iscte

**INSTITUTO
UNIVERSITÁRIO
DE LISBOA**

Exploring/Examining the Direct and Indirect Relations of Human Resources Practices on Job Satisfaction

Marina Raquel Peralta da Costa

Master in Business Administration

Supervisor:
Professor Álvaro Lopes Dias, Department of Marketing, Operations, and General Management
ISCTE Business School

August, 2023

Department of Marketing, Operations, and General Management

Exploring/Examining the Direct and Indirect Relations of Human Resources Practices on Job Satisfaction

Marina Raquel Peralta da Costa

Master in Business Administration

Supervisor:
Professor Álvaro Lopes Dias, Department of Marketing, Operations, and General Management
ISCTE Business School

August, 2023

Acknowledgments

This dissertation represents the end of a long road filled with learning curves and challenging heels, that granted me amazing experiences and new opportunities that were only possible through dedication, hard work, and effort.

Though my journey didn't start at ISCTE Business School, I'm grateful it was here that I got to finish it, the same place where my parents met, and my story began.

With that being said, I would like to start by thanking my parents for their love, support, and motivation, and by all means, never leaving me feeling alone and helpless at any stage of my life. For the values, education, and strength that they provided me that I now take to conquer every obstacle in my path.

To my sister, my role model growing up, thank you for all the fond memories, that built me into the woman I am today. To all of my family for motivating me and never letting me forget that I can do everything I put my mind to.

To Mariana Alves, though not family should be, forever thankful for your friendship, your patience, and your support that helped me get through all battles. You're a great inspiration and a confidant through this challenge and in life, thank you for believing in me.

To my friends, in all different stages of my life, that walked this path alongside me and never forgot to give a word of encouragement and advice for all my exasperations.

To my mentor, Professor Álvaro Lopes Dias, for the support, dedication, and overall attention, who never failed to teach me and give me the proper tools to complete this dissertation.

And to all, I didn't mention but had a direct or an indirect contribution towards the conclusion of my journey I thank you now, for your support and help.

I'm truly thankful and grateful for you all.

Resumo

Não existe uma solução universal para a intenção de rotatividade e/ou altos índices de rotatividade que podem ser observados nas novas gerações, mas é do maior interesse das empresas atualmente procurar por manter os seus colaborados em altos níveis de desempenho, que se envolvem com os objetivos, valores, missão e visão, procurando por alcançar os objetivos corporativos como seus. A Gestão de Recursos Humanos é então responsável por compreender as necessidades dos colaboradores de forma a garantir que se sintam valorizados e motivados no trabalho – Satisfação no Trabalho. Nesta dissertação foca-se em 7 variáveis: Comunicação, Formação e Desenvolvimento, Motivação e Compensação, Compromisso, Liderança, Felicidade no Trabalho, e analisá-las na sua relação direta e indireta com Satisfação no Trabalho. Nesta dissertação foi utilizada uma pesquisa de método misto, visto que foram tomadas abordagens qualitativas e qualitativas de forma a obter resultados claros, informados e atualizados. Em termos de método quantitativo, realizou-se uma análise estatística com recurso ao PLS-Smart e criou-se um modelo conceptual, com base numa amostra de 125 inquiridos extraídos de um questionário. Quanto ao método qualitativo, foram realizadas algumas entrevistas para esclarecer alguns resultados da análise estatística. Os resultados mostram que tanto Comunicação quanto Satisfação no Trabalho, com e sem o uso de mediadores foram as variáveis mais significativas, assim como Motivação e Compensação e Formação e Desenvolvimento. A importância dada à presença de ambos os mediadores, Liderança e Felicidade no Trabalho, foi notória visto que a maior parte das relações relacionavam-se diretamente com a Satisfação no Trabalho.

Palavras-Chave –Comunicação; Compromisso; Formação e Desenvolvimento; Motivação e Compensação; Liderança; Felicidade no Trabalho.

Sistema de Classificação JEL:

M10 – Geral; M54 – Gestão da Força de Trabalho

Abstract

There is no universal solution for the turnover intention and/or high turnover rates that can be observed in the newer generations, however, it is in the company's best interest to maintain high-performance employees as they get involved with its goals, values, mission, and vision, seeking it as their own personal goals as well. Human Resources Management is responsible for understanding the employees' needs and necessities to make sure they feel appreciated and motivated in their professional journey – Job Satisfaction. This dissertation focuses on seven variables: Communication, Training and Development, Motivation and Reward, Commitment, Leadership, and Work Enjoyment, seeking to analyze them based on their direct and indirect relation with Job Satisfaction. In this dissertation, mix-method research took place considering that qualitative and quantitative approaches were taken to obtain clear, informed, and updated results. In terms of the quantitative method, a statistical analysis was conducted with the use of PLS-Smart, and a conceptual model was created, based on a sample of 125 respondents extracted from a questionnaire. As for the qualitative method, several interviews were conducted to clarify certain results. Results show that both Communication and Job Satisfaction with and without the use of mediators were the most significant variables, as well as Motivation & Rewards and Training & Development. The importance given to the presence of both mediators Leadership and Work Enjoyment being that most of their relations had the support of one or two of these variables and going as far as to relate them directly to Job Satisfaction.

Table of Contents

List of Figures:

List of Tables:

Introduction

What is job satisfaction? What is turnover and why is it important? How do they correlate? How can Human Resource Management mitigate these issues and what variables can diminish them? These are some of the questions that are covered in this dissertation.

Employee turnover has been studied for many decades, and to this day a standard reason people leave an organization has not been found. The term "turnover" was defined by Price (1977), as the ratio of the number of organizational members who have left the company during a certain period divided by the average number of people in that organization during the period, meaning the rotation of employees in a market, within their occupation, organization and/or jobs, a process in the states of employment and unemployment. This becomes an issue when compared to the commitment and involvement of the employees within their organization.

According to Eurostat (2022), a graph representing the number of turnovers in industry, total, domestic, and non-domestic from 2005 to 2022, it is possible to observe the escalation of this issue. To further explain according to Wan Fadzilah & Wan Yusoff (2013), the increase started with the millennial generation planning to leave their jobs within a few years. The author then proceeded to reinforce this by stating that many Gen Y/Millennials employees begin their careers with the presumption that they will change jobs frequently. A similar number is starting to be reported by the next generation, Gen Z. Proving that besides the addition of "status work-related values fit issue, organizational commitment on intention to quit have been well addressed in the literature of employee turnovers", (Wan Fadzilah & Wan Yusoff, 2013, p.7).

Job Satisfaction comes into play when an organization becomes actively concerned with employee retention. Some authors, such as Hoppock (1935), define job satisfaction as a combination of psychological, physiological, and environmental circumstances that cause a person truthfully to say, "I am satisfied with my job". Job satisfaction is under the influence of many external factors, nonetheless, it stands as something internal and how one feels. It represents a combination of positive or negative feelings that workers have towards their work, which can be aligned with the sense of achievement and success on the job. It typically implies performing a job that one enjoys, has a high-performance rate, and is rewarded for their accomplishments. Kaliski

(2007) claimed that job satisfaction remains the key to recognition, income, promotion, and the achievement of other goals that lead to a sensation of fulfillment.

This thesis focuses on the importance of companies' prioritization of their employee's happiness and satisfaction, Sageer (2012) believed that as it directly reflects on productivity since it is believed that satisfied employees lead to higher levels of performance. Considering the extent of the research being made in the field of Human Resources Management for the past decades, the main consideration in this thesis is the underexplored research of indirect and direct relations and the impact of mediators in the attainment of job satisfaction, many studies focus more on one or two individual variables such can be seen by authors Abasilim (2019), focusing on leadership and commitment, Belias (2014) with leadership and job satisfaction, Chaudhry (2012), with leadership and motivation and many others in which this thesis is based on and going in deep about their relation or investing in understanding what job satisfaction can represent, such as Brikend (2011). This thesis contributes to the area of study by not only providing a deeper understanding of what variables are related to job satisfaction and can contribute towards it as well as, incorporating mediators variables. Many routes lead to job satisfaction, and each is characteristic to the sample, the country, the company, and the overall individual. By understanding that there are variables that have a more direct impact than others and can be considered core/base variables of an individual, it can simplify that process and/or paths that leads to job satisfaction, as well as coming closer to that goal. This dissertation provides new information and knowledge towards the comprehension and the importance of the use of mediators, variables that create a bridge to job satisfaction by relating them both directly and indirectly providing the company ways to easily understand how employees can feel satisfied with their work. This thesis also integrates the understanding the needs of the newer generations, therefore providing further research into this topic of study, to further prove that not only do the values need to change with the newer generations they must also change with the stages of life, which was observed in the interview phase of this thesis.

The main objectives of the research are primarily to understand the root cause of job dissatisfaction, bring light into the inner workings of Human Resources practices, and their focus on maintaining and producing features to elevate/boost their worker's productivity, comparing the many indicators that contribute to it and their direct and indirect relations with job satisfaction and overall performance, along with creating loyalty and the "ambassador of brand/organization"

characteristic. This phenomenon happens when an employee feels informed, valued, respected, and has a positive work experience, in addition to having their productivity and engagement stimulated, they will also be pleased to work for the company, talk about the products and services provided by it to family and friends, and overall contribute to the appreciation of the brand. This creates a cycle as word is spread about the brand. This way, the brand's positive reputation is quickly built. Even in the face of competition and for survival in times of crisis, having a good reputation is an essential factor for the well-being of organizations.

The present thesis begins with the search for the most influential aspects of improving a workplace environment, boosting benefits for both employees and the company, to best obtain the company's vision and corporative goals: Empowerment, Training and Development, Work Enjoyment, Leadership, Internal Marketing, Job Performance, Motivation and Reward, Elected Official Support, Communication, Job Satisfaction, and Commitment. A selected sample chose which, from the provided ones, are the most impactful aspects in their personal experience, to focus the research on seven core indicators, represented below on the conceptual model created to demonstrate the statistical relations of each factor. Job satisfaction became the ultimate purpose as it became apparent that each employee's main goal was to become a better working element in any organization. The intention with this project is to identify how companies can improve their mindset to adapt to new needs and requirements.

As a young adult, I see now more than ever the impact of an organization that cares, that commits to everyone who contributes towards its accomplishments and development, and that can completely transform the individual experience and the capacity to perform any task. As I look back at my childhood, I see firsthand from both my parents the happiness and fulfillment that thirty-plus years in a company that values and shows its gratitude can bring. I intend now, as I enter the professional world, to have a similar experience and I can only believe it to be possible with further investment from both contributing parties. I believe that now more than ever this topic is the future of any company's success, a healthier relationship between an organization and its employees, and a new way to bring value both external and internal to the company's image.

In line with this thesis's aims, the paper began by providing an in-depth literature review, which represents the block of theoretical knowledge (definitions and relations of the variables), that gave a base for the conceptual model and research hypothesis. Next comes the methodological

approach, composed of quantitative and qualitative research, which then progresses to quantitative and qualitative results. Ultimately, the thesis finishes with a conclusion & recommendations, limitations of the study, and suggestions for future research.

1. Literature Review

1.1. General Framework

Job Satisfaction is, as many authors, such as Morris (2010) proclaim to be an important outcome, linked to many other key job outcomes and organizational constructs such as job performance, commitment, job turnover, and many others. From a theoretical perspective, it is understandable that job satisfaction is a dependent variable as it cannot stand alone, being influenced by many other job characteristics. Zhu (2013) described Job Satisfaction to be observed if the employees have positive and pleasant feelings at work, which is reflected by their attitudes to the work.

In accordance with understanding the complexity of what makes an employee satisfied a Table (Table 1.1) was constructed with the definition of the seven variables analyzed and studied in this dissertation. Some of these variables have been defined as early as the 1970s by authors such as Porter, a pioneer in communication, people, and marketing studies, amongst others. Creating a defined framework with the definition of all variables allows for a clearer understanding of the interconnectivity between them all.

Variables	Definitions	Sources
Communication	Communication is simplistically known as the process of sharing information between two or more people. In border terms it includes sharing thoughts, feelings, expressions, and many other things.	Kegeyan S.E (2016)
Training and Development	Training is defined as being an instructor-led, content-based intervention that leads to a desired change in behavior. Development is a long-term process designed to enhance potential and effectiveness on a certain individual, it is the growth/realization of a person's ability, through learning, often from planned study and experience.	Mousa Masadeh (2012)
Motivation and Reward	Motivation must be distinguished from intrinsic and extrinsic. By intrinsic motivation, it is understandable by the act of to doing something because it is inherently interesting or enjoyable, and extrinsic motivation, which refers to doing something because it leads to a separable outcome.	RM Ryan, EL Deci (2000)
Commitment	Commitment can be identified when a person relates with the organizational goals and values and internalizes them to show positive and active intention, which includes value commitment, effort commitment and retention commitment.	Porter et al. (1974), Brooke et al. (1988)
Leadership	Leadership can be divided by Transformational and Transactional leadership. Transformational it corresponds to meeting employees' demands, leaders that care and encourage employees, including ideal traits, ideal behavior, encouragement of inspiration, stimulation of wisdom and individual care. Transactional leadership is the relationship between leaders and subordinates based on an exchange, that creates mutual benefit, fairness degree of contribution and return, including contingent rewards and active and passive exceptional management	Bass and Avolio (1997)
Work Enjoyment	Work Enjoyment is described as the extent to which people experience their work as pleasant and gratifying.	Spence and Robbins (1992)
Job Satisfaction	Job Satisfaction can be observed if the employees have positive and pleasant feelings in work, which is reflected by their attitudes to the work.	Yanhan Zhu (2013)

Table 1.1: Variables in analysis, their definition, and their respectful sources

1.2. Hypotheses Development

Communication can facilitate the inner workings of Leadership within a company. Communication is a present indicator in all fields and a human necessity. How people communicate within their company's organization is effectively a driver of a company's success. One does not go without the other. Authors Zeffane and Ryan (2011) believed that trust within an organization is more connected to effective communication between employees and management. Tsai (2010) argued that internal marketing which entails communication, training, development, and others, as well as empowerment, and leadership also positively influences job satisfaction. Robbins and Coulter (2005) approached leadership as a process in which an individual influences his/her team to accomplish the goals set by the company. Skillful leaders recognize and use the team's interpersonal relationships and strengthen the members' loyalty and morale. Steckler and Fondas (1995) believed that to become an effective leader, one's job is to implement skills such as sharing information, trust, and acknowledging the right time for interventions. Madlock (2008), stated that work enjoyment and communication in job satisfaction greatly depend upon the leader's ability to communicate clearly and effectively. As such, employees' outcomes can have a greater influence on their supervisory communication competency than their leadership style. Therefore:

H1 a): Communication is positively related to Leadership

Leadership correlated with communication is a natural relation as one cannot live without the other. In organizational settings, both must be used in a proper way to achieve the goal of job satisfaction. Author Paracha et. al. (2012), believed that communication is key for organizational success when it comes to leadership, as it provides space for supportive and effective styles that can be adjusted to each employee/subordinate, as well as lead to the increase of employee performance, and therefore job satisfaction. This study then suggests the following hypothesis:

H1: b) - Leadership mediates the relationship between Communication and Job Satisfaction

Based on many studies such as Balain and Sparrow (2009), which stated the importance of communication to achieve work enjoyment, it is possible to categorize three types of employees in terms of their engagement and interest in a company: the engaged ones, who are dedicated to their work and feel happy contributing to their organization; the not engaged, determined by the workers who lack motivation and accomplish the minimum of their job duties; and lastly, the actively disengaged, who appear to have no interested in their work and the criticisms on their

jobs. It has been acknowledged by many researchers that if workers are happy, it boosts their productivity levels. Waggoner (2013) stated that leaders nowadays understand that happy workers are high performers, and this will ultimately contribute to the achievement of organizational goals. It is impossible to talk about happiness in the workplace, otherwise known as work enjoyment, and not connect it to job satisfaction. Acknowledging that the ultimate goal is job satisfaction, and understanding that its roots lay in an emotional concept can indicate that the most important thing for managers is to help employees reach a positive attitude towards their work, as it increases levels of happiness and allows "(…) positive results such as attachment to the job, productive work, drop in labor turnover rate (...)" (Yüksel, 2002, as cited by Meltem Paksoy, 2017, p.2). Finally, Gupta (2022), argued that workplace happiness, otherwise known as work enjoyment, is the key indicator of employee experience. Thus:

H2: a) - Communication is positively related to Work Enjoyment

In past literature, authors such as Gupta (2022), argued that it is possible to say that communication is a key driver for job satisfaction which is also a state of happiness that is a factor detected in work enjoyment. An example of this was that in the 1960s Dr. Marshall Rosenberg coined the term Non-Violent Communication, this meant communicating by not just going with what an individual feels, needs, and opinions but by adding in the process how the other person was feeling and needing, meaning considering the impact that what they are communicating can have on others. The results shown produced workplace happiness and thus higher productivity. The overall research, such as Muchtar (2017) and Susilo (2020), also demonstrated that an enjoyable, healthy, safe, and optimal work environment can help employees to achieve better performance, which is mutually beneficial for companies and employees, moreover, the author also underlined that job satisfaction is the mediator between positive relations of the work environment and job performance.To conclude, based on multiple research papers, such as Fabry (2014), the overall opinion is that satisfied workers are generally happier, have better health, and are less likely to seek other employment than unsatisfied workers. In a similar evaluation, the same author also mentioned that satisfied workers also seem to provide economic advantages to their employers, which as a result decreases absenteeism, cuts in turnover, and reduces the need for new-employee training expenses, which is highly favorable for companies. In accordance with a study made in 1995 by Chernis, young workers avoided/ overcame burnout by "finding meaning and significance in their work, enjoyment of intellectual challenges, the ability to adapt to

circumstances and/or be flexible enough to change jobs, when necessary, the ability to cultivate special interests, and the urge to be creative." (Fabry, 2014, p. 50) Based on the literature, Gupta (2022), concluded there is a strong relationship between communication and happiness in the workplace. Therefore:

H2: b) - Work Enjoyment mediates the relationship between Communication and Job Satisfaction

Leadership and Training and Development go hand in hand as not only does a leader need to train, but also it is important to train a leader in terms of how to operate and how to manage teams effectively and efficiently. Aguinus and Kraiger, (2009), believed that the importance of training and development leads an employee to boost their productivity, avoid negligence when it comes to the support given by a company, and gradually develop an interpersonal relationship, leading to employee engagement and other organizational outcomes. A study made by Stech (2008) focused on advocating for learning and education in leadership positions. The author argued that an ideal program should be placed to develop leaders. This should incorporate three aspects, such as education to provide a knowledge base, training to acquire the desired skills, and the development of insight into beliefs and values and how they affect others. To conclude, it is suggested that enhancing educational training and flexibility of overall workers in a company would provide them with greater problem-solving abilities and sufficient empowerment (Ming-Chun Tsai, 2010:14) which goes for both leaders and their employees, as it benefits all assets.

H3 a): Training & Development are positively related to Leadership

When talking about variables such as leadership, training and development, and job satisfaction, many studies produce clear correlations with positive outputs. As early as 2012, several research papers, such as Sušanj and Jakopec (2012) have been conducted to compare all variables, for example, go as far as to say that active leadership styles are directly important for the development of the subordinate's organizational commitment and therefore job satisfaction. Additionally, it has been stated that "leadership training ranks among the most frequently conducted types of training in organizations, and the development of global leaders is considered to be one of the central tasks of management development programs." (Dimitrios Belias & Athanasios Koustelios, 2014, p.5). Sušanj and Jakopec (2012) argued that the extension of its resources and taking advantage of organizational culture (the combination of norms, values, assumptions, attitudes, and beliefs from a set group of people) has been seen to emphasize good

practices of leadership and development, involving tactics such as socialization, training, rewards, and sanctions, furthermore, it connects to job satisfaction. Therefore:

H3 b): Leadership mediates the relationship between Training & Development and Job Satisfaction

Human Resources Management systems, are made up of a wide range of practices that can have direct and indirect relations, covering all main aspects of people management, including the many, policies and practices in the areas of recruitment and selection, training, and development, pay and rewards, communications, and employee welfare. Central to these practices is the idea that the adoption of these progressive policies and practices in the areas helps to maximize employee positive affective reactions at work. In more recent studies, in response to the COVID-19 pandemic, Castellanos-Redondo (2020), argued that the case of happiness at work is to be focused on their perspective on a job satisfaction indicator, which includes the effects of proactivity towards training, the work environment, and the company's social responsibility. According to the Development of Happy Workplace Index by Thummakul (2012), when studying the relevant indicators for a healthy and working company that supports, cooperates, and practices healthy participation between employees and administrators, we are faced with the promotion of certain policies that advocate for a healthy workplace, by having systemic integration into organizational strategies and process of work, while making the mission of the company an evolving project in which all contribute to it, procuring a procedural structure and work analysis, implementing receiving the support of necessary resources, data preparation, and training of teamwork, continuous evaluation, and monitoring, using effective measurement tools, and having the methods for promoting the understanding in the issues relating to developing a healthy organization. Considering these facts and after reviewing authors' works, organizations must develop these factors by motivating and improving employees' happiness, this could be by setting up activities, training courses, and providing other opportunities to learn and grow with the employees. Therefore, the scope of human resource management is composed of the organization, such as planning workforce, recruiting and selection, development and training, compensation and benefits, health and safety, employee relations, and maintenance and practicing engagement with all interested parties, this became important to relate to work enjoyment since as stated by Suphaphun (2014) an employee's happiness is the happiness of the organization as well.

H4: a) - Training & Development are positively related to Work Enjoyment

When looking at Human Resources management, it is understandable that it is their focus to help develop employees by being the key to increasing production and closing the gap between the level of each worker's skills, along with, present and future needs. Rowden and Ahmad (2000), this includes training, education, and development seen as a payoff through greater profitability and increased worker job satisfaction. Rowden and Conine Jr (2005), also found that job satisfaction is most likely related to workers that are more interested in such things as feeling appreciated, being 'in on things', and career development all of which have linkages to workplace learning and reach the conclusion that enjoying the workplace and co-workers are significant parts of job satisfaction. A study conducted by Rowden & Conine Jr (2005) based on their respondents, concluded that they had "a feeling of overall job satisfaction with recognition, work enjoyment, benefits, and felt that a supportive work environment is a big part of their perception of satisfaction. Not only that, but a large part of the job satisfaction can be attributed to the availability of learning opportunities on the job." (Robert W. Rowden & Clyde T. Conine Jr, 2005, p.14) Therefore:

H4: b) - Work Enjoyment mediates the relationship between Training & Development and Job Satisfaction

When it comes to understanding the factors that motivate a worker and how they perceive value in their work, the most common factor stated is Motivation and Reward. Author Badubi (2017) stated that when it comes to an organization, the main objective is to support employees in their daily work to bring loyalty and improve retention while bearing in mind all the different needs and necessities of distinct individuals with a variety of qualifications or experience because there is no single element that produces either universal approbation or collective disapproval. In motivation, it is possible to observe two diverse types: the intrinsic and the extrinsic. In every worker, motivation can be seen as being moved by outside factors (extrinsic) such as rewards or within an individual (intrinsic), the desire to do better. Nevertheless, when it comes to extrinsic motivation, an external factor such as a reward can be used to boost the employee's morale and desire to work, meaning both intrinsic and extrinsic are one. Employees tend to work in exchange for compensation for their hard labor but how far they go depends on how motivated and committed they are. Even though individuals have their expectations, it is the leadership's responsibility to work and develop, aligning distinct factors that are suitable to bring job satisfaction to their employees, catering to each worker. In this shield of study, it is encouraged to boost the empowering workforce, to create a platform to "voice out their concerns on how they

can be motivated" (Badubi, 2017, p.6). This will eventually contribute to open lines/channels of communication, work enjoyment, and job satisfaction. Therefore:

H5: a) - Motivation & Rewards are positively related to Leadership

Employee job satisfaction, described by Pancasila et al., (2020), as the root of an elevated level of job performance and the goal for employee retention and happiness can be attained if motivational factors such as service rewards, security, interpersonal influence, work environment conditions and opportunities for self-development and improvement are being met and created by the company. Meaning that motivation is an impactful resource to obtain job satisfaction. Based on recent studies on the matter of transformational leadership, it is not only the most well-known style as is the most practiced in organizations nowadays. Anwar (2017) argued that this style is composed of four elements which are individualized consideration, intellectual stimulation, inspirational motivation, and idealized influence. Gundersen, et al., (2012), believed that inspirational motivation takes place when a leader inspires followers by showing vision and optimism in nature. It is safe to assume that motivation is both a crucial factor for leadership and job satisfaction. For a company/organization to meet its goals and maintain elevated levels of progress and competitiveness, it is only achievable by directing its efforts to motivate managers (leaders) and employee satisfaction. Good motivation provides opportunities for accountability, fulfillment of individual and team goals, reward, and recognition. Previous research by Herman and Chiu (2014) and Top et al. (2015) has concluded that transformational leaders believe in empowering employees which enhances their motivation and satisfaction level. Thus:

H5: b) - Leadership mediates the relationship between Motivation & Rewards and Job Satisfaction

A happy employee who is satisfied with their job requires an environment equally satisfying. When an employee is properly emotionally reminded of its importance in the workplace, it is obligated that their job has inbuilt opportunities for recognition and reward. Work enjoyment is incredibly important in areas such as customer service and sales, for example, since happy employees are extremely relevant because they represent the company to the public. Satisfaction/happiness, however, is not linked solely to compensation or rewards. It is possible to associate a raise or benefits with an improvement in employee contentment, at least temporarily. Many books and research have been dedicated towards the achievement of employee happiness such as Zappos.com CEO Tony Hsieh's book Delivering Happiness. This book focuses on seven

areas to help improve happiness in the workplace because a "little bit of effort can lead to happy, efficient, and loyal employees" (Alam Sageer, et al., 2012, p.6). A study dedicated purely on Generation Z and their motivation to work, came with the following results: "Enjoying one's work, quality of relationship with co-workers, and achieving one's goals seem to be the most prevalent motivational factors in the eyes of Generation Z" (Zuzana Kirchmayer & Jana Fratričová, 2020, p.1). In conclusion, Noor and Zainordin (2018), stated that those who enjoyed their jobs are expected to have strong motivation. Therefore:

H6: a) - Motivation & Rewards are positively related to Work Enjoyment

When researching Human Resources Management practices and their impacts it is common to observe that in a way, they all relate to one another. J Sang et al. (2009) found certain indicators of job satisfaction such as pay, colleagues, supervisors, work conditions, job security, promotion aspects, and the nature of work to be the most researched. Additionally, the same author stated that all these aspects are positively inter-correlated with job satisfaction. Motivation can be seen as linked to happiness and enjoyment. For example, Ganta (2014) argued that intrinsic motivation is the motivation that comes from within, from the personal enjoyment and educational achievement that we derive from doing it. As for other examples, Mokaya and Gitari (2012) believed that employees view recreation, also known as another form of intrinsic reward, it is proven to provide a means of pleasure and enjoyment. Aduo-Adjei et al. (2016) stated that motivation has also been described as the desire to work on something that is interesting, challenging, satisfying, exciting, or involving, meaning it contributes towards the achievement of job satisfaction. In conclusion, the extended research indicates that looking at reward must be a combination between that given reward, its value, and the effort-reward probability to determine an individual's motivation, meaning that if either is low or nonexistent then no motivation will be observed. Koontz and Weihrich (1990) and Edwin (1993) believed that to use motivation as a mover towards job satisfaction and performance is to ensure that the reward (financial or non-financial) gains meaning for the said accomplishment and as a way of giving people pleasure from the accomplishment and looking at the base compensation as a bonus. Thus, the study proposes that:

H6: b) - Work Enjoyment mediates the relationship between Motivation & Rewards and Job Satisfaction

Based on literature development, Billingsley and Cross (1992) and Burton et al., (2002), leadership and positive support influence the employees' organizational commitment. According to Morris and Sherman (1981), "Besides internal marketing, (…) leadership can integrate team relationships at work to enhance organizational commitment." (Ming-Chun Tsai, 2010, p.6). Commitment determines the participation and interest that an employee has for the mission, vision, values, and overall purpose of the company, which is present in the statement of the Corporate Leadership Council (2004), that by enhancing the engagement levels, "chances are 20% of the performance of employees may go up and 87% is sought for them stay committed with the organization". (P, 2022, p.2) In business literature, commitment is positively associated with the retention of quality workers, positive work attitudes, low absenteeism, and overall good conduct practices, which creates beneficial organizational outcomes. Further research and theories made by Meyer and Herscovitch (2001) and Solinger et al. (2008) have shown that organizational commitment has reinforced commitment in a way that became a force of motivation by connecting the individual with a sort of actions that optimized changes of goal attainment. Meyer and Allen (1991) and Rhoades et al. (2001) believed that when presented with an individual that carries the organization's values and goals and thus represents an effectively committed employee, it is as they act as good "organizational citizens" who display loyalty by putting the organization's interest before their own. (Carlo Odoardi, 2019, p.2). When it comes to leadership investigations have been conducted over the decades and the impact of specific types of leadership can develop different behaviors and consequently reveal a variety of effectiveness, depending on the objective or intention of their use. "Leadership behaviors directly affect organizational commitment." (Shirbagi, 2007, p.4) Therefore:

H7: a) - Commitment is positively related to Leadership

As seen previously, commitment can be influenced by leadership, and different approaches to leadership can have distinct effects on contrasting levels of commitment. The same can be seen when looking at a leader's behavior or leadership style with the subordinates' level of job satisfaction, as they mutually affect each other. It is relevant for all types of businesses to ensure organizational commitment and job satisfaction. As stated, by Tsai, (2010) taking factors such as job satisfaction, organizational commitment, and job performance, proven that they are strengthened by employees' positive perception of internal marketing, leadership, and empowerment. A study made by Bushra (2011), came about as to prove that when leaders perfectly

adopt an attitude that supports their employees it provides their vision, cultivates hope, encourages them to think innovatively, individualized consideration, and brooders communication. It is thanks to job satisfaction that when achieved it creates positive attitudes in employees, boosts morals, improves their performance, and creates pleasant relationships with their co-workers. In conclusion, Spector (2003), believed that when accomplished it leads to greater job performance and organizational commitment which ensures organizational success, "Productivity and performance of an organization depend upon the job satisfaction and organizational commitment of its employees and escort to growing profits." (Fatima Bushra, 2011, p.6) Therefore, the study proposes that:

H7: b) - Leadership mediates the relationship between Commitment and Job Satisfaction

Happiness/enjoyment has been a central theme of life for most people for decades and it is extremely important for organizations to make sure the people who are working are happy. Coffey et al. (2015), argued that subjects such as subjective well-being and contentment are becoming an interesting topic to numerous researchers. The growing importance and relevancy emerge an urgency to boost work enjoyment in any organization. In the first International Conference on Business, Economics, and Management Science (2019) it was fairly discussed how the new generation of employees focuses on pride, how a sense of fairness is stronger, and they do not only seek to make a living, but to feel happy and joy in their working environment. According to Zhao and Pan (2019) for employees, there is a higher importance to whether they can feel happiness, and that sense affects the willingness to stay in business, therefore committed to the organization they work for. From the author's transcription employee happiness lies in the influence factors to explore and has an intervening variable of innovation performance and employee job participation. To further complement this relation, several authors and researchers namely Rego et al. (2010) found direct positive effects of happiness (naming it work enjoyment) on the workplace and effective commitment. Therefore, the hypothesis is that:

H8: a) - Commitment is positively related to Work Enjoyment

Job satisfaction is one of the many challenges for a business because satisfied employees can cope with the ever-changing and evolving environment and achieve success and remain in the competition. Raziqa and Maulabakhsh (2015) argued that higher satisfied employees also mean an increase in efficiency, effectiveness, productivity, and job commitment. The same authors believed

that a good working environment is equivalent to an increase of employee loyalty, level of commitment, efficiency & effectiveness, and productivity, which also develops a sense of ownership among employees which ultimately increases organizational effectiveness. According to several authors, in a recent study, namely Opatha (2019) and Satuf et al. (2016) was reported that employee happiness is key to determine job satisfaction of employees. Similarly, Lyubomirsky at al. (2005) believed that happy people who experience frequent positive emotions such as joy, interest, and pride have fewer negative emotions, thus it is possible to assume that happiness is always linked with life satisfaction and job satisfaction of the employees. "Happiness is always linked with positive life and work outcomes such as life satisfaction, good health conditions, high work performance, and commitment." (N. Thevanes & M. Jathurika, 2021, p.1). Thus:

H8: b) - Work Enjoyment mediates the relationship between Commitment and Job Satisfaction

1.3. Conceptual Model

Based on all research done during the literature review and with a deeper understanding of the concepts in hand the following conceptual model was created. This model is composed of four base variables and two mediators to create a diversity of paths to obtain job satisfaction.
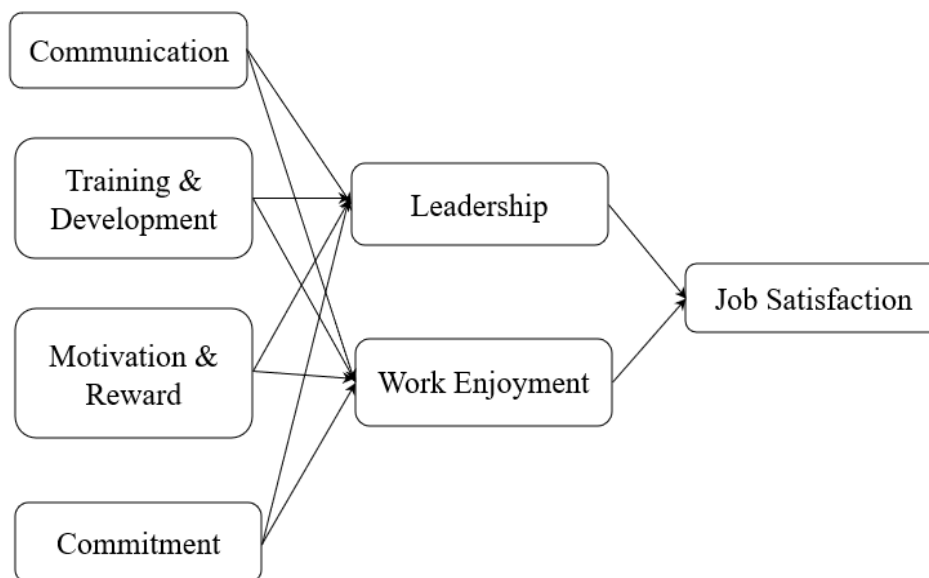
Figure 1.1: Conceptual Model demonstrating hypothesized relationships

2. Methodology

2.1. Sample

The sample for the questionnaire, selected in this dissertation, consisted of 125 working individuals, who belong to different fields and areas of the active working population in Portugal. This sample was chosen for analysis as a non-probability sampling, specifically purposive sampling, meaning "The sample is chosen on the basis of the convenience of the investigator" (Anita S. Acharya et al., 2013, p.3). Additionally, six of the 125 were randomly selected to provide more in-depth information, analysis, and justification for some of the results taken by the statistical analysis, to solidify and better understand their standpoints. Both samples compose quantitative and qualitative approaches, respectively. For Quantitative methods as described before, a questionnaire has been made and statistically analyzed to create a model on which all indicators chosen are hypotheses to the testing made in the dissertation to solve the chosen problem, the analysis was made based on the PLS-Smart program and conducted correlations and paths of direct and indirect relations and more, prior to the questionnaire a pre-test was done to ensure the understanding of questions by the sample. For Qualitative methods, semi-structured interviews were conducted with selected active workers, which were analyzed and compared to the theoretical results obtained from both previous studies and the statistical.

2.2. Variables/Measures

Validated scales were used to measure the seven constructs presented in the conceptual model. The study employed all measurement items for the questionnaire from those that were previously proven to be statistically sound (Hair et al., 2016). Cronbach's alpha of the constructs was above 0.7, indicating a high degree of consistency in the constructs of the questionnaire. The survey contains two sections, the first with personal and demographic information, and the second with the comparison and evaluation of the twelve variables (1) Training & Development, (2) Work Enjoyment, (3) Leadership, (4) Motivation & Rewards, (5) Communication, (6) Job Satisfaction, and (7) Commitment, (Items illustrated in Annexes B). Then based on this evaluation it was narrowed down to seven variables, which were all evaluated by the respondents who rate each on a five-point Likert scale ranging from "1 = least important" to "5 = most relevant".

Communication was measured using Al-Hawary et al. (2013) & Gounaris (2008a) work from the scale of the structure of the internal marketing measures. This scale was comprised of four items. **Training & Development** was measured using Ahmed & Rafiq (2003), Al-Hawary et al. (2013) & Gounaris (2008b) work from the scale of the structure of the internal marketing measures. This scale was comprised of five items. **Motivation & Rewards** was measured using Al-Hawary et al. (2013) & Gounaris (2008a) work from the scale of the structure of the internal marketing measures. This scale was comprised of four items. **Commitment** was measured using Tsai et al. (2010) work from the scale of employees' job satisfaction, organizational commitment, and job performance. This scale was comprised of three items. **Leadership** was measured using Tsai et al. (2010) work from the scale of employees' job satisfaction, organizational commitment, and job performance. This scale was comprised of two items. **Work enjoyment** was measured using Gomes et al. (2022) work from the workaholism scale. This scale was comprised of seven items. **Job Satisfaction** was measured using Tsai et al. (2010) work from the scale of employees' job satisfaction, organizational commitment, and job performance. This scale was comprised of five items.

2.3. Data Collection

Data Collection processes both in web surveys, created in Google Forms, and personal interviews, this data was collected during the months of November and May, respectively. The questionnaire structure has two parts, the first for the collection of personal data of the represented sample, followed by the second part where the respondents are presented with twelve indicators that can have a direct or indirect impact on their work experience and/or environment. They are then challenged to rank them from one to five, least important to most relevant, respectively (ordinal scale of measure). As they go through the survey they come across situations and scenarios as well as sub-indicators of each of these twelve indicators. This helped to identify how coherent their first ratings were when the same indicators were deconstructed. This method allowed us to determine seven indicators with the highest rating out of the twelve, and it enabled the respondents to focus on each one and how relevant it is for them rather than comparing the whole of it. They are all relevant to creating an environment that benefits them and their needs rather than them choosing to gain something by losing from the other side, which is the opposite of the intent of the research project.

3. Results

3.1. Statistical analysis

To test the conceptual model created for this project, structural equation modeling (SEM) was used. More specifically, the Partial least squares analysis, a multivariate statistical technique, allows the comparison between multiple response and explanatory variables. It is often associated with structural equation modeling or SEM, designed to deal with a multiple regression model, which happens when data has characteristics like a small sample, missing values, or multicollinearity. (Pirouz, 2006:1) When analyzing and interpreting the result it was taken a two-stage approach, which started with the evaluation of the reliability and validity of the measurement model and the assessment of the structural model. To assess the quality of the measurement model, there is a requirement for examining both the individual indicators of reliability, convergent validity, including internal consistency reliability, and discriminant validity (Hair et al., 2017).

With that said, Figure 3.1 shows that the standardized factor loadings had a discrepancy of results varying from the biggest 1.000 and the lowest being -0.004, which explains that within the observed values a few were non-significant, but the majority were significant at P < 0.05 (which provided evidence presented for the individual indicator reliability) (Hair et al., 2017). Furthermore, internal consistency reliability was confirmed because of all the constructs' Cronbach alphas and composite reliability (CR) since all values surpassed the cut-off of 0.7, as seen in Table 3.1 (Hair et al., 2017).
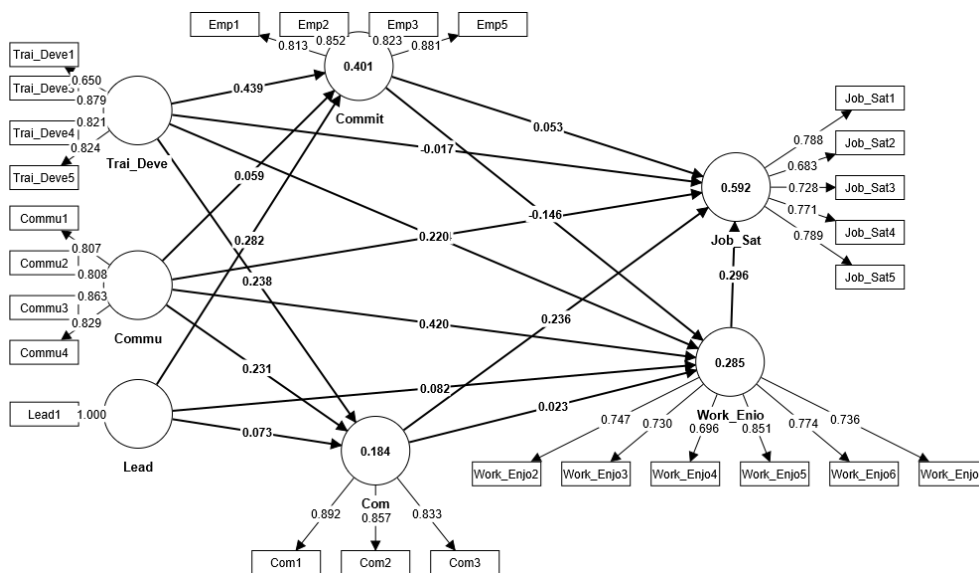
Figure 3.1: Conceptual Model demonstrating hypothesized relationships with standardized factor loadings

	Cronbach's alpha	CR	AVE
Commitment	0.826	0.846	0.741
Communication	0.846	0.851	0.684
Job Satisfaction	0.808	0.820	0.567
Motivation & Rewards	0.768	0.786	0.590
Training & Development	0.807	0.828	0.635
Work Enjoyment	0.850	0.860	0.574

Table 3.1: Cronbach's alpha, Composite reliability, average variance extracted

Note: Leadership is not disclosed in this table since its reliability is 1; CR - Composite reliability; AVE - Average extrated. The numbers in bold correspond to the square root of AVE. Below the bolded numbers are the correlations between the constructs and above the HTML ratios.

	Commitment	Communication	Job Satisfaction	Leadership	Motivation & Rewards	Training & Development	Work Enjoyment
Commitment	**0.861**	0.421	0.598	0.232	0.677	0.575	0.285
Communication	0.346	**0.827**	0.403	0.432	0.471	0.493	0.426
Job Satisfaction	0.437	0.679	**0.753**	0.190	0.650	0.647	0.261
Leadership	0.241	0.283	0.284	**1**	0.313	0.298	0.254
Motivation & Rewards	0.200	0.538	0.519	0.180	**0.768**	0.817	0.560
Training & Development	0.355	0.418	0.391	0.401	0.318	**0.797**	0.413
Work Enjoyment	0.201	0.494	0.574	0.217	0.492	0.352	**0.758**

Table 3.2: Correlations, and discriminant validity checks

In Table 3.1 it is also possible to observe that the average variance extracted (AVE) for all constructs exceeded the threshold of 0.50, which is one component verifying Convergent validity. As for the discriminant validity, the same was assessed using two approaches. The first is the Fornell and Larcker criterion, which requires that a construct's square root of AVE (shown on the diagonal with bold values in Table 3.2) is considerably larger than its biggest correlation with any construct (Fornell & Larcker, 1981). This criterion is satisfied for all constructs, as seen in Table 3.1 and 3.22. To further analyze the discriminant validity, it was used the heterotrait-monotrait ratio (HTMT) criterion (Hair et al., 2017 & Henseler et al., 2015). As Table 3.2 shows, all HTMT ratios are below the more conservative threshold value of 0.861 (Hair et al., 2017; Henseler et al., 2015). This then proves added evidence of discriminant validity.

The structural model was evaluated based on the sign, magnitude, and significance of the structural path coefficients, by magnitude R^2 value was used for each endogenous variable as a measurement of the model's predictive accuracy (Hair et al., 2017), but first the collinearity was assessed. The VIF values ranged from 1.049 to 1.629, which was below the indicative critical

value of 5 (Hair et al., 2017), for example taking a VIF that has a value of 1.5 means that the variance is 50% higher than what could be expected if there was no multicollinearity between the independent variables. As such, when VIF is more than five, the regression analysis is said to be highly correlated, concluding that the values reported in this study indicated no collinearity.

As seen in Figure 3.1, the coefficient of the determination R^2 for the seven endogenous variables of communication, training and development, motivation and rewards, commitment, leadership, work enjoyment, and job satisfaction were 73.5%, 69.3%, 60.8%, 74.9%, 70.9%, 59.5%, and 78.4%, respectively. These values surpassed the minimum value of 10% (Falk & Miller, 1992).

3.2. Quantitative results

Paths	Original sample (O/B ALEMAO)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Commitment -- Leadership	0.086	0.107	0.808	0.419
Commitment -- Work_Enjoyment	-0.004	0.086	0.051	0.960
Communication -- Leadership	0.121	0.112	1.080	0.280
Communication -- Work Enjoyment	0.275	0.103	2.658	0.008
Leadership -- Job Satisfaction	0.167	0.088	1.912	0.056
Motivation & Rewards -- Leadership	-0.005	0.104	0.045	0.964
Motivation & Rewards -- Work Enjoyment	0.300	0.088	3.403	0.001
Training & Development -- Leadership	0.321	0.112	2.859	0.004
Training & Development -- Work Enjoyment	0.143	0.081	1.757	0.079
Work Enjoyment -- Job Satisfaction	0.538	0.077	6.989	0.000

Table 3.3: Structural model assessment

Indirect specific paths	Original sample (O)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Motivation & Rewards -- Leadership -- Job Satisfaction	-0.001	0.020	0.039	0.969
Motivation & Rewards -- Work Enjoyment -- Job Satisfaction	0.161	0.055	2.928	0.003
Commitment -- Leadership -- Job Satisfaction	0.014	0.023	0.628	0.530
Training & Development -- Work Enjoyment -- Job Satisfaction	0.077	0.046	1.660	0.097
Communication -- Leadership -- Job Satisfaction	0.020	0.026	0.773	0.439
Communication -- Work Enjoyment -- Job Satisfaction	0.148	0.064	2.295	0.022
Training & Development -- Leadership -- Job Satisfaction	0.054	0.036	1.507	0.132
Commitment -- Work Enjoyment -- Job Satisfaction	-0.002	0.047	0.050	0.960

Table 3.4: Bootstrap results for indirect specific effects.

Total indirect paths	Original sample (O)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Commitment -- Job Satisfaction	0.012	0.054	0.224	0.823
Communication -- Job Satisfaction	0.168	0.062	2.705	0.007
Motivation & Rewards -- Job Satisfaction	0.160	0.061	2.642	0.008
Training & Development -- JobSatisfaction	0.131	0.051	2.543	0.011

Table 3.5: Bootstrap results for total indirect effects.

As for the indirect effects, it was observed both specific and total effects. In terms of specific indirect effects motivation and rewards with work enjoyment and job satisfaction (using work enjoyment as a mediator) are significant with ($\beta = 0.161$, $p < 0.003$) and communication with work enjoyment and job satisfaction (using work enjoyment as a mediator) has a positive significance with ($\beta = 0.148$, $p < 0.022$). These results provided support for H6b) and H2b), respectively.

Lastly for total indirect effects, based on the bootstrapping procedure, in order to test the significance of the indirect effects via a mediator (Preacher & Hayes, 2008), communication and job satisfaction had a positive significance with ($\beta = 0.168$, $p < 0.007$), in addition, motivation and rewards and job satisfaction had a positive significance of ($\beta = 0.160$, $p < 0.008$) and finally, training and development and job satisfaction had a significance with ($\beta = 0.131$, $p < 0.011$), which then supported partially (without the use of mediators) H1b) e H2b); H5b) e H6b); H3b) e H4b), respectively.

3.3. Qualitative results

From the interviews, we solidified the results of the statistical/quantitative analysis and learned the depth of employees' needs, how they felt about these relations, and what could be improved. All interviewees understood the importance of the subjects and the interconnection of all variables, which was shown by their comfortability when talking about it and relating it to their experience. The relations that were verified in the statistical analysis were all proven to be significant and true for all participants. Most respondents related the variables by putting some as dependent and base variables, which further proves the conceptual model created in this dissertation. Emphasizing, one respondent when confronted with the seven variables, even said: "Some of these variables are intertwined more than others, it is important that the environment and the well-being inside an organization fall in all these variables, and they should balance each other." And another stated that "Some of the seven variables are directly dependent on another, others are indirectly connected. This goes to say that variables can act independently from others," meaning that often the participants are well educated and informed on this subject. It was observed that unconsciously, or not, the respondents understood the interconnectivity of these variables creating in their speech independent and dependent variables.

Regarding the analysis, the construction of tables was conducted in view to each question to summarize the main conclusions of each interviewee.

Interviewee 1	Commitment and Training & Development
Interviewee 2	Work Enjoyment and Communication
Interviewee 3	Communication, Leadership, and Motivation & Rewards
Interviewee 4	All seven variables, but especially Work Enjoyment and Leadership
Interviewee 5	All seven variables
Interviewee 6	All seven variables, but especially Training & Development

Table 3.6: Interview – Question 1.

Regarding the first question, it was possible to observe that most of the interviewees considered all variables in the study to be relevant to their experience as they see their impact on the work life. It is relevant to point out that the interviewees both vary in gender and age providing a variety of responses and experience with the variables in their work experience. "Truly for me, the importance of the variables depends on the maturity and level you have at in a company and in your career" as stated by an interviewee.

In this question, it is possible to observe equity of value towards all variables given that in this small sample even taking the diversity of choices, not one variable was superior to others. The variable Job Satisfaction was considered important by the majority, after the guarantee of the others being met by the organization they work for. "I believe that job satisfaction comes to me later when I feel as though the company commits to me and appreciates my value and gives me opportunities to grow internally, because it is then that I feel as though we are both investing in one another.", said one interviewee. "Of course, job satisfaction and enjoyment play a crucial role as well, as without those, there is no place for me at a company. But without proper communication, leadership, or motivation, I do not believe I could ever achieve work enjoyment or satisfaction, and that's why I considered those (communication and leadership) more important." "So, for me, they are all important, we need all these variables as tools to work as a team and to perform accordingly" stated an interviewee when faced with the first question. An interviewee also said that "I think it is important to start by saying that, in my opinion, all these variables have their importance and most probably if they are not all in a minimum balance, we will not be happy with our professional life" and proceed to compare with the Artificial Intelligence and the evolution of systems to emphasize on the improvement and focus this area of study needs.

Interviewee 1	Communication and Leadership; Leadership and Commitment; Motivation & Rewards and Training & Development; Work Enjoyment and Job Satisfaction; Communication, Commitment and Training & Development with Motivation & Rewards, Leadership, and Job Satisfaction.
Interviewee 2	Communication, Leadership, and Work Enjoyment; Training & Development, Motivation & Rewards and Job Satisfaction
Interviewee 3	Leadership, Communication, and Job Satisfaction; Leadership and Work Enjoyment; Training & Development and Commitment.
Interviewee 4	Work Enjoyment, Leadership, and Communication; Communication, Commitment, and Work Enjoyment.
Interviewee 5	All are connected to each other but mostly connected to Communication as the most important variable.
Interviewee 6	Motivation & Rewards, Work Enjoyment (as a mediator), and Job Satisfaction, but certainly, the others are also connected.

Table 3.7: Interview – Question 2.

Taking the second question regarding the relations between the chosen preferred variables an overwhelming number of relations reported proven most of the hypothesis testing such as H1 a) – Communication and Leadership; H7 a) – Commitment and Leadership; H1 b) – Leadership mediates the relationship between communication and Job Satisfaction; H6 b) – Work Enjoyment mediates the relationship between Motivation & Rewards and Job Satisfaction. Also in this question, it was possible to observe the importance given by the interviewees to the presence of both mediators Leadership and Work Enjoyment being that most of their relations had the support of one or two of these variables and going as far as to relate them directly to Job Satisfaction. When confronted by this question the interviewees said that "Overall, I believe that they are all intertwined, and many depend on each other to "survive" and then reach job satisfaction" Another interviewee also added that "Some of these variables are intertwined some more than others, it is important that the environment and the well-being inside an organization fall in all these variables, and they should balance each other.", these were some of the many responses, considering that all of the respondents acknowledged the connections of all variables.

One of the respondents started by saying that "I believe that all these are connected. While some of the seven variables are directly dependent on one another, some are indirectly connected. This is to say, variables can act independently from others.", and then proceeded to acknowledge Leadership as to be a mediator for most variables except Work Enjoyment (considered to be another mediator) in attempts to reach Job Satisfaction.

Considering question 3 the interviewees were confronted with some relations that were considered statistically significant in the quantitative analysis. They were asked to think in which way the relations were relevant for them or not, and how they saw the relations in real-life examples. All respondents had not only already organically mentioned the relations but also agreed that there were clear relations between the variables. Taking some examples, for each variable, it was observed the following responses: The relations were:

Communication – Work Enjoyment – "This combination is the most valuable to me, I believe that communicating is very precious to build better relations at work based on trust, work enjoyment is closely related to the relation one could have with all parts involved making the day pass more smoothing at work."; "Work enjoyment: I find that communication is essential for work enjoyment, as working without proper communication would be frustrating and detrimental." – reflecting a direct connection both negative and positive, they are affected by one another.

Motivation & Rewards - Work Enjoyment – "In my opinion, motivation and rewards, are the value with the highest importance for the newer generations on the market since it is what makes them stay committed to the company, for me it is a good relationship because sometimes the motivation can mean a closer step towards to the overall work enjoyment."

Training & Development – Leadership – "Training and development are key to keep people up to knowledge and enriching the know-how of the company in its all, with that being said see this relation by looking at leadership as a tool that comes from training and I associate it with interpersonal connections, when well achieved these variables are more than connected and increase productivity."; "It should be in the best interest of leadership to provide adequate training and development. This promotes growth, new goals, and a change of pace which all can be beneficial."; "This is the match, you need to have a great leader who delivers you the right training and tools, and development for the job, if they don't provide you this, they are most likely not a good leader".

Work Enjoyment – Job Satisfaction – "These are highly connected specially for me, work enjoyment drives job satisfaction and this could very well describe my situation since I love my job which in itself makes me feel highly satisfied with my job, and since I like what I do my productivity is very high which also makes me very satisfied."; "yes, they work together, and there

need to be moments for laughter and joyful conversations, this provides joy and motivation to be satisfied with my overall work"

Motivation & Rewards – Work Enjoyment - Job Satisfaction – "This combination makes the serious of events leads to enjoying work by getting rewards since people have a sense of recognition for, they work which makes them happier and therefore more satisfied with their job."; "Being motivated is a large part of work enjoyment and satisfaction, as unmotivated labor would feel forced and unfulfilling."; "If all around you people don't have the same motivation to work, this can provide negative energy and feelings to flow and reflect on you, and your happiness in being there".

Communication – Work Enjoyment - Job Satisfaction – "For example, when I have a problem, I hope that the company I work for makes me feel comfortable communicating it, this allows me to be more connected with my team and feel as if I am an important asset then makes me enjoy my work more and feel satisfied."; "is the perfect one because as I said work enjoyment is a mediator a means to an end to be satisfied with my overall work experience. I feel like everyone values me enough to support me and communicate with me that I like my job and therefore I'm closer to being satisfied both with my work and at my work."; "I have reflected on this importance throughout my interview communication is everything providing a base for all that is joy, happiness, and satisfaction.".

Communication – Job Satisfaction – "Communication and job satisfaction are not directly connected in my opinion, but I can be means to an end especially in jobs that require communication between colleagues or inside the company but also to clients or other figures you might sell services to." – confirming the indirect path seen in the statistical analysis.

Motivation & Rewards – Job Satisfaction – "When you get motivated from a reward you get satisfaction from that work since you feel accomplished and you will hold value for the company but also you believe that your satisfaction will bring you rewards in the future because you are doing better, this is a cycle and it is the motivation that will keep you going."

Training & Development – Job Satisfaction – "I associate training with a new job description, meaning I have new tasks that I need to learn how to do, which I then correlate to growth and improvement as a professional so then this relation makes sense to me because when I feel as

though I am growing with the company and it is providing me with new opportunities on my career"; "I find that personal growth can greatly affect job satisfaction, as without it any sort of job will begin to feel stale, repetitive, and not challenging. Achieving new goals can be immensely satisfying."; "job satisfaction for me is totally aligned, if I don't have the right training, I can be satisfied with what I bring to the table. Consistency is key for me, and all these variables need to work together all the time everywhere." The interviewees reflected mainly in Training & Development – Leadership; Motivation & Rewards – Work Enjoyment - Job Satisfaction; Communication – Work Enjoyment - Job Satisfaction and Training & Development – Job Satisfaction, expressed to be the connections that came more naturally to them.

Interviewee 1	Need to improve: Leadership, Communication, Motivation & Rewards.
Interviewee 2	Variables practiced by the company: Communication, Commitment, Training & Development, Leadership, Work Enjoyment, Motivation & Rewards, and Job Satisfaction Need to improve: Motivation & Rewards
Interviewee 3	Variables practiced by the company: Communication, Training & Development, Leadership, Motivation & Rewards and Commitment, Work Enjoyment and Job Satisfaction Need to improve: Motivation & Rewards, Communication, and Leadership
Interviewee 4	Variables practiced by the company: Commitment, Motivation & Rewards, Work Enjoyment, Job satisfaction, Leadership, and Training & Development Need to improve: Motivation & Rewards, Work Enjoyment, Job satisfaction, and Commitment
Interviewee 5	All variables are being met.
Interviewee 6	Variables practiced by the company: Communication, Work Enjoyment, Leadership, and Job Satisfaction. Need to improve: Training & Development

Table 3.8: Interview – Question 4.

To conclude the interview all respondents were confronted with a question that was focused on the company they work for and what variables are being met and what are the ones that need improvement. The majority in a way believed that the companies they work for have in some way all variables represented and felt happy with their organization, "Without a doubt, I enjoy my work mainly because I do what I like, I have a good leader, a good work team and in general, I feel satisfied at work." but it became apparent that they also noticed areas in need of improvement. Namely, Motivation & Rewards had an overwhelming number of mentions, four out of six, for the need to improve. One respondent said to "get rid of unrealistic KPI detrimental to motivation if you know that they are not possible you are making employees work towards something that won't

give them satisfaction and you are robbing them of the feeling of achievement.", which directly related Motivation & Reward with Job Satisfaction when one is not being met the other will not exist. Another interviewee argued that "I feel from my experience their motivation and rewards variable could be a little better being a small company there are a lot of people searching for better options since it is a field with plenty of offers in the market and so people feel like there is more out there that could give them better options and better lives, people expect better rewards and that drives them way form this small humble company."

Honorable mentions were Leadership, Communication, Work Enjoyment, Job Satisfaction, Training & Development, and finally Commitment. For Leadership, one interviewee said that "in my company is still reserved for older generations who value ego and appearances (…) I see for myself when I open my LinkedIn how a lot of leaders show off an image of greatness and humanity and value for their peers but in reality, people only say it because it looks good so the extra work of actually investing in their employees is not practiced. I really do not like this and hope to change in the future because truthfully, I believe that leadership exposes an individual's personal values." By analyzing what was stated, it was clear that Commitment was also a priority not being met by the individual in question.

Regarding Communication two respondents stated that "Communication… everyone says that they have prioritized communication, but I have seen with my own eyes that this is not true, and in the rare occasions that they do it is not clear or proper for others to understand. I hope that future leaders how are more focused on the employees rather than numbers and therefore the results of the company, I know it sounds unrealistic but I believe that when you focus on who works for you and you provide them with tools to succeed they are more prone to become high performing employees that have satisfied with their jobs and will be more invested with the mission of the company and feel happy about working with that goal which will then lead to success.", which represented that leadership and commitment are not being met as to fulfill the goal of Job Satisfaction the worker seeks for. "It is important for organizations to not become complacent, and be receptive to feedback, be it positive or negative.", as stated by the second interviewee.

Finally, for Commitment and Training & Development, the respondents observed the following issues "The past years there has been a switch where the results became the only

concern, and the employees became the backburner to everything. You became a number, not a person. No more motivation there just became more focused on the external image and dehumanized our experience. This of course damaged my work enjoyment because they no longer cared about making people happy, which step by step decreased my peers and my job satisfaction." "Although we are a training organization, I think that in the field of training and development, we have failed, because up until now I have not had any training and I don't think I will soon."

All recommendations and suggestions supported and created by the respondents were implemented in the conclusion of this paper.

Discussion and Conclusion

To better understand the impact of Job Satisfaction and how it makes or breaks the work experience it was necessary to deep dive into the research, and the outcome was that there has been the development and a definite evolution of its definition, but the majority agreed that Job Satisfaction is the ultimate desire for an individual to became not only a better worker but also a happier person, both professionally and personally. Undoubtedly so, Job Satisfaction has developed throughout the decades of studies. It is also important to acknowledge two main conclusions, one being that Job Satisfaction is a personal and subjective experience, meaning that different people have different needs and prioritize different aspects of life, and the other one being that as Job Satisfaction changes through the decades as the definition for each individual changes through their working years, prioritizing different aspects and variables. While being such a complex and diverse area of study the statistical approach came about as being a clearer way to obtain more certain results that provided clarity, for more focused and direct ways to provide suggestions and solutions to attain Job Satisfaction, as there is no universal rule to get to Job Satisfaction but rather a complex web of paths that lead to this desired goal. In accordance with the research, many of the variables have been found to be significant and important for Job Satisfaction, although some discrepancies were found, respectively Training & Development and Work Enjoyment; Motivation & Rewards and Leadership; Commitment, Leadership, and Job Satisfaction; and Commitment and Work Enjoyment, were rejected both in qualitative and quantitative approaches, this can also be due to the sample distribution and or the needs of the participants at the current moment when the study is taking place since as it was observed in the qualitative analysis all variables are relevant and important for all since Communication and Leadership and Commitment and Leadership were proven significant during the qualitative analysis. The relationship between Communication and Job Satisfaction has been studied as early as 1978, so it comes as no surprise that it was the most important and significant in this study "(…) the nature of the relationship between perceptions of communication, relationships, and satisfaction must be established as an important step in linking these variables with those of information flow" (Goldhaber, 1978, p.5). "Organizational communication in today's organizations has not only become far more complex and varied but more important to overall organizational functioning and success." (Baker, 1980, p.1). While this relation came naturally to all respondents this study provides a new perspective on this relation, up until this point

communication and job satisfaction were spoken already grouped but lacked understanding of other variables that indirectly and directly are related to either and can further strengthen this relationship. When it came to analyzing the variable Training and Development during the qualitative analysis it became apparent that it was a variable whose importance was heavily related to the stage of the work life of the respondent, proving that its relationship with Work Enjoyment became irrelevant since for most Work Enjoyment comes later in the work experience. This is to say that Training and Development remains a factor of Job Satisfaction and important for employee growth and company development, but it doesn't demonstrate such an impact as other variables. "Increasing job satisfaction and employee morality, enhancing employee motivation, improving the efficiencies in processes and financial gain, raising the ability to obtain new technologies, developing the innovation in strategies and products, and reducing employee turnover are other important benefits of training" (Obi-Anike, 2014, p.3). Motivation and Rewards were in fact relevant to job satisfaction, although not significant in relation to the mediator Leadership since variables such as communication, but still "Motivation is an important factor which brings employees satisfaction" (Dhaliwal, 2016, p.5). Commitment was considered the least valuable variable out of all in the statistical analysis but has then chosen as the most important for certain respondents in the qualitative analysis as they need to feel appreciated and valued, as they feel secure and that their work is impactful as to attain the companies objectives, it was without a doubt the most controversial variable in this study.

All things considered, it is also possible to conclude that the existence of mediators such as work enjoyment and leadership, allow clearer correlations and direct impact towards job satisfaction since they can't act as independent variables, such as communication. The mix-method used in this dissertation also allowed for a better understanding of the value of each variable and provided reasoning for most results, this was certainly the focus and differentiating factor of this study in comparison to the area of study of Human Resources Management.

It is also relevant to acknowledge that all variables are connected and that became apparent during both research and collection of data, understanding that even some relations not mentioned in this study such as Communication and Motivation and Rewards, Commitment and Training and Development and so many others that are inherently connected to each other and to Job Satisfaction.

Theoretical Contributions

This dissertation contributes in several ways. First and foremost, it brings a distinct perspective to obtain Job satisfaction as it can be achieved via different paths and each contributing factor can have distinct roles as "core/base" with direct relations and as mediators with indirect relations all contributing to the main goal of satisfaction. Second, it gathers both quantitative approaches with qualitative confirmation. As well as building a multidimensional model with six variables all related to job satisfaction, and a diversity of subjects, as most papers stick to fewer variables (Ming-Chun Tsai, et al. 2010) or go in depth about a variable specifically (Ukaejiofo Rex Uzonna, 2013), this approaches to broaden the spectrum and illustrates that there're a lot of determinants for Job Satisfaction. Last and not least, it provides new data for the Human Resources Management study field and one of its major objectives - company retention levels and lower job turnover rates, focusing on the needs and requirements of the newer generations that are more informed, more observant, and demanding.

Managerial Implications

This research has useful managerial implications. Based on the findings, to increase job satisfaction one needs to first understand the needs and requirements of each individual and their prioritization of these variables. Companies should invest more in their employees as it has been confirmed throughout this paper that employees are more productive when they feel seen and valued. This dissertation also elaborated that all variables can be, in a way, intertwined and that different combinations and paths have been shown to increase job satisfaction in both statistical analyses and in interview settings. This is in fact, proactive, pertinent, and powerful. Companies that understand how to make employees happy and satisfied have in return high performing employees that invest fully on the mission, vision, and corporate goal, who are advocates for their company, and become themselves missionaries of the brand, and therefore, improve the company's reputation. The good accomplishment of these factors is hard to achieve and even harder to dismantle. "The gratified and motivated employees are the treasured assets for any organization. To reinforce" (Haider et al., 2015, p. 34).

Recommendations

To conclude the following measures are recommended: Supervisors should regularly hold meetings with employees, this helps to have better and seamless communication where employees' problems and suggestions are listened to. This way supervisors can also promote the policies and beliefs of the company. Training and development has shown to be of high importance to the majority of workers regularly employee training, job flexibility/rotation, and expanded and enriched jobs, will allow employees to learn different affairs and further control their jobs in order to enhance their confidence and have a better understanding of all parts that compose the business, and therefore appreciate the input and contribution that each employee holds on an organization, with a bonus of being seen as a company that values growth and boosts career opportunities from within. Motivation has been seen as a value that needs further development because employees in an organization who feel motivated by their superiors and peers are more productive, so both financial and non-financial rewards, with emphasis on the latter, should be considered to derive the best out of employees. Although individual characteristics came into play by having their expectations, it is the leadership's responsibility to develop and align with theories that are suitable to bring job satisfaction to their employees, relying on a mix of facts such as the ones studied in this dissertation. Throughout the research, the contact with the interviewees and the results, certain requirements were provided in order to obtain and maintain job satisfaction, considered to be a base for all companies: Transparency with the company's goals and events, Relationship of respect between leaders and employees, Assertive and open communication, Well-structured career plans, Autonomy and incentive to new ideas, Flexibility in schedule, Flexibility in the work model, Celebrations of achievements with the team, Feedback culture (which is given clearly and assertively), Functional reporting channels to have a safe environment, Decrease the number of hours in unnecessary meetings, Establish possible demands and deadlines to be met, Establish a good alignment between complementary teams so that there are no information clashes, Respect the workloads and working hours of employees, Creation of moments of relaxation and pleasure, Promotion for good performance, Recognition/bonus for goals achieved, Hiring benefits that make sense for employees (mental health, gym, better health plans, educational plans, etc.) Hiring tools that help with organization, engagement and internal communication, and Investment in education and culture, these are some of the many basic ways to create a healthy company that is known for prioritizing the well-being and satisfaction of its employees, which will be shown by

many parameters such as retention rates. It is in the best interest of the company to accommodate all variables such as the ones provided in this study as well as others such as empowerment, co-worker support, among others. To better determine the needs of each employee it is suggested to create a foundation that fulfills each variable at a base level, which should be monitored and reviewed based on the feedback from employees. This review and monitorization should provide accurate results, and lacking elements should be created or renewed when well analyzed against this review to better determine where the company should invest their resources, as well as determine personalized and/or niche needs that can be stand out points for the employees satisfaction and institutional reputation of the company.

Limitations of the Study

It is well known that no study, dissertation, or research comes without limitations and this thesis comes as no exception. The object of study is highly volatile, and as the world evolves and new generations come into play, new needs and necessities appear as well. It is acknowledged that this study is based on a subjective topic and taking a mix of qualitative and quantitative methods to analyze it helps to generalize a solution to the average of results, there is "no size fits all" in how to successfully implement job satisfaction. Had this project been done with different samples of the population, new results with different conclusions could be a possibility. However, despite these limitations, it is expected that this study will contribute towards the transformation of the relationship between management and employees, as well as improve their level of job satisfaction through the implementation of the suggestions written in this paper, as it shows the shortcomings of the organization's management at present moment.

Suggestions for Future Research

It is suggested that future research in the matter of Human Resource Management should be increasingly focused and specialized to each sector, and/or company. Additionally, it is extremely relevant to extend the research and do it on a more frequent matter, to always be up to date with the needs and necessities of employees who are affected by the environment and the economic, social, and political state of the market and country they actively contribute to. To conclude, the newer generations are increasingly informed, demanding, and observant. Further research focused solely on them could allow future contributions for all companies and sectors.

References

Abasilim, U. D., Gberevbie, D. E., & Osibanjo, O. A. (2019). Leadership styles and employees' commitment: Empirical evidence from Nigeria. *Sage Open*, 9(3), 1-15.

Acharya, A. S., Prakash, A., Saxena, P., & Nigam, A. (2013). Sampling: Why and how of it. *Indian Journal of Medical Specialties,* 4(2), 330-333.

Aduo-Adjei, K., Emmanuel, O., & Forster, O. M. (2016). The impact of motivation on the work performance of health workers (Korle Bu Teaching Hospital): Evidence from Ghana. *Hospital Practices and Research,* 1(2), 47-52.

Ahmed, P. K., & Rafiq, M. (2003). Internal marketing issues and challenges. *European Journal of Marketing,* 37(9), 1177–1186.

Al-Hawary, S. I. S., Al-Qudah, K. A., Mash'al Abutayeh, P., Mash 'Al Abutayeh, S., & Al-Zyadat, D. Y. (2013). The impact of internal marketing on employee's job satisfaction of commercial banks in Jordan. *Interdisciplinary Journal of Contemporary Research in Business,* 4(9), 811–826.

Aziri Brikend. (2011). Job Satisfaction: a Literature Review. *Management Research and Practice* Vol. 3 Issue 4 (2011), 77-86.

Badubi, R. M. (2017). Theories of Motivation and Their Application in Organizations: A Risk Analysis. *International Journal of Innovation and Economic Development*, 44-51.

Baker, K. A. (1980). Organizational communication. *Management Benchmark Study*, 1-15.

Bass, B. M., & Avolio, B. J. (1997). Concepts of leadership. Leadership: Understanding the dynamics of power and influence in organizations, 323, 285.

Belias, D., & Koustelios, A. (2014). Leadership and job satisfaction--A review. *European Scientific Journal,* 10(8). 1-24.

Braun, S., Bark A., Kirchner, A., Stegmann, S., Dick, R. (2019). Emails From the Boss—Curse or Blessing? Relations Between Communication Channels, Leader Evaluation, and Employees' Attitudes. *International Journal of Business Communication* 2019, Vol. 56(1) 50–81.

Brooke, P. P., Russell, D. W., & Price, J. L. (1988). Discriminant validation of measures of job satisfaction, job involvement, and organizational commitment. *Journal of Applied Psychology,* 73(2), 139.

Castellanos-Redondo, S., D. N.-P.-A. (2020). Ethics and Happiness at Work in the Spanish Financial Sector. *MDPI, Journal Sustainability*, 9268.

Chaudhry, A. Q., & Javed, H. (2012). Impact of transactional and laissez-faire leadership style on motivation. *International Journal of Business and Social Science,* 3(7), 1-7.

Clinebell, S., Skudiene, V., Trijonyte, R., & Reardon, J. (2013). Impact of leadership styles on employee organizational commitment. *Journal of Service Science* (JSS), 6(1), 139-152.

Dhaliwal, A. (2016). Motivation and its impact on organization. *International Journal of Scientific Research and Management* (IJSRM), 4(6), 1-9.

Eisenberg, J., Post, C., & DiTomaso, N. (2019). Team Dispersion and Performance: The Role of Team Communication and Transformational Leadership. *Small Group Research*, 50(3), 348–380.

Eurostat. (2022). EU, Monthly index of turnover in industry, total, domestic and non-domestic, 2005 - 2022, seasonally adjusted data (2015=100) 07-11-2022. Consult. 6th November. https://ec.europa.eu/eurostat/databrowser/product/page/TEIIS190

Fayyazi, M., & Aslani, F. (2015). The impact of work-life balance on employees' job satisfaction and turnover intention; the moderating role of continuance commitment. *International Letters of Social and Humanistic Sciences*, 51, 33-41.

Goldhaber, G. M., Porter, D. T., Yates, M. P., & Lesniak, R. (1978). Organizational communication: 1978. *Human Communication Research*, 5(1), 76-96.

Gomes, P., Diogo, A., Santos, E., & Ratten, V. (2022). Modeling the influence of workaholism on career success: a PLS–SEM approach. *Journal of Management & Organization*, 1-19.

Gounaris, S. (2008a). Antecedents of internal marketing practice: Some preliminary empirical evidence. *International Journal of Service Industry Management*, 19(3), 400–434.

Gupta Nidhi, K. P. (2022). Role of Communication in Enhancing Workplace Happiness: A Review of Literature. *International Journal of Research Publication and Reviews*, 1-5.

Haider, M., Aamir, A., Hamid, A. A., & Hashim, M. (2015). A literature analysis on the importance of non-financial rewards for employees' job satisfaction. *Abasyn Journal of Social Sciences*, 8(2), 341-354.

Heskett, J. L., T. O. Jones, G. W. Loveman, W. E. Jr. Sasser, L. A. Schlesinger. (1994). Putting the service-profit chain to work. *Harvard Business Review* 72 (2), 164-174.

Imani, S., Foroudi, P., Seyyedamiri, N., & Dehghani, N. (2020). Improving employees' performance through internal marketing and organizational learning: Mediating role of organizational innovation in an emerging market. *Cogent Business & Management*, 7(1), 1762963. 1-24.

Jalagat, R. (2016). Job performance, job satisfaction, and motivation: A critical review of their relationship. *International Journal of Advances in Management and Economics*, 5(6), 36-42.

Kegeyan, S. E. (2016). Intercultural communication in the workplace and the role of communication in an organization. *International Journal of Professional Science*, (2), 32-39.

Kirchmayer, Z., & Fratričová, J. (2020). What motivates generation Z at work? Insights into motivation drivers of business students in Slovakia. *Proceedings of the Innovation Management and Education Excellence through Vision*, 6019-6030.

Masadeh, M. (2012). Training, education, development and learning: what is the difference? *European Scientific Journal*, 8(10). 1-7.

Mehta, S., & Maheshwari, G. C. (2013). Consequence of Toxic leadership on Employee Job Satisfaction and Organizational Commitment. *Journal of Contemporary Management Research*, 8(2). 1-25.

Mohammed, A., & Abdul, Q. (2019). Workplace happiness and positivity: Measurement, causes and consequences. *International Journal for Research in Engineering Application & Management*, 5(2), 42-48.

Mokaya, S., & Gitari, J. W. (2012). Effects of workplace recreation on employee performance: The case of Kenya Utalii College. International Journal of Humanities and Social Science, 2(3), 176-183.

Morris, M. G., & Venkatesh, V. (2010). Job characteristics and job satisfaction: Understanding the role of enterprise resource planning system implementation. *MIS Quarterly*, 143-161.

Nagpal, P. (2022). Organizational Commitment as an Outcome of Employee Engagement: a Social Exchange Perceptive using a SEM Model. *International Journal of Biology, Pharmacy and Allied Sciences*, 72-86.

Nguyen, C. (2020). The impact of training and development, job satisfaction and job performance on young employee retention. *Job Satisfaction and Job Performance on Young Employee Retention* (May 1, 2020). 1-14.

Noor, S. N. A. M., & Zainordin, N. (2018). The Impact of Rewards as Motivation on Job Satisfaction In A Quantity Surveying Consultant Firm. *International Journal*, 1(4), 1-14.

Obi-Anike, H. O., & Ekwe, M. C. (2014). Impact of training and development on organizational effectiveness: Evidence from selected public sector organizations in Nigeria. *European Journal of Business and Management*, 6(29), 66-75.

Odoardi Carlo, A. B. (2019). Affective Commitment, Participative Leadership, and Employee Innovation: A Multilevel Investigation. *Journal of Work and Organizational Psychology*, 103-113.

Ongori Henry. (2007). A review of the literature on employee turnover. *African Journal of Business Management* pp, 49-54.

Effect of motivation, leadership, and organizational culture on satisfaction and employee performance. *The Journal of Asian Finance, Economics and Business*, 7(8), 577-588.

Pancasila, I., Haryono, S., & Sulistyo, B. A. (2020). Effects of work motivation and leadership toward work satisfaction and employee performance: Evidence from Indonesia. *The Journal of Asian Finance, Economics, and Business*, 7(6), 387-397.

Pandey, K. Y. (2008). How Do Perceived Political Environment and Administrative Reform Affect Employee Commitment? *Journal of Public Administration Research and Theory*, 335-360.

Porter, L. W., Steers, R. M., Mowday, R. T., & Boulian, P. V. (1974). Organizational commitment, job satisfaction, and turnover among psychiatric technicians. *Journal of Applied Psychology*, 59(5), 603.

Putri, R. A. (2018). Leadership style and interpersonal communication of employee satisfaction and it's effect on the employee performance. *Journal Pendidikan Bisnis & Manajeman*, 4(3), 108-116.

Rajyalakshmi, A. V. (2012). Role of Internal Marketing in Job Satisfaction of Employees in State Bank of India. *Ninth AIMS International Conference on Management*, Visakhapatnam: Andhra University, 47-55.

Rasool, I., M. H. (2019). Optimizing the Employee Engagement through Internal Marketing. *City University Research Journal*, 7.

Raziq, A., & Maulabakhsh, R. (2015). Impact of working environment on job satisfaction. *Procedia Economics and Finance*, 23, 717-725.

Rowden, R. W., & Ahmad, S. (2000). The relationship between workplace learning and job satisfaction in small to mid-sized businesses in Malaysia. *Human Resource Development International*, 3(3), 307–322.

Rowden, R. W., & Conine, C. T. (2005). The impact of workplace learning on job satisfaction in small US commercial banks. *Journal of Workplace Learning*, 17(4), 215–230.

Rowold, J., & Schlotz, W. (2009). Transformational and Transactional Leadership and Followers' Chronic Stress. *Kravis Leadership Institute, Leadership Review*, Vol. 9, Spring 2009, pp. 35-48.

Ryan, R. M., & Deci, E. L. (2000). Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being. *American Psychologist*, 55(1), 68.

Sageer, A., Rafat, S., & Agarwal, P. (2012). Identification of variables affecting employee satisfaction and their impact on the organization. *IOSR Journal of Business and Management*, 5(1), 32-39.

Schubert-Irastorza, C., & Fabry, D. L. (2014). Job satisfaction, burnout and work engagement in higher education: A survey of research and best practices. *Journal of Research in Innovative Teaching*, 7(1). 46-59.

Shirbagi, N. (2007). Exploring Organizational Commitment and Leadership Frames within Indian and Iranian Higher Education Institutions. *Bulletin of Education & Research*, 17-32.

Smith, P., Caputi, P., & Crittenden, N. (2012). How are women's glass ceiling beliefs related to career success?. *Career Development International*, 17(5), 458-474.

Spence, J. T., & Robbins, A. S. (1992). Workaholism: Definition, measurement, and preliminary results. *Journal of Personality Assessment*, 58(1), 160-178.

Stech, E. (2008). Leadership Education, Training, and Development: What Should We Be Doing and What Can We Be Doing? *Journal of Leadership Education*, 43-46.

Stynen, D., Jansen, N. W., & Kant, I. (2017). The impact of work-related and personal resources on older workers' fatigue, work enjoyment and retirement intentions over time. *Ergonomics*, 60(12), 1692-1707.

Suphaphun, W., S. S. (2014). Happy Workplace: A Study of a Selected Company in Amata Nakorn Industrial Estate, Thailand. *HRD Journal,* 92-104.

Sušanj, Z., & Jakopec, A. (2012). Fairness perceptions and job satisfaction as mediators of the relationship between leadership style and organizational commitment. *Psihologijske teme*, 21(3), 509-526.

Thevanes, N., & Jathurika, M. (2021). Employee happiness and its relationship with job satisfaction: An empirical study of academic staff in a selected Sri Lankan University. *Asian Journal of Social Science and Management Technology*, 3(1), 34-43.

Thummakul Doungnetre, K. K. (2012). The Development of Happy Workplace Index. *International Journal of Business and Management Studies*, 527-536.

Tsai, M. C., Cheng, C. C., & Chang, Y. Y. (2010). Drivers of hospitality industry employees' job satisfaction, organizational commitment and job performance. *African Journal of Business Management*, 4(18), 4118. 1-17.

Uzonna, U. R. (2013). Impact of motivation on employees' performance: A case study of CreditWest Bank Cyprus. *Journal of Economics and International Finance*, 199.

Yusoff, W., A. Q. (2013). Generation-Y Turnover Intention in Business Process Outsourcing Sector. *2ⁿᵈ Internacional Conference on Management, Economics and Finance (2nd ICMEF 2013) Proceeding, 12. Malaysia ResearchGate,* 429-239.

Zhao, Q., & Pan, Q. (2019). Research on employee happiness and its influence effect. *In 1st International Conference on Business, Economics, Management Science* (BEMS 2019). 308-311.

Zhu, Y. (2013). A review of job satisfaction. *Asian Social Science*, 9(1), 293.

Annexes

VIF	Job Satisfaction	Leadership
Commitment		1.209
Communication		1.629
Leadership	1.049	
Motivation & Rewards		1.428
Training & Development		1.309
Work Enjoyment	1.049	

Annexes A: Variance Inflation Factor

Constructs	Itens	Sources
Training & Development	In this company, training is closely related to the individual needs of each employee. A newly hired employee will have to find his answers to the requirements of the job. Before the implementation of a significant change in service rules we always get considerable training regarding its impact on our daily activities and job description. If one is moved from one department to another, the new supervisor will personally train him/her for a pre-specified period. In this company, they set aside adequate resources to train employees.	Ahmed and Rafiq (2003), Al-Hawary et al. (2013) & Gounaris (2008b)
Work Enjoyment	I like my work more than most people do My job is more like fun than work. My job is so interesting that it often doesn't seem like work. I do more work than is expected of me strictly for the fun of it. Most of the time my work is very pleasurable Sometimes when I get up in the morning I can hardly wait to get to work Sometimes I enjoy my work so much I have a hard time stopping	Patrícia Gomes et al. (2022)
Leadership	Transformational leadership Transactional Leadership	Ming-Chun Tsai et al. (2010)
Motivation & Rewards	When I do something extraordinary, I know that I will receive some financial bonus/ reward. My income and the annual increases are very closely tied to my qualifications and my performance.	Al-Hawary et al. (2013) & Gounaris (2008a)
Communication	Supervisors are sincerely interested in listening to what subordinates have to say about their jobs, the problems they have and the solutions that subordinates suggest. If an employee has a particular personal problem that influences negatively his/her work performance, (s)he is encouraged to discuss it with his/her supervisor. Supervisors in this company are never too busy if one of their subordinates wishes to meet personally Before any policy change, my supervisor informs me face-to-face in advance.	Al-Hawary et al. (2013) & Saheb Imani et al. (2008a)
Job Satisfaction	Salary and welfare Promotion and growth Job content Relationship with colleagues Relationship with supervisors	Ming-Chun Tsai et al. (2010)
Commitment	Value commitment Effort commitment Retention commitment	Ming-Chun Tsai et al. (2010)

Annexes B: Constructs, scaled items and sources

		Sample		Sample	125
Age	20-30	26.4%			
	31-40	11.2%			
	41-50	20.8%			
	51-60	28.8%			
	>60	12.8%			
Gender	Male	55.2%			
	Female	44.8%			
Social Status	Unmarried	47.2%			
	Married	52.8%			
Educational Qualifications	Highschool	20%			
	Bachelor's Degree	20%			
	Master's Degree	26.4%			
	Post Graduation	25.6%			
	Professional Degree	5.6%			
	Curso Técnico Profissional	0.8%			
	Associates Degree in Nursing	0.8%			
	PhD	0.8%			
Monthly Income	0	4%			
	<800	5.6%			
	800-1000	9.6%			
	1001-2000	32.0%			
	2001-3000	29.6%			
	>3000	19.2%			
Total Years Employed	<1	8%			
	1-5	16%			
	6-10	5.6%			
	11-15	5.6%			
	>15	64.8%			
Occupation	Student	4%			
	Working-Student	6.4%			
	Employed	74.4%			
	Unemployed	7.2%			
	Retired	6.4%			
	Empresario	0.8%			
	Self-employed	0.8%			
Position	Intern	6.4%			
	Junior level	6.4%			
	Senior level	49.6%			
	Part-time	5.6%			
	Supervisor	13.6%			
	Not currently working	13.6%			
	Full-time Student	0.8%			
	Gerente	0.8%			
	Full-time Worker	0.8%			
	Registered Nurse	0.8%			
	Full-time	0.8%			
	General manager	0.8%			
	Sales	17			
	IT	9			
	Finance	8			
	Marketing	7			

Annexes C: Sample demographic description

	HR	3
	Digital & Technology	2
	Production	2
	Seguros	2
	Business	2
	Finances	2
	Accounting	2
	PR	1
	Teaching	1
	Cultura	1
	F&B	1
	Estatística	1
	Data & Tecnhology	1
	Supply Schain	1
	Education and Training	1
	Graphic design	1
	Business Administration	1
	Mkt	1
	Military	1
	Cursos Profissionais	1
	Field sales	1
	Tax Audit	1
	Operations	1
	Architecture	1
	University Lecturer	1
	Health	1
	Serviços (Lavandaria self-Service)	1
	Ex. Marketing	1
	Engineering	1
	Importation and exportation; tourism	1
	Pediatric ICU	1
	It SAP	1
	Logistic	1
	Consulting, accounting	1
Working Area	Communications	1
	Dispositivo Médicos	1
	Public administration	1
	The former working area was in HR	1
	Administrador	1
	Retired	1
	Food industry	1
	Technology	1
	Management planning and control	1
	Management control	1
	Public Relations and Business Communication	1
	Graphic designer	1
	Public Sector/ Regulator	1
	Driver	1
	banking/finance	1
	Supply chain	1
	Hospitality	1
	D&T	1
	Translation	1
	Banking	1
	It	1
	marketing	1
	Supply Chain	1
	Educação	1
	Professor	1
	Construction	1
	Laboratories	1
	Electrical engineering	1
	Master Data	1
	Medicine	1
	Finano	1
	Not currently working	1
	Sales. Export	1
	Doctor	1
	Science	1
	Technical	1
	retail	1
	logística	1
	Export	1
	Estaticista	1
	Higher Education	1
	Consultant	1

Annexes C (continued): Sample demographic description

Annexes D: Survey Results

Raking of indicators' importance

Indicator	1	2	3	4	5
Empowement	0	3	28	59	35
Training and Development	0	2	19	50	54
Behavioral and cultural factors	0	9	26	51	39
Work Enjoyment	0	4	22	41	58
Leadership	1	3	21	39	61
Internal Marketing	4	17	58	35	11
Job Performance	0	6	21	53	45
Motivation and Reward	0	4	15	34	72
Elected official support	2	7	35	51	30
Communication	0	8	20	44	53
Job satisfaction	0	2	15	44	64
Commitment	0	3	19	49	54

Empowement

Item	1	2	3	4	5
Emp1	0	5	29	50	41
Emp2	0	6	23	52	44
Emp3	0	5	15	53	52
Emp4	3	14	37	53	18
Emp5	0	8	16	37	64
Emp6	0	7	12	43	63

Training and Development

Item	1	2	3	4	5
Trai_Deve1	0	5	24	60	36
Trai_Deve2	8	10	60	32	15
Trai_Deve3	0	10	19	51	45
Trai_Deve4	2	9	35	48	31
Trai_Deve5	1	7	27	51	39

Behavioral and cultural factors

Item	1	2	3	4	5
Beha_Cult_Fact1	4	12	47	49	13
Beha_Cult_Fact2	1	9	22	50	43
Beha_Cult_Fact3	0	7	15	39	64
Beha_Cult_Fact4	0	6	14	38	67
Beha_Cult_Fact5	0	6	19	35	65
Beha_Cult_Fact6	1	10	26	48	40
Beha_Cult_Fact7	0	6	12	50	57
Beha_Cult_Fact8	7	9	44	42	23
Beha_Cult_Fact9	2	8	28	50	37

Work Enjoyment

Item	1	2	3	4	5
Work_Enjo1	1	6	35	58	25
Work_Enjo2	3	18	52	37	15
Work_Enjo3	1	17	39	42	26
Work_Enjo4	6	21	40	41	17
Work_Enjo5	2	10	37	49	27
Work_Enjo6	7	30	42	33	13
Work_Enjo7	14	25	40	37	9

Leadership

Item	1	2	3	4	5
Lead1	0	4	23	51	47
Lead2	17	21	44	20	23

Internal Marketing

Item	1	2	3	4	5
Inte_Mark1	2	6	19	46	52
Inte_Mark2	1	9	22	45	48
Inte_Mark3	1	4	15	52	53

Job Performance

Item	1	2	3	4	5
Job_Perf1	0	1	20	52	52
Job_Perf2	0	2	16	57	50
Job_Perf3	0	2	12	45	66

Job satisfaction			Commitment			Motivation and Reward			Elected official support			Communication		
Job_Sat1	1	2	Com1	1	1	Moti_Rewa1	1	8	Elec_Offi_Supp1	1	0	Commu1	1	2
	2	2		2	4		2	12		2	3		2	3
	3	15		3	21		3	31		3	24		3	22
	4	55		4	58		4	42		4	37		4	44
	5	51		5	41		5	32		5	61		5	54
Job_Sat2	1	2	Com2	1	1	Moti_Rewa2	1	7	Elec_Offi_Supp2	1	1	Commu2	1	3
	2	2		2	5		2	17		2	1		2	6
	3	25		3	22		3	24		3	25		3	30
	4	48		4	55		4	38		4	51		4	43
	5	48		5	42		5	39		5	47		5	43
Job_Sat3	1	1	Com3	1	2	Moti_Rewa3	1	23	Elec_Offi_Supp3	1	1	Commu3	1	3
	2	2		2	7		2	21		2	3		2	8
	3	26		3	29		3	39		3	26		3	36
	4	51		4	62		4	20		4	56		4	44
	5	45		5	25		5	22		5	39		5	34
Job_Sat4	1	1				Moti_Rewa4	1	14				Commu4	1	6
	2	3					2	19					2	6
	3	20					3	36					3	33
	4	50					4	34					4	40
	5	51					5	22					5	40
Job_Sat5	1	2												
	2	3												
	3	29												
	4	40												
	5	51												

Annexes D (continued): Survey Results

Annexes E - Survey Script - Quantitative Approach

Part I

Age:

- o 20-30
- o 31-40
- o 41-50
- o 51-60
- o >60

Gender:

- o Male
- o Female

Social Status:

- o Unmarried
- o Married

Educational Qualifications:

- o Highschool
- o Bachelor's Degree
- o Master's Degree
- o Post Graduation
- o Professional Degree
- o *(Other)*

Monthly Income:

- o <800
- o 800-1000
- o 1001-2000
- o 2001-3000
- o >3000

Total Years Employed:

- o <1
- o 1-5
- o 6-10
- o 11-15
- o >15

Occupation:
- o Student
- o Working-Student
- o Employed
- o Unemployed
- o Retired
- o *(Other)*

Position:
- o Intern
- o Junior level
- o Senior level
- o Part-time
- o Supervisor
- o Not currently working
- o *(Other)*

Working Area:

(small open question)

Part II

When considering all variables below, which are the most valuable to you? (rate them 1-5, 1 = least important to 5 = most relevant).

- o Empowerment

1--5

- o Training & Development

1--5

- o Behavioral & Cultural Factors

1--5

- o Work Enjoyment

1--5

- o Leadership

1--5

- o Internal Marketing

1--5

- o Job Performance

1--5
- o Motivation & Rewards

1--5
- o Elected Official Support

1--5
- o Job Satisfaction

1--5
- o Communication

1--5
- o Commitment

1--5

When speaking of Empowerment, there are a lot of components (presented below). Which are the most valuable to you as an individual? (rate them 1-5, 1 = least important to 5 = most relevant).

- o Understanding of the meaning

1--5
- o Ability to be empowered

1--5
- o Self decision-making

1--5
- o Influence of empowerment

1--5
- o My supervisor allows me to use my judgment in solving problems.

1--5
- o My supervisor encourages me to take initiatives

1--5
- o My supervisor trusts me to exercise good judgment

1--5

When speaking of Training & Development, there are a lot of components (presented below). Which are the most valuable to you as an individual? (rate them 1-5, 1 = least important to 5 = most relevant).

- o In this company, training is closely related to the individual needs of each employee.

1--5
- o A newly hired employee will have to find his answers to the requirements of the job.

1--5
- o Before the implementation of a significant change in service rules we always get considerable training regarding its impact on our daily activities and job description.

1--5
- o If one is moved from one department to another, the new supervisor will personally train him/her for a pre-specified period

1--5
- o In this company, they set aside adequate resources to train employees.

1--5

When speaking of Behavioral & Cultural Factors, there are a lot of components (presented below). Which are the most valuable to you as an individual? (rate them 1-5, 1 = least important to 5 = most relevant).

- o Individual habits

1--5
- o Lack of confidence
1--5
- o Fear to communicate

1--5
- o Negligence and casualness

1--5
- o Lack of ethics

1--5
- o Diversity of culture

1--5

- o Lack of understanding and acceptance

1--5
- o Language barrier

1--5
- o Usage of different terminologies

1--5

When speaking of Work Enjoyment, there are a lot of components (presented below). Which are the most valuable to you as an individual? (rate them 1-5, 1 = least important to 5 = most relevant).

- o I like my work more than most people do

1--5
- o My job is more fun than work.

1--5
- o My job is so interesting that it often doesn't seem like work.

1--5
- o I do more work than is expected of me strictly for the fun of it.

1--5
- o Most of the time my work is very pleasurable

1--5
- o Sometimes when I get up in the morning I can hardly wait to get to work

1--5
- o Sometimes I enjoy my work so much I have a hard time stopping

1--5

When speaking of Leadership, there are a lot of components (presented below). Which are the most valuable to you as an individual? (rate them 1-5, 1 = least important to 5 = most relevant).

- o Transformational leadership - corresponds to meeting employees' demands, leaders that care and encourage employees, including ideal traits, ideal behavior, encouragement of inspiration, stimulation of wisdom and individual care.

1--5

- o Transactional Leadership - is the relationship between leaders and

subordinates based on an exchange, which creates mutual benefit, fairness degree of contribution and return, including contingent rewards and active and passive exceptional management.

1--5

When speaking of Internal Marketing, there are a lot of components (presented below). Which are the most valuable to you as an individual? (rate them 1-5, 1 = least important to 5 = most relevant).

- o Reward system

1--5

- o Internal communication

1--5

- o Training and development

1--5

When speaking of Job Performance, there are a lot of components (presented below). Which are the most valuable to you as an individual? (rate them 1-5, 1 = least important to 5 = most relevant).

- o Efficiency

1--5

- o Efficacy

1--5

- o Quality

1--5

When speaking of Motivation & Rewards, there are a lot of components (presented below). Which are the most valuable to you as an individual? (rate them 1-5, 1 = least important to 5 = most relevant).

- o When I do something extraordinary, I know that I will receive some financial bonus/ reward.

1--5

- o My income and the annual increases are very closely tied to my qualifications and my performance.

1--5

- Everyone gets an annual bonus regardless of their performance.

1--5

- My income and the annual increases are much related to those of people with similar qualifications working in this or any similar industry

1--5

When speaking of Elected Official Support, there are a lot of components (presented below). Which are the most valuable to you as an individual? (rate them 1-5, 1 = least important to 5 = most relevant).

- Trust the organization

1--5

- Belief in competence

1--5

- Belief in effectiveness

1--5

When speaking of Communication, there are a lot of components (presented below). Which are the most valuable to you as an individual? (rate them 1-5, 1 = least important to 5 = most relevant).

- Supervisors are sincerely interested in listening to what subordinates have to say about their jobs, the problems they have and the solutions that subordinates suggest.

1--5

- If an employee has a particular personal problem that influences negatively his/her work performance, (s)he is encouraged to discuss it with his/her supervisor.

1--5

- Supervisors in this company are never too busy if one of their subordinates wishes to meet personally

1--5

- Before any policy change, my supervisor informs me face-to face in advance.

1--5

When speaking of Job Satisfaction, there are a lot of components (presented below). Which are the most valuable to you as an individual? (rate them 1-5, 1 = least important to 5 = most relevant).

o   Salary and welfare

1--5
  o   Promotion and growth

1--5
  o   Job content

1--5
  o   Relationship with colleagues

1--5
  o   Relationship with supervisors

1--5

When speaking of Commitment, there are a lot of components (presented below). Which are the most valuable to you as an individual? (rate them 1-5, 1 = least important to 5 = most relevant).

  o   Value commitment

1--5
  o   Effort commitment

1--5
  o   Retention commitment

1--5

Annexes F - Interview Script:

1. In our workday life we are confronted with multiple variables that have an impact on our lives, on how people communicate with us, on how many ways one can communicate horizontally or vertically, if we feel like our leader motivates us to be better, if it challenge us, if we feel supported, if we like what we do, if we are committed and if we feel as though the company is invested in our commitment, if we feel as though we have the tools necessary for our development and does the company encourages us to do so?
   These are questions that can make or break job satisfaction. How do you feel about all these variables: Communication, Commitment, Training & Development, Motivation & Rewards, Leadership, Work Enjoyment, and Job Satisfaction?

2. When talking about these variables, you may find yourself connecting them as though they are the same. With that in mind, do you believe that all (7) of these variables are intertwined? If so, in what way? And which ones?

3. When confronted with these relations, what it is in your opinion if it has a natural connection to you and your experience and why?
   i. Communication – Work Enjoyment
   ii. Motivation & Rewards - Work Enjoyment
   iii. Training & Development – Leadership
   iv. Work Enjoyment – Job Satisfaction
   v. Motivation & Rewards – Work Enjoyment - Job Satisfaction
   vi. Communication – Work Enjoyment - Job Satisfaction
   vii. Communication – Job Satisfaction
   viii. Motivation & Rewards – Job Satisfaction
   ix. Training and development – job satisfaction

4. Do you believe that in your current company, these variables/values are being met? If yes which ones? you can provide examples. If not, why? If you want, you can provide suggestions or justifications for your answers.

Annexes G - Interview's Transcriptions

Interviewee 1

5. The most valuable one for me is Commitment on a personal level and within a company, as well as, training and development, especially when it comes to understanding the job description and when new tasks are, in hand. For example, I came to a management position where Excel is important to become a better professional, I felt as though the support from my team and the opportunity to be better informed about Excel was very important to me. With that being said leadership is one of the most relevant components, as well as work enjoyment, but not at the same level of importance because you may love what you do but if you don't feel as though your supervisor provides the best support it can become damaging to my experience, also something that can impact my work enjoyment in a negative way is if they do not contribute to my development and don't allow space for growth. I believe that job satisfaction comes to me later when I feel as though the company commits to me and appreciates my value and gives me opportunities to grow internally because it is then that I feel as though we are both investing in one another.

6. Communication and leadership; Leadership and Commitment; Motivation and rewards and training and development; Work enjoyment and job satisfaction – if you like what you do you will in my opinion be closer to job satisfaction. Communication with Commitment and Training and Development with Motivation and Rewards, leadership, and Job Satisfaction. Overall, I believe that they are all intertwined, and many depend on each other to "survive" and then reach job satisfaction.

7. Training and development and job satisfaction, I associate training with a new job description, meaning I have new tasks that I need to learn how to do, which I then correlate to growth and improvement as a professional so then this relation makes sense to me because when I feel as though I am growing with the company and it is providing me with new opportunities on my career. To further explain this relation, I believe that when the company allows me to grow, I feel motivated to invest in my work and achieve the company's goals. Down the line, I hope to be valued by the company with some sort of reward, so it is natural for me to connect motivation and rewards with job satisfaction considering the fact that I love what I do. Communication and job satisfaction; Communication with work enjoyment as a mediator to job satisfaction, is so important because the free flow of information in a company transmits trust and values involvement from all parts. For example, when I have a problem, I hope that the company I work for makes me feel comfortable communicating it, this allows me to be more connected with my team and feel as if I am an important asset then makes me enjoy my work more and feel satisfied. Training and development and leadership, when leaders that time to know you understand you, and see the potential that you have it is really important for them to see you as an investment and encourage you to deepen your knowledge, obviously a company doesn't have the ability to put all employees in training so it is important for leaders to really see whom they have on their team and focus on the aspects and people that can improve their performance this can only happen if they really take the time to

know everyone. While knowing this if you feel seen by the company and feel further motivated and enjoy what you do as you see the impact it has.

8. Yes and No. The company I work for has values, values I do love but in practice, it is not always applied. For example, leadership in my company is still reserved for older generations who value ego and appearances, also communication is more vertically inclined than horizontally. This is a general issue for all companies I see for myself when I open my LinkedIn how a lot of leaders show off an image of greatness and humanity and value for their peers but in reality, people only say it because it looks good so the extra work of actually investing in their employees is not practiced. This is something that I really don't like and hope to change in the future because truthfully, I believe that leadership exposes the personal values of an individual. Communication… everyone says that they have prioritized communication but I have seen with my own eyes that this is not true, and in the rare occasions that they do it is not clear or proper for others to understand. For example, I believe that people with higher levels of education tend to be more subtle with their feedback on the contrary people with lower levels of education tend to be more direct and brutal, and this affects my work enjoyment because I feel attacked. In terms of suggestions, I hope that future leaders how are more focused on the employees rather than numbers and therefore the results of the company, I know it sounds unrealistic but I believe that when you focus on who works for you and you provide them with tools to succeed they are more prone to become high performing employees that have satisfied with their jobs and will be more invested with the mission of the company and feel happy about working with that goal which will then lead to success. BALANCE, I cannot stress this enough, leaders need to understand Work and Life Balance and overall support. Also, get rid of unrealistic KPI detrimental to motivation if you know that they are not possible you are making employees work towards something that won't give them satisfaction and you are robbing them of the feeling of achievement.

Interviewee 2

1. The variables I value the most are work enjoyment and communication. Communication is always key for any relation as to reach mutual understanding, as for work enjoyment you may have one of the most pay jobs in the world but in the end, the enjoyment is what gets you up in the morning, for an organization these are key. But considering my past and current experience working with different people makes me believe that communication is really the number one motivation and reward, for a huge number of people believe the reward is one of the biggest reasons why one works where they work.

2. Some of these variables are intertwined some for than others, it is important that the environment and the well-being inside an organization fall in all these variables, and they should balance each other. For example, communication-built trust leads to better leadership and work enjoyment, and training and development lead to self-motivation and eventually to rewards in the end you will accomplish job satisfaction.

3. Communication and work enjoyment, this combination is the most valuable to me, I believe that communicating is very precious to build better relations at work based on trust, work enjoyment is closely related to the relation one could have with all parts involved making

the day pass more smoothing at work. Motivation and rewards and work enjoyment, in my opinion, motivation and rewards, is the value with the highest importance for the newer generations on the market since it is what makes them stay committed to the company, for me it is a good relation because sometimes the motivation can mean a closer step towards to the overall work enjoyment. Training and development and leadership, training and development is key to keep people up to knowledge and enriching the know-how of the company in its all, with that being said is see this relation by looking at leadership as a tool that comes from training and I associate it with interpersonal connections, when well achieved these variables are more then connected and increase productivity. Work enjoyment and job satisfaction these are highly connected specially for me, work enjoyment drives to job satisfaction and this could very well describe my situation since I love my job which in it self makes me feel highly satisfied with my job, and since I like what I do my productivity is very high which also makes me very satisfied. Motivation and rewards with work enjoyment as a mediator to job satisfaction, this combination makes the serious of events leads to enjoy work by getting rewards since people have a sense of recognition for, they work which makes them happier and therefore more satisfied with their job. Communication with work enjoyment as a mediator to job satisfaction, communication for me is always the start of something new the understanding of people and trust improving the work enjoyment are then job satisfaction, my project right now is the perfect example of that since my relationship with my boss is very good with brightens my day for both of us. Communication and job satisfaction, communication and job satisfaction are not directly connected in my opinion but I can be means to an end especially in jobs that require communication between colleagues or inside the company but also to clients or other figures you might sell services to. Motivation and rewards and job satisfaction, this is connected to me in both ways not only when motivation comes first and vice versa. When you get motivated from a reward you get satisfaction from that work since you feel accomplished for and you will hold value for the company but also you believe that your satisfaction will bring you rewards in the future because you are doing better, this is a cycle and it is the motivation that will keep you going. Training and development and job satisfaction, training and development helps that people grow in value this will increase not only this variables but also the confidence with oneself and satisfaction in the long run, as they understand the power they own this also describes part of my work experience since I started working with very low confidence in myself and very afraid of failure and not being believed in, but in time with experience and training provided by the company I started to know my own value and be desired workwise by my skills.

4. I work in a small company and currently there is a strong relation and a lot of rules in order to attain better practices and keep the work quality but also to keep everyone together in one mindset, this way it all comes down to fortifying the foundation of the company specially in communication, commitment and training and development, but also greatly based on leadership because it is a small company like I said highly focused on internal growth and recognition. For example, it is a company very focused on communicating every single detail about the client, the progression that we do every year, about the growth

of the company in every little aspect and we also have a big quantity of people that are just now starting their careers the biggest focus is to train these people and lead them into strong teams from the foundation and boosting their feeling of self-confidence in a trusting environment where everything is shared and communicated to the smallest detail but also people are presented with motivation and rewards to keep their commitment and this is where these last variables come upon, and after that, it increased the overall enjoyment and the job satisfaction in the end. However, I feel from my experience their motivation and rewards variable could be a little better being a small company there are a lot of people searching for better options since it is a field with plenty of offers in the market and so people feel like there is more out there that could give them better options and better lives, people expect better rewards and that drives them way form this small humble company.

Interviewee 3

1. In my opinion the most important variables either personally or for an organization are communication followed by leadership and motivation. I believe communication is the foundation that enables all other variables, as in without proper communication you cannot have good leadership and without good leadership, it is hard for anyone to stay motivated. This isn't to say that we should ignore the importance of commitment, training, work enjoyment, and job satisfaction. It is simply that I believe communication and leadership are much more important in the larger scope. Of course, job satisfaction and enjoyment play a crucial role as well, as without those there is no place for me at a company, but without proper communication, leadership, or motivation, I don't believe I could ever achieve work enjoyment or satisfaction, and that's why I considered those (communication and leadership) more important.

2. I believe that all these are connected. While some of the 7 variables are directly dependent on one another, some are indirectly connected. This is to say, variables can act independently from others. The way I see it, leadership is directly connected with communication and job satisfaction. In my opinion, you cannot have good leadership without proper communication just like you cannot achieve job satisfaction without good leadership, however, I believe you can enjoy work without proper leadership, meaning leadership and work enjoyment are loosely connected. There are other examples such as training and development being harder or impossible to achieve without commitment, indicating that training and development is directly dependent on commitment. While some may be less dependent, I definitely believe all of these are interconnected and have some sort of effect on each other.

3. Communication – Work enjoyment: I find that communication is essential for work enjoyment, as working without proper communication would be frustrating and detrimental.; Motivation and rewards – Work enjoyment: I believe it is more enjoyable and less dull when working towards a set goal, objective, or reward; Training and development – leadership: It should be in the best interest of leadership to provide adequate training and development. This promotes growth, new goals, and a change of pace which all can be beneficial; Work enjoyment – job satisfaction: I would find it hard to be satisfied with work that I am not enjoying. I believe to achieve job satisfaction we must first enjoy the job;

Motivation and rewards – work enjoyment – job satisfaction: Being motivated is a large part of work enjoyment and satisfaction, as unmotivated labor would feel forced and unfulfilling; Communication – work enjoyment – job satisfaction: I believe communication is a large factor in work enjoyment and job satisfaction; Communication – job satisfaction: As per the earlier answer, I find it hard to believe that job satisfaction can be achieved without proper communication. There is simply too much that can go wrong and cause friction and frustration without proper communication and this frustration and any issues that may arise will negatively affect job satisfaction; Motivation and rewards – job satisfaction: I'd say work enjoyment is a bigger factor than motivation and rewards in terms of job satisfaction, however, since motivation is also linked with work enjoyment, I find that it has some play in job satisfaction as well. I'd say that if I am not motivated, I'll probably not be satisfied; Training and development – job satisfaction: I find that personal growth can greatly affect job satisfaction, as without it any sort of job will begin to feel stale, repetitive, and not challenging. Achieving new goals can be immensely satisfying.

4. Yes, I find that all these are being met to some degree. Being a small company, there is a high degree of communication, and training/development is in the best interest of the company and its leadership. Motivation and commitment can be found across the board with people who have been working towards the organic growth of the company, ensuring work enjoyment and satisfaction for their peers. There is always room for improvement, be it in communication, motivation, or leadership. For this reason, it is important for organizations to not become complacent, and be receptive to feedback, be it positive or negative. Having a system that allows for this feedback is crucial and should be implemented in some form or another. As an example, we have "Happiness meetings" in which employees can share any worries, suggestions, or other feedback, rate their current "happiness" at the company, and give justifications as to why they feel comfortable or not.

Interviewee 4

1. Taking into consideration that they are all important, in a way that I experience in all my working years, I can say that they all depend and vary, I must say that work enjoyment and leadership are the most important. Because feeling supported by your boss, is very important because it helps you with internal problems which are the most common ones and obviously, they help you with communication, because most companies' communication is typically top-down. Therefore, the quality and the quantity of the information that our leader provides you are extremely relevant. Also, I must point out the commitment, that you feel for the company, as well as your contribution towards the company, when you feel like you are given the proper feedback on your performance, this becomes even more relevant in the position I work in which are sales where you have goals, objectives and KPI's, where the success depends not only in the quality but also in terms of quantity in order to achieve the forecast for the year, month, etc. Truly for me, the importance of the variables depends on the maturity and level you are in a company and in your career, in my particular case having worked for the same company for over 30 years, I personally believe that leadership and commitment are the most important.

2. **(You talked about work enjoyment in the beginning but then you started to go in-depth about leadership and communication and finally commitment in what way do you feel that work enjoyment feats in your spectrum?)** Work enjoyment for me is correlated to leadership because when I feel supported and communicated by my boss and provided feedback that I am doing well and that I have accomplished the objectives attributed to my work and what is expected of me. This brings me to the communication variable and the commitment but work enjoyment comes from these two main principles because you feel automatically involved, you feel joy within your job, and provided that my performance is positive I feel as though my contribution was positive and therefore this accomplishment feeling brings me joy.

3. In my opinion the values that I believe are more natural to me are Communication – work enjoyment = again when I feel informed and that everyone involves me in the matters of the company, I feel appreciated and there for more joy in my performance. This one = Communication – work enjoyment - job satisfaction = is the perfect one because as I said work enjoyment is a mediator a means to an end to be satisfied with my overall work experience. I feel like everyone values me enough to support me and communicate with me that I like my job and therefore I'm closer to being satisfied both with my work and at my work.

4. In my company, during the last few years things dramatically change because at the beginning when I started working there, the company was very people oriented and it really felt like a family, there is no translation to the expression in Portuguese ("vestir a camisola") but we truly felt committed and we dedicated fully to the company, everyone knew everyone, we understood where everybody stood and what each individual brought to the table. People felt seen and promotions and rewards were given at a proper time it's truly why I end up in such a high position. The company felt personally responsible for not only choosing people whose values matched with the company as well as continuously portrait those values through the years, when a company worked this hard and dedicated themselves to us, we were the most committed employees ever in my opinion, we loved our job so much that we were proud to the part of the family. This is for me the definition of job satisfaction this feeling of pride and happiness that was so fulfilling and that it became natural to be so committed to the company and only want success for the company. And if you were lucky like me to have just great leaders that saw not only my good work but also my passion for the company, they care more, and they provide you with greater opportunities, high motivation, and provide you with tools for training and development both in soft skills and hard skills, the constant concern of your growth. This was what being part of my company is all about. But I must say the past years there has been a switch where the results became the only concern and the employees became the backburner to everything. You became a number, not a person. No more motivation, there just became more focused on the external image and dehumanized our experience. This of course damaged my work enjoyment because they no longer cared about making people happy, which step by step decreased my peers and my job satisfaction. So truly, I appeal all companies to work on your commitment with your

worker because all the other variables will fall into place and it will make a smooth and must happier experience overall.

Interviewee 5

1. For me all variables are extremely important for each one of us it is quite important that in order to do our best job, there must be certain conditions to do just that, we need the right training and tools so we need the right knowledge but that is not enough. Are we recognized? What kind of leadership do you have? What kind of support do you have to develop in the future? What about motivation? This for me needs alignment. In my company, we have a certain set of rules and guidelines that we need to follow, and for that, we need to be committed to achieving them. Also, I can forget the objectives, do we know what we are doing and for what purpose? This type of communication needs to be transmitted throughout all channels and levels of the organization. With that being said communication is everything to me because you can have the skills, the training, and also the tools, you know what your goals are but there are a lot of things surrounding you in the company that should also be integrated as part of the team and group, you need to have collaboration, you need communication, you need to talk to one another, you need to be an active listener, understand the issues of the other, in order to go forward. So, for me, they are all important, we need all these variables as tools to work as a team and to perform accordingly.

2. Well yes, they are most definitely connected, it is totally difficult to consider any work situation without integrating all of them. In my company we have all of these variables in which me check every year will the employees that each of them thinks about these types of variables and if they are working, in a survey form. This form presents us with questions like "Do you like our work?", "Would we recommend this company to others?", "Do I have the training and tools to do my job", "Do I know the mission, vision, and objectives of the company and in my department?", "Are we all committed towards those goals?", "Are we confident in our leadership?", "Do I give the right feedback and do I receive also a good feedback", "Is the feedback provided for me allowing me to grow?", "Is my leader a good coach?", "Am I part of the team?", "Am I valued?", "Does the company and my team respect me?", "Can I take some risks?", "Is it important that my company learns and focuses on past mistakes?", "'Am I recognized?", "Is my performance correctly evaluated?", "Is my company always preoccupied with my safety, health and well-being?", "Are my stress levels manageable?", this are all separated in blocks very similar to the variables you question me about now like training and development, leadership, work enjoyment, etc. Communication and collaboration are everything to make a team work in a consistent good quality. Communication should not be just top-down but horizontally, when this is attained it is truly easy to obtain my goals and companies goals. This form is the greatest example of what all companies should if they do not already have should have this process to check every year, yes there are a lot od questions but this internal

reflection is imperative, because when the results are out, we can develop plans to better the points in which we are not completely attaining.

3. For me all these topics are important for me and my company, I like what I do, I have the best team to work with, and I have a great relationship with my leader. Does it mean we work perfectly? Well, no, there is always something to improve on, we are in fact all human and we have emotions, and sometimes the reactions and connections can create problems. But all kinds of situations are manageable provided that there is good communication. We can enjoy our job if we don't understand what surrounds us, people need to freely express what concerns them, but also to loosen a bit and laugh and have breaks where conversation and happiness can take place, also people need feedback, proper feedback. Because if you did a good job why not congratulate them and vice versa? This is so important! So, work enjoyment and communication are most definitely correlated. Motivation is most definitely connected with work enjoyment but rewards can depend on what kind of rewards you are expecting if they are the financial kind you will very be truly happy because you will always want more and more, but I also understand there are a lot of rewards that are non-financial, sometimes the company can only guarantee the reward of congratulating you. Training and development – leadership = this is the match, you need to have a great leader who delivers you the right training and tools, and development for the job, if they don't provide you this, they are most likely not a good leader. I can only have total satisfaction in what I do if I have the right motivation and if my performance is well evaluated and if, by the end, I feel great about what I do. Work enjoyment – job satisfaction = yes, they work together, and there needs to be moments for laughter and joyful conversations, this provides joy and motivation to be satisfied with my overall work. Motivation and rewards – work enjoyment - job satisfaction=. If all around you people don't have the same motivation to work, this can provide negative energy and feelings to flow and reflect on you, and your happiness in being there. Communication – work enjoyment - job satisfaction and Communication – job satisfaction = I have reflected on this importance throughout my interview communication is everything is providing a base for all that is joy, happiness, and satisfaction. Motivation and rewards – job satisfaction = I need motivation and support to achieve satisfaction and feel as though I'm being seen and appreciated. Training and development – job satisfaction for me is totally aligned, if I don't have the right training, I can be satisfied with what I bring to the table. Consistency is key for me and all of these variables need to work together all the time everywhere.

4. No, in my company each year we do a survey as I said previously, but trying to introduce new variables that they consider important to have it is very complicated for my company to receive this feedback. It is important that everyone feels integrated inside the company, we are part of this team. After the pandemic time they introduced well-being as a variable in evaluation, which yes, is important, but is the stress level manageable, is the company comfortable with us working at home and having the same level of performance? Do we feel the support and presence of our leaders this way? And of course, the overall family-work balance, these types of situations are

manageable for each individual with it, it's all about our decisions, I appreciate that my manager trusts me to do it at my own pace, but still define timelines. Is my leader up to date with my needs? This type of connection stopped when we started working remotely, truly it started to become more demanding, and it is in this type of situation that my company wants to know what we think about it, do we feel pressured are we supported, yes, we have a business conduct, rules, guidelines conditions to work. And it is only then that it becomes natural to feel job satisfaction

Interviewee 6

1. I think it is important to start by saying that, in my opinion, all these variables have their importance and most probably if they are not all in a minimum balance, we will not be happy with our professional life. But considering my professional field, I would be lying if I didn't say that I highly value the training and development of employees in an organization. Not only because it is my professional field as I said, but also because I believe that we should always be in constant development and constant learning so that we can not only grow as individual beings but also contribute in the best possible way to the goals of the organization. So, if, for example, right now artificial intelligence, such as ChatGPT, is at its highest peak and is a mechanism that greatly facilitates the work of most of us, then we should definitely invest in providing training on these mechanisms to our workers, not only to take advantage of these mechanisms, but also optimize working time, save costs, among other factors. And I'm talking about this example of artificial intelligence, but I think it applies to everything. Mainly because we live in a world that is constantly changing and there are more and more evolutions in the different fields and if we just stick to the knowledge we acquired at school or college, we won't be able to keep up with these changes. But back to the heart of the matter. From my point of view, there is no doubt that good leadership is the key to everything else. If we have a good leader, communication will most likely flow naturally, he will always keep in mind the importance of motivating his team and therefore the employees will be committed to the goals of the organization. Also, I think it's always important in any work you get involved in, you obviously have to enjoy what you're doing because everything will be easier. So, to close the question, for me I think the most important variables are training and development, leadership, motivation, and work enjoyment. I think these will definitely lead to good communication, commitment, and job satisfaction.

2. Actually, by talking about them I end up connecting them. Well, I think that to have job satisfaction we probably need to feel work enjoyment, and probably this work enjoyment will come not only from doing something we like, naturally, but also probably from the motivation and the rewards that we receive, whether it's a pay rise or team rewards or from goals achieved, promotions or just feeling recognized for the work that we do, for example. So, I think there is this connection which would be motivation and rewards - work enjoyment - job satisfaction. So, I think that's the main connection that I see, but certainly, the others are also connected.

3. Looking at these connections, I think without a doubt that motivation and rewards lead to work enjoyment and work enjoyment leads to job satisfaction, and so I also agree with the one that says that motivation and rewards and work enjoyment together lead to job satisfaction, also because it was the connection I talked about in the previous question. I think that above all it's not about the salary issue. Often organizations think that workers only think about the salary and looking at this variable, the one of motivation and rewards, it is probably the first thing that people think of. I think more about the matter of feeling motivated by my superiors and especially feeling valued by them, feeling that they value what I do and that I am an important contribution to the organization. This makes me quite satisfied at work. No doubt that having work enjoyment leads to job satisfaction. I used to work in a place where I didn't like what I was doing, which was even in my field, and when I started, I thought I would like it, but as time went by, I realized that it wasn't what I wanted to do and it got to a point where it was unbearable for me to go to work. So, I think the main variable that allows us to have satisfaction at work is to have work enjoyment, without a doubt. About the connection between training and development with job satisfaction, I don't have a specific example to give because I haven't done any training in the work context yet, but from my knowledge in the field, I think it will always depend on the training provided to the workers. If organizations have the concern to provide training that is not only interesting for the workers but also beneficial for the fields in which they work, I think it makes perfect sense and that the workers will feel satisfied in their work because of the investment that their superiors have in their personal development. These are the connections with which I identify most.

4. Although I have not spoken much about the variable of communication, this is a variable that is very present in my work team. So, I feel that we can talk openly about everything, that we can give suggestions for improvements to our superiors and that these suggestions are taken into account, and that there is also an appreciation of our knowledge. I say this because, in my work, there are things that I identify that can be improved and that my superiors, as they do not work directly with this, do not have this sensitivity, but my suggestions are taken into account and sometimes they even ask for my opinion. So, I also feel that my work and my skills are valued. Curiously, although we are a training organization, I think that in the field of training and development, we have failed, because up until now I have not had any training and I don't think I will soon. Without a doubt, I enjoy my work mainly because I do what I like, I have a good leader, a good work team and in general, I feel satisfied at work.