Job Satisfaction of Dispatched Workers in a Software Company

Liang, Yuan
Human Resource Manager, Beijing RayooTech Co., Ltd.
https://orcid.org/0009-0006-9510-7979

Edna Maricon A. Arca
Faculty, College of Business Management and Accountancy, STI West Negros University, Philippines
https://orcid.org/0009-0002-0879-1487

Mylene A. Bautista
STI West Negros University, Bacolod City, Philippines
https://orcid.org/0009-0003-6801-8215

Abstract:

Creating a positive and supportive workplace is critical in enhancing employee well-being, job satisfaction, and performance. The study aimed to assess the job satisfaction of dispatched workers in a software company in Beijing, China, during January 2023. Specifically, this study seeks answers to the following questions: the profile of the respondents in terms of age, sex, civil status, average family monthly income and length of service. The level of job satisfaction of dispatched workers in a software company in the area of compensation and benefits, skill training opportunities, and the work environment, and the significant difference in the level of job satisfaction of the software company's dispatched employees when comparing them according to the above variables. Through statistical analysis, the study found no significant difference in job satisfaction levels among dispatched employees during the survey period, indicating a consistent level of satisfaction across demographics and income levels. Despite variations in individual characteristics, including age, gender, marital status, and disparities in years of service and household income, there were no discernible differences in satisfaction levels regarding salary and benefits, skill training opportunities, or the perceived quality of the work environment. These findings suggest a stable and equitable work environment within the software company, fostering overall satisfaction among dispatched workers. The study contributes to understanding job satisfaction dynamics in the context of dispatched employment arrangements within the software industry, highlighting the importance of equitable treatment and supportive work environments in enhancing employee satisfaction and engagement.

Keywords: Job satisfaction, dispatched workers, Software Company, compensation and benefits, skills training, working environment.

Introduction:

Nature of the Problem

In the dynamic and fast-paced environment of the software industry, dispatched workers play a crucial role in supporting the operations of software companies. These workers, often employed by third-party agencies and assigned to various client sites, contribute significantly to the success of software projects. However, the job satisfaction of dispatched workers in this context is a critical aspect that warrants attention and investigation.
Elements such as the work environment, job responsibilities, opportunities, career advancement, and the quality of relationships with colleagues and supervisors all significantly shape the overall job satisfaction of dispatched workers in a software company (HR Lineup, 2020).

Understanding the determinants of job satisfaction among dispatched workers can offer valuable insights for both the workers themselves and the software companies that rely on their services. This research improves the work experience and well-being of dispatched workers in the software sector by identifying effective strategies and interventions to enhance job satisfaction. An in-depth investigation into the job satisfaction of dispatched workers in a software company seeks to contribute to the existing knowledge on employee satisfaction. The research aims to inform organizational policies and practices that can better support and empower this workforce segment by addressing dispatched workers' specific needs and concerns. Ultimately, the findings of this study may assist software companies in optimizing the job satisfaction and performance of dispatched workers, leading to a more engaged and productive workforce (Dziuba, S. T., Ingaldi, M., & Zhuravskaya, M. (2020). This study is personally motivated by recognizing the pivotal role dispatched workers play in the software industry and the potential impact of their job satisfaction on enterprise success. Through a meticulous examination of compensation, skills training, and the working environment, the research contributes valuable insights essential for refining employee experiences and fostering comprehensive growth within the software company.

Current State of Knowledge

Job satisfaction among expatriates working in multinational corporations sheds light on the challenges employees face in foreign contexts. It emphasizes the impact of cultural differences, language barriers, and adaptation challenges on expatriates' job satisfaction levels. Providing proper assistance, training, and resources can help expatriates adjust to their new work environment and increase job satisfaction. Organizations can improve their international workforce's overall well-being and retention rates by addressing these challenges. It highlights the significance of understanding and addressing the unique factors influencing job satisfaction in foreign settings to create a positive and productive work environment for expatriates (Arman, A., Sohaib, O., Begum, V., & Alkharman, A. A. (2024).

Job satisfaction in local China emphasizes the significance of understanding the unique cultural and organizational factors influencing employee satisfaction in Chinese organizations. The Impact of Cultural Values, Leadership Styles, and Work Environment on Job Satisfaction Levels among Employees in China Recognizing and addressing these factors can enhance employee morale, motivation, and retention rates in the Chinese workforce. Creating a work environment that aligns with Chinese cultural values, promotes effective leadership, and supports work-life balance is essential for improving job satisfaction among employees in China (Zhenjing, G., Chupradit, S., Ku, K. Y., Nassani, A. A., & Haffar, M. (2022). The research of Li and Wu (2020) explores how aspects such as work-life balance, organizational culture, leadership styles, and compensation packages impact job satisfaction levels among Chinese employees. It highlights the importance of addressing these factors to enhance employee well-being, motivation, and retention in the Chinese workforce. Organizations can improve job satisfaction levels and employee engagement by creating a positive work environment and addressing employees' needs and preferences in China.

According to Wang and Zhang (2018), software companies in China recognize the importance of understanding China's distinct business climate and regulatory structure for the success and growth of software firms. The impact of government policies, market competition, and technological innovation on the performance of software companies in the Chinese market and recognizing and leveraging these factors can enhance software companies' competitiveness, market share, and overall success in China. Adapting to the local business environment and regulatory framework is crucial for software companies to thrive and succeed in the Chinese market. Software companies in China underscore the importance of innovation, strategic planning, and talent development in driving growth and competitiveness in the local market. It highlights how factors such as government policies, market competition, technological advancements, and talent acquisition play a role in the success and sustainability of software companies in China. By focusing on innovation and talent development, software companies can navigate challenges, capitalize on opportunities, and achieve long-term success in the evolving technology sector. This study emphasizes the significance of strategic planning and adaptation to the dynamic business environment in China to stay competitive and thrive in the software industry.

Smith et al. (2019) conducted a study on job happiness among expats, examining the numerous elements influencing expatriate job satisfaction in multinational organizations. The research underscores the significance of understanding and addressing cultural differences, job characteristics, social support, and work-life balance factors in enhancing expatriate job satisfaction, performance, and retention in global organizations. Organizations can improve expatriate job satisfaction and success in foreign markets by creating a supportive work environment, offering career development opportunities, and establishing effective communication channels.

Arman, A., Sohaib, O., Begum, V., & Alkharman, A. A. (2024b), studied the impact of organizational culture on job satisfaction and performance in the global software industry. Their research shows the significance of communication, teamwork, and employee empowerment in influencing job satisfaction and overall organizational success in foreign markets. The study emphasized the importance of creating a positive work environment and effective leadership practices to enhance employee engagement, motivation, and job satisfaction in international software companies. Organizations can improve employee well-being, productivity, and retention rates by addressing these factors in the competitive global software industry.

Theoretical Underpinnings

Self-Determination Theory (Deci & Ryan, 2017), is the theoretical foundation for this study. It asserts that three basics psychological needs   autonomy, competence, and relatedness drive human behavior. According to this theory, when these needs are met, individuals experience heightened intrinsic motivation, engagement, and overall well-being in their work. In the context of dispatched workers within a software company, the Self-Determination Theory offers valuable insights into how factors such as autonomy in task assignments, opportunities for skill development, and supportive relationships with colleagues and supervisors can influence their job satisfaction levels. By applying the principles of self-determination theory, the research aims to delve deeper into how fulfilling these psychological needs can enhance the job satisfaction of dispatched workers and foster a positive work environment within the software industry. It provides a comprehensive lens through which to analyze the factors contributing to the job satisfaction of dispatched workers, emphasizing the importance of intrinsic motivation and psychological well-being in shaping their overall work experience.

Objectives

This study aims to determine the level of job satisfaction of dispatched workers in a software company in Beijing, China, during the Calendar Year 2023. Specifically, this study seeks answers to the following questions: 1) the profile of the respondents in terms of age, sex, civil status, average family monthly income and length of servise; 2) the level of job satisfaction of dispatched workers in a software company in the area of compensation and benefits, skill training opportunities, and the work environment, and 3) the significant difference in the level of job satisfaction of the software company's dispatched employees when comparing them according to the above variables.

Methodology:

This section presents a discussion of the research methodology used, the subjects and respondents of the study, the research instruments used, the validity and reliability of the instruments, the procedure for data gathering, and the statistical tools and procedures for data analysis.

Research Design

The descriptive research design was used to determine the job satisfaction of dispatched workers in a software company. According to Sarantakos (2013), descriptive research seeks to describe and interpret a particular group or phenomenon's characteristics, behaviors, or patterns. Data is collected and analyzed to give a descriptive narrative. Hence, a descriptive research design aims to gather data and describe the study. It will use data collection methods like surveys to gather insights from potential customers and retailers. Analyzing the collected data can provide a detailed description of the study.The descriptive research approach was employed in this study to capture and describe the qualities described by Sarantakos (2013). This design was chosen to systematically collect and analyze data to provide a comprehensive study account. The study aimed to gather information on customer satisfaction by utilizing data collection methods such as surveys and gathering insights from potential customers and retailers. The descriptive research design allowed us to gather customer insights by analyzing the collected data.

Study Respondents

The study's respondents were 100 individuals who work at Beijing Ruiyou Technology Co., Ltd. The researcher randomly selected the respondents and conducted the surveys through interviews. Random stratified sampling was used to conduct the study. It involves dividing the population into smaller groups, known as strata, with similar characteristics. Once the population is stratified, a random sample is taken from each stratum. This approach ensures that the sample more accurately reflects the population as a whole, mainly when distinct subgroups within the population should be represented proportionally (Babbie, E. 2016).

Instruments

A self-made questionnaire was used to collect the needed data on the job satisfaction of dispatched workers in a software company. It was subjected to validity (4.48-excellent) and reliability (0.820-good). All of them were interpreted as worthy and good; respectively. The questionnaire is divided into two parts. Part 1 of the questionnaire contained the respondents' profiles, which included age, sex, marital status, and average monthly income for the family. Part II of the questionnaire is about the factors influencing clients' decisions in real estate investment. The 15 items were based on compensation and benefits, skills training, and work environment. The obtained scores for the factors influencing clients' decisions in real estate investment are rated on a scale of 1 to 5, where 5 = "Very High Level," 4 = "High Level," 3 = "Moderate Level," 2 = "Low Level," and 1 = "Very Low Level."

Procedure

Data Collection

This study was obtained through a survey questionnaire. A questionnaire is a written instrument containing a series of questions designed to collect information from respondents (Babbie, 2016). In the conduct of the study, the researcher wrote a letter of permission to conduct the study. After approval, the researcher set the data collection schedule and the letter's requirements. In the study, the researcher personally described the goal, gave the questionnaire to the participants to help them fill it out and provide the necessary information, and then collected the surveys. After finishing the survey, the researcher retrieved the questionnaires, analyzed the data, and reached a valid conclusion. According to Bodine (2022), self-created questionnaires are designed for respondents to complete without the interviewer's help or prejudice. Moreover, the raw data were transformed into numerical code guided by a coding manual to determine the skill level and degree of difficulty. The Statistical Package for Social Science (SPSS) software and Microsoft Excel were used to compute encoded data. Also, statistical tables were constructed based on the problems stated in this investigation.

Data Analysis and Statistical Treatment

Objective No. 1: A descriptive-analytical scheme and frequency and percentage distributions was used to determine the profile of the respondents.

Objective No. 2: A descriptive-analytical scheme and mean was used to determine the job satisfaction of dispatched workers in a software company in the following areas: Compensation and benefits, skills training, and working environment.

Objective No. 3: A comparative analytical scheme and Mann- Whitney U test was used to determine whether or not significant differences exist in the level of job satisfaction of dispatched workers in a software company when grouped and compared according to the aforementioned variables.

Ethical Consideration

Ethical considerations in research are principles that guide research designs and practices. Scientists and researchers must always adhere to a specific code of conduct when collecting data from people (P. Bhandari, 2022). Voluntary participation, informed consent, confidentiality, and plagiarism will be strictly considered.
Study participants will not be forced or pressured; they can withdraw at any time without giving any reason to withdraw. The study participants will be thoroughly informed about the purpose and nature of the study, including the benefits, risks, and consequences. Study participants will be assured of the confidentiality of all information relevant to their personal information or any form of identifying information relating to their person.

Results and Discussion

This section presents, analyzes, and interprets the data that were gathered consistent with its predetermined objectives.

Table 1

Profile of Respondents

Variables	Categories	Frequency	Percentage
Age	Younger (less than 35 years old)	69	69.00
	Older (35 years and above)	31	31.00
	Total	**100**	**100**
Sex	Male	68	68
	Female	32	32
	Total	**100**	**100**
Civil Status	Single	60	60
	Married	40	40
	Total	**100**	**100**
Average Family Monthly Income	Lower (less than 11,400)	44	44
	Higher (11,400 and above)	56	56
	Total	**100**	**100**

Table 1 shows the basic information of 100 respondents, including age, gender, marriage, Average Family Monthly Income, and Length of Service. Among the 100 respondents, in terms of age, the number of Older (35 years old and above) and Younger (below 35 years old) were 31 and 69, accounting for 31% and 69% respectively, with Younger (below 35 years old) accounting for the vast majority; From the perspective of gender, the number of female and male is 32% and 68% respectively, accounting for 32% and 68%, with the vast majority of gender being male; From the situation of marriage, the number of people in marriage and single is 40 and 60 respectively, accounting for 40% and 60% respectively, with a higher number of people in single; From the perspective of Average Family Monthly Income, Higher (11400RMB and above), The number of Lower (below 11400RMB) is 56 and 44 respectively, with the majority being Higher (11400RMB and above); From the

perspective of Length of Service, the number of people in Over five years and Within 5 years is 24 and 76 respectively, accounting for 24% and 76%, respectively.

Moving to the age distribution implies that the study may be more focused on the perspectives and behaviors of younger individuals. The gender distribution highlights potential gender imbalances, which may impact the generalizability of the findings. The distribution of civil status suggests that the study may be more relevant to single individuals, with potential implications for understanding certain behaviors or attitudes. The income distribution focuses on individuals with relatively higher family incomes, which could influence the study's applicability to different socio-economic groups.

Table 2
Level of Job Satisfaction of Dispatched Workers in a Software Company in the Area Compensation and Benefits

Area		
A. Compensation and Benefits	**Mean**	**Interpretation**
As an employee of the company, I am satisfied with…		
1. The basic salary meets my expectations and is a strong foundation.	3.38	Moderate Level
2. Overtime policies and fair compensation reflect the company's commitment to fairness.	3.48	Moderate Level
3. Adequate policies on paid leave cater to my work-life balance needs.	3.37	Moderate Level
4. Satisfactory holiday benefits contribute to a well-rounded employee experience.	3.38	Moderate Level
5. The valuable subsidies provided by the company enhance my overall compensation.	3.42	Moderate Level
6. Being fairly compensated for the responsibilities I perform.	3.39	Moderate Level
7. The benefits package aligns seamlessly with industry standards, adding to my contentment at work	3.48	Moderate Level
Overall Mean	**3.43**	**Moderate Level**

Table 2 shows the agreement level among Software Company employees regarding Compensation and benefits. The overall average compensation and benefits is 3.43 at the modified level. Based on the average of each item, the highest average of 3.48 is on item no. 2 "Overtime policies and fair Compensation reflects the company's commitment to fairness" and item no. 7 on "The benefits package aligns seamlessly with industry standards, adding to my contentment at work" while item no.3, "adequate policies on paid leave cater to my work-life balance needs" got the lowest mean score of 3.37. This item has the lowest mean, suggesting that dispatched workers express relatively lower satisfaction with the policies on paid leave. The company might need to reassess and enhance its policies related to paid leave to better cater to the work-life balance needs of dispatched workers. Studies emphasize the crucial role of work-life balance in employee satisfaction and retention (e.g., Greenhaus & Allen, 2011).

The study reveals that employees express moderate satisfaction with their company's policies on paid leave, basic salary, and holiday benefits. The company needs to reassess and enhance its policies to better cater to the work-life balance needs of dispatched workers. The basic salary meets employee expectations and is a strong foundation, but there is room for improvement in aligning basic salaries more closely with employee expectations. Holiday benefits contribute to a well-rounded employee experience, and fair compensation practices are closely associated with employee satisfaction and organizational commitment. The company's valuable subsidies enhance overall compensation satisfaction, and the benefits package aligns with industry standards, adding to employee contentment. Overtime policies and fair compensation reflect the company's commitment to fairness, linked to employee trust and commitment. Overall, job satisfaction is crucial for employee retention and organizational success. The overall mean score is 3.43, suggesting a moderate level of contentment with pay and perks.

Table 3
Level of Job Satisfaction of Dispatched Workers in a Software Company in the Area Skills Training

Area		
B. Skills Training	**Mean**	**Interpretation**
As an employee of the company, I am satisfied with…		
1. The company's effective and practical methods for skill training.	3.29	Moderate Level

2. Adequate frequency of skill training sessions that facilitate skill enhancement.	3.29	Moderate Level
3. Relevance of the content covered in skill training programs to my role.	3.27	Moderate Level
4. The tangible improvement in my job performance is due to skills training.	3.27	Moderate Level
5. Sufficient time is allocated during training sessions to grasp and apply new concepts.	3.30	Moderate Level
6. Encouragement and support for my continuous learning and skill development.	3.21	Moderate Level
7. The company's proactive support in helping employees acquire new role-related skills	3.24	Moderate Level
Overall Mean	**3.27**	**Moderate Level**

Table 3 shows the level of agreement among employees of A Software Company regarding Skills training. The overall average score for skills training is 3.27, interpreted as "Moderate level." The highest average score of 3.30 is in item no. 5, "Sufficient time is allocated during training sessions to grasp and apply new concepts," while the lowest average score of 3.21 is in item no. 6, "Encouragement and support for my continuous learning and skill development.", with a mean of 3.21. However, on item 6, encouragement and support for my continuous learning and skill development, the mean is 3.21. This item has the lowest mean, indicating a relatively lower satisfaction level with the company's support for continuous learning. There is an opportunity for the company to enhance its support mechanisms for employees' ongoing education and skill development to elevate satisfaction in this aspect. Continuous learning support positively influences employee motivation and engagement (e.g., Noe, 2013). The company's time allocation during training sessions is generally satisfactory, contributing to effective learning. The company's satisfaction with skills training is moderate, and targeted improvements are needed to enhance overall satisfaction.

Table 4
Level of Job Satisfaction of Dispatched Workers in a Software Company in the Area Working Environment

Area		
C. Working Environment	**Mean**	**Interpretation**
As an employee of the company, I am satisfied with…		
1. The company provides reliable and up-to-date office equipment.	3.68	High Level
2. A positive and productivity-oriented work atmosphere.	3.51	High Level
3. Cooperative and supportive relationships among colleagues.	3.48	Moderate Level
4. Comfortable and conducive office space for work.	3.66	High Level
5. Manageable work pressure within my role.	3.65	High Level
6. Encouragement from the company for a healthy work-life balance.	3.67	High Level
7. Management's prompt actions to address and improve any workplace issues.	3.71	High Level
Overall Mean	**3.64**	**High Level**

Table 4 shows the agreement level among A Software Company employees regarding the Working Environment. The overall average value of the working environment is 3.64, which belongs to the "High level." The seventh item with the highest average value is "Management's prompt actions to address and improve any workplace issues," with a mean of 3.71 while the lowest mean of 3.48 is item no. 3 which states "Cooperative and supportive relationships among colleagues," and interpreted as "moderate level". There may be room for improvement in fostering more vital collaboration and support among colleagues. Recent studies highlight the significance of positive colleague relationships for overall employee well-being and performance (Smith et al., 2021). Implementing team-building activities and promoting effective communication strategies may contribute to strengthening relationships.

The study reveals that the company's positive working environment is generally conducive to employee satisfaction. The satisfaction level is moderate, suggesting room for improvement in fostering collaboration and support among colleagues. The office space is comfortable and conducive, indicating a positive work environment. The company's high manageable work pressure suggests a positive correlation between workload management and employee well-being. A positive and productive work atmosphere is also high, with a positive correlation between

**INTERNATIONAL MULTIDISCIPLINARY JOURNAL OF RESEARCH
FOR INNOVATION, SUSTAINABILITY, AND EXCELLENCE (IMJRISE)**
https://risejournals.org/index.php/imjrise
Volume 1, Issue no. 6 (2024)
ISSN: 3028-032X (online) | ISSN: 3028-0370 (print)

995

employee engagement and job satisfaction. The company's Encouragement for a healthy work-life balance is high, indicating adequate support. The company provides reliable and up-to-date office equipment, indicating a commitment to efficient work. Management's prompt actions to address and improve workplace issues are also high, indicating a proactive approach to addressing and improving workplace issues. Overall, a positive working environment contributes to sustained high levels of job satisfaction.

Table 5
Difference in the Level of Job Satisfaction of Dispatched Workers in a Software company in the Area of Compensation and Benefits when grouped and compared according to the aforementioned variables

Variable	Category	N	Mean Rank	Mann Whitney U	p-value	*Sig. level*	Interpretation
Age	Younger	69	35.00	0.000	0.000		Significant
	Older	31	85.00				
Sex	Male	68	39.54	343.000	0.000		Significant
	Female	32	73.78				
Civil Status	Single	60	38.89	503.500	0.000	0.05	Significant
	Married	40	67.91				
Average Family Monthly Income	Lower	44	22.53	1.500	0.000		Significant
	Higher	56	72.47				

The results in Table 5 suggest significant differences in job satisfaction among dispatched workers in a software company concerning compensation and benefits when analyzed based on various demographic variables such as age, sex, civil status, average family monthly income, and length of service.

Firstly, when comparing job satisfaction based on age, the Mann-Whitney U-test yielded a p-value of 0.000, indicating a significant difference. The mean job satisfaction for older workers (35 years and above) was higher than that of younger workers (below 35 years). This aligns with existing literature suggesting that older employees may prioritize different aspects of compensation and benefits, such as retirement plans or stability, contributing to variations in job satisfaction (Ng et al., 2019).

Secondly, the gender comparison revealed a significant difference (p-value = 0.000), with females exhibiting higher job satisfaction than males. Gender-related differences in job satisfaction have been explored in previous research, and factors like work-life balance, job security, and advancement opportunities may contribute to such distinctions (Lyness & Thompson, 1997).

Thirdly, civil status also played a role in job satisfaction differences. The Mann-Whitney U-test showed a significant p-value of 0.000, with married employees indicating higher job satisfaction than their single counterparts. This echoes findings in the literature highlighting the potential influence of family-related responsibilities on job satisfaction, mainly regarding financial stability and benefits (Clark & Oswald, 1996).

Moreover, when considering the average family monthly income, the Mann-Whitney U-test demonstrated a significant difference (p-value = 0.000). Dispatched workers with a higher family income exhibited higher job satisfaction than those with a lower income. Financial factors have consistently been associated with job satisfaction, as employees with better compensation and benefits tend to report higher levels of job satisfaction (Judge & Bono, 2001).

Additionally, the length of service variable showed significant differences in job satisfaction (p-value = 0.000). Employees with over five (5) years of service reported higher satisfaction than those with less than five (5) years. This observation is consistent with studies indicating that as employees gain experience within an organization, they often develop a deeper understanding of the compensation structure and benefits, influencing their overall job satisfaction (Schein, 1975).

In summary, the findings from this comparative analysis align with existing literature on job satisfaction, emphasizing the multifaceted nature of employee preferences and needs. Employers should consider tailoring compensation and benefits strategies to accommodate the diverse demographic characteristics of their workforce, ultimately fostering a more satisfied and engaged employee base.

Table 6
Difference in the Level of Job Satisfaction of Dispatched Workers in a Software Company in the Area of Compensation and Benefits when grouped and compared according to the aforementioned variables

Variable	Category	N	Mean Rank	Mann Whitney U	p-value	*Sig. level*	Interpretation
Age	Younger	69	41.25	431.000	0.000		Significant
	Older	31	71.10				
Sex	Male	68	44.07	651.000	0.001		Significant
	Female	32	64.16				
Civil Status	Single	60	44.92	865.000	0.018	0.05	Significant
	Married	40	58.88				
Average Family Monthly Income	Lower	44	39.42	744.500	0.001		Significant
	Higher	56	59.21				

Table 6 illustrates substantial differences in job satisfaction among dispatched workers in a software company concerning skills training when analyzed based on demographic variables such as age, sex, civil status, average family monthly income, and length of service. The Mann-Whitney U-test results and p-values for each variable indicate the significance of these differences.

Beginning with age, the calculated Mann-Whitney U-test was 431, with a p-value of 0.000, indicating significant differences in the level of agreement among different age groups regarding skills training. The mean of older workers (35 years and above) was higher than that of younger workers, suggesting that more senior employees may value and perceive skills training more positively than their younger counterparts. It corresponds with current literature emphasizing the significance of ongoing learning and skill improvement for job advancement, particularly in older age (Cappelli & Keller, 2013).

Concerning gender, the Mann-Whitney U-test yielded a p-value of 0.001, showing significant differences in the level of agreement among male and female employees regarding skills training. The mean of females was higher than that of males, indicating that gender-related factors may influence how employees perceive and benefit from skills training opportunities. Literature supports that gender can affect learning preferences and attitudes toward training (Bilimoria & Buch, 2010).

Civil status also emerged as a significant variable, with a p-value of 0.018. The mean of married employees was higher than that of single employees, suggesting that marital status could impact how individuals engage with and perceive skills training initiatives. This finding aligns with studies indicating that married individuals may have a more substantial commitment to professional development, possibly driven by family responsibilities and long-term career goals (Greenhaus & Powell, 2006).

Examining average family monthly income, the Mann-Whitney U-test produced a p-value of 0.001, signifying significant differences in the level of agreement regarding skills training among employees with different income levels. Dispatched workers with higher family incomes reported higher job satisfaction with skills training than their lower-income counterparts. It supports existing literature emphasizing the role of financial stability in an individual's ability to engage with and benefit from training programs (De Grip & Sauermann, 2013).

Lastly, the length of service variable demonstrated significant differences, with a p-value of 0.000. Employees with over five (5) years of service indicated higher job satisfaction with skills training than those under five years. The accords with the literature demonstrating that organizational tenure favorably improves an individual's perception and utilization of training opportunities (Noe, 1986).

In summary, this comparative analysis highlights the nuanced nature of job satisfaction concerning skills training, emphasizing the influence of demographic variables. Employers should tailor training programs to accommodate employees' diverse preferences and needs, considering age, gender, marital status, income, and length of service. A strategic and personalized approach to skills development can contribute to a more satisfied and skilled workforce, ultimately benefiting the employees and the organization.

Table 7
Difference in the Level of Job Satisfaction of Dispatched Workers in a Software Company in the Area of Compensation and Benefits when grouped and compared according to the aforementioned variables

Variable	Category	N	Mean Rank	Mann Whitney U	p-value	*Sig. level*	Interpretation
Age	Younger	69	45.80	745.500	0.015		Significant
	Older	31	60.95			0.05	
Sex	Male	68	46.73	831.500	0.057		Not Significant
	Female	32	58.52				

**INTERNATIONAL MULTIDISCIPLINARY JOURNAL OF RESEARCH
FOR INNOVATION, SUSTAINABILITY, AND EXCELLENCE (IMJRISE)**
https://risejournals.org/index.php/imjrise
Volume 1, Issue no. 6 (2024)
ISSN: 3028-032X (online) | ISSN: 3028-0370 (print)

997

Civil Status	Single	60	46.14	938.500	0.065		Not Significant
	Married	40	57.04				
Average Family Monthly Income	Lower	44	43.60	928.500	0.035		Significant
	Higher	56	55.92				

Table 7 presents an analysis of demographic characteristics and offers insights into the variations in job satisfaction concerning the working environment among dispatched workers in a software company. The findings point to differing opinions depending on factors including duration of service, average family monthly income, gender, age, and civil status.

Starting with age, the Mann-Whitney U-test yielded a significant difference (p-value = 0.015), indicating significant variations in agreement regarding the working environment among different age groups. The mean satisfaction for older workers (35 years and above) was higher than that for younger workers. That aligns with existing literature suggesting that more senior employees may place greater importance on factors such as workplace ambiance and ergonomics (De Lange et al., 2009; Zacher et al., 2010).

On the gender front, the Mann-Whitney U-test produced a p-value of 0.057, more significant than the significance level of 0.05. suggests that the level of agreement among different genders regarding the working environment is the same. The null hypothesis cannot be rejected. While not statistically significant, the mean satisfaction for females was higher than that for males, possibly indicating subtle differences in how each gender perceives the working environment (Caroli & Van Reenen, 2001; Olson-Buchanan et al., 2016).

Concerning civil status, the Mann-Whitney U-test yielded a p-value of 0.065, more significant than the significance level of 0.05. This implies no significant difference in the level of agreement regarding the working environment among employees with different marital statuses. The null hypothesis cannot be rejected. Although not statistically significant, the mean satisfaction for married employees was higher than that for single employees, hinting at potential implications for workplace support and satisfaction (Grönlund, 2007; Hammer et al., 2009).

Analyzing average family monthly income, the Mann-Whitney U-test produced a significant difference (p-value = 0.035). The mean satisfaction for employees with higher family incomes was higher than that of lower-income counterparts, indicating a significant perception discrepancy. That aligns with literature suggesting that financial stability can influence individuals' perceptions of the workplace environment, with higher-income individuals potentially having more resources to create a positive work atmosphere (Clark, 2005; Deaton, 2018).

Lastly, the Mann-Whitney U-test for length of service produced a p-value of 0.11, indicating no significant difference in the level of agreement among employees with different lengths of service regarding the working environment. The null hypothesis cannot be rejected. Although not statistically significant, this result suggests that, on average, employees with varying lengths of service exhibit similar levels of satisfaction with the working environment. It may imply a consistent organizational culture or environmental conditions over time (Huselid et al., 2005; Schneider et al., 2013).

In summary, Table 8 underscores the importance of considering demographic variables when assessing job satisfaction related to the working environment. While statistically significant differences were found in some cases, the subtle variations suggest that organizations should adopt a nuanced approach to enhance the working environment, considering their workforce's diverse needs and perceptions. This tailored strategy can contribute to overall job satisfaction, employee well-being, and organizational success.

Conclusions

The study concludes that dispatched employees in the software company exhibit high levels of job satisfaction across various dimensions, including compensation and benefits, skills training, and the working environment. The positive impact is particularly pronounced regarding the working environment and skills training, highlighting the favorable influence of software industry employment on job satisfaction. This positive job satisfaction contributes to employee stability within software companies and reduces the likelihood of labor disputes. The analysis of employment satisfaction across several demographic characteristics, such as gender, age, job title, and average monthly salary, reveals a consistently high level of acceptance among respondents. Regardless of gender, age, marital status, or income level, employees in software companies demonstrated comparable levels of job satisfaction. This finding emphasizes the robustness of job satisfaction within this workforce, suggesting that various demographic factors do not significantly influence the overall positive perception of their jobs. Furthermore, the survey found no significant variance in work satisfaction concerning compensation and benefits when respondents were grouped and compared based on variables other than average monthly income. It implies a consistent level of satisfaction across various demographic categories, except for variations related to income levels. The findings underscore the importance of addressing compensation and benefits concerns associated with income disparities to ensure holistic job satisfaction among dispatched employees in the software industry. Further,

**INTERNATIONAL MULTIDISCIPLINARY JOURNAL OF RESEARCH
FOR INNOVATION, SUSTAINABILITY, AND EXCELLENCE (IMJRISE)**
https://risejournals.org/index.php/imjrise
Volume 1, Issue no. 6 (2024)
ISSN: 3028-032X (online) | ISSN: 3028-0370 (print)

998

this calls for the employers to continuously conduct evaluation of employee satisfaction, enhance training program, focus on working environment which promote collaboration in every employees, equalize compensation and benefits, support employees well-being, acknowledge customer feedback and impact to the company, plan a long-term strategic plan, and encourage leadership involvement in fostering a positive work culture.

Acknowledgment

References

Arman, A., Sohaib, O., Begum, V., & Alkharman, A. A. (2024). Impact of cultural diversity on employee performance. International Journal of Service Science, Management, Engineering and Technology, 15(1), 1–14. https://doi.org/10.4018/ijssmet.342614

Arman, A., Sohaib, O., Begum, V., & Alkharman, A. A. (2024). Impact of cultural diversity on employee performance. International Journal of Service Science, Management, Engineering and Technology, 15(1), 1–14. https://doi.org/10.4018/ijssmet.342614 Line Up, HR (2020) https://www.hrlineup.com/job-satisfaction-definition-components-types-importance/

Barden, C. (2018), The Correlation Between Employee Engagement and Job Satisfaction in the Social Security Administration. https://opus.govst.edu/cgi/viewcontent.cgi?article=1368&context=capstones

Dziuba, S. T., Ingaldi, M., & Zhuravskaya, M. (2020). Employees' Job Satisfaction and their Work Performance as Elements Influencing Work Safety. System Safety, 2(1), 18–25. https://doi.org/10.2478/czoto-2020-0003

Froese, F. J. & Xiao, S. (2012), Work values, job satisfaction and organizational commitment in China. https://www.researchgate.net/publication/233372767_Work_values_job_satisfaction_and_organizational_commitment_in_China

Hitt, M. et al (2015), International Strategy: From Local to Global Beyond https://www.researchgate.net/publication/280625154_International_Strategy_From_Local_to_Global_and_Beyond

Lei, J. et al (2019), 40 years of Technological Innovation in China: A Review of the Four- Stage Climbing Track. https://www.researchgate.net/publication/333168400_40_Years_of_Technological_Innovation_in_China_A_Review_of_the_Four-Stage_Climbing_Track

Lu, W. et al (2019), Adaptation of Compensation Practice in China: The Role of Sub-National Institutions. https://www.researchgate.net/publication/334260633_Adaptation_of_Compensation_Practice_in_China_The_Role_of_Sub-National_Institutions

Mytty, N. et al (2016), Aligning Compensation Strategy with Business Strategy. https://www.diva-portal.org/smash/get/diva2:933435/FULLTEXT01.pdf

Tiauzon, M. J., Moyani Jr, G., Bautista, M., & Maguate, G. (2023). Management Skills of Department Heads in Relation to Employees Work performance. Valley International Journal Digital Library, 5327-5334.

Zhang, Q, Y Yang, Y Qi and J Lei (2018). Science-based innovation in China: A case study of Artemisinin from laboratory to the market. Journal of Industrial Integration and Management 3(2), 1850011

Zhenjing, G., Chupradit, S., Ku, K. Y., Nassani, A. A., & Haffar, M. (2022). Impact of Employees' workplace environment on Employees' performance: A Multi-Mediation Model. Frontiers in Public Health, 10. https://doi.org/10.3389/fpubh.2022.890400