

Examining Job Satisfaction Among Employees from Perspectives of Work Delegation, Work-Life Balance and Reward & Recognition in Klang Valley

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Abstract

Job satisfaction plays a crucial role in employee motivation, performance, and retention, making it a key area of focus for organizations aiming to enhance workforce productivity. This study examines the relationship between job satisfaction and three fundamental workplace dimensions: work delegation, work-life balance, and reward & recognition among employees in Klang Valley. The study aims to determine the relationship between work delegation and job satisfaction, assess the impact of work-life balance on job satisfaction, evaluate the influence of reward & recognition on job satisfaction, and identify which factor has the greatest effect on overall job satisfaction. A quantitative research approach was employed, using an online structured questionnaire to collect data from 654 employees across multiple sectors in Klang Valley. The data were analyzed through descriptive analysis, Pearson correlation, and multiple regression analysis to identify the significance and strength of relationships between the independent variables and job satisfaction. The results indicate that reward & recognition is the most significant predictor of job satisfaction, underscoring the importance of structured reward programs both financial and non-financial in enhancing employee motivation and commitment. Work delegation also emerges as a strong influencer of job satisfaction, particularly when tasks are assigned fairly and equitably, reinforcing the concept of task justice, where clarity, autonomy, and managerial support in delegation contribute to higher satisfaction levels. Work-life balance, though comparatively less influential, still plays a vital role in job satisfaction, as employees value flexible working arrangements, support for personal commitments, and workplace well-being initiatives that help mitigate stress and improve overall job engagement. This study provides empirical insights into key determinants of job satisfaction within Klang Valley's workforce and offers practical recommendations for organizations and HR professionals to enhance employee well-being. By implementing fair and transparent delegation practices, robust reward & recognition programs, and supportive work-life balance policies, organizations can foster a more motivated and satisfied workforce. Future research could incorporate qualitative methodologies to explore employees' lived experiences in greater depth or adopt a longitudinal approach to examine the long-term effects of these factors on job satisfaction over time.

Keywords: Decent job, Job satisfaction, work delegation, work-life balance, reward & recognition, employee motivation.

INTRODUCTION

Job satisfaction is a crucial factor in employee motivation, engagement, and retention. Several factors influence job satisfaction, including work delegation, work-life balance, and reward and recognition. Work delegation is the process of shifting accountability for duties from one individual to another, usually from management to an employee. Keeping a good balance between someone's professional and private duties is known as work-life balance. Reward and recognition encompass acknowledging and

appreciating employees' good work through tangible perks and verbal or nonverbal praise. The balance between work and life has been proved to have a good influence on both performance and job happiness (Arakelian, 2023). Job satisfaction correlates well with work-life balance; the greater the work-life balance, the more satisfied people are with their jobs (Susanto et al., 2022). Effective delegation is essential for managerial success, and it allows managers to spend more time on managerial tasks, fosters employee development, and can lead to increased job satisfaction and organizational prosperity. Rewards and recognition programs can significantly impact employee motivation, engagement, satisfaction, and retention. They also contribute to creating a positive work environment, fostering teamwork, and reducing stress and absenteeism (Arakelian, 2023). The huge number of customs, beliefs, and procedures that influence behavior and decision-making of the framework of an organization is referred to as its organizational culture. The traditional top-down approach to work delegation has given way to more collaborative and dynamic practices, which have been influenced by changing societal dynamics, technological advancements, and evolving attitudes and preferences. As a result of its recognition of the importance of work-life balance for employee well-being and general satisfaction, it has come to be an important topic of discussion at work (Susanto et al., 2022). Public sector organizations, caused by their governmental responsibilities, often deal with challenges and organizational structures. On the other hand, businesses in the private sector focus on turning a profit over competing in markets. Investigating how the public and private sectors' gain access to funding is impacted by climate risk, providing insights into the differences in risk management and credit availability between the two (Li et al., 2022). Delegation in the workplace refers to the management process of distributing tasks and powers or authority to the subordinates (Nkiruka et al., 2021). When properly implemented, delegation provides greater employee participation, increased worker satisfaction, and staff unity. According to several studies, there is evidence that shows that when organizations assign tasks to their employees, this maintains their motivation levels, efficiency, and stewardship of projects (Dahleez et al., 2022). However, delegation correctly aligns responsibilities with skills, anticipation, and outcomes with the overall needs of both the employee and employer. However, delegation can pose difficulties when it is not done fairly or when the expectations of delegation are not well-defined; this can lead to perceptions of being inundated with work and having inadequate cover. Overworking and stress have been associated with a delegate who is delegating responsibility without properly coordinating with the employee handling the task. For these reasons, it is important that managers are equipped to delegate tasks, which include defining priorities, schedule management, and conflict solving abilities, as well as assigning tasks to individuals with their skills and workload characteristics (Finnes et al., 2019). Lastly, employee participation in decision-making and assignment of tasks could enhance their level of satisfaction and the organization's performances (Dahleez et al., 2022). It is crucial to balance work and personal life, and employees must be free to enjoy being with their loved ones. Research has equally shown that organizations that encourage work-life balance policies including flexible working hours and remote working notice an improvement in their employee morale and job satisfaction (Irawanto et al., 2021). A study reveals that work and family balance significantly influences satisfaction and engagement by those with the ability to handle work-related obligations and personal/personal commitments (Supriyadi, 2023). On the other hand, poor balance can result in disillusionment, withdrawal of effort and intention, thus high levels of turnover. Employment/consumption balance has been found to positively contribute to psychological well-being as well as job satisfaction among employees (Dewi et al., 2021). Minors: work life balance practices can affect the work-related satisfaction levels of its workforce by decreasing levels of stress and overall load which increases the level of satisfaction Which leads to an effective workforce that is more productive and satisfied (Muhti, 2024). Furthermore, research findings have pointed to increased job satisfaction stemming from remote work flexibilities that play critical roles in the enhancement of a healthy work-life balance (Dangaiso, 2024). Motivational systems, including reward and recognition programs, are components necessary to encourage performance and value employee efforts. There are financial motivators like bonuses, raises, and monetary appreciation, and non-financial motivators like appreciation, and awards, which have an imperative role in increasing job satisfaction (Khalid et al.,

2011). When the employees feel that they are being valued, their level of commitment at the workplace elevates, resulting in high productivity (R., 2024). However, organizational reward and recognition policies that are seen as equal or unequal, can contribute to the decrease in employee satisfaction levels (Zin et al., 2022). As to the third area of difficulty, it is pertinent to note that establishing recognition culture compatible with expectations of all employees and able to address their motivational needs and preferences is a notorious problem faced by organizations (Sowcik et al., 2018). This study also revealed that personal recognition can lead to more intense dedication, supported by motivation theories (Prayudi & Komariyah, 2023). Previous research established that job enrichment, transformational leadership, and recognition have positive and significant effects on job satisfaction (Alfaro et al., 2023). Based on research, employee recognition programs have been pointed out as a solution towards acknowledging the various peculiarities that organizations face in terms of recognition.

Of all the factors examined in the present study, delegation of work, work-family interface, and reward & recognition were found to have a significant impact on job satisfaction. Another positive impact is timely work delegation can assist in maintaining and controlling workloads that upset work-life balance among the workforce, and strong reward and recognition policies augment the usefulness of delegation by rewarding the workforce for the extra work accomplished R (2024). On the other hand, any drawbacks in the areas can cause employees' disengagement and dissatisfaction (Jaysan, 2024). Studies have highlighted the role of system thinking for the improvement of job satisfaction following delegation of work, work-to-family conflict as well as reward and recognition to engagement (Waworuntu et al., 2022). Basically, organizations that strengthen and enhance these elements have high chances of establishing an environment that fosters high employee engagement, low turnover rates and a strong organizational resilience (Rohita, 2022). Research has established that work-life balance positively influences job satisfaction, and the flexibility to juggle between work/office and personal commitments is central to improving the levels of satisfaction among employees and their work productivity (Devi, 2023). Furthermore, work-life balance helps to create positive perceptions of organizational commitment, and it plays a huge part in ensuring that employees are devoted to the organization (Daud, 2023).

This study aims to explore the relationship between work delegation, work-life balance, reward & recognition and job satisfaction. The study will investigate how all these factors affect employee motivation, engagement, and retention as well as the connections between them and job satisfaction. Employees will be surveyed as an approach to data collection. By emphasizing work delegation, work-life balance, and reward & recognition programs, firms may increase employee happiness and retention. The study's findings will also add to the quantity of information already available on job satisfaction.

1.1 Research Questions

- (i) What is the relationship between work delegation and job satisfaction among employees?
- (ii) What is the relationship between work-life balance and job satisfaction among employees?
- (iii) What is the relationship between reward & recognition and job satisfaction among employees?
- (iv) Which satisfaction factor among work delegation, work-life balance and reward and recognition has the highest influence towards job satisfaction among employees?

1.2 Research Objectives

- (i) To determine the relationship between work delegation and job satisfaction among employees.
- (ii) To determine the relationship between work-life balance and job satisfaction among employees.
- (iii) To determine the relationship between reward and recognition and job satisfaction among employees.

To identify which satisfaction factor among work delegation, work-life balance and reward and recognition has the highest influence towards job satisfaction among employees.

LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Work satisfaction among employees is a critical factor that affects not only an individual's well-being but also the general performance and success of companies in the public and private sectors. This thorough literature review explores the complex topic of work satisfaction, focusing on the quiet impact of three important variables: reward and recognition, work-life balance, and work delegation. It is critical for organizations to understand the complicated interactions that exist between employment fulfillment and employee satisfaction and engagement as they work to create environments that support these factors.

Through an analysis of the impact of work delegation practices, work-life balance initiatives, and employee contribution recognition and reward strategies on job satisfaction, This review seeks to explain the ways in which organizations may develop a positive workplace culture, increase employee morale, and improve organizational performance by looking at the effects of work delegation practices, work-life balance initiatives, and strategies for rewarding and recognizing employee contributions on job satisfaction. This review aims to provide important insights into how work-life balance, reward and recognition, and delegation of responsibilities interact to influence employee satisfaction and, finally, enhance organizational effectiveness and success in the shifting environment of modern workplaces. It does this by thoroughly examining the literature on these topics.

2.1 Job Satisfaction.

Employment satisfaction means the overall feelings, affection, and attitude that people have as they perform their jobs at the workplace. It covers likes for the job heterogeneous facets including the job in general, certain job characteristics, the nature of tasks, supervision, working environment, and career advancement (Ramli & Faizatul anuar, 2022). Summing up, job satisfaction might be described as a multifaceted construct that captures the total set of emotions as well as attitudes that people have toward their work-related positions and roles, which speaks to their emotional state and levels of satisfaction within the scope of an organization (Schwab, 2021). (Arifin et al., 2019) That is one of the factors which affect employees' health, morale, productivity, organizational effectiveness, and achievement of goals.

Job satisfaction is therefore a comprehensive notion whereby an individual evaluates job needs satisfaction level (Kumareswaran et al., 2022). It depends on the extent to which employees are endowed with a perception that their job meets certain aspects to them (Koç, 2020). Job satisfaction is also associated with perceptions comparing actual job experiences to previous attitudes toward job (Diab et al., 2021). Besides, job satisfaction has links with organizations which include better working conditions, improved conditions of workers, and optimized performance (Chalghaf et al., 2019).

Moreover, job satisfaction is equated to having a purpose for one's existence in performing work-related activities thus giving a validation to the job thus satisfaction with the job (Klussman et al., 2021). Furthermore, job satisfaction is related to psychological dimensions such as meaningfulness, autonomy, competence, and influence, out of which, meaningfulness, autonomy, competent, and influence significantly impacted overall job satisfaction (Sharma & Kohli, 2022). When people perceive meaning in their work, this translates to high job satisfaction hence high job performance, mental health, and life satisfaction (Han & Kang, 2024).

It can be concluded that job satisfaction is a multifaceted construct consisting of meeting job needs and expectations, organizational factors, sense of meaningfulness and purpose, psychological empowerment, and perceived autonomy at work. Knowledge of these factors is important in determining the job satisfaction of employees within the manpower labor force across sectors and professions.

1.1.1 Work Delegation and Job Satisfaction among Employees.

To further discuss work delegation and job satisfaction causality, it is crucial to understand how work factors affect satisfaction in workplaces. Delegation of work, which means assigning tasks and responsibilities, influences the job satisfaction of the workers. Some research explores the complex interaction between work delegation and job contentment.

According to (Arifin et al., 2019), employee engagement reduces the relationship between job satisfaction and job performance. It focuses on management in which workers evaluate their job satisfaction, taking into consideration their living situations, choosing workers carefully, and providing training to raise workers' levels of satisfaction. This suggests that considering workers' conditions and involving them in work delegation processes can improve workers' job satisfaction. Delegation has a connection with commitment to the organization, empowerment, and work motivation. Increased organizational trust and satisfaction can result from granting employees freedom of choice, involving them in decision-making, and giving their work greater meaning (Stănescu et al., 2020; Kapusuz, 2022).

Tiwari et al., (2023) focus on the connection between the levels of job satisfaction and work motivation in the IT sector. This is important as delegation of work determines the level of motivation of the workers and in extension their level of job satisfaction. Proper work distribution that goes hand in hand with the motivational aspects of the employees improves job satisfaction. Delegation is critical for improving organizational functions and increasing employee performance. According to Dionísio et al. (2022), effective task management within a team or organization is crucial for promoting flexibility, engagement, and shared leadership. Furthermore, effective time management in dynamic work environments includes

prioritization, task scheduling, delegation strategies, and the use of technology to boost productivity and navigate modern workplace complexities (Callula, 2024).

Proper delegation of work is crucial towards improving productivity within an organization and for the overall personal growth of the employees. Research has shown that effective delegation enhances team performance and facilitates employees' engagement in organizations thus promoting delegation (Lee & Kim, 2019). Nonetheless, many managers still hold back from delegating tasks to others because they feel that they will lose control and are unsure of their team members' ability (Gonzalez & Solis, 2021). This reluctance can hamper the teamwork flow and discourage personal development. On the other hand, when managers delegate, they can influence the level of engagement in those employees and, therefore, enhance their satisfaction and motivation (Blanchard et al., 2023). This relationship implies that not only is delegation useful for the fact that it can help in the workload of leaders, but it is also essential for creating satisfied and motivated workers.

Therefore, the delegation of work can affect the job satisfaction of employees in a certain way. Engaging employees in decisions, establishing a pleasant organizational climate, and properly assigning work should improve the levels of satisfaction with the job, thereby promoting performance and organizational results. Therefore, this leads to the first hypothesis (H_1) of this study that is:

H_1 : There is a significant relationship between work delegation and job satisfaction among employees.

1.1.2 Work-Life Balance and Job Satisfaction among Employees.

Work-life balance and job satisfaction are two of the significant factors that play an immense role in understanding organizational health and productivity. The following articles highlight this connection: The study conducted by Irawanto et al., (2021) revealed that work-life balance can also act as a moderator of the relationship between working from home and job satisfaction, thereby underlining the role of increasing the balance between work and personal life in improving job satisfaction.

Using survey data collected from 254 doctors and nurses in Malaysia, Dousin et al., (2019) established the relationship between work-life balance, employee job performance and job satisfaction, HRM practices, such as WLB practices like flexible working hours were also found to enhance job satisfaction. Achieving work-life balance is necessary for employees to feel fulfilled, motivated, and engaged in both their work and personal activities; research show that work-life balance practices positively influence employee retention and productivity by contributing to higher levels of job satisfaction and organizational commitment (Yang et al., 2021).

Work-life balance and job satisfaction are positively correlated; family-supportive supervisor behaviors were found moderate in this relationship as revealed by Susanto et al. (2022). Furthermore, work-life balance is closely related to employee engagement, as people who can effectively manage both their work and personal responsibilities are more likely to be engaged in their roles. This balance enables employees to avoid conflicts between their personal and professional lives, resulting in increased motivation, productivity, and loyalty to their jobs. Effective work-life balance policies benefit employees while also improving organizational effectiveness by aligning individual and company goals (Puspitawati et al., 2023). The role of work-life balance has been established as a critical determinant of employee satisfaction and commitment to their employers. Recent literature shows that the concept of work-life balance predicts job satisfaction, especially when it comes to work from home situations in which flexibility assumes significant importance (Zhang & Fan 2020; Allen et al., 2022). Corporate entities that adopt sound work-life balance policies are likely to experience enhanced employment durations and productivity among their workers (Loo et al., 2023). Interestingly, a study comparing participants' work-life balance viewpoints shows that people's attitudes towards this issue may significantly differ depending on their age, gender, occupation, etc, which suggests the necessity of adopting individual approaches to address the employees' needs and concerns (Fletcher et al., 2021). Hence, as the demographics of the workforce change, the concept of work-life balance will become critical, and imbalance will remain a core issue for organizations seeking to compete effectively for talent.

In sum, the integration of these references reveals the impact of work-life balance on aspects of job satisfaction. By investing in work-life balance programs, organizations can encourage an improved working climate, increase employee satisfaction and therefore organizational performance. It is important that employees engage in a work-life balance that will enhance their productivity in their workplace and wellbeing. This then relates to the second hypothesis (H_2) of the study as below:

H_2 : There is a significant relationship between work-life balance and job satisfaction among employees.

1.1.3 Reward & Recognition and Job Satisfaction among Employees.

Reward recognition and job satisfaction are essential factors in understanding organizational complexities since they play an instrumental role in influencing job motivation, engagement and performance. the following several studies offer ideas as to this concern. Reward and recognition are one of the essential aspects that Obodoechi et al.'s (2020) study confirmed as having a positive and significant correlation with job satisfaction among the Nigerian bank employees strengthening the past literature on reward. Recognition and reward programs aim to align employee performance with rewards, leading to job satisfaction (Leitão et al., 2022).

A cross-sectional study conducted by Kurniawan & Anindita (2021) investigated relationships among perceived supervisor support, rewards, and recognition, work satisfaction, employee engagement, and performance in the context of marketing banks. It was further concluded that a positive link exists between rewards and recognition on one side and employee engagement and performance on the other, thus highlighting the importance of the former in enhancing job satisfaction. Rewards and recognition include benefits, salaries, bonuses, and promotions based on individual performance, with the goal of publicly acknowledging outstanding contributions to organizational goals (Rubel et al., 2019).

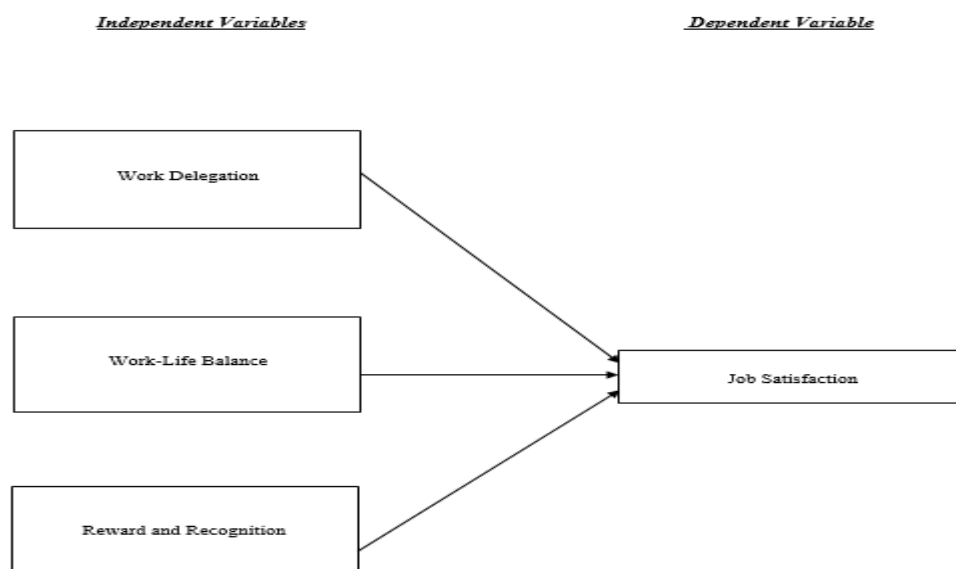
In addition, Upadhyay & Adhikari (2021) pointed out that rewards can motivate employees and enhance performance and reward management has a positive impact on employees' satisfaction; rewards should always be given to the deserving individuals. According to research, a reward and recognition system is critical in helping employees understand that acceptable behavior and results lead to tangible rewards like salary increases, bonuses, and promotions, as well as intangible rewards like managerial appreciation and organizational recognition (Mihai & Birchi, 2023).

Performance-based incentives remain one of the most critical factors for boosting the morale of employees in organizations. Scholars have noted that human resource management encourages workers' engagement by focusing on both financial and non-financial incentives (Armstrong & Taylor, 2021). Notably, the non-financial motivators are equally powerful and can be helpful for the employee to feel valued and appreciated in the organization (Alvi & Syed, 2023). It is important to note though, that the impact of these reward systems may depend on the cultural norms of different societies, stressing the need for organizations to customize recognition schemes according to cultural norms (Hofstede et al., 2024). Organizations should be able to individualize reward and recognition practices so that employees respond positively in reinforcement thus boosting organizational growth.

Collectively, the synthesis of these references highlights the significance of reward recognition as a determinant of organizational job satisfaction. In essence this paper has argued that through proper reward and recognition practices, the level of commitment, motivation, satisfaction and performance exhibited by employees, as well as the overall success of organizations can be boosted. Thus, **H₃** becomes the third hypothesis of this study:

H₃: There is a significant relationship between reward and recognition and job satisfaction among employees.

2. Conceptual Framework



3. METHODOLOGY

This study employed a quantitative approach in order to study the relation between delegation of work, work – life balance, and reward & recognition to job satisfaction of the SME employees in Klang Valley. The approach of the research employed is a correlational approach where it attempts to determine relations between the independent variables (work delegation, work–life balance and reward and recognition) and the dependent variable (job satisfaction). Time horizon was cross sectional, the data was gathered at one point in time, in order to capture employees' current job satisfaction level. In other development, Loo et al. (2024) delphi method approach overcomes the constraints of quantitative methodologies by offering comprehensive analyses of the qualitative dimensions of employee satisfaction. This study uses individual employees of SMEs across different sectors such as the government and the private organizations as the unit of analysis. They included employees from different job positions, e.g., supervisors, executives, team leaders, and general staff in order to cover job satisfaction from different perspectives. A structured questionnaire was therefore developed to gather data, divided into sections dealing with demographics, job satisfaction, work delegation, work life balance and reward & recognition. Employee's responses were measured on a five point Likert scale.

A purposive non-probability sampling method was used for sampling SME employees within Klang Valley who conformed to specific criterion which is relevant to the study objectives. Online surveys using Google Forms and social media platforms were distributed and 654 of which contained valid responses were collected. Statistical reliability was ensured by the sample size overestimated the minimum sample size suggested by Krejcie and Morgan (1970).

There was a lot of statistical data analysis. Internal consistency of the variables was confirmed through reliability analysis using Cronbach's Alpha, which showed that the questionnaire is valid. The strength and direction of relationships between job satisfaction and the three independent variables were set forth by Pearson correlation analysis. Descriptive analysis showed distribution of responses and multiple regression analysis was conducted for assessing the predictive power of each factor. The use of these methods gave opportunities to understand various factors affecting job satisfaction of SME employees.

4. RESULTS AND DISCUSSIONS

This study confirms analysis and result that job satisfaction among SME employees in Klang Valley is highly influenced by work delegation, work life balance and reward and recognition. Descriptive analysis indicated that employees were generally satisfied, and, most importantly, reward & recognition was the most influential factor. Results from correlation analysis indicated significant positive relationships between all three independent variables and job satisfaction on which the work delegation and reward and recognition had the strongest correlation. Further regression analysis found that job satisfaction could be explained by these factors to the extent of 58.4%, while reward & recognition and work delegation are the most influential factors, while work-life balance has a moderate impact. We validated all three factors in the hypothesis testing to be important in the shaping of job satisfied. These results indicate the significance of structured HR approaches including fair task delegation, good work life balance policies and nicely planned reward system to boost employee contentment and organization success.

5.1 Means and Standard Deviations after Factor Analysis

5.1.1 Job Satisfaction

The descriptive statistics for job satisfaction show that the employees have the highest mean score in salary as well as job performance, for both of which the mean score is 4.27. The standard deviations of these items are 0.444 and 0.443, respectively, showing that during responses, the participants answer consistently. It signifies that personal job performance and financial compensation are at least significant factors that influence job satisfaction overall. On the other hand, career development opportunities were recorded to have the lowest mean score of 4.22 and standard deviation of 0.417. This small decline indicates that there is a potential space for improvements in their organization, having employees feel that there are not many opportunities of growth and development in their roles. The low range of standard deviations (0.417 to 0.444) for all items suggests that there is agreement by respondents on their job satisfaction.

Table 5.5.1: Descriptive Statistics for Job Satisfaction

JOB SATISFACTION	MEAN	STD. DEVIATION	RANKING
I am satisfied with my salary.	4.27	0.444	1
I am satisfied with my job performance.	4.27	0.443	2
I am satisfied with communication among my coworkers.	4.26	0.437	3
I am satisfied with the working conditions at my organization.	4.25	0.432	4
I believe the organization provides adequate learning opportunities.	4.24	0.427	5
I am satisfied with the support from my immediate supervisor.	4.24	0.425	6
I am satisfied with my organization's career development opportunities.	4.22	0.417	7

5.1.2 Work Delegation

Work delegation is analysed, and it is concluded that employees believe in the positive effect of task delegation on satisfaction at job. The statement with the highest mean value (4.3, dev=0.460) was that: "I believe delegating more tasks can help improve job satisfaction", indicating that job satisfaction is seen to be motivated by task delegation. With means of 4.28 and 4.27, task delegation at the workplace and supervisory support during delegation were also highly scored in. Nevertheless, statements on mean scores of feeling empowered to make decisions and clear instructions for delegated tasks had the lowest values of 4.22, with a standard deviation of 0.416, for both. This helps in pinpointing places where organizations may further liberate employees and disambiguate responsibility for task assignments. Responses have low variability indicating that there is a lot of consistency in employee perceptions on how work delegation practices are carried out.

Table 5.1.2: Descriptive Statistics for Work Delegation

WORK DELEGATION	MEAN	STD. DEVIATION	RANKING
I believe delegating more tasks can improve job satisfaction.	4.30	0.460	1
I am satisfied with task delegation at my workplace.	4.28	0.448	2
I am satisfied with my supervisors' support when delegating tasks to me.	4.27	0.444	3
I regularly participate in workplace decision-making.	4.26	0.440	4
I am driven by the desire to make a positive impact with my work.	4.26	0.436	5
I feel empowered to make decisions for delegated tasks.	4.22	0.416	6
I receive clear instructions for tasks assigned to me.	4.22	0.416	7

5.1.3 Work-Life Balance

The highest percentage, and scores, of which workers agreed and stated the most important thing they prioritized work-life balance wise was the statement that; I prioritize spending time with my family and friends, and this was meant as a 4.35 mean score and a 0.478 standard deviation score. That underscores the key role employees believe is played by balancing work with people. High mean scores to 4.33 were given for positive workdays and the capability to handle personal commitments utilizing relaxed work terms, which likewise show the key benefits of accommodating work conditions. The inverse of 'My supervisor offers me a safe space to discuss work life conflicts' received the lowest mean of 4.28 (standard

deviation = 0.451). Subsequently, this implies that employees in general feel balanced but could use more supervisory support for work-life issues. This shows the slightly higher standard deviations that are indicative of more diverse experiences of employees.

Table 5.1.3: Descriptive Statistics for Work-Life Balance

WORK-LIFE BALANCE	MEAN	STD. DEVIATION	RANKING
I prioritize spending time with my family and friends.	4.35	0.478	1
Having a positive workday improves my relationship with my family.	4.33	0.470	2
Working from home has helped me manage personal commitments more effectively.	4.33	0.470	3
I must prioritize caring for my family over work.	4.31	0.462	4
Workplace stress can lead to emotional outbursts at home.	4.30	0.459	5
My supervisor provides a safe space for me to discuss work-life conflicts.	4.28	0.451	6

5.1.4 Reward & Recognition

In terms of reward and recognition, the highest mean score (4.28 with a SD of 0.449) is on tangible rewards for job performance which means that employees highly value tangible rewards for job performance. Therefore, financial and non-financial rewards are emphasized because both play important roles of enhancing employee motivation. This was also extremely high (a mean of 4.26) for feelings of being valued and recognized for contributions. That said, the lowest score in this category was 4.20 for 'I am recognized for my contributions at work to some extent', with a standard deviation of 0.402. This implies a recognition practice misalignment perceived by employees such that organizations can enhance their efforts to ensure all employees feel recognized. A stable perception of the reward and recognition system is indicated by the low standard deviations across the items (4002 – 449).

Table 5.1.4: Descriptive Statistics for Reward & Recognition

REWARD & RECOGNITION	MEAN	STD. DEVIATION	RANKING
I value receiving tangible rewards for my job performance.	4.28	0.449	1
I feel valued and recognized for my contributions at work.	4.26	0.441	2
Rewards and recognition have a positive impact on my work performance.	4.26	0.439	3
I believe the organization's current reward and recognition system is effective for my performance.	4.26	0.436	4
I am satisfied with the rewards and recognition I receive at work.	4.25	0.431	5
I am pleased with the workplace's learning opportunities for professional development.	4.22	0.414	6
I am recognized for my contributions at work to some extent.	4.20	0.402	7

5.2 Normality after Factor Analysis

The results from the tests of normality for the dependent variable (DV) in this study on job satisfaction among employees in Klang Valley indicate that the data do not follow a normal distribution. The Kolmogorov-Smirnov test statistic is 0.228 with a p-value less than 0.001, and the Shapiro-Wilk test statistic

is 0.851 with a p-value also less than 0.001. Both tests yield significant results, suggesting that the distribution of job satisfaction scores significantly deviates from normality. This is likely due to the high concentration of responses at the higher end of the scale, as indicated by the positive skewness observed earlier. As a result, caution should be exercised when applying parametric statistical techniques that assume normality, and alternative methods, such as non-parametric tests, may be more appropriate for analysing these data.

Table 5.2: Tests of Normality

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
DV	.228	654	<.001	.851	654	<.001

a. Lilliefors Significance Correction

The descriptive statistics for the study on job satisfaction among employees in Klang Valley reveal that all variables (DV, IV1, IV2, IV3) have means ranging between 4.25 and 4.32 on a 5-point scale, indicating generally high levels of agreement or satisfaction among participants with respect to job satisfaction and the factors of work delegation, work-life balance, and reward & recognition. Specifically, IV2 (mean = 4.3170) shows the highest average score, suggesting that employees perceive this factor as slightly more favourable compared to the other variables. The standard deviations are relatively small (ranging from 0.26164 to 0.30977), indicating low variability in responses, meaning that employees' perceptions of these factors are quite consistent. Skewness values are all positive (ranging from 0.865 to 0.965), suggesting a slight tendency toward higher satisfaction ratings, while kurtosis values are close to 0, indicating a near-normal distribution of responses. These results point to a generally positive and consistent perception of job satisfaction and its influencing factors among the employees in the Klang Valley, with a tendency for responses to cluster around higher levels of satisfaction.

Table 5.2.1: Descriptive Analysis

Descriptive Analysis

		N	Mean	Std. Deviation	Skewness	Kurtosis	
		Statistic	Statistic	Statistic	Statistic	Std. Error	Std. Error
Job Satisfaction (DV)	654	4.2484	0.26164	0.925	0.096	-0.065	0.191
Work Delegation (IV1)	654	4.2588	0.26752	0.965	0.096	0.124	0.191
Work-Life Balance (IV2)	654	4.3170	0.30977	0.864	0.096	-0.282	0.191
Reward and Recognition (IV3)	654	4.2464	0.26260	0.953	0.096	0.010	0.191
Valid N (listwise)	654						

The descriptive statistics for the dependent variable (DV) in this study on job satisfaction among employees in Klang Valley reveal that the mean score is 4.2484, indicating a generally high level of job satisfaction. The 95% confidence interval for the mean (4.2283 to 4.2685) suggests that the true mean job satisfaction score in the population is likely to fall within this range, providing a high degree of confidence in the result. The 5% trimmed mean (4.2273) is very similar to the overall mean, suggesting that outliers have a minimal impact on the central tendency of the data. The median score of 4.1429 is slightly lower than the mean, indicating a slight positive skew in the distribution of responses, where most employees report slightly higher satisfaction levels. The variance of 0.068 and the standard deviation of 0.26164 both suggest low variability in responses, meaning employees generally share similar perceptions

of job satisfaction. The range of 1.00, from a minimum of 4.00 to a maximum of 5.00, further reinforces the finding that responses are clustered within a narrow band. The interquartile range of 0.43 also supports this, showing that the middle 50% of responses fall within a relatively small spread. The skewness value of 0.925 indicates a moderate positive skew, suggesting that most employees report high job satisfaction. The kurtosis of -0.065 is close to zero, indicating that the distribution of job satisfaction scores is nearly normal, with no significant outliers or heavy tails. Overall, the data suggest that employees in Klang Valley have relatively high and consistent levels of job satisfaction, with only slight variation in their responses.

Table 5.2.2: Descriptives
Descriptives

		Statistic	Std. Error
DV	Mean	4.2484	0.01023
	Std. Deviation	.26164	
	Minimum	4.00	
	Maximum	5.00	
	Skewness	0.925	0.096
	Kurtosis	-0.065	0.191

5.3 Reliability after Factor Analysis

5.3.1 Dependent Variable: Job Satisfaction

The Cronbach's Alpha value of 0.712 for the 7 items in the dependent variable (DV) scale suggests a moderate level of internal consistency, indicating that the items reliably measure the construct of job satisfaction in the study. Since the alpha is above the commonly accepted threshold of 0.7, it implies that the scale is generally reliable for assessing job satisfaction among employees in Klang Valley, specifically from the perspectives of work delegation, work-life balance, and reward & recognition. While this level of reliability is acceptable for preliminary analyses, it also indicates that there may be slight inconsistencies in how the items are capturing the construct of job satisfaction. Further refinement of the measurement tool could improve its reliability, ensuring a more robust assessment in future research.

5.3.2 Independent Variable 1: Work Delegation

The Cronbach's Alpha value of 0.721 for the 7 items in the scale labelled IV1 indicates a satisfactory level of internal consistency, as it is above the commonly accepted threshold of 0.7. This suggests that the items used to measure the independent variable (IV1) potentially related to work delegation, work-life balance, and reward & recognition are reasonably reliable in assessing these factors in the context of job satisfaction among employees in Klang Valley. While the alpha value reflects an adequate level of consistency, it also implies that there is some room for refinement to enhance the scale's reliability further. Overall, the current reliability supports the validity of the measurement for exploring how these dimensions influence job satisfaction, though future improvements could optimize its precision and consistency.

5.3.3 Independent Variable 2: Work-Life Balance

The Cronbach's Alpha value of 0.749 for the 6 items in the independent variable (IV2) scale indicates a good level of internal consistency, as it exceeds the commonly accepted threshold of 0.7. This suggests that the items are reliably measuring the construct associated with IV2, which may pertain to one of the key dimensions influencing job satisfaction, such as work delegation, work-life balance, or reward & recognition, within the context of employees in Klang Valley. The relatively higher alpha value suggests that the scale is well-suited for capturing the intended factors and can provide valid insights into how these elements affect job satisfaction. Although the value is acceptable, there may still be room for refinement to further enhance the consistency and precision of the measurement in future research.

5.3.4 Independent Variable 3: Reward and Recognition

The Cronbach's Alpha value of 0.719 for the 7 items in the independent variable (IV3) scale suggests a satisfactory level of internal consistency, as it is slightly above the 0.7 threshold commonly regarded as acceptable. This indicates that the items in the scale are reasonably reliable in measuring the construct associated with IV3, which could be related to one of the key dimensions of job satisfaction, such as work delegation, work-life balance, or reward & recognition, among employees in Klang Valley. While this alpha value reflects adequate reliability for the current study, it also implies that there is potential for further

refinement of the measurement instrument to improve its consistency and ensure more precise assessment in future research. Overall, the scale appears to be appropriate for exploring how these dimensions influence job satisfaction in the context of the study.

Table 5.3: Reliability Analysis Result

Variables	Cronbach's Alpha	Consistency
Dependent Variable		
Job Satisfaction (JS)	0.712	Good
Independent Variables		
Work Delegation (WD)	0.721	Good
Work-Life Balance (WLB)	0.749	Good
Reward and Recognition (RR)	0.719	Good

5.4 Multiple Regression Analysis

In this regression analysis, the model includes all three independent variables (IV3, IV2, and IV1) representing reward & recognition, work-life balance, and work delegation, respectively as predictors of the dependent variable (DV), which is job satisfaction. The table shows that all requested variables were entered into the model using the "Enter" method, indicating that the analysis considers the combined influence of these three factors on job satisfaction. No variables were removed, suggesting that each of the three predictors is being tested for its unique contribution to explaining the variance in job satisfaction. This approach allows for a comprehensive understanding of how work delegation, work-life balance, and reward & recognition collectively impact employees' job satisfaction in Klang Valley, although further statistical details (like regression coefficients and R-squared values) would be needed to evaluate the strength and significance of these relationships more precisely.

Table 5.4: Variables Entered/Removed^a

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	IV3, IV2, IV1 ^b	.	Enter

a. Dependent Variable: DV

b. All requested variables entered.

5.4.1 Regression

The Model Summary table shows that the multiple regression model, which includes the independent variables IV3 (Reward & Recognition), IV2 (Work-Life Balance), and IV1 (Work Delegation), explains a substantial portion of the variance in job satisfaction (DV) among employees in Klang Valley. The R value of 0.764 indicates a strong positive correlation between the predictors and job satisfaction, suggesting that the model fits the data well. The R Square value of 0.584 means that approximately 58.4% of the variation in job satisfaction can be explained by the combined effect of work delegation, work-life balance, and reward & recognition. The Adjusted R Square of 0.582 is very similar, indicating that the model is robust even after accounting for the number of predictors. The Std. Error of the Estimate of 0.16910 reflects the average distance that the observed values fall from the regression line, providing a measure of prediction accuracy. Overall, this model demonstrates that work delegation, work-life balance, and reward & recognition are significant predictors of job satisfaction, with a moderately strong explanatory power.

Table 5.4.1: Model of Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.764 ^a	0.584	0.582	0.16910

a. Predictors: (Constant), WD, WLB, RR

5.4.2 ANOVA

The ANOVA table indicates that the multiple regression model significantly predicts job satisfaction (DV) among employees in Klang Valley. The Regression Sum of Squares is 26.114 with 3 degrees of freedom (df), which represents the variation in job satisfaction explained by the predictors (IV3, IV2, and IV1). The Mean Square for the regression is 8.705, and the F-statistic of 304.415 is highly significant with a p-value of less than 0.001. This suggests that the model is a very good fit and that the independent variables together explain a significant amount of variance in job satisfaction. The Residual Sum of Squares is 18.586 with 650 degrees of freedom, representing the unexplained variance. The total Sum of Squares is 44.700, which reflects the total variance in job satisfaction. Since the F-statistic is highly significant, we can conclude that work delegation, work-life balance, and reward & recognition are collectively important predictors of job satisfaction, and their combined effects are statistically significant in this context.

Table 5.4.2: ANOVA

ANOVA ^a						
Model	Sum of Squares		df	Mean Square	F	Sig.
1	Regression	26.114	3	8.705	304.415	<.001b
	Residual	18.586	650	0.029		
	Total	44.700	653			

a. Dependent Variables: JS

b. Predictors: (Constant), WD, WLB, RR

5.4.3 Coefficients

The coefficients table provides detailed information about the individual contributions of each independent variable (IV1, IV2, IV3) in predicting job satisfaction (DV). The constant (intercept) is 0.676, indicating the baseline level of job satisfaction when all predictors are at zero. For IV1 (Work Delegation), the unstandardized coefficient is 0.364 with a standardized beta of 0.372, suggesting that for each unit increase in work delegation, job satisfaction increases by 0.364 units, with a strong positive effect. The t-value for IV1 is 10.262, and the p-value is less than 0.001, confirming the statistical significance of this predictor. Similarly, IV2 (Work-Life Balance) has an unstandardized coefficient of 0.102 and a standardized beta of 0.121, meaning work-life balance positively impacts job satisfaction, but with a smaller effect compared to work delegation. The t-value for IV2 is 3.827, and its p-value is also less than 0.001, indicating significance. Finally, IV3 (Reward & Recognition) has an unstandardized coefficient of 0.373 and a standardized beta of 0.374, showing a strong positive effect on job satisfaction like work delegation. The t-value of 10.201 and the p-value less than 0.001 also indicate that reward & recognition is a highly significant predictor. Overall, all three independent variables work delegation, work-life balance, and reward & recognition have statistically significant positive effects on job satisfaction, with work delegation and reward & recognition having the strongest influence among the predictors.

Table 5.4.3: Coefficients

Coefficients ^a					
Unstandardized Coefficients			Standardized Coefficients		
Model	B	Std. Error	Beta	t	Sig.
1	(Constant)	0.676	0.119	5.668	<.001
	WD	0.364	0.035	10.262	<.001
	WLB	0.102	0.027	3.827	<.001
	RR	0.373	0.037	10.201	<.001

a. Dependent Variables: JS

5.5 Summary of Hypotheses

The hypothesis analysis indeed validates the good relationship between the independent variables to the dependent variable (job satisfaction) amongst the employees of SMEs. H1 is confirmed by the finding that there is a positive relationship between delegation and job satisfaction imply that delegation work can

increase employees' autonomy, and its related engagement also boost job satisfaction level (Arifin et al., 2019; Tiwari et al., 2023).

The supported positive relationship between work life balance and job satisfaction for H2 is found. Several previous students Irawanto et al. (2021) and Susanto et al. (2022) found that employees with healthy job life balance in between professional and personal life are more stress free and more have satisfied job when they work.

In H3, we find that such a relationship between reward & recognition and job satisfaction is very strong. In recognizing the contributions of employees with financial and non-financial incentive, motivation as well as satisfaction is greatly elevated confirming the findings of Obodoechi and al. (2020) and Kurniawan and Anindita, (2021).

The findings in these results emphasize the significance of the comprehensive HR (HR) strategy that includes the schemes on recognition programs, fair delegation, and supportive work-life balance policies to enhance job satisfaction among the SMEs employees.

Table 5.5: Summary of Hypothesis Analysis

	Hypotheses	Results
H1	There is a significant relationship between work delegation and job satisfaction among employees.	Supported
H2	There is a significant relationship between work-life balance and job satisfaction among employees.	Supported
H3	There is a significant relationship between reward & recognition and job satisfaction among employees.	Supported

5. CONCLUSION

The analysis and results of the study are discussed are underscoring how work delegation, work-life balance, reward and recognition affect job satisfaction of employees in Klang Valley. They were found to be reliable measures, unlike the rest of the study. Descriptive analysis shows that in general, participants have positive perceptions towards job satisfaction and the factors studied. Job satisfaction was significantly positively related to all three variables, with strongest association with reward and recognition and then work delegation. Regression analysis indicated that these factors, in combination, were important predictors of job satisfaction. Demographic data analysis completed also helped in indicating the study's inclusivity in addition to describing the diversity of the workforce. The findings help overall in proving the significance of taking care of these factors for improvement of employee satisfaction and achieving organizational success.

6. Suggestion for Future Research

This work can be used as a starting point for analyzing job satisfaction in some specific context or field or industry. Further research might incorporate Longitudinal research to determine the overall impact of these variables on satisfaction of those employees. Moreover, culture itself may help to explain differences in interactions between delegation of work, work-life concordance, organizational reward policies, and job satisfaction in cross cultural arrangements.

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