

THE SATISFACTION FACTOR IN KSA, COMPANIES

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Abstract

Human development that occurred in the past century, especially in the field of technology and culture, led to the emergence of personal needs and desires, which led to the emergence of countless problems if there was no evaluation, study and successful solutions to them.

Often the problem is considered negative and it is a questionable issue. Despite this traditional view of the problem, it also has its positive aspects as it can be seen as a positive thing in the event that it represents an opportunity for creativity, enlightenment and improvement, and the modification of non-good conditions to better conditions. To consider the problem as an opportunity to address the deficit and to place the position of sufficiency and the ability to work, and accordingly it can be said that the problem is a question or sacrifice revolving around doubt or unease that is intended to be freed from it and it is a question posed for discussion with the aim of reaching creative solutions such as the problem is defined as a deviation or imbalance. The difference between what is and what should be, given that the problem is an undesirable outcome (Jubouri, 2016).

Keyword: Employee job satisfaction, Employee engagement, Employee communication, Top management support, Employee performance

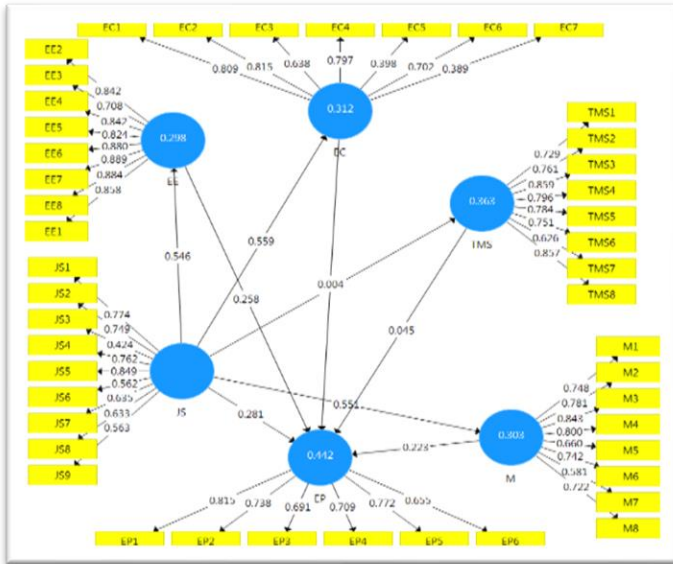
1. RESEARCH'S ACKGROUND

The companies of the people: this is about personal consideration of the people, and it especially consists of individual who inform another steadily and have good confidence. Money companies: this is based on the financial consideration, whereby the main discernment of these companies is the money as well as their

partners. In case of their figure and inclination, the companies (individual, funds) are divided into:
Solidarity: this consists of two or more partners who use their funds to pay debt based on the agreement. Modest commendation: this entails two partners whereby one partner will provide at least a joint and liable partner that will be responsible for the company's fund and the other partner will make sure there is a trustee partner responsible for the company's debts to the extent of its share in the capital. Joint recommendation: this is a partnership between two individuals in order to make profits and share risks. Contribution: a company whose investments are divided into equal value. The number of associates can be more than five.

The pilot test for scale reliability test

Variables	Number of Items	Alpha (a)
Job satisfaction	8	0.797
Employee' Engagement	8	0.892
Employee communication	7	0.787
Top management support	8	0.776
Motivation	8	0.812
Employee Performance	6	0.759



1.1. Missing Data

Examining missing data is very crucial as it might reduce the sample size available for analysis. This might invariably have effect on the generalization of the result of the study. Further, a number of studies have shown that missing data is an issue that has to be curtailed by researchers, failure to which has the capability of negatively affecting the results of any empirical research. In view of the negative effects of missing data in analysis, in this survey a preventive measure was taken from the coding in an attempt to reduce their occurrences, the incomplete data was eliminated.

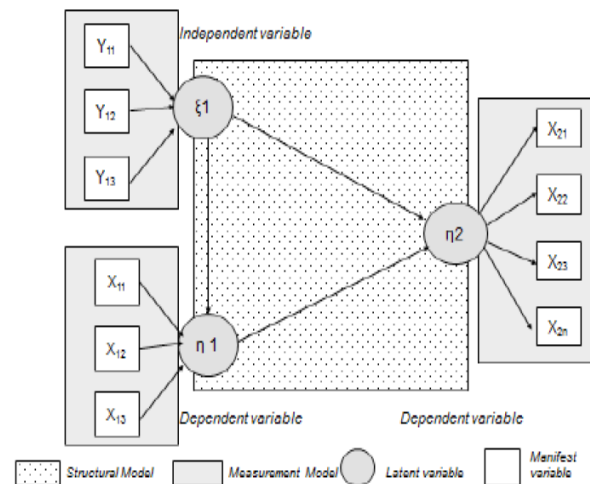
1.2. Assessment of Outliers

This is another method of data screening which is assessment of outliers in the data set. An outlier is an outrageous data that is differ apart from other set of data set. As stated early in the literature review, different techniques of detecting outliers has been mentioned among which is the use of box plot and grouping of data points based on the observed which is called mahalanobis distance (D2) and based on the study observed expected value. Another method is a graphical method, using box plot to detect the outliers. This study used the box plot method and it shows that there are no outliers in the data set.

2. REGRESSION ANALYSIS

2.1. Evaluation of the Model Quality for PLS-SEM

In executing data analysis, SmartPLS software package, Version 3.0 M3 (Ringle, Wende, & Will, 2005) was used. According to Henseler et al. (2009), the usage of SmartPLS software is popular in marketing and management science researches. As explained by Hair et al. (2011) and Valerie (2012), usually, a PLS model is analysed and construed in two stages. During the first stage, test is performed on the measurement model (outer model) to determine its validity and reliability. Then, employing the confirmatory factor analysis (CFA), the properties of measurement of multi-item constructs (convergent validity, discriminant validity, and reliability) are examined. During the second stage, analysis is performed on the structural model. This is done by evaluating R square, effect size, the model's predictive relevance, Goodness of fit, and path coefficient through bootstrapping, to test the hypotheses formulated in the study. The illustration of the two stages is shown in below.



Measurement Model and Structural Model Source:

2.2. Convergent Validity

When the variables of interest in any analysis shows a high percentage of equal variance and also the goodness of the variable is check using factor loading. When constructing loading, any variable that the value

is not up to 0.7 is removed and also for any value gotten for convergent validity must be greater than 0.5.

2.3. Discriminant Validity

According to Hair et al. (2006), it can be referring to a situation whereby when comparing the result gotten from latent construct with other latent construct, it will be totally different. For grading according to Hair et al.'s (2006), he proposed that a strategy for comparing the value of each construct with the corresponding (SIC) square. And also, if the average variance value is more than the square inter construct it helps in constructing discriminants validity.

3. PLS-SEM MEASUREMENT MODEL

In the context of PLS-SEM, there are four stages for assessment of the measurement models (Hair, Hult, Ringle, & Sarstedt 2013). The stages include: assessment of indicator reliability with the utilisation of indicator loadings of .70, valuation of ICR with the utilisation of composite reliability of .70 and greater, assessment of convergent validity with the utilisation of Average Variance Extracted (AVE) of .50 and greater, and assessment of discriminant validity where the square root of AVE of each latent construct should be greater than its correlation with any other construct found in the PLS-SEM model employed in the study. As can be seen, the first two stages of assessment are linked to the reliability issue while the remaining two stages are associated with the issue of validity.

3.1. Indicator Reliability (Loadings)

Valerie (2012) stated that the common practice amongst researchers to use the informal rule of correlation coefficient (or loadings) higher than .70, denoting that the variance shared between the construct and its measure is higher than the variance's error. Thus, more than half of the variance in the observed variable is explained by its construct. For correlation that is lower than .70, the interpretation of the outcome must be done cautiously. According to the author, low correlation may be caused by: item that has been poorly formulated (low reliability), the inclusion of inappropriate item (low content validity), or an incorrect item transfer from one context to another context.

Considering the highlights above, this study has chosen to use a cut-off value of .70 for factor loadings as significant. In view of that, 8 items were removed due to low factor loadings.

3.2. Internal Consistence Reliability (Composite Reliability)

In a study of Sekaran (2010) and Bougie in their study, includes the assessment on how items of a given construct in a given instrument unfailingly measure what they are supposed to measure. The internal consistency reliability assessment is made possible using two main statistics: composite reliability and Cronbach's Alpha. For PLS-SEM user however, composite reliability is regarded to be more powerful for this purpose (Hair, et al 2013) and its threshold value as proposed by Hair et al. (2011) and Valerie (2012) is 0.70. Since PLS-SEM has been chosen in this study, in testing for the internal consistency reliability, composite reliability test will be used.

3.3. Convergent Validity (AVE)

Peter (1981) mentioned that convergent validity is grounded on the correlation between responses obtained using diverse assessment methods for a given construct. Relevantly, Hair et al. (2010) proposed the utilisation of AVE for convergence validity assessment. AVE measures the variance captured by the indicators corresponding to measurement error, and as indicated by the table 3.8 show all variable greater than, 0.5. According to Nunnally (1978) and Hair et al. (1992) factor analysis should be more than 0.5, the researcher should extract items that possess value of measure of sampling adequacy (MSA) that is smaller than 0.50 in the matrix of anti-image which entails the negative values of partial correlation coefficients. A factor model with small off-diagonal elements is considered ideal. Meanwhile the diagonal of the anti-image correlation matrix denotes a measure of sampling adequacy for a variable. Here, to be acceptable, the value has to be greater than 0.5

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