

# Effect of Job Stress, Benefits and Salary on Employee Job Satisfaction Based on Mediating and Moderating Role of Work Environment and Leadership: Evidence from Telecom Sector

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## ABSTRACT

The study aimed to explore the mediating role of work environment with employee job satisfaction, job stress and benefits and salary, to investigate the moderating effects of leadership between work environment and employee job satisfaction. The quantitative and inductive approach was used to collect data for 515 employees. The data was collected through a field survey with a closed-ended questionnaire methodology. The Smart-Partial Least Square (PLS-3.0) was used to analyze structural equation modeling (SEM) for studied variables. Furthermore, findings proved that there is a positive relationship between benefits and salary with employee job satisfaction. The work environment mediates the relationship between Benefits & salary and employee job satisfaction. Here, leadership moderates between work environment and employees' job satisfaction. The job stress has a relationship between employee job satisfaction, whereas, the work environment has a positive effect on job stress. This study assists the executive bodies of the telecommunication sector, how to reduce job stress and raise the level of job satisfaction among employees.

**Keywords--** Employee Job Satisfaction, Job Stress, Benefits and Salary, Work Environment, Leadership

## I. INTRODUCTION

Nowadays, small-medium enterprises are struggling to become market leaders in their respective fields and try to maintain their growth. The market growth and situation is not only affecting the organizations but also stakeholders and employees (Borgwardt et al., 2019; Karimi, 2019). The employees with job stress found themselves in a pressured work environment (Borgwardt et al., 2019). Previous studies argued that inoperable pressure by the management leads the employees to job stress (Inamdar, 2019). Many researchers, studied job stress, job satisfaction, and turnover intention of the employees in an organization (Chhabra, 2016). Few of the researchers studied on ethnicity, job category, dispositional resilience,

and instrumental support of employees in a firm (McVeigh et al., 2019). The researcher Wolfe and Patel (2019), argued that much involvement of higher management in employees work practices, work-life balance with job (Holland, Tham, Sheehan, & Cooper, 2019), social support, organizational commitment, employment arrangement, workers health (Granziera & Perera, 2019; Lambert, Qureshi, Frank, Klahm, & Smith, 2018; Ray, Tat'Yana, & Pana-Cryan, 2017; Tongchaiprasit & Ariyabuddhiphongs, 2016; Won & Chang, 2019) effects the employees' job satisfaction.

Sengupta (2017) Concluded that the telecom sector is having tariff war across the world. Due to high fluctuation in the market, companies and employees are getting growth and job stress. The telecommunication sector is much effective due to market fluctuation, recently India is facing issues with the declining revenue of 40% in 2016–2017 (Arifeen, 2018). The psychiatrist, Harish Shetty from India argued that “I receive eight to ten patients a month and minimum three from telecom sector”, and mostly I received patients from information technology and telecom sector with depression and anxiety. Most of the studies describe job stress as the main factor for the loss of the telecommunication sector (Mansoor, Fida, Nasir, & Ahmad, 2011; Memon, Ting, Salleh, Ali, & Yacob, 2016).

In the telecom sector of Pakistan, 161 million subscribers with tele density of 76.76%, the users 68 million are having 3G/4G with 32.36% penetration rate. The FDI awarded to telecom sector for the increase of 288.49 to 488.75 million in 2017–2018. The telecommunication Jazz Company is working as a market leader with 36.87% market share, Telenor with 27.65% of shares, Zong 21.44%, and Ufone 14.04% as per the information of Pakistan Telecommunication Authority 2019. In two quarters of the financial year 2017–2018, the revenue of the telecom industry hit 235.5 billion, and 78.62 billion contributions recorded in terms of “taxes, regulatory fees, initial and annual license charges, activation tax and other charges as per the economic survey” (Farooq, 2018). While from July 2014–June 2017 telecom sector

contributed \$ 4.42 billion to the national treasure (Jabri, 2018). Globally in 2016, mobile phone companies and service operator centers contributed 4.4% to GDP—equivalent to approximately \$3.3 trillion of economic value.

## II. LITERATURE REVIEW

### 2.1. Job Stress

Selye (1964) defined stress as “an individual’s material and emotional reaction, into potential threatening aspects of the environment”. The job stress is defined as the “situation of an individual due to job issues, force an individual to alter, modify or revolutionize his/her mental and emotional state in such a manner that the individual deviates from normal working behavior to the worst” (Beehr & Newman, 1978). The researcher Cullen, Link, Wolfe & Frank (1985), defined as the “worker’s feeling of hardness, tension, anxiety, frustration and worries arising from his/her job”. Consequently, the researchers S.Lee, Yun, & Lee (2015) concluded that “employee feel job stress when he is not fit with the working environment”, that makes problem and an individual cannot perform the job effectively and efficiently. The outcome of job stress damages the psychological and physical health of an employee. According to Beehr, Jex, Stacy, & Murray (2000), the prior work on job stress has given much courtesy to the psychological consequences of “nervousness, depression, as well as job dissatisfaction, resulted in strains”. This study focuses on the relationship of the work environment and job satisfaction of an employee in the telecom sector of Pakistan.

### 2.2. Job Satisfaction

There are several kinds of research related to job satisfaction. Spector (1985) defined job satisfaction an individual who considered a job as a central part of their life to enjoy, while others consider it as a routine. It’s a collection of attitudes that employees develop in their jobs and related tasks to accomplish (C.-H. Lee & Moon, 2011). It refers to the degree that the work addresses the issues and estimation of worker and the individual’s reaction to that environment (Babalola, 2016). According to Chung, Jung & Sohn (2017), job satisfaction is a crucial construct to know about employees’ insights and how they are cured by their employers. The job satisfaction is connected to several behavioral, mental, and physical health for organizational outcomes, customer satisfaction, and productivity (Tomažević, Seljak, & Aristovnik, 2014).

### 2.3. Hypothesis Development

#### 2.3.1. Work Environment and Job Stress

The work environment influences increasing job stress with the role of ambiguity, workloads, and conflicts of interest related to the assigned work (Jin, Sun, Jiang, Wang, & Wen, 2018). The researcher defined that job stress exists when the task is not accomplished due to the non-

work environment in an organization (Quick, Macik-Frey, & Nelson, 2017). The researcher predicted job stress due to physical and irrelevant interpersonal demands regarding tasks at the workplace. The researcher argued that the work environment influenced employee mental-disorder and leads to retirement. The workplace environment is an important factor that influences on job stress negatively and positively. Job stress depends on the work environment and costs directly and indirectly to the organization. Hence, it is concluded that mismanagement by an organization creates job stress and is dangerous for the work environment.

**H1:** Work environment has a positive and significant impact on job stress

#### 2.4.2. Benefits and Salary with Work Environment

Rasheed, Humayon, Awan, and Ahmed (2016) explore the study conducted in a university which concluded that employees with less salary have much job stress with no loyalty towards institute and work environment also affect the employee job interest. Peluso, Innocenti, & Pilati (2017), the study conducted and reflected the positive relationship of compensation with the work environment which also included job satisfaction and affective commitment towards the job. Therefore, we construct the following hypothesis:

**H2:** Benefits and salary have a positive and significant impact on the work environment

#### 2.4.3. Job Stress and Job Satisfaction

Now a day, everyone is struggling to fulfill their dreams within limited resources. The entrepreneurs are facing many difficulties due to a lack of resources, an increase in competition and continuous change in the internal and external environment. This situation pushes the organization to perform more, whereas, firms demand more work and more work from their employees, which creates job stress on employees affecting job satisfaction in an organization. Khalatbari, Ghorbanshiroudi, and Firouzbaksh (2013) explored through the research with the sample size of 160 employees and found an association between job stress and job satisfaction.

**H3:** Job stress has a negative and significant impact on job satisfaction

#### 2.4.4. Benefits and Salary with Job Satisfaction

The research Spencer et al (2016) found that gender discrimination based on benefits and salary is highly effected on job satisfaction. Although, the research showed that female employees work equivalent to the male employee but in return, the female is unable to receive such benefits as compare to the male employee. However, there is no difference in job satisfaction levels. Peluso et al (2017) explored the approach of Salary benefits which is based on different fundamentals; basic pay, variable pay, recognition and stocks, benefits including health care, retirement plan, saving and off time benefits, training and development opportunities, career development,

performance management, succession planning, training and work environment, which includes intangibles .This research showed a positive relationship between reward system and job satisfaction, affective commitment and innovative work behavior.

**H4:** Benefits and salary have a positive significant impact on employees’ job satisfaction

**2.4.5 Work Environment and Job Satisfaction**

A place with better psychological and physical environments prospects to work-life brings loyalty with the work, organization, and quality of performance. The study on nurses in USA explored the job satisfaction with the work environment in the era of 2005 to 2017. The researcher investigated the employees at the front line for the services and represents the company (Wei, Sewell, Woody, & Rose, 2018). Singh and Nayak (2015) Suggested, that to influence the extent of job satisfaction of employees, it is mandatory to clarify the nature of work and improve their work environment. A study of 642 employees of hotels and resorts in Indonesia found a positive association between work environment, organizational culture, leadership style, and job satisfaction. Thus, we proposed the following hypothesis.

**H5:** Work environment has a positive and significant impact on job satisfaction

**2.4.6 The Mediation Effect**

Singh and Nayak (2015) study on the police department of India revealed that a friendly working environment will improve employees' performance and decrease the level of job stress. Peluso et al (2017), study displayed the importance of perceptions of benefits and base pay on the work environment as well as its effects on job satisfaction. It is noted that the work environment can also perform the function of the mediator between the constructs. An Italian based study (De Simone, Cicotto, & Lampis, 2016) on teachers revealed that work stressors such as workload, working environment, attitude towards change, and insights of senior management influence physical symptoms and indirect influence through job satisfaction. Therefore, we have suggested the following hypothesis:

**H6:** Work environment has a positive and significant mediation between benefits and salary with employees’ job satisfaction

**2.4.7 The Leadership Effect on Employees Job Satisfaction**

Jin et al. (2018) concluded that job stress reduction with supervisory support, role clarity, coworker integration, and agency formalization. de Oliveira, Cavazotte, and Alan Dunzer (2019) Study based on the context of Brazilian organizations reflected that career management and leadership career support job satisfaction and reduces turnover intention on employees in an organization. Moreover, the authors noted that leadership moderates

between organizational career management practices, job satisfaction, and turnover intention. Boamah, Laschinger, Wong, and Clarke (2018) investigated the direct influence of leadership on workplace environments and noted positive impacts on job satisfaction and also found the positive impact of leadership on employees’ job satisfaction and consider one of the critical factors for promoting work engagement.

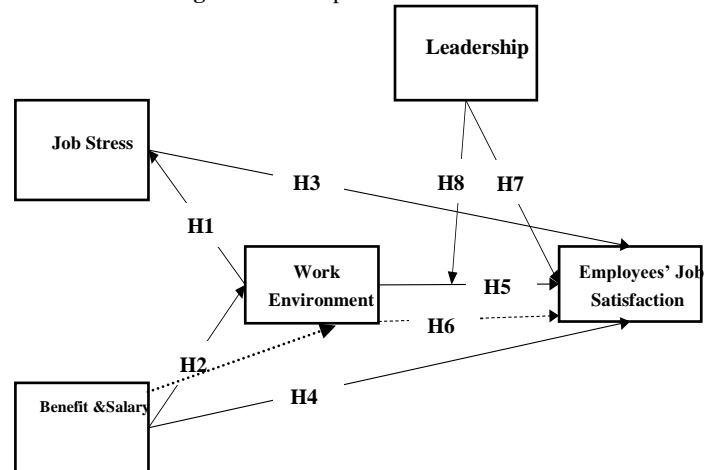
**H7:** Leadership positively and significantly influences employees’ job satisfaction

**2.4.8 The Leadership Effect on Job Satisfaction**

In previous studies leadership was used and analyzed as moderator (Hussain & Younis, 2015; Zheng, Graham, Epitropaki, & Snape, 2019) between jealousy and productive work behavior. In other studies (González-Navarro, Zurriaga-Llorens, Tosin Olateju, & Llinares-Insa, 2018) leadership was used as a moderator in between intragroup conflicts and teamwork. Furthermore, the researcher Curseu (2011), explored the moderation effect of leadership with strategic human resource practices and job satisfaction (Hamid & Azhar). The leadership plays the role of moderator with management control and business excellence (Doeleman, ten Have, & Ahaus, 2012). Therefore, on the base of literature we suggested the following hypothesis:

**H8:** Leadership has a positive and significantly moderation effect between work environment and employees’ job satisfaction

**Figure 1: Conceptual Framework**



**III. RESEARCH METHODOLOGY**

**3.1. Sample and Data Collections**

This study targeted all levels of employees working in the telecommunication industry of Pakistan. There are five major players in the telecom industry, such

as PTCL, Mobilink Telenor, Zong, and Ufone. A closed-ended self-administered questionnaire was used consisting of six sections. The data was collected through major cities of Pakistan from January 2019 to April 2019. Initially, pilot testing was applied to the observation of 50 respondents. After founded satisfactory results, collection for further data was started at a large scale and distributed 550 questionnaires from which 515 received and 35 questionnaires were removed due to incomplete information. A technique of convenient random sampling was applied for data collection. The questionnaire includes 39 items and smart-partial least square (PLS) was used to test structural equation modeling (SEM).

**3.2 Demographical Information**

Table 1 showed the demographics information of respondents. A sample of 515 employees represents the population of the telecommunication sector in Pakistan. From the respondents, 392 (76%) were males, followed by 123 (24%) were females. Also, 219 (42%) of the respondents were ranged between 20-30 years, followed by 50;(10%) in 41-50 years. From the education viewpoint, 216 (42%) holds graduation, followed by 291 (56%) masters, and remaining (2%) were above master degrees. Furthermore, 35 respondents were from Human Resource (HR), the sales and marketing department were 42%, the administrative department was 45 with 9% and the rest of the 209 respondents were from other departments with 40%. Moreover, 127 with (25%) of the respondents have 1 – 5years’ experience followed by 260 (50%) with 5 – 10 years and (24%) 11 – 15 years, as well as respondents with tenure above than 16 years, were 125 (1%). As mentioned in below Table 1, showed 11 (2%) of respondents have below 20,000 rupees’ salary, about 177 (34%) of the respondent’s salary were between 20,000 to 40,000, 159 employees with (31%) of the respondents were with salary 40,000 to 60,000 and employees with a salary above 60,000 were (33%). Out of 515 respondents, 340 (66%) were married, and the remaining 175 (34%) were single.

**Table 1: Respondent’s Characteristics**

| Characteristics | Distribution      | Frequency | %  |
|-----------------|-------------------|-----------|----|
| Gender          | Male              | 392       | 76 |
|                 | Female            | 123       | 24 |
| Age             | 20-30             | 219       | 42 |
|                 | 31-40             | 246       | 48 |
|                 | 41-50             | 50        | 10 |
| Education       | Bachelor          | 216       | 42 |
|                 | Master            | 291       | 56 |
|                 | Doctor            | 8         | 2  |
| Department      | HR                | 35        | 7  |
|                 | Finance           | 8         | 2  |
|                 | Sales & Marketing | 218       | 42 |

|                |                  |            |            |
|----------------|------------------|------------|------------|
|                | Administration   | 45         | 9          |
|                | Others           | 209        | 40         |
| Experience     | 1 to 5 years     | 127        | 25         |
|                | 5 to 10 years    | 260        | 50         |
|                | 11 to 15 years   | 125        | 24         |
|                | 16 years & above | 3          | 1          |
| Salary         | Below 20,000     | 11         | 2          |
|                | 20,000 to 40,000 | 177        | 34         |
|                | 40,000 to 60,000 | 159        | 31         |
|                | Above 60,000     | 168        | 33         |
| Marital Status | Married          | 340        | 66         |
|                | Single           | 175        | 34         |
| <b>Total</b>   |                  | <b>515</b> | <b>100</b> |

**3.3 Measurement Scales**

The work environment evaluated through seven items scale, developed by Qureshi et al (2012), and the scale was adopted because it has been successfully used in previous studies (Langer, Feeney, & Lee, 2019; Pawirosumarto, Sarjana, & Gunawan, 2017). Job satisfaction was assessed through four items scale developed by Thatcher, Liu &Stepina (2002) and successfully administered in previous studies (Lim, Lee, & Bae, 2019). The studied variable job stress was evaluated by seven items, which were developed by Qureshi et al (2012), and was widely used due to its greater reliability witnessed in previous studies (Chung et al., 2017; Halkos & Bousinakis, 2017). The scale for leadership was analyzed which was developed by Chairprasti & Santidhiraku (2011), this scale comprises 11 items that have already been used in recent studies (Boamah et al., 2018). While benefits and salary measured by eight items taken from the study of Munir & Rahman (2016). All the variants reserved by using 5-points Likert scale ratings 1 = strongly disagree, 5 = strongly agree.

**IV. RESULTS AND MEASUREMENT ANALYSIS**

**4.1. Measurement Model**

Table 2 shows the results related to the assessment of all constructs. As per the rule of thumb (Nunnally, 1978), the coefficient value for Cronbach’s Alpha must exceed 0.70, the reliability should be in the range of 0.70 to 0.90. Table 2, CA values of all of the constructs ( benefits and salary = 0.901, employee’s job satisfaction = 0.851, job stress = 0.931, leadership = 0.923, and work environment = 0.764) fall in the range of 0.70 to 0.90. Also, related to the loading, China (1998) proposed that factor loadings should



be greater than 0.50. Furthermore, Bagozzi & Yi (1988) stated that the value of AVE should be greater than 0.50. Moreover, according to Gefen, Straub & Boudreau (2000), the composite reliability of the construct should exceed 0.70. Hence, keeping in view all the rules of thumbs related

to reliability and validity standards, the results of the study found satisfactory and met the basic criteria developed by the previous scholars.

**Table 2:** Measurement Model Evaluation

| Variables                   | Items            | Loadings | CA <sup>1</sup> | CR <sup>2</sup> | AVE <sup>3</sup> |
|-----------------------------|------------------|----------|-----------------|-----------------|------------------|
| Benefits and Salary         | BS1              | 0.628    | 0.901           | 0.92            | 0.591            |
|                             | BS2              | 0.814    |                 |                 |                  |
|                             | BS3              | 0.808    |                 |                 |                  |
|                             | BS4              | 0.795    |                 |                 |                  |
|                             | BS5              | 0.745    |                 |                 |                  |
|                             | BS6              | 0.817    |                 |                 |                  |
|                             | BS7              | 0.814    |                 |                 |                  |
|                             | BS8              | 0.706    |                 |                 |                  |
| Employees' Job Satisfaction | EJS1             | 0.824    | 0.851           | 0.899           | 0.691            |
|                             | EJS2             | 0.824    |                 |                 |                  |
|                             | EJS3             | 0.855    |                 |                 |                  |
|                             | EJS4             | 0.822    |                 |                 |                  |
| Job Stress                  | JS1              | 0.904    | 0.931           | 0.892           | 0.548            |
|                             | JS2              | 0.923    |                 |                 |                  |
|                             | JS3              | 0.600    |                 |                 |                  |
|                             | JS4              | 0.587    |                 |                 |                  |
|                             | JS5              | 0.776    |                 |                 |                  |
|                             | JS6              | 0.662    |                 |                 |                  |
|                             | JS7              | 0.652    |                 |                 |                  |
| Leadership                  | L2               | 0.737    | 0.923           | 0.934           | 0.589            |
|                             | L3               | 0.808    |                 |                 |                  |
|                             | L4               | 0.780    |                 |                 |                  |
|                             | L5               | 0.742    |                 |                 |                  |
|                             | L6               | 0.801    |                 |                 |                  |
|                             | L7               | 0.788    |                 |                 |                  |
|                             | L8               | 0.863    |                 |                 |                  |
|                             | L9               | 0.681    |                 |                 |                  |
|                             | L10              | 0.752    |                 |                 |                  |
|                             | L11              | 0.703    |                 |                 |                  |
|                             | Work Environment | WE1      |                 |                 |                  |
| WE4                         |                  | 0.663    |                 |                 |                  |
| WE5                         |                  | 0.811    |                 |                 |                  |
| WE6                         |                  | 0.823    |                 |                 |                  |

**Note:** CA<sup>1</sup> = Cronbach's alpha; CR<sup>2</sup> = composite reliability; AVE<sup>3</sup> = average value extracted.

Two methods were used to evaluate the discriminant validity of the variables, to ensure the cross-loadings of indicators and should be higher than any other opposing constructs (Hair, Sarstedt, Ringle, & Mena, 2012). (2) According to the Fornell & Larcker (1981), the square

root of AVE for each construct should exceed the inter-correlations of the construct with other model constructs. Hence, as reflected in Table 3, both approaches ensured the satisfaction of the results and validity.

**Table 3: Discriminant Validity**

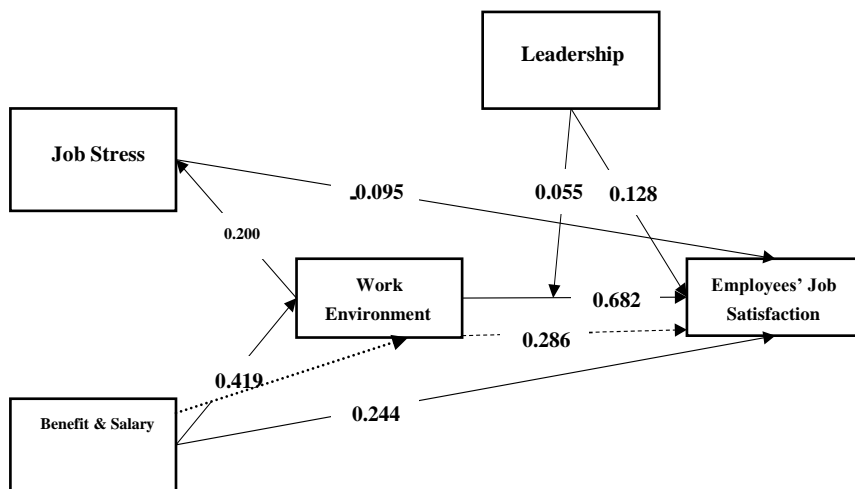
| Variables                            | 1            | 2            | 3            | 4            | 5            |
|--------------------------------------|--------------|--------------|--------------|--------------|--------------|
| <b>1 Benefits and Salary</b>         | <b>0.769</b> |              |              |              |              |
| <b>2 Employees' Job Satisfaction</b> | 0.553        | <b>0.831</b> |              |              |              |
| <b>3 Job Stress</b>                  | 0.074        | 0.056        | <b>0.741</b> |              |              |
| <b>4 Leadership</b>                  | 0.359        | 0.515        | 0.122        | <b>0.767</b> |              |
| <b>5 Work Environment</b>            | 0.419        | 0.804        | 0.200        | 0.501        | <b>0.765</b> |

**Note:** The values in the diagonal represent the square root of AVE value mentioned in table 1. For instance, AVE of Job Stress = 0.548, its square root = 0.741.

**Table 4: Path Co-Efficient and Hypothesis Testing**

| Hypothesis | Relationship    | Path Coefficient | Mean   | SD    | t-Value  | p-Value | Decision      |
|------------|-----------------|------------------|--------|-------|----------|---------|---------------|
| <b>H1</b>  | WE -> JS        | 0.200            | 0.139  | 0.185 | 1.081    | 0.280   | Not Supported |
| <b>H2</b>  | BS -> WE        | 0.419            | 0.421  | 0.047 | 8.919*** | 0.000   | Supported     |
| <b>H3</b>  | JS -> EJS       | -0.095           | -0.055 | 0.113 | 0.839    | 0.402   | Not Supported |
| <b>H4</b>  | BS -> EJS       | 0.244            | 0.232  | 0.041 | 6.004*** | 0.000   | Supported     |
| <b>H5</b>  | WE -> EJS       | 0.682            | 0.697  | 0.043 | 15.83*** | 0.000   | Supported     |
| <b>H6</b>  | BS -> WE -> EJS | 0.286            | 0.296  | 0.027 | 10.54*** | 0.000   | Supported     |
| <b>H7</b>  | L -> EJS        | 0.128            | 0.127  | 0.030 | 4.241*** | 0.000   | Supported     |
| <b>H8</b>  | WE*L -> EJS     | 0.055            | 0.066  | 0.022 | 2.547**  | 0.011   | Supported     |

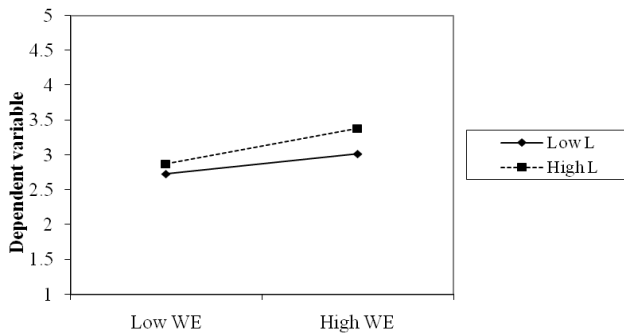
**Note:** \*\* p-value < 0.05 (two-tailed test); \*\*\* p-value < 0.001 (two-tailed test); SD = standard deviation; WE = work environment; JS = job stress; BS = benefits and salary; EJS = employees' job satisfaction; and L = leadership



**Figure 2: Path Co-efficient**

Figure 3 shows the interaction of leadership on the work environment and employee job satisfaction. The lines on the graph show that if there is a greater focus on leadership in the telecom sector, the moderation effect of leadership will be higher.

**Figure 3: Moderation Interaction**



## V. CONCLUSION

### 5.1 Discussion and Conclusion

The employees of every sector have much issue which affects job satisfaction. This study focuses on the telecom sector of Pakistan and explored the role of job stress, benefits and salary, and work environment on employee job satisfaction. The developing countries focus on employee's job satisfaction and the role of leadership is very crucial for satisfaction. The study explored the moderating effect of leadership on employee's job satisfaction. The study contained eight hypotheses, which proves that relation of job stress with employee's job satisfaction is always negative. Moderation and mediation play a positive effect on work environment employee's job satisfaction. The hypotheses proposed that the work environment has a positive significance on job stress with 0.20 coefficient value, which confirmed that work environment impacted through job stress. Due to changes in work and pressure of much workload, the employees with a lack of capabilities and capacities become worried about their jobs and the factor of job stress occurs will affect employee job satisfaction. The proposed hypothesis benefits and salary has a positive and significant impact on employees' job satisfaction with beta 0.419, t-value 8.919, and p-value 0.000 (Kulikowski, 2018).

Thus, hypothesis 3 constructed the results founded with a negative -0.095 beta coefficient and t-value 0.839 and p-value 0.402. When the employees get benefits more than their efforts, the level of satisfaction increases. Besides, when companies have fewer employees, they feed them more than limits, likewise in the Mobilink-Warid merger case, after firing many employees, the rest of the employees get more benefits and salaries than before (Lim et al., 2019). Hence, the results of hypothesis 4: stated

positively with 0.244 beta, t-value 6.004, and p-value 0.000. An internal environment plays a vital role in the satisfaction of the employees. Therefore, when the job description is defined appropriately, the task is easy to achieve in the guidance of executives employees' and performance increases (Kakada & Deshpande, 2019). Therefore, hypothesis 5 noted with positive beta value 0.682, t-value 15.830, and p-value 0.000.

The prior researches also proved that mandatory benefits and salary that increase the employees' job satisfaction. We argue that if benefits and salary provided with improved environmental conditions, it has a significant influence on the satisfaction of employees. Hence, the results of hypothesis 6: revealed positive beta 0.286, t-value 10.54, and p-value 0.000. In contrast to the direct effect of benefits and salary (beta = 0.244) with the mediating role of the work environment and beta = 0.286. Thus, it proved that the work environment could increase the effects of benefits and salary to employees' job satisfaction. The productivity of employees is directly associated with the work environment, punctuality, consistency in their work and all these factors raise due to leadership (Chan, 2019). Therefore, hypothesis 7: proved and supported with beta 0.128, t-value 4.241, and p-value 0.000. Also, managerial support for the adaptation of technology leadership which moderates between work environment and employees' job satisfaction. For instance, when there are role ambiguity and less direction towards a task, employees approach the leaders. Hence, Hypothesis 8: constructed and the results supported with positive beta 0.055, t-value 2.547, and p-value 0.011. This study contributes to the existing literature in several ways. Firstly, in prior studies, scholars have shown interest in the moderating effects of leadership style. Zhu, Avolio, and Walumbwa (2009) stated that leadership style has moderating effects on the employee's characteristics and working conditions.

This study contributes to the moderating interaction effect of participative leadership on work environment and job satisfaction, as proved in hypothesis 8. Leadership positively and significantly moderates the relationship. Secondly, this work examines the mechanism of associations among benefits and salary to work environment and job satisfaction. Herzberg's theory of motivation (1959), stated how hygiene and motivational factors influenced job satisfaction and also investigated by Addis, Dvivedi & Beshah (2018) as the theory has a gap of how the work environment mediates the relationship between constructs. Hence, this study elaborates on the mediating role of work environment. Thirdly, this study provides aids to telecom organizations' executives about lessening the level of job stress as proved that to increase the employees' job satisfaction; executives are required to improve the work environment, which requires that there should be clarity among objectives, roles, and targets.

### 5.2 Suggestion and Limitation

Moreover, to increase the sales of the company's product, there should team and to involve the employees at work, there should be incentives and an increase in bonuses and other benefits. This study is not free from limitations. The study was conducted in a developing country telecom sector, Pakistan. Moreover, the convenient random sampling technique was used for the collected data. This study is based on cross-sectional data, which were collected from a single country that could be challenged. In the future, we recommend longitudinal cross-country data-sets and comparison of findings from different countries that have different cultural backgrounds to support/challenge the outcomes of this model.

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