Wolniak, 2020). Cantarelli, Belardinelli and Belle (2015) reported that employees that are dissatisfied with their work environment possibly will come late or absent from work and could also acquire antisocial behaviour. Thus, it is important for the company to retain and enhance the job satisfaction of the employees in order to maintain job attitude and performance of the employees which would be very important for the productivity of the company.
1.2 PROBLEM STATEMENT

The enforcement of lockdowns in many countries around the world has forced massive transition in the behaviours as well as the paradigm of utilizing information and communication technology (De, Pandey & Pal, 2020). Working individuals are required to adjust their work life to the new norms such as virtual office that will require the work or meeting to be done from home and also the changing style of working. This transformation occurred and affected in various types of industries, organizations, community as well as the government. It must be noted that this new change happened abruptly that it did not give any opportunities for individuals and organizations to strategize, get ready and administer the new plan of actions (De, Pandey & Pal, 2020). Instead, they were pressured to immediately adjust and adapt to the new norm, and also to experiment with new approaches with the goal that it could ease their daily living and work situations during this ceaseless pandemic crisis.

Bhattarai (2020) emphasized that working from home has several personal consequences. For example, some people cannot effectively complete their task at home due to inadequate technological support at home such as do not having smart phone, weak internet connection or not having the needed software installed in their personal computer or laptop which hinder the process of doing their task. Apart from that, remote working due to Covid-19 also lead to another issue which is extra working hours due to the new norm of virtual working Bhattarai (2020). As the workers are still unable to adapt to the new transition from traditional work setting to the virtual work setting, they may require extra hours to learn and get use to the situations. Therefore, it is appropriate to determine factors that influence job satisfaction particularly during the pandemic.

As shared by Ayyagari, Grover and Purvis (2011), working from home may be beneficial to enhance work efficiency. Nonetheless, they highlighted that it could also
contribute to the development of technostress. Molino et al. (2020) has shown concern on the impact of technostress during Covid-19 outbreak on the job satisfaction of the employees. Frequent usage of technologies may add the workload as they need to learn new and advanced technological devices and systems (De, Pandey & Pal, 2020; Molino et al., 2020). Besides, employees may also have to speed their working pace and show constant availability for work (De, Pandey & Pal, 2020; Molino et al., 2020). Last but not least, employees are expected by their employer to have the ability of multitasking due to the support from digital devices and network (De, Pandey & Pal, 2020; Molino et al., 2020). These circumstances will lead to the increasing level of stress that could worsen the mental health of the individuals in the future (Dey, Pandey & Pal, 2020). Therefore, changes in the working style occurred due to the Covid-19 pandemic have led to the inclination of technostress among employees, and it could eventually impact their job satisfaction.

Last but not least, Covid-19 has severely affected the macroeconomic condition and this will lead to career uncertainty in the future. As social distancing policy has limited the ability of labour force to continue working and lower the labour productivity. There is high possibility that companies will utilize automation instead of manpower in the future (Leduc & Zheng, 2020). They also emphasized that manpower is vulnerable to health risks, which is happening currently. Many employees have to work from home or receive unpaid leave in order to maintain social distancing and avoid from being infected by the coronavirus. These circumstances disrupt the ability of the employee to work, cut down the productivity of the manpower and eventually affect the operation of the company. Leduc and Zheng (2020) pointed out that majority of organizations will consider to prioritize automation system which is using robots or machines for the production process. This situation will increase the career uncertainty of the employees regarding the chances for employment in the future. The feeling of worriedness due to the career uncertainty may affect the current employed individuals on
their motivation and job satisfaction. Thus, it would be timely to determine if career uncertainly influence employees job satisfaction during the pandemic.

Besides, Chen et al. (2020) has emphasized the influence of employees’ career adaptability that could affect their job satisfaction. Obviously, various transition occurred during the pandemic and employees that could not adapt to this new norm may attain lower job satisfaction. There were various circumstances that caused difficulty for individuals to steadily adapt to the new changes. For example, some employees encounter difficulty to adapt from offline to online working style (Chen et al., 2020). Furthermore, some of the working individuals may confront financial difficulty during the Covid-19 such as unpaid leave, reduction of payment or the working hours has been reduced (Grawitch, 2020). Even though these situations are logical due to the global pandemic crisis, it is still difficult for people to adapt to this work situation because their living expenses has also been affected. Besides, many employees also struggled to adapt to the new policy of work-from-home during lockdown. As school was also closed during lockdown, working parents have difficulty to adapt to work from home because they also have to take care of their children at home (Grawitch, 2020). Hence, the difficulty to adapt to the new changes in career due to Covid-19 may affect the job satisfaction of employees, and it is timely to address those issues and concern

1.3 RESEARCH QUESTIONS

1) Is there relationship between technostress and employees’ job satisfaction in the Malaysian manufacturing industry during the Covid-19 pandemic?

2) Is there relationship between career uncertainty and employees’ job satisfaction in the Malaysian manufacturing industry during the Covid-19 pandemic?
3) Is there relationship between career adaptability and employees’ job satisfaction in the Malaysian manufacturing industry during the Covid-19 pandemic?

1.4 RESEARCH OBJECTIVES

1) To identify if technostress influence job satisfaction of employees during the Covid-19 pandemic.
2) To investigate if career uncertainty influence job satisfaction of employees during the Covid-19 pandemic.
3) To examine if career adaptability influence job satisfaction of employees during the Covid-19 pandemic.

1.5 SIGNIFICANCE OF THE RESEARCH

As Covid-19 pandemic is a current crisis that hit the whole world in 2020, there are still limited research that have been conducted pertaining to this outbreak. This world crisis is known to have huge impact on the world economy as well as the labor market. People have to go through a new norm through the latest policy of work-from-home. Besides, technological devices and connection are also fully utilized during this period. Hence, this research is crucial in order to identify factors that could affect employees job satisfaction, particularly in Malaysian Manufacturing industries. This study can contribute to be the foundation or provide additional information to other researchers who intend to conduct studies on how to improve the job satisfaction of employees during Covid-19. The effect of the pandemic could remain for a long duration. Hence, it is important to do more research in order to find ways to cope with the current situations as well as the future challenges that may change our usual practices.
In addition, this research would be very beneficial for both the employees as well as the organization. As job satisfaction of the employees is important to enhance the performance and productivity of the organization, hence, the organization can refer to the information in this research to plan and design strategies to minimize the factors that lower the job satisfaction which includes technostress, career uncertainty and career adaptability. For example, the organization may provide adequate training for the employees who have technostress issues such as computer skill training, or technostress management training. Apart from the increase of organizational productivity due to the enhancement of job satisfaction, employees can also benefit from the training to improve their job competencies which particularly crucial during this Covid-19 pandemic. In conclusion, it is important and appropriate to investigate for more information pertaining to the job satisfaction among employees during Covid-19 pandemic as it is a current issue to be explored by the HR experts and researchers.

1.6 SCOPE OF STUDY

This research highlighted on the employees who worked in the Malaysian manufacturing industry particularly located at the Northern states of Peninsular Malaysia whose work were affected due to the Covid-19 pandemic. This pandemic has been viral through various countries all over the world and has causes global chaos. Working individuals were the most affected group as the global crisis will negatively impact the financial condition of every country. Many employees were laid off, received unpaid leave or pay cut. Some were ordered to work from home. It is questionable whether the job satisfaction of these employees was impacted during this situation. It was also reported by Mida (2020) that manufacturing industry is one of the major industries that was greatly affected by the crisis. Therefore, there is a need
to investigate factors that could influence the job satisfaction of the manufacturing employees in Malaysia.

1.7 DEFINITION OF KEY TERMS

The definition of key terms used throughout this research are as follows;

1.7.1 Job satisfaction

Job satisfaction can be defined as the extent to which an individual acquires a pleasant or favourable feeling due to the assessment or judgement of one’s career and the work experiences (Pang & Lu, 2018).

1.7.2 Technostress

Technostress can be understood as the stressful feelings that individuals encounter due to their limitation to put up with the modern technology that keep evolving from day to day (Pirkkalainen et al., 2019).

1.7.3 Career uncertainty

Career uncertainty can be defined as the transition from sureness to vagueness which is developing and it led to different way of thinking about career (Pasha, 2020).

1.7.4 Career adaptability

Career adaptability can be referred as the preparedness and passion to explore into various alternative, work environment or circumstances (Kniffin et al., 2020).
1.8 ORGANIZATION OF CHAPTERS

Chapter 1: Introduction

This chapter included explanation on the background of the study, problem statement, research questions, research objectives, significance of the research, scope of the study and organization of chapters in this thesis.

Chapter 2: Literature Review

The concept of the fundamental dependent variable and other independent variables essential in this research will be sorted and explained. Meanwhile, the theories related to the variables and this research, including past studies related to this topic will be critically analysed, summarized and presented. This review of the literature and theories will help in the process of establishing the research hypotheses as well as the research framework.

Chapter 3: Research Methodology

This chapter exhibit elaboration of the research design and the methodology in conducting this research. This chapter included information of the research design, research population and sampling size, operational definition and the measurement of all variables including the dependent and independent variables, pilot test, data collection procedure as well as the data analysis techniques.

Chapter 4: Findings

This chapter displayed the analyses of the collected data using the Statistical Package for Social Science (SPSS) and later, the results of the data analysis are precisely highlighted in this chapter. It starts with descriptive, correlation and regression analysis. Some of the analysis that will be conducted are normality test of variables, descriptive analysis and Pearson correlation analysis.
Chapter 5: Discussion and Conclusion

This final chapter discussed the research findings. From the result, more discussion is done to identify whether the research objectives are successfully achieved. This chapter also pointed out the limitations and suggestions that will be essential for the improvement or new idea of future research. Last but not least, the overall conclusion for the complete research is well exhibited in the end of this chapter.
CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

The previous researches on technostress, career uncertainty and career adaptability towards job satisfaction of employees had been analyzed in this chapter. Several significant theories that have been developed by past researchers will be explained as fundamental to support this research. Firstly, this chapter will start by discussing every concept of the variables and continued by explaining the findings from past studies. The reviews on how technostress, career uncertainty and career adaptability affect the employee job satisfaction will be included in this chapter. Last but not least, this chapter will provide the research framework and research hypotheses that had been developed for this study.

2.2 JOB SATISFACTION

2.2.1 Definition of Job Satisfaction

Job satisfaction can be defined as a feeling of an individual that may change according to various factors which includes the psychological, environment, community, technological or other physical things (Bhattarai, 2020). On the other hand, Pang and Lu (2018) explained job satisfaction as the extent to which an individual acquires a pleasant or favourable feeling due to the assessment or judgement of one’s career and the work experiences. In this study, job satisfaction is defined as transition of employee emotional state which could be positive or negative feeling due to various determinants either internal or external factors.
2.2.2 Related Theory on Job Satisfaction

Workforce Needs Hierarchy

Stum (2001) has established five stages of hierarchy needs from the viewpoint of workforce that was inspired from Maslow’s hierarchy of needs (Figure 2.2). The first stage is safety or security, in which individuals require the feeling of mentally and physically safe or secure at the workplace in order to retain or enhance their commitment for the job. Second stage would be rewards, which refers to the extrinsic needs of individuals workmen particularly from the aspect of compensation and benefits. Third stage is the affiliation which means the intrinsic need of every individual to inculcate their sense of belonging to the company as well as the team they are working with. Fourth stage would be the growth which accentuate the need for the individuals to be positive, optimistic and ready for the organizational change. If the individuals able to develop this capability, their sense of commitment will also increase. The final stage is the work-life balance. This stage highlighted the importance of having sense of fulfilment particularly in differentiating the time for their personal life and also the time for their job responsibilities (Osabiya, 2015). These five stages of hierarchy workforce needs could be a guidance for both employees and employers in enhancing job satisfaction.
2.2.3 Past Empirical Studies on Job Satisfaction

Charalampous et al. (2019) shared that teleworking or work from home can improve the quality of work through several ways which include the presence of job satisfaction. However, Fana et al. (2020) who conducted a qualitative study and found that telework during Covid-19 lead to the absence of job satisfaction. The employees unable to acquire important feedbacks, communicating and interchanging new ideas with colleagues, get necessary information and directions from the leaders and colleagues. This eventually negatively affect the job satisfaction of the employees who at times could feel inefficacious during telework. On the other hand, Fana et al. (2020) also emphasized that employees who constantly have direct interaction with clients or customers such as clerical staffs or those who have to work in cramped or loud work setting, these workers appreciated work from home more because they can avoid the various distractions at work and hence, attain job satisfaction.
Based on a survey conducted by CNBC of 9,059 employees in the United States, changes to the work system implemented during the COVID-19 pandemic led to the increase in job satisfaction which was specifically described through the Workplace Happiness Index (Geller, 2020). The results obtained from the Workplace Happiness Index increased by 2 points from the previous year, which illustrates an increase in employee happiness in the world of work, which is related to job satisfaction. In addition, this survey also contains data that reported approximately 44% of workers who experienced remote work in the last few weeks feels more satisfied with their current job (Geller, 2020).

A study conducted by Putra et al. (2020) reported that the application of the flexible working hours has a negative effect on the level of job satisfaction of banking employees during the COVID-19 pandemic. This shows that the greater use of the flexible working hours system will actually reduce employee job satisfaction. On the other hand, Putra et al. (2020) indicated that the implementation of remote working did not have a significant effect on the level of job satisfaction of banking employees during the COVID-19 pandemic, which can be concluded that remote working is not one of the factors affecting employee job satisfaction. Meanwhile, Putra et al. (2020) also found that work life balance has a positive effect on the level of job satisfaction of banking employees during the COVID-19 pandemic. This concludes that the more balanced professional and personal lives of the employees will increase their level of job satisfaction.

2.3 TECHNOSTRESS

2.3.1 Definition of Technostress

According to Pirkkalainen et al. (2019), technostress is the correct term for individuals who are encountering stress due to their limitation to put up with the modern technology that
keep evolving from day to day. This is a serious organizational concern as it could lead to various bad consequences such as extreme fatigue and insufficient job satisfaction. Technostress could happen at workplace as it is normal for any company to utilize technological devices to make the work more effective and efficient such as by using laptops, tablets or other hardware and software that required to be used in accordance to the particular job scope. Hence, Pirkkalainen et al. (2019) had emphasized that technostress is an inevitable and continuing matter in work that the users must put effort to manage it in order to minimize the negative impacts.

On the other hand, it was emphasized that majority of the public as well as the private companies are in the process of upgrading the utilization of the advance information technology (IT) in order to enhance the efficiency of the business operation (Marchiori, Mainardes & Rodrigues, 2018). Even though it will benefit the company, Marchiori, Mainardes and Rodrigues (2018) identified this situation will cause difficulties for the workers to adapt. They emphasized that technostress is associated to the manner in which individuals unable to adapt to social changes and professional expectations, as well as the need to quickly adjust to the continuous advancement.

Dragano and Lunau (2020) shared that Craig Brod who was an American psychologist was one of the first intellectuals who proposed that technology could be one of the factors that cause stress among the users. He introduced the term ‘technostress’ to label psychological responses to negative experiences with computers. Brod (1984) defined and explained technostress solely based on his investigation of clinical cases when he worked as psychotherapist. He explained technostress as a new age illness of an incompetency to cope or adapt with the advancing technologies in a healthy approach (Brod, 1984, as cited in Dragano & Lunau, 2020).
2.3.2 Related Theories on Technostress

Transactional Model of Stress

Wei (2013) highlighted the transaction-based model of stress in his research which intent to investigate the effect of technostress on both organization and individuals. Initially, Lazarus (1966) the founder of this theory explained that stress is a specific connection between the individual and the environment which he deemed as domineering or outstepping its resources and threatening the well-being of the individuals. Wei (2013) indicated based on this theory that technology can possibly cause stress which later will affect the job satisfaction. Based on figure 2.2, there are four components that are mainly involved in this theory which are stressors, strain, situational factors and organizational outcomes (Wei, 2013; Sarabadani, Carter & Compeau, 2018). Stressors refers to the set of determinants that cause the technostress among individuals, strain refers to the psychological or behavioral implications of the stressors on the individuals while working such as job satisfaction. situational factors refer to the elements that could inhibit or minimize the effects of the technostress, meanwhile organizational outcomes can be understood as the consequence of the strains on the organization, such as job satisfaction will lead to the increase of employee commitment on their organization (Wei, 2013; Sarabadani, Carter & Compeau, 2018).

![Transactional model of stress](image)

Figure 2.2 Transactional model of stress (Wei, 2013; Sarabadani, Carter & Compeau, 2018)
2.3.3 Past Empirical Studies on Technostress

Molino et al. (2020) reported that most companies planned to remain implementing the system of telecommuting after the pandemic as the employers have the point of views that remote working has led to various positive effects not only on the employees such as concerning the cost, time satisfaction and the performance, but it also benefitted the organization. However, working from home can also produce negative ramifications towards employees especially on their well-being. Frequent usage of technologies may add the workload, speed the working pace, boost multitasking in which these could lead to the increasing level of stress that will worsen in the future. Therefore, technostress has become the recent concern for employees that affected by work from home system and consistent monitoring is required to regulate their well-being and job satisfaction (Molino et al., 2020).

Furthermore, it was discovered that there are difference perceptions between older generation compared to the younger generation regarding the complexity of the technology used in organization (Marchiori, Mainardes & Rodrigues, 2018). They reported that the older IT users apprehend technology to be more complex compared to the young users. It was predictable as younger generation are more accustomed and experienced with numerous advanced technologies ever since they were at a very young age. Moreover, the younger generation also regularly and heavily used the internet more nowadays compare to the older generation (Marchiori, Mainardes & Rodrigues, 2018).

Apart from that, Korzynski et al. (2020) pointed out that there was a link between personality traits and the perception towards technostress. The study reported that there was negative correlation between self-esteem, and positive correlation between conscientiousness and technostress. However, the researcher unable to get the proof for negative correlation between extroversion and technostress. This is probably due to the introverts who could
perceive that face-to-face communication to be stressful and challenging. Even though many previous studies emphasized that extroverts can received various benefits from using technologies such as networking, Korzynski et al. (2020) pointed out that the benefits would be excessive for the extrovert such as it could be difficult for the extrovert to disconnect. Meanwhile for introverts, it will be easier for them to establish and manage relationship regardless of the distance.

Moreover, Zhao, Xia and Wayne (2020) discovered after conducting data analysis, and found that technological overload will ring impact to the result of the challenge appraisal compared to the result of the hindrance appraisal when utilizing technologies to perform the job. Even though the advancement of the technologies is to boost the speed of doing work and ability to hold responsibilities at work. This eventually also increase the level of stress. Zhao, Xia and Wayne (2020) explained that work overload will force the employees to cope with the requirement from the organization to use the technologies to complete the work, and at the same time, it could also provide personal gaining and development in the company. Through interview session with the research participants, Zhao, Xia and Wayne (2020) discovered that employees managed to adapt to the demand of ICTs in order to also cope with the speedy workflow. They agreed that people should gain benefits from the continuous advancement of technology, instead of hindering the technological expansion.

2.4 CAREER UNCERTAINTY

2.4.1 Definition of Career Uncertainty

Pasha (2020) has shared that the transition from sureness to vagueness is developing and it led to different way of thinking about career. Previously during the start of the final decade of the 20th century, various business and industries in United States recognized the
underlying forces of change that modify the employment truths of the knowledge-directed
during the blooming of the industrialized economy (Pasha, 2020). According to Skakni (2019),
there are two essence of career uncertainty. First, career uncertainty indicated the workers
indecision about the chances and capabilities to get satisfying and worthwhile job position, and
hence it could establish their institutional idea. Second, Skakni (2019) denoted career
uncertainty associated to the essentiality of perpetually thinking and looking for future job.

On the other hand, Gallie et al. (2016) explained career uncertainty into two different
groups which are ‘job tenure uncertainty’ and ‘job status uncertainty’. Job tenure uncertainty
could be described as the feeling of fear over the possibility of losing job. Meanwhile, job
status uncertainty can be referring to the fear of the likelihood of losing the significant attributes
of the job. This notion by Gallie et al. (2016) insinuated that there are several attributes of the
jobs that are broadly considered as elements of a great quality job.

2.4.2 Related Theory on Career Uncertainty

Social Learning Theory

This theory explained about the extent to which an individual able to gain knowledge
or skill, transform and progress in a manner that high likely could enhance his or her personal
life (Bandura, 1977). The dogma of this theory was established upon the principles of the
positive and negative reinforcement. The primary elements of social learning theory are the
researcher clarification about the mental functioning of the individuals and how it can
positively affect the whole career growth. Bandura (1986) has also discovered the idea of self-
efficacy in which it refers to an individual degree of confidence in their capability to gain
knowledge of certain subject or their competency to finish a task. According to Torpy (2017),
having low self-efficacy could lead to poor outcome in learning. Meanwhile, high self-efficacy
shall enhance the confidence level as well as the perseverance of the individuals, which could contribute to an effective end result. However, Torpy (2017) also emphasized that there are skills that could be acquired in order to avoid the negative effect due to the low self-efficacy.

2.4.3 Past Empirical Studies on Career Uncertainty

Real individual experience of joblessness is very significant. Research done by Gallie et al. (2016) has denoted that past recollection of joblessness cause less certainty for the employment as they go back to work and this situation is referred as ‘scarring’ aftermath. Besides, there is likelihood that high rate of unemployment in the domestic labour market highlight the uncertainty of the already employed individuals, especially if they are having close contact with other individuals who were unemployed (Gallie et al., 2016).

Apart from that, it is known that reorganization or downsizing that happen in an organization could bring impact to the well-being of the workers (Abildgaard, Nielsan & Sverke, 2017). The main aspect of the negative impact from reorganization is the insecurity regarding the future plan, such as pertaining to the structure of the future job which known as quantitative career uncertainty and also the possibility of being unemployed which known as qualitative career uncertainty. According to Abildgaard, Nielsan and Sverke (2017), both aspects of career uncertainty have negative impact such as poor organizational commitment, hamper the well-being and could also increase the occurrence of the depressive symptoms.

Furthermore, the current research also provide output for a better apprehension on how career uncertainty could transform the reaction of employees towards burnout (Breevaart & Tims, 2019). As burnout employees must be safeguarding their assets or resources, it could be suggested that they will only use up their resources if they are confident that no extra threat from the work environment that could harm their invaluable resources. This circumstance
would happen if the level of job uncertainty is shallow because burnout correlated thoroughly with constructing the social career resources. On the contrary, there was no correlation between exhaustion and constructing social career resources if the degree of career uncertainty is high. Therefore, workers incline to venture in the social resources if they feel certain of not being affected by the unemployment concern. This feeling of certainty could be a resource that is vital to mend or gather other resources (Breevaart & Tims, 2019).

Another serious concern pertaining to career uncertainty was concerning about the employees who identify themselves as overqualified. The concern was that despite their aspiring worth and benefit to the organization, their potency and career growth expectation are frequently impeded (Erdogan et al., 2020). The factor that lead to such circumstance could be due to the insecure feelings of the manager at their workplace. Erdogan et al. (2020) highlighted that there is possibility that manager hesitates to recruit or promote overqualified employees because it might be a threat to their own current positions or future career advancement. Hence, in a situation where the managers having high degree of career insecurity, the workplace will provide negative environment in which it is not encouraging for future career growth of high-skilled and talented employees.

In addition, Erdogan et al. (2020) reported that there was position relationship concerning the perception of employees about overqualification and turnover in a situation of having insecure managers in the organization. The participants responded that they would most probably of their own accord leave the company if they are encounter this situation. Hence, it can be concluded that job insecurity of managers could contribute to the career uncertainty of other employees particularly those who show high potential to be valuable for the development of the company.
2.5 CAREER ADAPTABILITY

2.5.1 Definition of Career Adaptability

Kniffin et al. (2020) described career adaptability as the preparedness and passion to explore into various alternative, work environment or circumstances. This capability is exceptionally important during crisis such as the Covid-19 pandemic that has been attacking this world currently. On the other hand, Alkhemeiri and Musa (2020) explained that career adaptability can be understood as a psychosocial resource that allows the employees to effectively plan, organize and achieve their career growth.

In addition, career adaptability can also be explained as a self-adjusting, transferable, and adjustable proficiency in dealing with the promotion duties, current and future transition in the career advancement, encouraging adaptation and effective shifting throughout the career lifetime (Ginevra et al., 2018). Ginevra et al. (2018) also illustrated career adaptability into four Cs which are concern, control, curiosity and confidence. First, concern refers to the capability of the individuals to link the past and the present, and later envisioned it to for the future. Second, control refers to the inclination to figure about the future as possible. Third, curiosity suggests about endeavour into possible alternative for self-growth and social choices. Lastly, confidence refers to the capability for individuals to have their own stand for their career goals and objectives regardless of the challenges (Ginevra et al., 2018). Thus, it could be concluded that career adaptability encourages the capability of individuals to endure and handle uncertainty, as well as coping and managing fears about future career.
2.5.2 Related Theory on Career Adaptability

Career Construction Model of Adaptation

Career construction theory is a primary theory for career growth. This theory fosters a progression, discrepancy, and varying point of view on the job-related behaviours (Savickas, 2013). As the theory involve the aspect of lifespan growth, the goal is to describe how people comprehend their occupational self-concept according to their job position roles. From the perspective of career construction, effective career growth is an ongoing adaptation process that resulted from efficient incorporation of individual needs with social anticipation. Model of adaptation which is a part of the career construction theory propose that people apply control in their job through flexibly utilizing the resources of psychosocial which help in fulfilling those expectation (Rudolph, Zacher & Hirschi, 2018).

2.5.3 Past Empirical Studies on Career Adaptability

According to Safavi and Bouzari (2019), there was a significant correlation between career adaptability and the psychological capital and there was also significant correlation between career adeptness and career adaptability. Besides, the outcome highlighted that individuals who have several attributes such as self-potent, wishful, resolute and positive at their workplace have the tendency to be better at adapting. Hence, employee’s capacity could be enhanced through the psychological capital (Safavi & Bouzari, 2019). For example, an employee who show resolute in sorting out problem, energetically chase down the career goals and handling problems at work, they have the highest personal resource.

Employees able to exhibit good and desirable consequences due to the personal resources. Hence, the employees should be able to manage the present and future tasks, transformation, and the distress of current job positions. Safavi and Bouzari (2019) also
suggested that this category of working individuals is definitely more competent. Thus, the organization must encourage the employees to understand themselves better, explore various possibilities and adapt to robust, changeable work situations. Furthermore, the employees can pursue wider networks and connection for the purpose of career advancement and also to earn new skills and further enlightenment about professions (Safavi & Bouzari, 2019).

2.6 RELATIONSHIP BETWEEN TECHNOSTRESS AND JOB SATISFACTION

Jena (2015) proclaimed that the technostress creator which can be understood as the factors that make the usage of technology to cause stress, have influence on the job satisfaction. As technostress creator increase, job satisfaction will decline. Technostress creators consist of techno-overload, techno-invasion, techno-complexity, techno-insecurity and techno-uncertainty. Techno-complexity refers to the struggle of learning and understanding every latest technology devices and systems. Techno-insecurity happened when individuals feel threatened such as the possibility of their role being replaced by technology or the fear of being replaced by other job candidates that have better skills in technology. Techno-uncertainty is the unsettling feeling developed by users due to the rapid upgrade of technology. Each of the technostress creators show a significant negative relationship with job satisfaction. Jena (2015) concluded from the study that job dissatisfaction which was caused by technostress can lead to low productivity and escalate the rate of turnover in academic organizations.

Al-Ansari and Al-Share (2019) emphasized that information and communications technology (ICT) have both positive and negative sides. ICT is very useful to enhance communication by using technological devices, to increase organizational productivity and also to manage the access for information in order to make decision. However, ICT could also make the workers to feel nervous as they could always be approached at anytime and anywhere.
They also may feel coerced for always have to get back to job-related matter on time. These circumstances will contribute to distress, health issues and also job dissatisfaction. Furthermore, the lack of boundary between work and personal life at home due to the ICT could also lower the job satisfaction. Al-Ansari and Al-Share (2019) emphasized that employees who feel their privacy is invaded and always have to be on call, their job satisfaction and career certainty could be affected.

Based on the above literature, the following hypothesis is proposed:

H1: There is significant relationship between technostress and job satisfaction.

2.7 RELATIONSHIP BETWEEN CAREER UNCERTAINTY AND JOB SATISFACTION

Brahmannanda and Dewi (2020) found that career uncertainty has a negative impact on the job satisfaction. Thus, it verified that as the career uncertainty increased, the job satisfaction of employees will decrease. Besides, Brahmannanda and Dewi (2020) also highlighted that organization should give a clear explanation of the career paths which includes detailed clarification of the contracts during the recruitment, allocate benefits as agreed in the contract between the organization and the employee, and also to ensure the employees could feel comfortable and composed at work. On the other hand, Trevor-Roberts, Parker and Sandberg (2018) has indicated that people understanding of career uncertainty could influence the manner to which they regarded and acted upon career progress. The researchers identified that people should take uncertainty as a constructive element for career advancement, instead of something that individuals have to be adapt with.

Furthermore, Richter and Naswall (2018) suggested that high degree of career uncertainty could be influence by the low degree of trust towards the company. Thus, the
psychological condition of the individuals could be violated as the employees encountering career uncertainty and further lead to weak job satisfaction. Besides, Richter and Naswall (2018) also emphasized that mediating impact of the trust was better for job satisfaction compared to the mental health. Nonetheless, career uncertainty and trust towards the company were both work-discrete ground which explained the reason on the stronger impact of the mediating effects towards the job-related implication. Richter and Naswall (2018) highlighted that job satisfaction was also closely bound to the work-related circumstances. Hence, there was strong correlation between career uncertainty and job satisfaction as well as job satisfaction and the trust of the employees towards the organization.

Based on the above literature, the following hypothesis is proposed:

H2: There is significant relationship between career uncertainty and job satisfaction.

2.8 RELATIONSHIP BETWEEN CAREER ADAPTABILITY AND JOB SATISFACTION

Chen at al. (2020) indicated that career adaptability or transition is necessary to guide working individuals to manage their career responsibilities. With their ability to adapt to changes, their mental well-being could be retained at excellent state in order to attain career growth throughout the transformation process. Particularly in this Covid-19 pandemic, most of the working individuals worry over their impotence to successfully adjust to the new changes from working at the workplace to work from home or virtual office (Chen et al., 2020). Moreover, Rudolph et al (2017) and Johnston (2018) suggested that working individuals who have greater career adaptability will show positive correlation with the job-related experiences. This is because working individuals who have less knowledge and experiences pertaining to job, tend to have less determination to change their jobs.
In addition, unemployed individuals who have higher level of perceived control and self-confidence will exhibit better career decision making in finding excellent and satisfactory quality of job (Bollmann et al., 2019). Besides, it was also reported that certain burdensome experiences or incidents could be domineering instead of motivating, which may strain career adaptability (Bollmann et al., 2019). Furthermore, individuals who have negative experience related to job attitude such as introverted individuals or those who have poor emotional stability, they may have low degree of career adaptability. Nonetheless, Bollmann et al. (2019) agreed that both extraversion and neuroticism have positive and negative impacts of job satisfaction.

Based on the above literature, the following hypothesis is proposed:

H3: There is significant relationship between career adaptability and job satisfaction.

2.9 RESEARCH FRAMEWORK

The research framework in this research is derived from the problem statement and literature review as shared above. This research is to identify the impact of technostress, career uncertainty as well as career adaptability with the job satisfaction of the employee from manufacturing companies in Malaysia. Figure 2.3 portrayed the research framework of this current research.
2.10 CONCLUSION

This chapter review literatures that focused on the impact of technostress, career uncertainty and career adaptability on job satisfaction. The next chapter explained the process and methodology that were utilized for data collection process and data analysis in this research.
CHAPTER THREE

RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter explains the methods used in the present research in terms of the research design, research sampling, definition operations and measurements, survey materials, pilot test, data collection procedure and the technique of data analysis used for this research.

3.2 RESEARCH DESIGN

The objective of having research design is to present a suitable and adequate structure for a study. The decision made for the research approach is the utmost vital decision throughout the whole process of research design (Jilcha, 2019). A good research design will dictate the applicability of the information acquired from this study. However, it must be noted that the process of research design requires various interconnected decisions. The point of this study is to investigate the impact of the independent variables which consist of technostress, career uncertainty and career adaptability with the dependent variable, which is the job satisfaction of manufacturing employees in Malaysian manufacturing industry.

There are two types of research that can be chosen which are quantitative and qualitative study. Previously, arguments have keep going on among researchers on the suitableness of the selected type of research. According to Daniel (2016), both quantitative and qualitative has different strengths and rationale, with distinctive procedures and methods of collecting information and analysing the gathered data. Qualitative research can be described
as a definition, idea, analogy and an explanation of information (Daniel, 2016). Qualitative study also involves the process of gathering information from the respondents in their natural settings by using several approaches such as through interviews. This approach is best in acquiring comprehensive information involving the participants during the data collection procedure, for example, through the method of open-ended questions in a face-to-face interview session. As stated by Daniel (2016), qualitative research will help the research to attain extensive information from the real-life experience of the participants. As stated by Daniel (2016), qualitative research will help the research to attain extensive information from the real-life experience of the participants.

On the other hand, quantitative research will gather statistical data which will be analysed later. This approach will save the resources, effort as well as time needed for the researcher to devote in documenting the results of the research (Daniel, 2016). Rahman (2017) emphasized that the use of measurable data such as percentages or numbers which can be analysed using the software installed in a computer such as through the statistical package for social science (SPSS), and it was found to be less time consuming as well. Furthermore, as quantitative research is a scientific approach in data gathering and analysis, it allows replicability from previous research or, the present research to be replicated in the future study (Daniel, 2016). Besides, it was portrayed by Apuke (2017) that research is a systematic guideline that includes identifying the definition of every research objective, evaluating and analysing the collected data as well as interpreting and discussing the outcomes from the data analysis. Hence, this standardized guideline will enlighten the researchers on what is missing in the study, and what is not necessary to be included in the research.

This research used correlational research design which denote two or more related variables and an analysis to identify the relationship among the independent and dependent
The objective of conducting correlational research is to disclose the variables that exhibit coherent linkage with other variables (Crawford, 2014). Furthermore, this research also was carried out by using a cross-sectional survey design. Omair (2015) emphasized that the core of cross-sectional survey design is choosing a specific sample from the population to conclude the final results for the population studied in the research. Furthermore, a cross-sectional survey design is well-known for its simplicity, affordable and its ability of gathering data in a fairly short amount of time which determined by the sample size as well as the accessibility to the population studied (Omair, 2015). In addition, one of the essential benefits from conducting cross-sectional surveys is its capability to investigate the pervasiveness of the end results or the risk factors discovered through this type of survey design (Omair, 2015).

3.3 POPULATION AND SAMPLING

3.3.1 Population

According to Sekaran and Bougie (2010), population can be understood as the entire group of individuals, incidents or subject of interest in which the researcher yearns to discover. The populations in the research comprised of 500 employees from two manufacturing companies located in the northern region of Malaysia.

<table>
<thead>
<tr>
<th>Company</th>
<th>Number of employees</th>
</tr>
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<tbody>
<tr>
<td>Company A (Kedah)</td>
<td>300</td>
</tr>
<tr>
<td>Company B (Pulau Pinang)</td>
<td>200</td>
</tr>
<tr>
<td>Total</td>
<td>500</td>
</tr>
</tbody>
</table>
3.3.2 Sampling Size

Sekaran and Bougie (2010) indicated that sample is a smaller group of the population. Hence, the sample size for this research should be a total of 217 employees from two manufacturing companies in the northern region of Malaysia (Krejcie & Morgan, 1970). Previous study by Wulandari and Jailani (2018) has also referred to the sampling table developed by Krejcie and Morgan (1970) to identify the appropriate sample size in accordance to the population of their research, to participate and respond in their survey research.

3.3.3 Sampling Technique

In order to achieve the targeted sample size, participants were selected through convenience sampling method. According to Etikan et al. (2015), convenience sampling method is a category of nonprobability sampling in which the samples of the target population are required to fulfil particular practical requirements. For example, in term of the accessibility, geographical closeness, availability at certain time, or the voluntary participation are considered in order to conduct this research. From the total sample of 500 samples, the feedback is 416, and 16 responses are not usable, thus the usable response being 400. The usable responses being 80%. In regard to this research, the sample selection criteria being that the participants must worked in manufacturing industry and were employed during Covid-19 pandemic.
3.4 DEFINITION OPERATION AND MEASUREMENTS

3.4.1 Job Satisfaction Measures

Job satisfaction of the employees could be measured from the Minnesota Satisfaction Questionnaire (MSQ) which comprises of 20 items with 5 Likert Scale answer options (Spector, 1997). The score starts with very dissatisfied at number 1, followed by dissatisfied, neutral, satisfied and lastly very satisfied being number 5. Cook et al., (1981) informed that the test-retest reliability of the questionnaire is in the range of 0.70 to 0.80 and it was reported that the MSQ has a credible alpha coefficient of 0.96 (Rothmann, Scholtz, Fourie & Rothmann, 2000). MSQ is known to be a widely used scale by researchers who intend to investigate issue pertaining to job satisfaction. For example, recently, Yu et al. (2020) has used MSQ to examine the job satisfaction of the medical frontliners in China during the Covid-19 pandemic. Hence, it is appropriate for this research to use MSQ as well in identifying the results of every research objective concerning the job satisfaction of the employees in the manufacturing industry.

Table 3.2 Measurement for job satisfaction (Minnesota Satisfaction Questionnaire)

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Operational Definition</th>
<th>Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job satisfaction</td>
<td>Positive perceptions about the participant’s jobs and their work experience from various views and directions (Ragu-Nathan et al., 2008).</td>
<td>1) Being able to keep busy all the time.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2) The chance to work alone on the job.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3) The chance to do different things from time to time.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>4) The chance to be “somebody” in the community.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>5) The way my boss handles his/her workers.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>6) The competence of my supervisor in making decisions.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>7) Being able to do things that don’t go against my conscience.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>8) The way my job provides for steady employment.</td>
</tr>
</tbody>
</table>
9) The chance to do things for other people.
10) The chance to tell people what to do.
11) The chance to do something that makes use of my abilities.
12) The way company policies are put into practice.
13) My pay and the amount of work I do.
14) The chances for advancement on this job.
15) The freedom to use my own judgment.
16) The chance to try my own methods of doing the job.
17) The working conditions.
18) The way my co-workers get along with each other.
19) The praise I get for doing a good job.
20) The feeling of accomplishment I get from the job.

Source: Spector (1997) for Minnesota Satisfaction Questionnaire (MSQ)

### 3.4.2 Technostress Measures

Technostress is the scores of the participants on the Computer Anxiety Scale (CAS) (Marcoulides, 1989) consists of 16 items in the form of 5 Likert scale. The score starts with strongly disagree at number 1, followed by disagree, neutral, agree and lastly is strongly agree at number 5. It was found that the CAS has good internal consistency, with a Cronbach alpha coefficient reported of 0.95. Onifade and Keinde (2013) has used CAS to investigate the level of computer anxiety between university and college students who were majoring in the Physical and Health Education. The result shows that there was a significant difference between the university and college students on their computer anxiety, and experience did have impact on
the computer anxiety. There will be 7 items that required to be recode while doing data analysis in SPSS, the items are item 3, 8, 9, 10, 13, 15 and lastly, 16.

Table 3.3

*Measurement for technostress (Computer Anxiety Scale)*

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Operational Definition</th>
<th>Items</th>
</tr>
</thead>
</table>
| Technostress | Perceptions of the working individuals on their feelings of stress and anxiety related to the use of technology (Marcoulides, 1989). | 1) I feel anxious whenever I am using computers.  
2) I wish that I could be as calm as others appear to be when they are using computers.  
3) I am confident in my ability to use computers. *  
4) I feel tense whenever working on a computer.  
5) I worry about making mistakes on the computer.  
6) I try to avoid using computers whenever possible.  
7) I experience anxiety whenever I sit in front of a computer terminal.  
8) I enjoy working with computers. *  
9) I would like to continue working with computers in the future. *  
10) I feel relaxed when I am working on a computer. *  
11) I wish that computers were not as important as they are.  
12) I am frightened by computers.  
13) I feel content when I am working on a computer. *  |


I feel overwhelmed whenever I am working on a computer.  
I feel comfortable with computers. *  
I feel at ease with computers. *  

Source: Marcoulides (1989) for Computer Anxiety Scale (CAS) *reverse coding questions

### 3.4.3 Career Uncertainty Measures

Career uncertainty is the scores from Job Insecurity Scale with four items using the 5-point Likert scale (Vander Elst, De Witte & De Cuyper, 2013). The score starts with strongly disagree at number 1, followed by disagree, neutral, agree and lastly is strongly agree at number 5. The questions will require the participants to evaluate their perception towards the threat or the possibility to lose their current jobs, and also to identify their feeling of worries over the possibility of job loss. It was found that the scale has good internal consistency, with a Cronbach alpha coefficient reported of 0.85 (Vander Elst, De Witte & De Cuyper, 2013). There will be only 1 item from this scale that required to be recode while doing data analysis in SPSS, which is item 2.

**Table 3.4**  
Measurement for career uncertainty (Job Insecurity Scale)

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Operational Definition</th>
<th>Items</th>
</tr>
</thead>
</table>
| Career uncertainty | Feeling of distress due to current job, as well as the feeling of distress about the likelihood of facing challenges or difficulty in getting future job particularly for job seekers in a country that are facing economic crises or high rate of unemployment (Vander Elst, De Witte & De Cuyper, 2013). | 1) Chances are, I will soon lose my job.  
2) I am sure I can keep my job. *  
3) I feel insecure about the future of my job.  
4) I think I might lose my job in the near future. |

Source: Vander Elst, De Witte and De Cuyper (2013) for Job Insecurity Scale (JIS) *reverse coding
3.4.4 Career Adaptability Measures

Career adaptability is the scores from Career Adapt-Abilities Scale Short Form (CAAS-SF) that consists of 12-items divided into four components which are concern, control, curiosity and confidence, with 5-point Likert scale (Maggiori, Rossier & Savickas, 2015). The score starts with strongly disagree at number 1, followed by disagree, neutral, agree and lastly is strongly agree at number 5. CAAS-SF is actually a short version of the CAAS 2.0 and it was developed by Savickas and Porfeli (2012). It was proven that CAAS-SF is a sufficient and appropriate alternative to the CAAS 2.0 as the total score for both version of CAAS showed the score of $r = 0.98$ which highlighted a high correlation (Maggiori, Rossier & Savickas, 2015).

In CAAS-SF, Maggiori, Rossier and Savickas (2015) has meticulously chose only three items from each component. Therefore, the 12 items that were chosen represent the CAAS-SF. The internal consistency of the four components were range from 0.74 to 0.85 which was considered as satisfactory, and the total score of the internal consistency for career adaptability was 0.92 which was significantly high. Apart from that, it was also emphasized by Maggiori, Rossier & Savickas (2015) that the total score of the reliability test for both German and French versions were considerably high which was 0.94 and the later was 0.92.

Yu et al., (2019) has performed a cross-cultural validation study in China which involved three distinctive categories of sample, and the sample groups were students of college, public workers and also private (business) workers. The result highlighted that CAAS-SF is a reliable and valid scale for career adaptability and compatible to be used in the Chinese context. Moreover, Işık et al., (2018) has also conducted a cross-cultural validation study in Turkey and it was reported that the scale was also reliable and valid to be utilized in the Turkish context. The researchers also pointed out that CAAS-SF has been widely used in Turkey for career exploration and during counselling session. In addition, Paradnikė and Bandzevičienė (2016) has also utilized CAAS-SF when conducted a research to investigate the relationship between
study engagement and the career adaptability of the college students, and it was reported that only two dimensions of career adaptability which are confidence and concern were the predictors for the components of the study engagement.

Table 3.5
Measurement for career adaptability (Career Adapt-Abilities Scale Short Form)

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Operational Definition</th>
<th>Concern</th>
</tr>
</thead>
<tbody>
<tr>
<td>Career adaptability</td>
<td>Having the skill to adapt to unexpected and irregular demands and duties. This also include ability to adapt to the career development that will happen throughout the whole adult life (Maggiori, Rossier &amp; Savickas, 2015).</td>
<td>1) Thinking about what my future will be like.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2) Preparing for the future.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3) Becoming aware of the educational and vocational choices that I must make.</td>
</tr>
<tr>
<td>Control</td>
<td></td>
<td>4) Making decisions by myself.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>5) Taking responsibility for my actions.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>6) Counting on myself.</td>
</tr>
<tr>
<td>Curiosity</td>
<td></td>
<td>7) Looking for opportunities to grow as a person.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>8) Investigating options before making a choice.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>9) Observing different ways of doing things.</td>
</tr>
<tr>
<td>Confidence</td>
<td></td>
<td>10) Taking care to do things well.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>11) Learning new skills.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>12) Working up to my ability.</td>
</tr>
</tbody>
</table>

Source: Maggiori, Rossier and Savickas (2015) for Career Adapt-Abilities Scale Short Form (CAAS-SF) *reverse coding
3.5 SURVEY MATERIALS

As the survey will be distributed online, the participants may use any smartphones, tablet or laptop and also require internet connection in order to answer the online survey questions.

3.6 PILOT STUDY

The pilot test involved 30 participants which will be randomly selected among the employees from various manufacturing companies in the northern region of Malaysia. There was a suggestion from Connelly (2008) that the sample size for pilot test would be 10 per cent from the sample size of the main research. On the other hand, there was a recommendation from Cooper and Schindler (2003) that the sample size for the pilot test should be around 25 to 100 participants. Hence, the sample size for the pilot test of current research are 30 participants.

The intention of conducting pilot test is to examine the reliability of the measurements used to investigate the impact of technostress, career uncertainty and career adaptability on the job satisfaction of the employees in the manufacturing industry in Malaysia during the Covid-19 pandemic. Furthermore, pilot test is crucial in order to determine any unexpected situations beforehand that could happen and affect the overall process of conducting the main research, particularly during the data collection phase (Hassan, Schattner & Mazza, 2006). For example, the researcher needs to ensure that the questions in the survey can be easily comprehend by the participants.

The consistency of Cronbach’s Alpha for every variable was measured and showed in Table 3.6. The results of the Cronbach’s Alpha (α) are between 0.64 to 0.82. Job satisfaction showed the coefficients (α) of 0.64. Meanwhile, technostress displayed the coefficients (α) of
0.67. which is an acceptable result of reliability according to Sekaran & Bougie (2010) and Pallant (2016). This low coefficient (α) could occur because of the small sample size of 30 participants. On the other hand, the coefficient (α) for career uncertainty was at 0.82. While, coefficient (α) for career adaptability is also at 0.82 which are considered a very good reliability. As the outcomes from the reliability test displayed scores greater than 0.6 for all variables, thus, every question could be applied in the actual data collection process. The result of the reliability scores is displayed in Table 3.6.

Table 3.6
Reliability result of pilot test
<table>
<thead>
<tr>
<th>Variables</th>
<th>Cronbach’s Alpha</th>
<th>No of Items (N)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job satisfaction</td>
<td>0.64</td>
<td>20</td>
</tr>
<tr>
<td>Technostress</td>
<td>0.67</td>
<td>16</td>
</tr>
<tr>
<td>Career uncertainty</td>
<td>0.82</td>
<td>4</td>
</tr>
<tr>
<td>Career adaptability</td>
<td>0.82</td>
<td>12</td>
</tr>
</tbody>
</table>

3.7 DATA COLLECTION PROCEDURE

This survey was distributed to the participants in the month of November, 2020. The company, particularly the Human Resource Managers was contacted through phone calls and emails. Then, the link for the online survey was distributed by the HR to the e-mails of every employees. The time taken to collect the data was approximately two weeks. A brief explanation of the objectives of the research were included in the online survey form. The respondents voluntarily participate and can withdraw their consent to participate at any time.

Apart from the several types of scale or measurement used for the data collection process such as the Minnesota Satisfaction Questionnaires (MSQ) for job satisfaction, Computer Anxiety Scale (CAS) for technostress, Job Insecurity Scale (JIS) for career uncertainty and Career Adapt-Abilities Scale Short Form (CAAS-SF) for career adaptabilities, the survey also include several demographic variables such as gender and age which was
divided into three groups (early career- 20 to 30 years old; middle career- 31 to 45 years old; late career- 46 to 60 years old). Moreover, the survey also consists of questions pertaining to the highest academic achievement of the respondents, and also to identify whether the respondents were affected by the new policy of work from home during the Covid-19 pandemic. The participants need approximately 10 to 15 minutes to complete answering the survey.

3.8 TECHNIQUE OF DATA ANALYSIS

The data gathered from the survey were recorded and computed into dataset to be analyzed by conducting several types of statistical analysis. Statistical Package for Social Science (SPSS) software version 22.0 were applied in order to carry out the descriptive analysis, correlational analysis and multiple regression analysis.

3.8.1 Descriptive and Normality Analysis

Descriptive Statistics is utilized in order to ease the researchers to reorganize the large quantity of data in a systematic and simpler approach (Sutanapong & Louangrath, 2015). This type of analysis is used to analyse the quantitative data. In brief, a descriptive analysis will stress the information gathered and the findings that have been analysed, which could be easily viewed from the fundamental information of the topics in the research. Zikmund and Griffin (2013) has emphasized that a descriptive analysis can be evaluated by using variability or the measures of central tendency, in which it brought out the important information such as the mean and standard deviation as well as the result of the internal consistency reliability.
Other than that, researcher also conduct descriptive analysis in order to identify the demographic information of the participant. This analysis is essential because it is to determine whether the chosen samples are accurately representing the selected population for the research. In the survey, the researcher required the participants to provide answer on certain demographic questions such as their gender, age, level of education, and whether they are affected by the new norm of work-from-home during the pandemic. This information could be attained from performing the frequency analysis and the percentage in the descriptive analysis.

3.8.2 Pearson correlation analysis

Pearson correlation analysis is conducted to examine the strength as well as the direction of any significance linkage between variables (Pereira, 2018). According to Schober and Boer (2018), the change of one variable could link to the change of another variable either in the same or contradict manner. For example, positive correlation occurs when one variable incline, the other variable will incline as well. Meanwhile, negative correlation refers to the situation where one variable incline, the other variable will decline. Besides, Zhu (2016) shared that p-value between 0.2 to 0.39 is considered weak relationship, 0.4 to 0.79 is considered moderate or high moderate relationship, and above 0.8 would be strong relationship.

3.8.3 Multiple Regression Analysis

Multiple regression analysis is performed in order to examine the link between the dependent variable and the independent variables. Furthermore, it was also highlighted by Pallant (2016) that the standard multiple regression analysis is used to determine which independent variables have better significant impact and contributed in influencing the
dependent variable. The other three independent variables which are technostress, career uncertainty and career adaptability will require the utilization of the standard multiple regression analysis. This data analysis is beneficial to help in identifying whether the three independent variables has impact on the job satisfaction of employees from manufacturing industry in Malaysia during the Covid-19 pandemic.

3.9 CONCLUSION

This chapter has portrayed the methodology of this research. It highlighted the process of selecting the sample of participants, and the data collection procedures. This chapter also emphasized the application of several type of statistical analyses in Statistical Package for Social Science (SPSS) to test the research hypotheses. The overall results from the analysis of the data will be reported in Chapter 4.
CHAPTER FOUR
FINDINGS

4.1 INTRODUCTION

The results of the research are unveiled in this chapter. The data gathered from the participants was analysed by conducting several types of statistical analyses. First, descriptive statistical analysis which involved both frequencies for categorical variable and descriptive for continuous variables was performed to analyse the background of the participants. Second, correlation analysis was also conducted to examine the relationship between both the independent and dependent variables. Last but not least, regression analysis was performed to determine the significant contribution of technostress, career uncertainty and career adaptability on job satisfaction of the participants.

4.2 PROFILE OF RESPONDENTS

The frequency analysis was utilized to determine the background information of the participant. Table 4.1 has presented a total of 400 employees who worked in manufacturing companies at the northern regions of Malaysia participated in this survey. Based on the survey, there were 106 male employees and 294 female employees. Most of the participants belong to the age group of 31-45 years old which is about 45%, followed by 20-30% which is about 40.8% and lastly, 46-60 years old which is about 14.2%.

About 29.8 percent of the respondents has Diploma as their highest academic qualification. Meanwhile, 281 of the participants (70%) are having Degree as their highest academic qualification. Furthermore, majority of the participants experienced work-from-home during the Covid-19 pandemic which are about 99.3 percent while only 3 participants
are not affected by the new norm of work-from-home due to the crisis. The participant’s background information being portrayed in Table 4.1.

<table>
<thead>
<tr>
<th>Demographic characteristics</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>106</td>
<td>26.5</td>
</tr>
<tr>
<td>Female</td>
<td>294</td>
<td>73.5</td>
</tr>
<tr>
<td>Highest academic qualification</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Diploma</td>
<td>119</td>
<td>29.8</td>
</tr>
<tr>
<td>Bachelor’s Degree</td>
<td>281</td>
<td>70.2</td>
</tr>
<tr>
<td>Work from home</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>397</td>
<td>99.3</td>
</tr>
<tr>
<td>No</td>
<td>3</td>
<td>0.7</td>
</tr>
<tr>
<td>Age</td>
<td></td>
<td></td>
</tr>
<tr>
<td>20-30</td>
<td>163</td>
<td>40.8</td>
</tr>
<tr>
<td>31-45</td>
<td>180</td>
<td>45.0</td>
</tr>
<tr>
<td>46-60</td>
<td>57</td>
<td>14.2</td>
</tr>
</tbody>
</table>

4.3 DESCRIPTIVE STATISTICS AND NORMALITY TEST

The means and standard deviations of the variables had been obtained from the data analysis using SPSS. The outline of the descriptive statistics is reported in Table 4.2. For the measurement of the variables, five-point Likert scale were used in all of the scales and score 1 would signify strongly disagree while score 5 refers to strongly agree for variables of technostress, career uncertainty, career adaptability while, score 1 indicate very dissatisfied and score 5 refers to very satisfied for measurement of job satisfaction.

From table 4.2, the mean for career adaptability was the highest at 4.113. The mean for career uncertainty is the second highest at 4.079 and followed by job satisfaction with 3.454. Technostress has the lowest mean which is 2.2. According to Pallant (2016), the value of skewness refers to the symmetry of the distribution meanwhile kurtosis refers to the highest point of the distribution. Positive skewness suggested that the scores are crowded at the low value and at the left side. Meanwhile, negative skewness illustrated a gathered score at the high
value and at the right side. On the other hand, positive kurtosis indicated that the distribution of the scores were clustered at the middle and it was fairly sharp-edged. On the contrary, kurtosis that have values low than 0 signified a distribution that is reasonable flat (Pallant, 2016).

The standard deviation of job satisfaction is 0.346 with a skewness value of -0.97 and a kurtosis of 0.56. This portrayed that the outcome for job satisfaction is normally distributed. The standard deviation of technostress was 0.3 with a skewness of 0.64 and a kurtosis of 0.42. This indicated that the outcome for technostress is normally distributed. Career adaptability reported a standard deviation of 0.332 with a skewness value of 0.94 and a kurtosis of 1.33. This means that the outcome for career adaptability is normally distributed. Last but not least, career uncertainty indicated 0.716 of standard deviation with a skewness value of -1.22 and kurtosis value of 0.72. The results of the descriptive statistics and normality test of the data are depicted in Table 4.2.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Mean</th>
<th>Standard deviation</th>
<th>Skewness</th>
<th>Kurtosis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job satisfaction</td>
<td>3.454</td>
<td>0.346</td>
<td>-0.97</td>
<td>0.56</td>
</tr>
<tr>
<td>Technostress</td>
<td>2.2</td>
<td>0.3</td>
<td>0.64</td>
<td>0.42</td>
</tr>
<tr>
<td>Career uncertainty</td>
<td>4.079</td>
<td>0.716</td>
<td>-1.22</td>
<td>0.72</td>
</tr>
<tr>
<td>Career adaptability</td>
<td>4.113</td>
<td>0.332</td>
<td>0.94</td>
<td>1.33</td>
</tr>
</tbody>
</table>

### 4.4 RELIABILITY ANALYSIS

The Cronbach alpha reliability test was done to analyse and investigate the internal consistency of the items that were used in research. The alpha coefficient of job satisfaction is 0.707, technostress is 0.732, career uncertainty being 0.815 and career adaptability is 0.823.
Hence, all the constructs have exhibited acceptable and sufficient reliability in this research. Table 4.3 presents the detail results of the Cronbach reliability test. Pallant (2016) emphasized that the Cronbach’s Alpha value above 0.7 is considered to be sufficient. Nonetheless, Cronbach’s Alpha value above 0.8 are the most recommended.

Table 4.3  
*Reliability results of job satisfaction, technostress, career uncertainty and career adaptability.*

<table>
<thead>
<tr>
<th>Variables</th>
<th>Cronbach’s alpha (α)</th>
<th>No of Items (N)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job satisfaction</td>
<td>0.707</td>
<td>20</td>
</tr>
<tr>
<td>Technostress</td>
<td>0.732</td>
<td>16</td>
</tr>
<tr>
<td>Career uncertainty</td>
<td>0.815</td>
<td>4</td>
</tr>
<tr>
<td>Career adaptability</td>
<td>0.823</td>
<td>12</td>
</tr>
</tbody>
</table>

4.5 PEARSON CORRELATION ANALYSIS

Pearson correlation analysis is conducted to examine the strength as well as the direction of any significance linkage between variables (Pereira et al., 2018). Table 4.4 outlined the result of the Pearson correlation analysis of the variables.

Table 4.4  
*Pearson correlation analysis of the variables*

<table>
<thead>
<tr>
<th>Variables</th>
<th>Job satisfaction</th>
<th>Technostress</th>
<th>Career uncertainty</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job satisfaction</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Technostress</td>
<td>-0.032</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Career uncertainty</td>
<td>-0.062</td>
<td>0.008</td>
<td>-</td>
</tr>
<tr>
<td>Career adaptability</td>
<td>-0.270*</td>
<td>-0.509**</td>
<td>-0.115</td>
</tr>
</tbody>
</table>

* *p ≤ 0.01 level (2-tailed)  
** *p ≤ 0.05 level (2-tailed)*

The outcome of the correlation analysis indicates that the variables have no significant relationship with job satisfaction except career adaptability. Job satisfaction and technostress did not correlate negatively and insignificant (r =-0.032; p ≥0.05). Job satisfaction and career
uncertainty also did not correlate and not significant ($r = -0.063; p \geq 0.05$). However, job satisfaction and career adaptability indicated negative small relationship and statistically significant ($r = -0.27; p \leq 0.05$).

### 4.6 MULTIPLE REGRESSION ANALYSIS

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized coefficients</th>
<th>Standardized coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
</tr>
<tr>
<td>Technostress</td>
<td>-0.283</td>
<td>0.066</td>
</tr>
<tr>
<td>Career uncertainty</td>
<td>-0.052</td>
<td>0.023</td>
</tr>
<tr>
<td>Career adaptability</td>
<td>-0.420</td>
<td>0.057</td>
</tr>
</tbody>
</table>

Note: $R^2 = 0.123$; $R = 0.351$; $F = 18.52$; *$p \leq 0.05$

Dependent variable: Job satisfaction

Based on the regression output, the value of $R^2$ was seen to be 0.123 which revealed that 12.3% of the variances in job satisfaction have been clarified by the independent variables which are the technostress, career uncertainty and career adaptability. Another 87.7% of job satisfaction is established by other variables. From the analysis that has been conducted, it is reported that all independent variables have significant contributions to the job satisfaction as the Sig. value is lower than 0.05 (Pallant, 2016).

The output illustrated that career adaptability made the most unique statistically significant contribution ($\beta = -0.403; p \leq 0.05$) on job satisfaction. It is followed by technostress ($\beta = -0.236; p \leq 0.05$), and career uncertainty has shown to make the least unique statistically significant contribution ($\beta = -0.107; p \leq 0.05$) to job satisfaction. Therefore, career adaptability is the most significant variable that would influence the job satisfaction of employees who worked in Malaysian manufacturing industry compared to other independent variables.
Hence, all research hypothesis are accepted due to the significant contribution of career adaptability, technostress and career uncertainty with job satisfaction.

4.7 CONCLUSION

Frequency, descriptive statistics, normality test, reliability analysis, correlational analysis and multiple regression analysis were performed to identify the findings of the study. It is to determine the ability of the independent variables to predict the dependent variable, association of the variables, reliability and the significance of the measurement that was utilized for the survey of this research. The next chapter will discuss the findings of the research.
CHAPTER FIVE

DISCUSSIONS, RECOMMENDATIONS AND CONCLUSION

5.1 INTRODUCTION

There were many researches that had been conducted in the past on the topic of technostress, career uncertainty and career adaptability with job satisfaction of the employees. This research examined the relationship between job satisfaction with technostress, career uncertainty and career adaptability. This chapter incorporate the discussion of the findings, as well as to provide the information pertaining to the limitation, implication and the suggestions for future research.

5.2 DISCUSSION

This research investigated the relationship between technostress, career uncertainty, career adaptability and job satisfaction of employees of the manufacturing industry. The findings of the research are crucial as it could assist the organizations or employers to make adequate business strategies and decisions that may enhance the job satisfaction of their employees, which later would impact the job performance and productivity.

This research was conducted to determine the relationship between technostress with job satisfaction of employees, to figure out the connection between career uncertainty with job satisfaction of employees and lastly, to discover the association between career adaptability with job satisfaction of employees who worked in manufacturing industry.
The following discussion provides a review of the results of the objective and comparison with previous literature.

5.2.1 The relationship between technostress and job satisfaction.

Multiple regression analysis was conducted to identify the relationship between technostress and job satisfaction and it was reported that technostress has significant contribution on the job satisfaction. This finding is compatible with the findings from previous researches by Karimi and Nazari (2017) and Marchiori et al. (2020) who reported that as the degree of technostress increased, the job satisfaction of the employees will decline. There are several factors that could explain this discovery such as gender, age and sudden teleworking.

Gender is one of the determinants that could explain this finding. Marchiori et al. (2020) suggested that female IT users are most likely to feel pressure when using the information technology or other devices. This is because most working women have more than one responsibility and daily tasks that need to be done. Apart from their professional life, women also need to fulfill their responsibilities to their family as a wife and a mother in which they need to do the household chores and also taking care of the children (Marchiori et al., 2020). As the use of technology raise the expectation that the users should speed up their work, women have the tendency to develop techno-overload which refers to the stressful feelings of having to accelerate their working speed due to the utilization of the technology (Marchiori et al., 2020). During the movement control order (MCO) that required the employees to work from home, working women may have difficulty to achieve job satisfaction as they need to manage both digital working while taking care of the children. In this research, majority of the respondents were female employees who also
experienced work from home, and hence, it may contribute to this finding.

On the other hand, past studies have indicated that age is one of the determinants of the technostress (La Torre et al., 2018; Hauk, Goritz & Krumm, 2019). La Torre et al. (2018) reported that there was a positive linkage between age and technostress, in which, as the age increase, the level of technostress will also increase. According to Hauk, Goritz & Krumm (2019), as people grow older, their cognitive ability will slowly deteriorate which includes processing speed, visual and auditory attention as well as working memory, and also the fine motor ability. These cognitive abilities are definitely crucial in the process of using the ICTs. For example, a person with poor working memory will have difficulty to process the information when doing ICT related works. It was also highlighted that older employees felt more strain than younger employees in utilizing and coping with technology (Hauk, Goritz & Krumm, 2019). In this study, the middle age employees when combined with the old age employees displayed more than half of the respondents. Young adult employees may have minor issues with technostress, but the middle age employees are at the early stage of hitting old age. Therefore, their cognitive abilities may start to change, and thus influencing their capability to handle technology.

Finally, Vaziri et al. (2020) pointed out that the sudden implementation of teleworking due to Covid-19 has fostered the technostress. According to Vaziri et al. (2020), it is possible for employees to professionally handle virtual work or digital office if they have the opportunity to be trained with teleworking. However, the unexpected occurrence of Covid-19 gives no chance for the employees to receive telework training, and instead, force them to immediately work from home without any preparation (Vaziri et al., 2020). The employees may also experience technology invasion, in which it is a stressful feeling of having to be constantly available. Technology invasion could distort the work-life balance. For example, online meetings or receiving work-related e-mails after the official
working hours could interrupts the ways the individuals balance and organize their work and personal times.

### 5.2.2 The relationship between career uncertainty and job satisfaction

Multiple regression analysis was conducted to investigate the relationship between career uncertainty and job satisfaction and it was reported that career uncertainty has significant contribution on the job satisfaction. This outcome is in accordance to previous study conducted by Didelija and Kapetanović (2020) who reported that there was a negative association of the career uncertainty with the job satisfaction. If the expectation of the employees for job stability become lower, their job dissatisfaction will incline. There are several factors that could explain the findings of this research which are the possibility of unemployment due to Covid-19 and the quality of their job.

During crisis that could lead to economic recession, many organizations may opt for reducing the number of manpower to minimize the cost (Asfaw & Chang, 2019; Yen et al., 2019; Ashraf et al., 2020). Hence, this led to the feelings of uncertainty towards the stability of their current job and the possibility to earn next job. Besides, it was globally known that the current occurrence of Covid-19 pandemic has caused many companies to implement organizational restructuring, downsizing and even at the point of shutting down due to the financial problems (Ashraf et al., 2020). Therefore, the employees may feel worries over the possibility to retain their current job and the possibility to get new job or career growth. As the employees get overwhelmed by this uncertainty, it could affect their physical and psychological conditions which later would also influence their job satisfaction (Yen et al., 2019).
In addition, van Dam, Noordzji and Born (2020) also highlighted about the qualitative aspect of the career uncertainty, in which the transition or transformation that the employees experience in their work can influence their perception of the certainty of the quality of their job. For example, technological advancement allows work to be done more efficiently, but it will be difficult to get done if the employees unable to cope with the evolution (Hansen, 2020). Besides, it can also affect the relevancy of the role at work. For example, instead of the employees performs a task, the responsibility change to only control and monitor the automatic system (Hansen, 2020). This also led to the declining of the workers sense of control over their responsibility and tasks, which will influence the career uncertainty and impact their job satisfaction (Asfaw & Chang, 2019).

5.2.3 The relationship between career adaptability and job satisfaction

Multiple regression analysis was conducted to determine the relationship between career adaptability with job satisfaction and it was reported that career adaptability has the most significant contribution on job satisfaction. There are several factors that could explain the findings of this research which are adapting to work-from-home conditions, gender and academic qualification.

Carillo et al. (2020) emphasized that it is necessary for the employees to prepare proper telework setting in order for them to quickly adapt and efficiently work from home. The preparation would include ensuring there is appropriate physical conditions to work from home such as transforming certain area of the house into office-like, ensuring the availability of the technological devices required to perform the job at home. Moreover, it is also important for the employees to have mental preparation such as assuring the work area at home is separated from the family area which could disrupt their concentration on
the work later (Carillo et al., 2020). Nonetheless, the sudden order by the Malaysian government for all organizations to close and the employees have to work from home due to the Covid-19, has not allow sufficient time for the employees to prepare mentally and physically for the teleworking. Therefore, the sudden changes will affect their adaptability and thus, influence the job satisfaction.

Added to this, gender is one of the contributors that could explain the relationship between career adaptability and job satisfaction. Gender differences were found to be significantly different in career adaptability although the effect size was only small (Vilhjalmsdottir, 2017). Based on the research conducted by Vilhjalmsdottir (2017), women are significantly higher than men in the three dimensions of career adaptability, namely concern, cooperation and contribution. This is because women need a deeper balance in balancing their roles between their family and work. As can be seen from the descriptive analysis, female employees dominated the number of the respondents in this research. Thus, it is possible that gender could justify the unique significant contribution of the career adaptability on the job satisfaction.

Lastly, academic qualification of the employees can also clarify the relationship between career adaptability and job satisfaction. This is in congruent with the finding by Rudolph, Lavigne and Zacher (2017) and Carillo et al. (2020) who explained that there was a positive association between academic qualification and career adaptability which enhance the job satisfaction. Carillo et al. (2020) also suggested that the higher academic qualification the employees have, their coping ability or adaptability with the new norm of work-from-home would be better which would help them to achieve job satisfaction. This is because high educational institution commonly provides a course for the students to learn and aware about the career planning, career management as well as career exploration which act as a preparation before they enter the career world after graduated (Rudolph, Lavigne
and Zacher, 2017). Hence, employees with high academic qualification are better at adapting in work. In this study, majority of the respondents have Bachelor’s Degree academic certificates while the others have a Diploma academic certificate.

5.3 LIMITATIONS OF THE STUDY

There are several obstacles that was encountered throughout the process of completing this research. Firstly, this research was conducted only at northern region manufacturing employees of Malaysia. Therefore, the results may not be representative of the entire employees who worked in manufacturing industry of Malaysia. Hence, it cannot be assured that the findings could be generalized to the whole population in Malaysia. Second, as the measurement scale for the variables were using Likert-scale survey, it is a limitation for the respondents to share their point of view or other further important explanation that could be beneficial to support the findings of this research.

Third, the time given to conduct and complete the whole research process was not sufficient particularly during this Covid-19 pandemic outbreak. During this world crisis period, most of the business were in the process of reorganizing their systems and operations to adjust to the new circumstances. Majority of the companies also implemented new policy of work-from-home as ordered by the Malaysian government. Therefore, it is not an appropriate time for university students to approach the company for research purposes as it would interrupt the operation of their new system.

Finally, communication is one of the factors that become a concern throughout this research. Even though online communication is expected to ease the two-way communication between the researcher and the respondents during the pandemic, the participating companies
were in the midst of reorganizing the system or operation to cope with the changes due to movement control order (MCO) and the latest conditional movement control order (CMCO). Therefore, it is difficult to get response from the companies whether they agree to participate in this research. Majority of the companies in Malaysia refuse to accept visitation from outsiders even though for educational purposes during this pandemic. Hence, computer-mediated communication is the method to communicate with the company for the purpose of collecting data. As the companies were busy during this crisis, the communication process was inconsistent and it caused difficulty to gather sufficient information from the companies.

5.4 IMPLICATIONS AND SUGGESTIONS OF THIS STUDY

The study demonstrated that there were significant contributions of the independent variables (technostress, career uncertainty and career adaptability) on job satisfaction. The findings indicated that career adaptability made the most significant contribution, followed by technostress and career uncertainty to job satisfaction.

5.4.1 Theoretical implications of the study

This research contributes to comprehensive elaboration based on the transactional model of stress, theory of social learning theory and the career construction model of adaptation, on the occurrence of technostress, career uncertainty and career adaptability during Covid-19 pandemic and how it relates to the job satisfaction of the employees. This research focus on the context of manufacturing industry as it was highlighted that manufacturing industry is one of the most affected industry in Malaysia (Mida, 2020). Furthermore, Covid-19 is a new and ongoing crisis, there are limited literatures or studies that has been done pertaining
to the job satisfaction of the employees during this crisis. Thus, the findings from this research could provide enlightenment and information for future researches that interested to explore more on the impact of Covid-19 on the working individuals as well as the organizations.

5.4.2 Practical implications of the study

This study indicated that technostress has a unique contribution on job satisfaction. Hence, the companies could use this information to identify the target group of employees that may require extra training to learn technostress management. Besides, organizations should also intensely participate in analysing the perception and experiences of the employees towards technostress, which later organizations could design appropriate strategies based on the input to minimize the impact of technostress.

In addition, the results and information from this study could provide guidance for the employers to plan strategies in reducing the career uncertainty among employees. For example, the organizations could provide more opportunity of training and development for the employees to enhance their job competencies. Hence, it could increase the likelihood of the employees to be employed at other companies in the future. Besides, the organizations can also provide clear explanation to the employees about the possibility for career advancement and the path that they need to follow in order to achieve the career goals. Moreover, the Human Resource Development Fund or Ministry of Human Resource can also organize more national level of training programs to enhance individuals employability skills.

Besides, the findings from this study pertaining to the career adaptability could be beneficial for the human resources managers to handle career adaptability issues at work which could have affected the job satisfaction of the employees. The managers can focus on the four
components which are concern, control, curiosity and confidence to improve the job satisfaction. For example, the HR managers can provide appropriate advices to the employees such as to encourage positive thinking about their career path, to establish the skill of making decision, to be involve in programs that will incite curiosity and also to boost the spirit of the employees to handle and overcome any career challenges.

5.4.3 **Suggestions for future research**

If future research intended to replicate this research, it is suggested for the researcher to collect data from other state in Malaysia in order for the finding to be generalized to the whole population in Malaysia. Furthermore, other than including a section for respondents to give feedbacks on improving the survey, the researcher may also include an extra section in the survey for the respondents to provide extra information pertaining to their individual’s perceptions towards every variable. For example, they may express on how they personally deal with the technostress or career uncertainty during the Covid-19 pandemic, or the contribution of the organization in enhancing their job satisfaction during this pandemic.

5.5 **CONCLUSION**

This research consists of three research objectives which are to investigate the relationship of the technostress, career uncertainty and career adaptability with job satisfaction of employees in Malaysian manufacturing industry during Covid-19 pandemic. As an overall conclusion, the findings of the study clearly portrayed that all the independent variables have unique statistically significant contribution on the job satisfaction. Other than the justification of the findings in this chapter, there could be other variables that contribute
to such results. Hence, it is recommended for future researches to consider involving variables including mediating or moderating variables into the research framework in order to obtain more adequate and strong findings.
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APPENDICES

APPENDIX A – QUESTIONNAIRE

RESEARCH ON THE FACTORS INFLUENCING JOB SATISFACTION AMONG EMPLOYEES IN MALAYSIA DURING COVID-19 PANDEMIC

Dear Respondents,

I am Syazana Hawani Binti Shaari, is currently doing a research project as a part of the requirement to complete my Master of Human Resource Management at Universiti Utara Malaysia. This research project is to examine the factors influencing job satisfaction among management employees in Malaysian manufacturing industry during COVID-19 pandemic. Several factors that will be examined would be the age group, work-from-home, technostress, career uncertainty and finally, career adaptability. Hence, I need your cooperation to give me your responses meticulously and honestly because it will affect the accuracy of the results. It takes approximately less than 8-10 minutes to answer this questionnaire.

You are invited to participate in this questionnaire if you are:

1) Malaysian.

2) Full time employed in the manufacturing industry.

3) Working at management level in the company.

Thank you for your kind cooperation. I really appreciate your participation in contributing to this research project.
Yours faithfully,
Syazana Hawani Binti Shaari (82191)
School of Business Management
College of Business
Universiti Utara Malaysia

PART 1: DEMOGRAPHIC INFORMATION

Gender:

□ Male
□ Female

Age Group:

□ 20-30 years old
□ 31-45 years old
□ 46-60 years old

Highest academic achievement:

□ PMR
□ SPM
□ STPM
□ Certificate
□ Diploma
□ Bachelor's Degree
□ Master's Degree
□ PhD

Are you working at the management level?

□ Yes
□ No
Work from home during MCO (Movement Control Order)? *

☐ Yes
☐ No

**PART 2: JOB SATISFACTION**

1) Being able to keep busy all the time.

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3) The chance to do different things from time to time.

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4) The chance to be “somebody” in the community.

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5) The way my boss handles his/her workers.

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6) The competence of my supervisor in making decisions.

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7) Being able to do things that don’t go against my conscience.

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8) The way my job provides for steady employment.

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9) The chance to do things for other people.

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10) The chance to tell people what to do.

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11) The chance to do something that makes use of my abilities.

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12) The way company policies are put into practice.

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13) My pay and the amount of work I do.

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14) The chances for advancement on this job.

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15) The freedom to use my own judgment.

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16) The chance to try my own methods of doing the job.

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17) The working conditions.

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18) The way my co-workers get along with each other.

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Very dissatisfied □ □ □ □ □ Very satisfied

19) The praise I get for doing a good job.

1  2  3  4  5
Very dissatisfied □ □ □ □ □ Very satisfied

20) The feeling of accomplishment I get from the job.

1  2  3  4  5
Very dissatisfied □ □ □ □ □ Very satisfied

**PART 3: TECHNOSTRESS**

1) I feel anxious whenever I am using computers.

1  2  3  4  5
Strongly disagree □ □ □ □ □ Strongly Agree
2) I wish that I could be as calm as others appear to be when they are using computers.

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>Strongly disagree</th>
<th>Strongly Agree</th>
</tr>
</thead>
</table>

3) I am confident in my ability to use computers.

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>Strongly disagree</th>
<th>Strongly Agree</th>
</tr>
</thead>
</table>

4) I feel tense whenever working on a computer.

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>Strongly disagree</th>
<th>Strongly Agree</th>
</tr>
</thead>
</table>

5) I worry about making mistakes on the computer.

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>Strongly disagree</th>
<th>Strongly Agree</th>
</tr>
</thead>
</table>

6) I try to avoid using computers whenever possible.

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>Strongly disagree</th>
<th>Strongly Agree</th>
</tr>
</thead>
</table>

7) I experience anxiety whenever I sit in front of a computer terminal.

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>Strongly disagree</th>
<th>Strongly Agree</th>
</tr>
</thead>
</table>
8) I enjoy working with computers.

   | 1 | 2 | 3 | 4 | 5 |
---|---|---|---|---|---|
Strongly disagree | ☐ | ☐ | ☐ | ☐ | ☐ |
Strongly Agree | ☐ | ☐ | ☐ | ☐ | ☐ |

9) I would like to continue working with computers in the future.

   | 1 | 2 | 3 | 4 | 5 |
---|---|---|---|---|---|
Strongly disagree | ☐ | ☐ | ☐ | ☐ | ☐ |
Strongly Agree | ☐ | ☐ | ☐ | ☐ | ☐ |

10) I feel relaxed when I am working on a computer.

    | 1 | 2 | 3 | 4 | 5 |
---|---|---|---|---|---|
Strongly disagree | ☐ | ☐ | ☐ | ☐ | ☐ |
Strongly Agree | ☐ | ☐ | ☐ | ☐ | ☐ |

11) I wish that computers were not as important as they are.

   | 1 | 2 | 3 | 4 | 5 |
---|---|---|---|---|---|
Strongly disagree | ☐ | ☐ | ☐ | ☐ | ☐ |
Strongly Agree | ☐ | ☐ | ☐ | ☐ | ☐ |

12) I am frightened by computers.

   | 1 | 2 | 3 | 4 | 5 |
---|---|---|---|---|---|
Strongly disagree | ☐ | ☐ | ☐ | ☐ | ☐ |
Strongly Agree | ☐ | ☐ | ☐ | ☐ | ☐ |

13) I feel content when I am working on a computer.

   | 1 | 2 | 3 | 4 | 5 |
---|---|---|---|---|---|
Strongly disagree | ☐ | ☐ | ☐ | ☐ | ☐ |
Strongly Agree | ☐ | ☐ | ☐ | ☐ | ☐ |
14) I feel overwhelmed whenever I am working on a computer.

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

15) I feel comfortable with computers.

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

16) I feel at ease with computers.

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**PART 4: CAREER UNCERTAINTY**

1) “Chances are, I will soon lose my job.”

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

2) “I am sure I can keep my job.”

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

3) “I feel insecure about the future of my job.”

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
4) “I think I might lose my job in the near future.”

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**PART 5: CAREER ADAPTABILITY**

1) Thinking about what my future will be like.

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

2) Preparing for the future.

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

3) Becoming aware of the educational and vocational choices that I must make.

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4) Making decisions by myself.

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
5) Taking responsibility for my actions.

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strongly Agree</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

6) Counting on myself.

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
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<tr>
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</tr>
<tr>
<td>Strongly Agree</td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

7) Looking for opportunities to grow as a person.

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strongly Agree</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

8) Investigating options before making a choice

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strongly Agree</td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

9) Observing different ways of doing things.

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strongly Agree</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

10) Taking care to do things well.

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strongly Agree</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
11) Learning new skills.

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
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</thead>
<tbody>
<tr>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strongly Agree</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

12) Working up to my ability.

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
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</tr>
<tr>
<td>Strongly Agree</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

UUM Universiti Utara Malaysia
APPENDIX B: DESCRIPTIVE STATISTICS OF VARIABLES

Descriptive Statistics

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>MJS</td>
<td>400</td>
<td>2.35</td>
<td>4.05</td>
<td>3.4539</td>
<td>.34623</td>
</tr>
<tr>
<td>MT</td>
<td>400</td>
<td>1.56</td>
<td>3.00</td>
<td>2.2022</td>
<td>.28894</td>
</tr>
<tr>
<td>MCU</td>
<td>400</td>
<td>2.25</td>
<td>5.00</td>
<td>4.0787</td>
<td>.71595</td>
</tr>
<tr>
<td>MCA</td>
<td>400</td>
<td>3.50</td>
<td>5.00</td>
<td>4.1129</td>
<td>.33212</td>
</tr>
</tbody>
</table>

Valid (listwise) N 400

APPENDIX C: PEARSON CORRELATION RESULTS

Correlations

<table>
<thead>
<tr>
<th></th>
<th>MJS</th>
<th>MT</th>
<th>MCU</th>
<th>MCA</th>
</tr>
</thead>
<tbody>
<tr>
<td>MJS</td>
<td>1</td>
<td>-.032</td>
<td>-.063</td>
<td>-.270**</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>.520</td>
<td>.211</td>
<td>.000</td>
</tr>
<tr>
<td>N</td>
<td>400</td>
<td>400</td>
<td>400</td>
<td>400</td>
</tr>
<tr>
<td>MT</td>
<td>-.032</td>
<td>1</td>
<td>.008</td>
<td>-.509**</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>.520</td>
<td>.876</td>
<td>.000</td>
</tr>
<tr>
<td>N</td>
<td>400</td>
<td>400</td>
<td>400</td>
<td>400</td>
</tr>
<tr>
<td>MCU</td>
<td>-.063</td>
<td>.008</td>
<td>1</td>
<td>-.115*</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>.211</td>
<td>.876</td>
<td>.022</td>
</tr>
<tr>
<td>N</td>
<td>400</td>
<td>400</td>
<td>400</td>
<td>400</td>
</tr>
<tr>
<td>MCA</td>
<td>-.270**</td>
<td>-.509**</td>
<td>-.115*</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>.000</td>
<td>.000</td>
<td>.022</td>
</tr>
<tr>
<td>N</td>
<td>400</td>
<td>400</td>
<td>400</td>
<td>400</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).
APPENDIX D: MULTIPLE REGRESSION RESULT

Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.351</td>
<td>.123</td>
<td>.116</td>
<td>.32546</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), MCA, MCU, MT

Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>6.015</td>
<td>.358</td>
<td>16.809</td>
<td>.000</td>
</tr>
<tr>
<td>MT</td>
<td>-.283</td>
<td>.066</td>
<td>-.236</td>
<td>-.4317</td>
</tr>
<tr>
<td>MCU</td>
<td>-.052</td>
<td>.023</td>
<td>-.107</td>
<td>-.2253</td>
</tr>
<tr>
<td>MCA</td>
<td>-.420</td>
<td>.057</td>
<td>-.403</td>
<td>-.7303</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Job Satisfaction