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STUDY ON EXPLORING ASE EMPLOYEES JOB SATISFACTION**CHENG-WEN LEE****PROFESSOR****DEPARTMENT OF INTERNATIONAL BUSINESS****CHUNG YUAN CHRISTIAN UNIVERSITY****TAIWAN** **TSAI-LUN CHO****RESEARCH SCHOLAR (Ph. D.)****COLLEGE OF BUSINESS****CHUNG YUAN CHRISTIAN UNIVERSITY****TAIWAN****ABSTRACT**

The purpose of this study is deeply exploring ASE staff's evaluation of job satisfaction, and to find the root cause. We hope this case study, help companies to treat their employees fairly. As people are company's most important assets. The motivation of the study is due to the ASE sewage case, The Government issued to stop work several times started some rumors in the newspaper, such as employees may take unpaid leave, thus this sparked the idea of this study. Raw data is taken from "http://ibeejobs.com". The data is collected to explore ASE employee's job satisfaction in the company. We found 10 different evaluation items: Company prospects, Evaluation of management, Promotion opportunities, Communication channels, Pay Benefits, Employee morale, Perfect system specification, Balance work and private life, Mutual respect for cultural equality, "Environmental facilities" and 6 open questions and answers via ibee's website. The results showed overall satisfaction rate was 4.70, and the results also showed that the highest satisfaction is for "Company prospects", "Perfect system specification" and "Environmental Facilities" at Overall satisfaction items. Lowest satisfaction was seen for "Employee Morale" at overall satisfaction items. Finally, we will analyze Job title, by dividing into three classes: the first class is "Non-management positions" and "Management positions", the second class is "Direct staff" and "Indirect staff", the third class is "Non-support staff" and "Support staff". Then, the individual class will be independently -Sampled for T Test, to see whether job satisfaction among each given class is different or not.

KEYWORDS

Job satisfaction, Independent-Sample T Test

1. INTRODUCTION

Due to ASE sewage case, Government issued to stop work several times, employees may take unpaid leave by 2013/12/13 as per apple daily newspaper report; and this sparked the idea of this study. The purpose of this study is to deeply explore ASE staff's evaluation of job satisfaction and to find the root cause. The past literature said that job satisfaction depends on certain main factors: job itself, job environment, organizational characteristics, and social dimension (Lee et al 2012). Also Khalid I. Alshetri, (2013) has explored the factors that affect overall job satisfaction and intentions to stay and found that salary has direct effect and indirect effect on the intentions to stay through overall job satisfaction. Promotion, co-workers, and nature of work have direct effects. Thus, employee turnover has become an critical issue for HR practitioners and managers as it does not only affects other employees' level of satisfaction, but also affects organizational performance (Muhammad et al 2014). Ultimately we hope that this case study, prompts companies to treat their employees well. As people are company's most important assets. This study uses different position titles, to analysis "Non-management positions" or "Management positions", "Direct staff" or "Indirect staff", "Non-support staff" or "Support staff". Finally, we see if the satisfaction among each class is different or not.

2. REVIEW OF LITERATURE

This study has collected data to explore ASE employees in the company's job satisfaction. Related literature mentions that employees' cognition of corporate social responsibility in the aspect of customers and employees might have significantly positive effect on job satisfaction through the mediating effect of organizational identity (Yang, 2014). According to ibee's website job satisfaction is been divided into 10 different evaluation items: Company prospects, Evaluation of management, Promotion opportunities, Communication channels, Pay Benefits, Employee morale, Perfect system specification, Balance work and private life, Mutual respect for cultural equality, Environmental facilities.

Most of the past literature has also discussed job satisfaction of main factors: job itself (job motivation, job characteristic, authority, and responsibility), job environment (working condition, supervision, and coworkers), organizational characteristics (wage and employment stability, promotion, and organizational policy), and social dimension (occupational prestige, organizational reputation, and corporate social responsibility) (Lee et al 2012).

Due to leadership behavior was significantly (positively) correlated with job satisfaction (Tsai, 2011), the way manager communicates affects staffs communication satisfaction level (Chen, 2009); Thus manager should always encourage and reinforce positive performance of employees which will enhance job satisfaction of frontline workers in order to consolidate the sustainable development of the brand image (Chung, 2011). Also, JENN Tang (2013) study found that corporate employees enjoy using networks as a channel for coordination similarly Sussanna et al, (2014) pointed that reduced stress and increased employee wellbeing are outcomes of the work-life balance.

Related literature also talks about job satisfaction and positions titles, Chief Managers, compared to assistants, designers, and managers, have higher degree of sense of achievement, showing that nurturing talents in the business is critically important for operation of the an enterprise (Chan et al. 2014). Another study of Lin (2011) shows that service personnel of hotel and tourism industry through the implementation of ethical programs, generated influence upon cognition of corporate social responsibility, and it further affected work satisfaction of service and sense of commitment towards the organization.

3. RESEARCH METHODOLOGY**3.1 DATA SOURCE**

Raw data is been taken from "http://ibeejobs.com". We choose ASE Inc. and took a total sample of 85 informants during the period of 9/20/2009 to 6/1/2015. Since the raw data is of anonymous employees thus it will be considered as the real job evaluation.

3.2 METHODOLOGY

"http://ibeejobs.com" is used for measuring the job satisfaction and salary. Anonymous informant in job satisfaction, will be published 10 different evaluation items: Company prospects, Evaluation of management, Promotion opportunities, Communication channels, Pay Benefits, Employee morale, Perfect system specification, Balance work and private life, Mutual respect for cultural equality, Environmental facilities. For each item, the responses were recorded on a 10-point Likert scale ranging from 1 (strongly dissatisfied) to 10 (strongly satisfied).

In addition, 6 open questions and answers were used so that we can understand the views of the staff. Informant's Job title was divided into three classes: the first class is "Non-management positions" and "Management positions", The second class is "Direct staff" and "Indirect staff ", the third class is" Non-support staff "and" Support staff ". Then, the individual class will be Independent-sample T Test, in order to compare the means of two independent groups so as to determine whether there is statistical evidence associated with population means which will mean they are significantly different.

3.3 RELIABILITY AND VALIDITY

In order to check the reliability and validity of raw data, the responses were received from the 85 Informants, in order to check the reliability of the questionnaire the correlation between the items of the various dimensions was calculated by using SPSS version 22. We get the Cronbach's alpha coefficient for all satisfaction is 0.926. Cronbach's alpha greater than 0.7, that indicates a very good internal reliability, based on average inter-item correlation.

4. EMPIRICAL RESULT

4.1 DESCRIPTIVE STATISTICS

The descriptive statistic used in this paper are shown in Table (1). Descriptive statistics within all samples (85 count) showed that most of the informants, according to the item satisfaction (Mean) and sorting, found that Company prospects (6.188) > Perfect system specification (5.247) > Environmental facilities (5.094) > Pay Benefits (4.718) > Evaluation of management (4.518) > Mutual respect for cultural equality (4.376) > Communication channels (4.329) > Promotion opportunities (4.259) > Balance work and private life (4.176) > Employee morale (4.165).

TABLE 1: DESCRIPTIVE STATISTICS

Job satisfaction	N	Mean	Standard Error
Company prospects	85	6.188	0.244
Evaluation of management	85	4.518	0.225
Promotion opportunities	85	4.259	0.228
Communication channels	85	4.329	0.233
Pay Benefits	85	4.718	0.236
Employee morale	85	4.165	0.214
Perfect system specification	85	5.247	0.257
Balance work and private life	85	4.176	0.253
Mutual respect for cultural equality	85	4.376	0.264
Environmental facilities	85	5.094	0.227

4.2 CORRELATION MATRIX

Correlation Analysis of all items is shown in Table (2) which reveals that all items were positively associated and significance was found to be at 1% levels. Items names are as follows: (1).Company prospects, (2).Evaluation of management, (3).Promotion opportunities, (4).Communication channels, (5).Pay benefits, (6).Employee morale, (7).Perfect system specification, (8).Balance work and life, (9).Mutual respect for cultural equality, (10).Environmental facilities.

TABLE 2: CORRELATIONS MATRIX AMONG VARIOUS ITEMS

Items	1	2	3	4	5	6	7	8	9	10
1	1.000									
2	.586***	1.000								
3	.511***	.707***	1.000							
4	.482***	.781***	.808***	1.000						
5	.634***	.511***	.566***	.453***	1.000					
6	.530***	.751***	.649***	.749***	.603***	1.000				
7	.507***	.536***	.454***	.570***	.637***	.649***	1.000			
8	.277***	.443***	.423***	.545***	.399***	.615***	.629***	1.000		
9	.389***	.574***	.505***	.597***	.434***	.637***	.654***	.541***	1.000	
10	.519***	.460***	.349***	.452***	.565***	.631***	.764***	.529***	.683***	1.000

Notes: *, **, and *** denote significance at 10%, 5% and 1% levels, respectively.

4.3 INDEPENDENT-SAMPLE T TEST

The group statistic used in "Non-management and Management" are shown in Table (3). Management sample is shown in 10 informants. Non-management is 75 informants. "Company prospects, Pay Benefits, Perfect system specification, Balance work and life, Environmental facilities" 5 items satisfaction results are as follows "Management positions" was found to be greater than "Non-management positions". Then, "Evaluation of management, Promotion opportunities, Communication channels, Employee morale, Mutual respect for cultural equality" 5 items satisfaction results are as follows "Non-management positions" was found to be greater than "Management positions". If satisfaction is in accordance with the company's prospects than non-management positions are good, it is 7.00, indicating that the company's executives are more optimistic about the prospects and generally considered that ASE is the world's largest semiconductor packaging plant, work is relatively stable. Treatment of welfare lies under satisfaction than non-management positions is good; it is 6.50, indicating that management on salary feel good. "Improve the system specification" lies under satisfaction than non-management positions are good, which is 6.40, indicating that executives to improve the system specification are more satisfied, but still there are still some problems.

TABLE 3: STATISTICS ON NON-MANAGEMENT AND MANAGEMENT

Management positions		N	Mean	Std. Deviation
Company prospects	Non-management	75	6.08	2.288
	Management	10	7.00	1.826
Evaluation of management	Non-management	75	4.60	2.060
	Management	10	3.90	2.183
Promotion opportunities	Non-management	75	4.32	2.106
	Management	10	3.80	2.098
Communication channels	Non-management	75	4.40	2.181
	Management	10	3.80	1.932
Pay benefits	Non-management	75	4.48	2.152
	Management	10	6.50	1.434
Employee morale	Non-management	75	4.20	2.000
	Management	10	3.90	1.792
Perfect system specification	Non-management	75	5.09	2.372
	Management	10	6.40	2.119
Balance work and life	Non-management	75	4.15	2.329
	Management	10	4.40	2.503
Mutual respect for cultural equality	Non-management	75	4.43	2.406
	Management	10	4.00	2.749
Environmental facilities	Non-management	75	4.99	2.134
	Management	10	5.90	1.663

In items, Pay benefits associated p value is less than 0.05 (2-tailed test). Thus we can say that the null hypothesis mean satisfaction for "Non-management and Management" are the same and conclude that there is a significant difference in mean satisfaction for "Non-management and Management". We will use 0.05 as our threshold for significance: p value that is larger than 0.05 fails to reject the null hypothesis, while p value that is equal to or smaller than 0.05 rejects the null hypothesis and accepts the alternative hypothesis. In Non-management and Management, all items p > 0.05, so we do not reject the null hypothesis that the population variances are equal.

TABLE 4: SHOWS RESULTS OF T TEST APPLIED ON NON-MANAGEMENT AND MANAGEMENT

		Levene's Test		Levene's Test for Equality of Variances						
		F	Sig.	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval	
									Lower	Upper
Company prospects	Equal variances assumed	.238	.627	-1.218	83	.227	-.920	.755	-2.422	.582
	not assumed			-1.449	13.095	.171	-.920	.635	-2.291	.451
Evaluation of management	Equal variances assumed	.001	.975	1.003	83	.319	.700	.698	-.688	2.088
	not assumed			.959	11.244	.358	.700	.730	-.903	2.303
Promotion opportunities	Equal variances assumed	.160	.690	.734	83	.465	.520	.709	-.890	1.930
	not assumed			.736	11.557	.476	.520	.707	-1.026	2.066
Communication channels	Equal variances assumed	.945	.334	.827	83	.411	.600	.726	-.843	2.043
	not assumed			.908	12.275	.381	.600	.661	-.836	2.036
Pay benefits	Equal variances assumed	3.258	.075	-2.876	83	.005	-2.020	.702	-3.417	-.623
	not assumed			-3.907	15.054	.001	-2.020	.517	-3.122	-.918
Employee morale	Equal variances assumed	.473	.493	.450	83	.654	.300	.666	-1.025	1.625
	not assumed			.490	12.197	.633	.300	.612	-1.031	1.631
Perfect system specification	Equal variances assumed	.207	.650	-1.655	83	.102	-1.307	.790	-2.877	.264
	not assumed			-1.805	12.218	.096	-1.307	.724	-2.881	.267
Balance work and life	Equal variances assumed	.240	.626	-.320	83	.749	-.253	.791	-1.826	1.319
	not assumed			-.303	11.179	.767	-.253	.836	-2.090	1.583
Mutual respect for cultural equality	Equal variances assumed	.277	.600	.518	83	.606	.427	.823	-1.211	2.064
	not assumed			.468	10.919	.649	.427	.913	-1.584	2.437
Environmental facilities	Equal variances assumed	.802	.373	-1.299	83	.197	-.913	.703	-2.311	.485
	not assumed			-1.572	13.306	.139	-.913	.581	-2.165	.339

The descriptive statistic used in "Direct and Indirect staff" are shown in Table (5). Operator and Equipment Engineer composition direct staff (26), other indirect staff (59). "Company prospects, Pay Benefits" 2 items satisfaction results are as follows "Direct staff" is greater than "Indirect staff". Then "Evaluation of management, Promotion opportunities, Communication channels, Employee morale, Perfect system specification, Balance work and life, Mutual respect for cultural equality, Environmental facilities" 8 items satisfaction results are as follows "Indirect staff" is greater than "Direct staff". Direct staff satisfaction with the company's prospects is 6.54, higher than the indirect personnel, who generally believe that the company is useful for the higher development, is the largest technology co. for production will continue to rise. The treatment of welfare satisfaction is 5.15, higher than the indirect personnel, since dirt staff can do overtime and gain a real salary with a lot of overtime opportunities and can save money in short-time, should provide free meals. Direct staff also proposed the company for indirect personnel, if it is too justified then, ignoring junior officer's recommendations, and indirect personnel agrees that the sector has a good atmosphere.

TABLE 5: STATISTICS ON DIRECT AND INDIRECTCT STAFF

Direct staff		N	Mean	Std. Deviation
Company prospects	Direct	26	6.54	1.529
	Indirect	59	6.03	2.498
Evaluation of management	Direct	26	4.15	1.690
	Indirect	59	4.68	2.216
Promotion opportunities	Direct	26	3.92	1.671
	Indirect	59	4.41	2.260
Communication channels	Direct	26	3.58	1.793
	Indirect	59	4.66	2.225
Pay benefits	Direct	26	5.15	1.891
	Indirect	59	4.53	2.277
Employee morale	Direct	26	3.85	1.592
	Indirect	59	4.31	2.111
Perfect system specification	Direct	26	4.77	2.215
	Indirect	59	5.46	2.423
Balance work and life	Direct	26	3.92	2.365
	Indirect	59	4.29	2.335
Mutual respect for cultural equality	Direct	26	3.69	1.738
	Indirect	59	4.68	2.642
Environmental facilities	Direct	26	5.19	1.625
	Indirect	59	5.05	2.285

In items of communication channels, the associated p value is less than 0.05 (2-tailed test). Thus, we can say that according to the null hypothesis mean satisfaction for direct and indirect staff are the same and conclude that there is a significant difference in mean satisfaction for Direct and Indirect staff. We will use 0.05 as our threshold for significance: a p value that is larger than 0.05 fails to reject the null hypothesis, while a p value that is equal to or smaller than 0.05 rejects the null hypothesis and accepts the alternative hypothesis. In Direct, Indirect (Pay benefits, Employee morale, Perfect system specification , Balance work and life, Environmental facilities) 5 items have p >0.05, so we do not reject the null hypothesis that the population variances are equal.

TABLE 6: SHOWS RESULTS OF T TEST APPLIED ON DIRECT AND INDIRECTCT STAFF

		Levene's Test		Levene's Test for Equality of Variances						
		F	Sig.	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval	
									Lower	Upper
Company prospects	Equal variances assumed	7.503	.008	.952	83	.344	.505	.530	-.549	1.558
	not assumed			1.141	74.163	.258	.505	.442	-.377	1.386
Evaluation of management	Equal variances assumed	4.036	.048	-1.075	83	.286	-.524	.488	-1.494	.446
	not assumed			-1.193	61.929	.237	-.524	.439	-1.402	.354
Promotion opportunities	Equal variances assumed	5.300	.024	-.978	83	.331	-.484	.494	-1.467	.500
	not assumed			-1.098	63.689	.276	-.484	.440	-1.364	.396
Communication channels	Equal variances assumed	4.432	.038	-2.188	83	.031	-1.084	.495	-2.069	-.099
	not assumed			-2.380	58.793	.021	-1.084	.456	-1.996	-.172
Pay benefits	Equal variances assumed	2.803	.098	1.231	83	.222	.628	.510	-.387	1.643
	not assumed			1.324	57.108	.191	.628	.475	-.322	1.579
Employee morale	Equal variances assumed	2.645	.108	-.990	83	.325	-.459	.464	-1.381	.463
	not assumed			-1.103	62.556	.274	-.459	.416	-1.290	.372
Perfect system specification	Equal variances assumed	1.797	.184	-1.238	83	.219	-.688	.556	-1.795	.418
	not assumed			-1.282	52.094	.205	-.688	.537	-1.766	.389
Balance work and life	Equal variances assumed	.160	.690	-.662	83	.510	-.365	.552	-1.462	.732
	not assumed			-.658	47.316	.514	-.365	.555	-1.480	.750
Mutual respect for cultural equality	Equal variances assumed	6.015	.016	-1.740	83	.085	-.986	.566	-2.112	.141
	not assumed			-2.035	70.376	.046	-.986	.484	-1.951	-.020
Environmental facilities	Equal variances assumed	3.633	.060	.285	83	.776	.141	.496	-.846	1.128
	not assumed			.324	65.953	.747	.141	.436	-.729	1.012

The descriptive statistic used in "Non-support and Support" are shown in Table (7). Sales, human resources, research, finance, time workers or assistants of composition support staff (19), other non-support staff (66). "Mutual respect for cultural equality, Environmental Facilities" 2 items satisfaction results are "Support staff" greater than "Non-support staff". Then "Company prospects, Evaluation of management, Promotion opportunities, Communication channels, Pay benefits, Employee morale, Perfect system specification, Balance work and life" 8 items satisfaction results are "Non-support staff" greater than "Support staff".

For non-support staff, only the company's prospects satisfaction is greater than support staff, represents non-support staff have a lot of bad history. For example lot of overtime, the new staff leave rates too high. They sincerely hope that the seniors in company make money by allocating more funds to the underlying welfare. Support staff's "Culture of equality and mutual satisfaction" was 4.47 higher than the non-support staff, but they expressed that they having a good boss is very important. Support staff's environmental facilities satisfaction than non-support staff high value is 5.37. But support staff said "an environment has two aspects", part of support staffs always is concerned, so it has high pressure, but the other part of them have less pressure.

TABLE 7: STATISTICS ON NON-SUPPORT AND SUPPORT

Support staff		N	Mean	Std. Deviation
Company prospects	Non-support	66	6.38	2.081
	Support	19	5.53	2.716
Evaluation of management	Non-support	66	4.55	1.955
	Support	19	4.42	2.501
Promotion opportunities	Non-support	66	4.44	2.032
	Support	19	3.63	2.266
Communication channels	Non-support	66	4.33	2.018
	Support	19	4.32	2.626
Pay benefits	Non-support	66	5.06	2.111
	Support	19	3.53	2.010
Employee morale	Non-support	66	4.18	1.718
	Support	19	4.11	2.726
Perfect system specification	Non-support	66	5.38	2.238
	Support	19	4.79	2.800
Balance work and life	Non-support	66	4.21	2.264
	Support	19	4.05	2.635
Mutual respect for cultural equality	Non-support	66	4.35	2.138
	Support	19	4.47	3.339
Environmental facilities	Non-support	66	5.02	1.957
	Support	19	5.37	2.565

In items, Pay benefits, that are associated there p value is less than 0.05 (2-tailed test). Thus, we can say that the null hypothesis the mean satisfaction for Non-support and Support staff are the same and conclude that there is a significant difference in mean satisfaction for non-support and support staff. We will use 0.05 as our threshold for significance: a p value that is larger than 0.05 fails to reject the null hypothesis, while a p value that is equal to or smaller than 0.05 rejects the null hypothesis and accepts the alternative hypothesis. In Non-support and Support staff, (Communication channels, Employee morale, Mutual respect for cultural equality) 3 items $p < 0.05$, so we reject the null hypothesis that the population variances are equal.

TABLE 8: SHOWS RESULTS OF T TEST APPLIED ON NON-SUPPORT AND SUPPORT

		Levene's Test		Levene's Test for Equality of Variances						
		F	Sig.	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval	
								Lower		Upper
Company prospects	Equal variances assumed	2.863	.094	1.466	83	.147	.852	.582	-.304	2.009
	not assumed			1.266	24.408	.218	.852	.674	-.537	2.241
Evaluation of management	Equal variances assumed	2.478	.119	.229	83	.819	.124	.543	-.956	1.204
	not assumed			.200	24.674	.843	.124	.622	-1.158	1.407
Promotion opportunities	Equal variances assumed	.926	.339	1.488	83	.140	.808	.543	-.272	1.887
	not assumed			1.400	26.895	.173	.808	.577	-.376	1.992
Communication channels	Equal variances assumed	4.213	.043	.031	83	.975	.018	.563	-1.103	1.138
	not assumed			.027	24.445	.979	.018	.652	-1.326	1.361
Pay benefits	Equal variances assumed	.086	.771	2.820	83	.006	1.534	.544	.452	2.616
	not assumed			2.898	30.399	.007	1.534	.529	.454	2.615
Employee morale	Equal variances assumed	11.620	.001	.148	83	.882	.077	.516	-.949	1.102
	not assumed			.116	22.269	.909	.077	.660	-1.292	1.445
Perfect system specification	Equal variances assumed	3.043	.085	.955	83	.343	.589	.617	-.639	1.817
	not assumed			.843	24.993	.407	.589	.699	-.850	2.029
Balance work and life	Equal variances assumed	1.652	.202	.261	83	.795	.159	.612	-1.057	1.376
	not assumed			.240	26.135	.812	.159	.666	-1.208	1.527
Mutual respect for cultural equality	Equal variances assumed	16.126	.000	-.196	83	.845	-.125	.638	-1.393	1.143
	not assumed			-.155	22.410	.879	-.125	.810	-1.803	1.553
Environmental facilities	Equal variances assumed	3.051	.084	-.645	83	.521	-.353	.548	-1.443	.736
	not assumed			-.556	24.350	.584	-.353	.636	-1.665	.958

5. CONCLUSION

The study reports an exploratory ASE employees in the company's job satisfaction, and investigation of job satisfaction evaluation. From 10 different evaluation items, every item's highest score is ten, we gain the results, and all items are evaluated in, neither good nor bad positions. The highest satisfaction of all items is "Company prospects-6.19", "Perfect system specification-5.25" and "Environmental Facilities-5.09". Lowest satisfaction is "employee morale-4.16". From 6 open questions and answers, we can see the reason which is responsible for difference in the level of the satisfaction.

"Company prospects" is the world's largest semiconductor packaging factory, as for future development work is relatively stable. "Perfect system specification" is not fair because it was following some unlisted rules. For example oppressing subordinates to do unreasonable things. For "Environmental Facilities" the lack of humanity and impersonal environment. "Employee Morale" having a nice manager, can improve the department morale.

"Company prospects", "Pay Benefits", "Perfect system specification", "Balance work and life", "Environmental facilities" 5 items satisfaction results are "Management positions" greater than "Non-management positions". "Company prospects", "Pay Benefits" 2 items satisfaction results are "Direct staff" greater than "Indirect staff". "Mutual respect for cultural equality", "Environmental Facilities" 2 items satisfaction results are "Support staff" greater than "Non-support staff".

By t test, we gain result that "Pay Benefits", there is a significant difference in mean satisfaction at "management positions vs Non-management positions" and "Support staff vs Non-support staff" are significant. For Communication channels, there is a significant difference in mean satisfaction between "Direct staff and Indirect staff". We sincerely hope that the above conclusions, provides enterprise a good reference for providing a better job satisfaction.

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