THE INFLUENCES OF JOB PERFORMANCE, WORK-LIFE BALANCE AND ORGANIZATIONAL JUSTICE ON EMPLOYEES' CAREER SATISFACTION

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Abstract

Purpose of study: This study is conducted to identify the relationships between job performance, work-life balance and organizational justice towards employee's career satisfaction from one of the manufacturing companies in the north of Malaysia.

Methodology: The study is done by utilizing a random sample of 240 employees in the company. Type of investigation is a correlation study and it is cross-sectional on time horizon. The unit of analysis is an individual level; therefore, all employees in the company have chances to serve as the participants in this study. Data has been analysed from 148 respondents.

Results: Results show significant and positive relationships between job performance, work-life balance and organizational justice towards employees' career satisfaction. Organizational justice is the most significant factor in career satisfaction in this study (β=.83, p=.00). Other factors such as job performance (β=.71, p=.00), and work-life balance (β=.71, p=.00) also positively correlated with employees' career satisfaction.

Implications/Applications: These significant results imply that managers should provide good elements of justice in the company to raise the level of their employee's career satisfaction. At the same time, the employees should maintain a higher level of job performance as well as to manage the good working life balance in them.

Keywords: *Career Satisfaction, Job Performance, Work-Life Balance, Organizational Justice, Employees'Career Satisfaction.*

INTRODUCTION

Career satisfaction is a key outcome which attracted by most of the career researchers (Saraih & Lim, 2017). Career satisfaction measures the level of employee satisfaction towards the overall goal of their work including the purpose for advancement, the purpose for earning and the purpose for acquiring new expertise (Spurk, Abele, &Volmer, 2011). Raziq and Maulabakhsh (2014) claimed that employees are dissatisfied with their careers because they are given tasks (job) beyond their expertise as well as they are given a lot of work to do. At the same time, there are certain factors such as work-life balance and organizational justice that may affect the achievement of one's career satisfaction. Career satisfaction is not only important for the performance of the individual but also the organization. To support this, Stanley (2016) confirmed that employees who satisfied with their careers were able to contribute to organizational success. Thus, good managerial practice should enforce the appropriate factors to increase the level of employees' career satisfaction which may benefit organizational success in the long run.

For instance, Kedah has rapidly developed and pushed for manufacturing as the main driver of its economy. However, the Gross Domestic Product (GDP) for the manufacturing sector in Kedah has shrunk from RM 6,339 million in 2008 to RM 5,818 million in 2010 due to the lack of knowledge and innovation among employees (Department of Statistics Malaysia, 2010). Given that, employees' career satisfaction will become one of the key predictors to boost the level of success in the manufacturing sector. Hence, some proactive actions need to be taken by the management in the manufacturing sector to increase the performance level of manufacturing industries in Kedah. Therefore, the researchers attempt to contribute to a body of knowledge on the factors that may enhance the manufacturing performance in the state. In this study, we seek to provide evidence on a few factors which can influence career satisfaction; which are job performance, work-life balance and organizational justice.

According to Hussin (2011), there are some issues related to job performance that will affect career satisfaction among employees in the organization. Lately, work-life balance has become an increasingly invasive concern for all employees in an organization. Employees are being drawn into circumstances where they have to work for progressively prolonged hours and so experience an increasingly unsatisfactory balance between home life and work-life (Meenakshi & Subrahmanyam, V. Ravichandran, 2013). Besides, organizational justice also an important issue that needs to be focused to enhance the level of employees' career satisfaction. As stated by Viseu, Rus, & De Jesus (2015), organizational justice is a subjective perception of workers towards justice in the organization.

The impact of the relationship between work-life balance and career satisfaction leads to organizational success with the assumption that job performance is crucial for career satisfaction (Muindi & K 'obonyo, 2015). Previously, issues related to justice have been studied in career satisfaction, however, only a few theories of justice have been practiced to achieve

the employees' career satisfaction (O'Connor & Crowley-Henry, 2017). Several studies have been made regarding a possible relationship between organizational justice and career satisfaction (Rupp, Wright, Aryee, & Luo, 2015). Hence, it leads to the conclusion that these factors should be tested together to reveal a new contribution to the existing literature particularly to the extent of how they impacted career satisfaction. Therefore, this study attempts to integrate these three factors (eg. job performance, work-life balance, and organizational justice) and look at their impact on career satisfaction among employees in this manufacturing company.

LITERATURE REVIEW

The purpose of this section is to review the related literature on past empirical studies. Specifically, in the first place, this section reviews the importance of career satisfaction. In the second place, the review on the concept of all independent variables including job performance, work-life balance, and organizational justice is discussed. At the same point, the past empirical studies on the relationship between the independent variables and career satisfaction are explained.

Career Satisfaction

Career is a position held by an individual in an organization throughout his service (Robbins & Judge, 2017). Career shows the progress, experience and also the skills acquired by an individual in his work. Subjective indicator of career success can be seen through career satisfaction because it shows the individual's behavior of individuals' career based on their assessment. This concept is straightened with the margins fewer career concepts because of the substantial stress on an individual to define and evaluate career satisfaction. Career satisfaction is measured either exert a measurement of satisfaction in terms of worldwide career success (Wynen, Op de Beeck, &Hondeghem, 2013). It measures satisfaction with a feature to the intrinsic (subjective) and extrinsic (objective) aspects of one's career; which cover pay, promotions, and developmental circumstances.

Employees are encouraged to enjoy, engage and workplace credits when they achieve something (Amabile & Kramer, 2011). In the beginning, various researchers have study objective and subjective views on employee's career satisfaction. Objective or external (extrinsic) perspective is concerned with career satisfaction employees in the organization; while subjective or internal (intrinsic) career satisfaction is based on individual views (Cotter-Lockard, Seashore, & Snow, 2009). In the following years, the focus on career satisfaction is increasing as a career has been contemplated as a sign of well-being as well as the quality of life of an employee (Ali, Shaharudin, &Anuar, 2012). Career satisfaction is not only related to what employees feel with their work either satisfying or not but career satisfaction is a sense of satisfaction of employees towards their overall career (Sauer, 2009).

Job Performance

Employee behavior determines the performance of employees either it was good or not (Sonnentag & Frese, 2003). For example, Tuțu and Constantin (2012) found that employees would be able to perform their duties well when they have a deep knowledge of what they are doing. Managing employees in a company can be awarded based on their job performance. With rewards are given to employees, it will create a good ethical climate within the company. This ethical climate influences the behavior of employees in performing their tasks. Job performance involves several aspects including job stress, working environment, workload, and salary. Poor job performance gives a negative impact on employee career satisfaction as well as giving a bad impression of organizational performance (success). On the contrary, employees who are not satisfied with their work will not contribute to improving job performance and it will indirectly affect the employee's goal of achieving career satisfaction (Hussin, 2011). An organization cannot operate without its employees because employees are the main assets of the organization. Furthermore, employees play an important role in contributing their work to organizational performance (success) based on their job performance. Therefore, the organization needs to play a role in maintaining their employees' performance at the expected standard.

Nowadays it is widely recognized that employee's performance is directly linked to career satisfaction. Ismajli, Krasniqiand Qosja(2015) found that career satisfaction is affected by employees' job performance. This is because when the employee achieves career satisfaction means that the employee has succeeded in producing high-quality job performance. On the contrary, when an employee is unable or produces a low quality of job performance and does not achieve the desired goal, it will lead to difficulties for the employee to achieve career satisfaction. The same situation is expected to happen in the manufacturing company. Given the related literature, here is the first hypothesis of this study. H_1: There is a significant relationship between job performance and career satisfaction among employees in this manufacturing company.

Work-Life Balance

Work-life balance is focused on the ability of employees to prioritize work and lifestyle, social life, personal life, health, family and others that are generally associated with employee productivity (Shadab & Arif, 2015). Work-life balance can risk the employee's well-being as well as the employee's career satisfaction. At the same time, it will also affect the organizational performance if the work-life balance is insufficient within the employee. Most employees face difficulties in balancing a social life with their work. As for most adults, families, and careers are the most important life goal. Furthermore, technological advancement today has affected modern economics and social change at once putting pressure

on aligning family life, personal and working life. The same scenario may happen to the employees from the manufacturing company.

There are several indicators in the work-life balance which are job involvement, work role conflict, job stress, job satisfaction, work role overload, organizational commitment, turn over intentions and work role ambiguity (Jackinda, 2016). Yet there are so many more work-life balance indicators such as maintaining health, safety, and well-being and building social relationships either at work or through the work. Kluczyk(2013) Stated that employee's well-being is due to work-life balance, resulting negative impacts are caused by poor work-life balance arising from the level of conflicts encountered either in the family or in the workplace. Therefore, work-life balance is also an important aspect that needs to be emphasized to achieve career satisfaction among employees in the manufacturing industry.

When the demand for work and the life of a person is the same, it shows a balance known as work-life balance. It states how a person is satisfied and involved with work and their families (Greenhaus, Allen, & Spector, 2006). Given the related literature, here is the second hypothesis of this study. H$_2$: There is a significant relationship between work-life balance and career satisfaction among employees in this manufacturing company.

Organizational Justice

Generally, employees working in factories need expertise and skill in certain matters. Most organizations do not have a clear vision to embrace and apply the concept of organizational justice to strengthen the capacity of employees in helping them to perform in their work to achieve career satisfaction(Al Rawashdeh, 2013). This would have a negative impact on the organization when they could not afford to keep their employees well when their employees are treated unfairly. Employees want themselves to be treated equally and fairly so that they feel they are more respected and appreciated (Al-Zu'bi, 2010). Hence, organizational justice is very important to be practiced in all organizations to avoid bias. This is because organizational justice can create a safe environment that can help employees achieve their career satisfaction.

The development of organizational justice has begun forty years ago which has resulted in several theories which are distributive justice, procedural justice, and interactional justice. Based on this theory, the researchers have adopted four organizational justice comprising distributive justice, procedural justice, and two interactional justice namely interpersonal justice and informational justice. Distributive justice is concerned with the outcome of justice (Jafari, Motlagh, Yarmohammadian, & Delavar, 2011).Wang, Liao, Xia, & Chang (2010) stated that promotion and payment are examples of distributive justice. In distributive justice, the focus is entirely on the extent to which work performance is influenced by rewards and punishments (Rita Silva & Caetano, 2014). Next, procedural justice explains the individual's views on the process used to determine the payroll reasonableness (Till & Karren, 2011). Muhammad Azeem, Abrar, Bashir and Zubair (2015) stated that procedural evaluation is fair based on the theory and research that has been done if it is implemented consistently, based on the right information, the opportunity to improve the decision, no element of self-interest, emphasizes the interests of all involved, and moral and ethical standards.

Hamlett (2014) supported that that interpersonal justice is a dimension that is created as interactional justice. Interpersonal justice shows the extent to which an individual acquires a courteous, dignified and respected service by authorities. Interpersonal justice seeks to change the reaction to the decision where sensitivity can make an individual feel better even if the decision is not good. Meanwhile, informational justice is defined as providing knowledge about the procedure that will demonstrate the regard for people's concern (Hamlett, 2014). Informational justice is related to employee behaviour in communicating information. Sert, Elçi, Usluand Şener (2014) Stated that information justice refers to how information confers in the community equitably in terms of time, circumstances and place. Given the related literature, here is the third hypothesis of this study. H$_3$: There is a significant relationship between organizational justice and career satisfaction among employees in this manufacturing company.

METHODOLOGY

The population is the total number of collections of elements in which the conclusions are made (Cotter-Lockard et al., 2009). In this research, the population is included all employees from one of the manufacturing company located in the Northern Region of Malaysia. This research has utilized the quantitative method (e.g. questionnaire) to get the required information. By focusing on the individual unit of analysis (employee), data has been obtained from the perspective of the employees (self-ratings). Out of 240 distributed questionnaire sets, 148 of them have been used for analysis by using SPSS software (version 22).

RESULTS AND FINDINGS

The descriptive analysis showed that there are 102 males (68.9%) and 46 females (31.1%) respondents who participated in this research. More than half of the respondents were aged between 31 to 40 years old (52.7%). This percentage is followed by respondents who came from the range of age between 21 to 30 years old (37.2%), and above 41 years old (10.1%). Also, it is presented that most of the respondents are Malays (61.5%). The second-highest race was Chinese (23%), followed by Indian (15.5%). As for the academic background, it is stated that most of the respondents have Bachelor Degrees (41.2%); followed by Diploma Degrees (29.1%). Besides, 32 of the respondents have STPM certificates (21.6%). The rest of the respondents have Master Degrees (5.4%) and Ph.D. Degrees (2.7%). Based on 148 respondents, 72 of them were the non-management employee (48.6%); followed by the first-line managers (31.1%). The least

respondents who participated in this research area at the top management level (4.1%). The remaining of the respondents was in the category of middle management (16.2%).

As presented in Table 1, the Cronbach's Alpha value for career satisfaction is reported at 0.84. Meanwhile, Cronbach's alphas for each of the independent variables were as follows; job performance (0.79), work-life balance (0.70) and organizational justice (0.72). In sum, the Cronbach Alpha values for all variables ranged from 0.70 to 0.84. Therefore, the reliability scales for all variables in this research were between the acceptable to good range categories (George & Mallery, 2016).

Table 1: Cronbach's Alpha Value

Variables		N	Cronbach Alpha	Remarks
1.	Career Satisfaction	148	.842	Good
2.	Job Performance	148	.790	Acceptable
3.	Work-Life Balance	148	.701	Acceptable
4.	Organizational Justice	148	.724	Acceptable

As presented in Table 2, correlations between job performance, work-life balance, and organizational justice showed bivariate relationships with career satisfaction among 148 participants in this research. The first correlation between job performance and career satisfaction is positively correlated ($r=.71$, $p=<.01$). Second, work-life balance and career satisfaction are also positively correlated ($r=.71$, $p=<.01$). Also, the third factor namely organizational is positively correlated with career satisfaction ($r=.83$, $p=<.01$).

Table 2: Inter-correlation between Variables

Variables		N	1	2	3	4
1.	Career Satisfaction	148	-			
2.	Job Performance	148	.709**	-		
3.	Work-Life Balance	148	.712**	.759**	-	
4.	Organizational Justice	148	.830**	.807**	.789**	-

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

Since the objective of this research is to examine the relationship between a dependent variable and independent variables, the regression analysis is tested through the SPSS. The result is presented in Table 3. As indicated in Table 2, job performance was positively related to career satisfaction ($\beta=.59*$, $p=.00$). The same result is presented for the relationship between work-life balance and career satisfaction ($\beta=.73*$, $p=.00$). As shown, organizational justice is positively related to career satisfaction ($\beta=.89*$, $p=.00$). 69% of the variance in career satisfaction is explained by job performance, work-life balance, organizational justice ($R^2=0.69$, $F=111.51$). Therefore, all hypotheses are supported in this study.

Table 3: Regression Results of Job Performance, WLB and Organizational Justice on Career Satisfaction

Variables	Beta	t-Ratio	Sig. T
Job Performance	0.59	12.15	0.00
Work-Life Balance	0.73	12.26	0.00
Organizational Justice	0.89	17.99	0.00
R square = 0.69			
F = 111.51			
Sig. F = 0.00			

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

As presented in Table 3, the Beta value for organizational justice is reported at 0.89 and statistically significant at $p=.00$ which brings the meaning that in every unit increasing for organizational justice, it is expected that 0.89 units will be increased in career satisfaction. Therefore, it is found that organizational justice is the most predictor of career satisfaction ($\beta=.89$, $p=.00$) among employees in this manufacturing company.

CONCLUSIONS

The results of this study provided new knowledge regarding the factors to increase the level of career satisfaction among employees in the manufacturing company. As presented in Table 3, all factors which are job performance, work-life balance and organizational justice are significantly correlated to career satisfaction. Therefore, all hypotheses are accepted in this study. Thus, the model of employee's career satisfaction based on the findings in this study is presented in Figure 1.
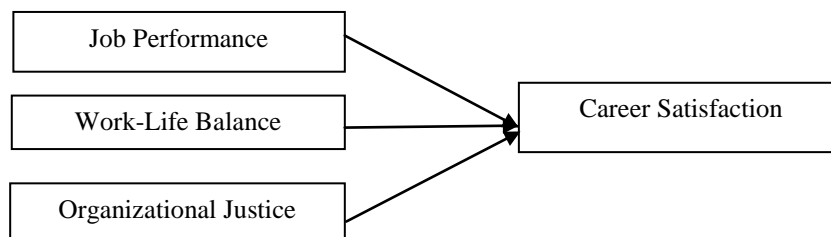
Figure 1: Research Model based on the Findings

According to Robbins and Judge (2017), career satisfaction will show the real feeling of employee's work to his work clearly from his attitude towards the outcome of his valuation. That will become the reason why the career satisfaction of a company's employees is very important, as it will affect the overall performance of the company. Furthermore, the level of employee and company satisfaction will also increase if the employee's needs are in line with the company.

Given that organizational justice is the most significant factor that impacted on career satisfaction among employees in this manufacturing company, therefore several actions should be implemented by the managerial to increase the level of justice in this company. Some of the actions that can be taken by the company are: 1) To fairly evaluate employees considering the responsibilities that they have; 2) To fairly evaluate employees considering the amount of experience that they have; 3) To ensure that the company's procedures give priority for collecting accurate information before making decisions; 4) To ensure that the company's procedures follow a standard ruling so that decisions can be made with consistency to all employees; 5) To treat employees with kindness and consideration; 6) To show the company's concern for employees' rights; 7) To explain the company's procedures thoroughly to all employees and 8) To communicate the details with employees in a timely manner.

To increase the level of employee's job performance in the company, the management needs to acknowledge them to ensure that they can complete their tasks or activities that specifically fulfilled the written job requirements or descriptions. Meanwhile, to increase the level of employees' work-life balance, the employees need to be exposed to the skill of balancing the workload in the workplace as well as out of the working hours.

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