

Compensation affecting Work Ethic

Samantha Marquez

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454 henry street roselle park NJ, 07204

908-377-7334

Abstract

Does Compensation Affect Employee's Work Ethic?

Samantha Marquez (Business Administration)

This paper illuminates a plausible theory suggesting that compensation may affect the work ethic of employees. In particular, it argues that meaningful work, growth opportunities, and motivation are more positively linked to job satisfaction and productivity than increased compensation. This paper uses relevant case studies, peer review articles, bar charts, and graphs to emphasize the hypothesized theory.

Introduction

Over the years, technology-based companies have become more popularized and have increased revenue for their employees. I will be specifically looking at companies such as Apple, Microsoft, Amazon, and Google. I chose to research these companies and their employee satisfaction as I suspect them all to have very high revenue. This will allow me to compare a company's employees median salaries to their employees' job satisfaction.

Job satisfaction, employee satisfaction, or work satisfaction is a measure of workers' contentedness with their job, whether they like the job or individual aspects or facets of a job. This job satisfaction can arise in employees from the nature of work or supervision that can lead to meaningful work, growth opportunities, and motivation. Job satisfaction can be measured in cognitive, affective, and behavioral components. However, I find it interesting to learn about how employee satisfaction is gained in both positive and negative ways.

In the current paper, I further explore the companies of Apple, Microsoft, Amazon, and Google. I focus on the research and development of these companies' employee satisfaction and emphasize how employee satisfaction increases or decreases. I first begin this paper with a detailed description of theories, and peer review articles of my four variables; meaningful work,

growth opportunities, compensation, and motivation. Second I will explain how this relates to the company's revenue or benefits. Third and finally I examine exactly how much each company offers in pay and benefits compared to other companies and relate it to their employee's overall job satisfaction.

Included in the 17 goals of the United Nations, is the envisioning goal #3; Good Health and Well-being, which relates significantly to my thesis. This sustainability goal correlates with this paper because of employee work and life satisfaction. Job satisfaction was most strongly associated with mental/psychological problems, with the strongest relationships being found for burn-out. One of the points made in the United Nations Targets was to substantially increase health financing and the recruitment, development, training, and retention of the health workforce in developing countries, especially in the least developed countries and small island developing States (United Nations, 2022). This can relate towards my thesis on employee satisfaction because having systems in place to help employees succeed and find value in their work can increase health and wellbeing all around the company.

Literature review

Employee Counseling, Equity Theory, Research Opportunities, and Motivation

Equity Theory is the theory of motivation that suggests employee motivation is driven by their sense of fairness or unfairness. This theory can be seen in motivation in the workplace for employees. For example, if employees are finding that they are not being treated fairly, they will not be motivated to work hard or grow to their manager's expectations. Typically, employees do occasionally have many concerns about fairness in the workplace and how it applies to them. (cf. Kulik, Cregan, Metz, & Brown, 2009; Santos, Mustafa, & Gwi, 2015, 2016). Frequently in these cases, employees will go to their HR manager to communicate about this issue, especially if they feel dissatisfied from increased motivation. From a company's point of view, it

is common that an employee's satisfaction comes in large from their increasing motivation (Kulik, Cregan, 2009). When applying equity theory to the workplace, it is important that an individual is able to create a balance between what they give to the organization (the job) compared to what they get in return (Brown, 2009). Equity theory can also be a model for measuring how satisfied an employee is in their job. Employees often attempt to keep a balance between how much they give to their employer and what they receive from their company in return (Adams, 2022). Enabling equity in terms of motivation and growth potential and compensation in turn, allows job satisfaction to increase. Without equity, even the most diverse company will have employees that do not feel satisfied in their jobs.

Motivation in the workforce

Motivation in the workplace along with the franchisee's skills and knowledge can all influence the employee's performance. Action plans are set in place to promote businesses to employers and employees however if there is a lack of motivation and skills of the potential, incoming can heavily affect the franchise. (Adams, 1965, p. 277). Going off of this, a lack of motivation and skills in the workplace can lead to employees not fulfilling their job requirements or not having high employee satisfaction. As a result, the company will have low-performance rates as employees will quit because of dissatisfaction, and low revenue because there is no employee satisfaction ultimately resulting in poor customer satisfaction (Adams, 1965, p. 277).

The Effects of Motivational Messages on Job Satisfaction

During the Covid-19 pandemic, emergency nurses and healthcare workers had been severely affected. They went to work everyday facing the hardships of death, getting sick, and not being able to help due to their limited resources (Sonyaa, 2022). They had been subjected to

employee burnout. These nurses were showing negative psychological reactions such as stress-related anxiety and depression; lower job satisfaction; and compassion fatigue owing to the increased workload. This demonstrates that nurses need physical, mental, and social support to reduce their psychological burden and enhance the response capacity of the health system (SonyaGoktas , ElifGezginci, HilalKartal, 2022). Increased workload, longer working hours, isolation, etc. can all affect employees. Since this, these emergency nurses and health care workers had been sent motivational messages to try and suppress some of these saddened thoughts. There was a study put into place to investigate the effect of the motivational messages being sent. The Job Satisfaction Scale, Compassion Fatigue Scale, and Communication Skills Scale were administered before and after the intervention (SonyaGoktas , ElifGezginci, HilalKartal, 2022). The results from this study found that emergency nurses receiving these motivational messages had increased job satisfaction and had improved communication skills while reducing compassion fatigue (SonyaGoktas , ElifGezginci, HilalKartal, 2022). For this reason, promoting and maintaining high motivation among all employees in different workforces are highly encouraged. **Mental Ledgers of the inputs and outcomes of their job**

Employees create a mental ledger of the inputs and outcomes of their jobs based on equity theory. They will then use this ledger to compare the ratio of their inputs and outputs to other businesses and franchises. (Adams, 1965, p. 277). By employees taking advantage of this knowledge of others having a better outcome than them, they will be forced to have a mental challenge against this. They will proceed to ask themselves why are they not getting the same as the rest of the employees. For example, inputs may include effort, performance, skills, education, and experience; outcomes generally refer to pay, benefits, and promotions (cf. Kulik, Cregan, Metz, & Brown, 2009; Santos, Mustafa, & Gwi, 2015, 2016).

If employees are happy and have high job satisfaction due to the inputs matching the outputs, they are more likely to work well in their jobs and stay longer with a company. Business units where employees score in the top half for employee engagement have a 50% higher success rate on productivity outcomes, on average (Villanova, 2022).

Factors of workplace satisfaction are; respect, trust, security, and a healthy environment. (Villanova, 2022). According to a report from Villanova, it found various reports from employees stated exactly why these 6 variables are more important than compensation as a whole. Employees rate the respectful treatment of all employees as the most important factor when it comes to job satisfaction (Villanova, 2022). Employees also indicated that trust between themselves and senior management was highly important, using a trust to fuel their job satisfaction. Next, employees have stated that organizations can provide a sense of security through honest communication and transparency about the company's security. This includes the company's health, employees' health, and long-term viability (Villanova, 2022). Lastly, including a healthy environment in the workplace can create less stress, and more morale, harassment-free zone, and a discriminatory-free zone can create a healthy work environment for all employees; increasing more employee satisfaction.

Effects of Compensation and Strategic Choices

The effect of strategic choices

According to the contingency theoretical framework, the elements that are considered contingent would be those capable of moderating the effect of a particular organizational characteristic on its performance. Also, using strategic positioning with an organization's choice in their work environment is based on the analysis of competitive markets. This will make up an organization operating environment whilst affecting strategic choices in the workplace.

The effect of Job Satisfaction

Employee participation and job satisfaction in SMEs: investigating strategic exploitation and exploration as moderators.

Additionally, mainstream HRM studies from large organizations have been inclined to treat participation as a single-faceted construct despite evidence showing otherwise e.g (Wajda Wikhamn, Björn Remneland Wikhamn & Jonas Fasth, 2022). This unidimensional view of employee participation is arguably even more problematic in the SME context where the decision-making domains that employees can be involved in can be broad e.g.

The first purpose of this article was to investigate the relationship between employee participation as a multifaceted construct and job satisfaction in the SME context.

Second, the study investigates how these three employee participation forms relate to employee job satisfaction (Wajda Wikhamn, Björn Remneland Wikhamn & Jonas Fasth, 2022).

The effects of meaningful work on employees' organizational commitment

Work is highly important to many employees and employers. People frequently say that they work to make a living however when people are retired they find themselves bored without work. Humans can find personal significance through work (Jung, Yoon, 2015). Data was collected from a questionnaire given to employees of family-style restaurants and 5-star hotels in South Korea with a total of 352 employees participating (Jung, Yoon, 2015). The results showed that employee's view of meaningful work at their job is something that can positively influence their job engagement and organizational commitment. When looking further, employees said that work interpersonal relations and economic orientation significantly affect employees' job engagement whereas entitlement norms and expressive orientation did not. (Jung, Yoon, 2015).

Ultimately, as stated before, employees want their work to be meaningful to them (Sverko and Vizek-Vidovic, 1995). Furthermore, Judi et al. (2010) observed that the meaning employees placed on their job positively affected internal motive, satisfaction, and work effectiveness.

Akanbi and Iola (2013) observed that the meaning of work as part of job satisfaction was an important element in increasing engagement. Burger et al. (2013) It has been researched that those who have gone and tried to learn something more in their job often were inspired by their work. Thus, the meaning of work perceived by employees in organizations is indeed highly important (Kamdron, 2005, Steger and Dik, 2009, Pratt and Ashforth, 2003, Rosso et al., 2010).

This also goes from if employees see value in their job. Although personal improvement in job performance and achieving outcomes are important from the viewpoint of organizations, focusing on internal elements, such as the meaning of work is also important to improve the company moving forward. Therefore, this shows that motivation in the workplace is often viewed as an influence on the meaning of work for employees on job engagement, organizational commitment, and value for the employee.

High relative compensation, and empowerment

Other processes in human resource management include high relative compensation and empowerment. All of these processes show how they all combine to prove industry-level risk. High relative compensation within an organization can be associated with lower injury rates as well. Compensation has always been a huge part of human resource management systems (Pfeffer, 1998). This along with competitive pay, incentive compensation and pay for performance are found within this topic. In a similar way pays fairness is an issue in many organizations among employees, it is also an issue in organizations where employees are paid above-market compensation and perceived as more than fair. (Werner, Kuate, Noland, Francia, 2016).

As well as the rest of the practices, empowerment practices involve the methods and procedures that enhance an employee's opportunity to participate in decision-making. Thus this may lead to increased employee satisfaction. (Seibert, Wang, & Courtright, 2011). As well as this, it will also exercise employees' ability to contribute and perform within a company,

increasing their motivation. It has been researched that enhancing autonomy and participation will generally reduce injuries in the workplace.

High-Performance work systems for employee job satisfaction

Researching the mechanisms through which high performance affects job satisfaction can help analyze employees. Since the outbreak of Covid-19, there has been high stress, wage cuts, reductions in employment hours, layoffs, etc. which can all lead to employee burnout. (Collings et al., 2021). HRM can provide employees with the necessary tools to face the new challenges and demands stemming from the COVID-19 crisis, thus ensuring their well-being and ultimately highlighting the fundamental role of human capital and management in organizational success (Collings et al., 2021). Since the outbreak has subsided, the current work ethic of employees would have to remain high-performance to keep motivation, improve employee skills, and participate in organizations.

This particular study highlights the importance of high-performance work systems (HPWs) for hospitality firms (Adikaram et al., 2021). HPWSs directly affect employees' job satisfaction and indirectly improve job satisfaction by reducing burnout. As the satisfaction of employees is important for their worth ethic in their organization, it shows high-performance work systems do lead to high employee satisfaction and finding value in the job. This clearly and accurately describes motivation and growth opportunities with work environments that promote high performance.

Job Satisfaction and Promotions

In this article, it estimates the impact of promotions and promotion expectations on job satisfaction (Kosteas, 2022). It has been researched that having received a promotion in the past two years within your workplace leads to increased job satisfaction from that employee. This even applies if the employer is controlling the employee's current wage and wage growth. Most

employees think that growth opportunity titles are as important as getting paid the same (Kosteas, 2022). Furthermore, workers who believe a promotion is possible in the next two years also report higher job satisfaction. Additionally, past promotions have a lingering, but the fading impact on job satisfaction (Kosteas, 2022). De Souza finds that managers who received a promotion are more satisfied with promotion opportunities and have greater promotion expectations for the future. In total, the impact of a promotion is large relative to the effect of a pay increase; a promotion has a greater impact on job satisfaction than a 70 percent increase in the hourly wage (Kosteas, 2022).

Longitudinal Effects of Pay Increase on Job Satisfaction

It has been commonly believed that pay increases within the workforce can increase job satisfaction for any employee. This study investigates the effects of pay increases to employees and how their job satisfaction increases or decreases because of it. For this specific job, a total of 155 primary school teachers responded to a questionnaire tapping their overall job satisfaction over four occasions. The results of the study showed that pay increases did not have a significant effect on teachers' job satisfaction (Sabry M., 2010). Something that was interesting about this article that stood out was that after their pay increase, teachers with high academic attainments were significantly less satisfied with their teaching profession rather than teachers with very low academic attainments (Sabry M., 2010). This basically implied that a pay increase does not affect their job satisfaction because they are doing what they enjoy as a profession rather than focusing on the money and pay aspect of it. Along with this, after pay increase, male teachers were significantly more satisfied with their teaching profession than female teachers. Also, length of service did not have a significant effect on teachers' job satisfaction either (Sabry M., 2010). This is another example of how pay does not affect job satisfaction rather motivation and value does.

IMPROVING EMPLOYEE PERFORMANCE THROUGH ACHIEVEMENT-ORIENTED WORK MOTIVATION.

Within organizations, employees find some sort of motivation in different aspects. For example, the higher level of competition in the industry can increase motivation in work ethic. Although it may be competition, it is the company's effort to respond well to their employees to work through internal strategies for improving employee performance (Damarwulan, 2022). Training and competence are found to be one of the factors that can improve employee performance (Mumtazah, 2022) In an effort to improve employee performance involving achievement-oriented work motivation as an intervening variable the effect of training effectiveness and soft skill competence on employee performance (Damarwulan, 2022).

For this specific article, samples were taken by 100 employees using a purposive random sampling method. Structural Equation Modeling (SEM) was used to test the statistical significance of the path coefficients against the five (5) established hypotheses (Mumtazah, 2022) The findings of the study indicate that the effectiveness of training and soft skill competencies have a positive and significant influence on achievement-oriented work motivation (Damarwulan, 2022).

Hypotheses

H1: Meaningful work, growth opportunities, and motivation are more positively linked to job satisfaction and productivity than increased compensation.

Job satisfaction is impacted by a variety of variables including meaningful work, growth opportunities, motivation, compensation, and life satisfaction. In today's current view of employment, it can be commonly perceived or believed that compensation is linked to job satisfaction and productivity in the workplace. However, I hypothesize that meaningful work, growth opportunities, and motivation are more positively linked to job satisfaction and productivity than increased compensation. By looking into high technological companies with high median pay, I

will conduct research on whether employees have high satisfaction based on their compensation and benefits or for their value in the job itself.

Method

Subjects

The Subjects I will be looking at are various employees from companies I suspect to have very high revenue. The companies I examined are; Apple, Microsoft, Amazon, and Google. These companies are massive global companies that employ thousands of people. By looking at these major companies I will hopefully be able to prove my hypothesis.

First, I looked into Apple because they have such a powerful brand and lofty stock valuation. For this reason, I was curious to know whether employees were happy working there and why this may or may not be the case. Apple Inc. is an American multinational technology company headquartered in Cupertino, California, United States. Apple is also the largest technology company by revenue. The company's annual revenue for 2022 was \$394.328B, 7.79% more than the prior year. They also have more than 1.2 billion customers and 164,000 employees. For this reason, I chose to examine their employees to see the causing source of their employee satisfaction.

Next, I chose Microsoft to research. Microsoft Corporation is an American multinational technology corporation producing computer software, consumer electronics, personal computers, and related services headquartered at the Microsoft Redmond campus located in Redmond, Washington, United States. I chose to look at Microsoft because it is a well-known and well-used company. I believe Microsoft will offer comparable and interesting differences to Apple allowing me to collect valuable data for my hypothesis. Microsoft's annual revenue in 2022 was \$203.075B with around 75 million customers and 221,000 employees. For this reason, I chose to examine their employees to see the causing source of their employee satisfaction.

Third, researched Amazon as a different approach to a company. Amazon Inc. is an American multinational technology company focusing on e-commerce, cloud computing, online advertising, digital streaming, and artificial intelligence. It is one of the world's most valuable brands. The annual revenue for Amazon for 2022 was \$501.191B with a 9.66% increase year over year. The company has over 230 million customers visiting its website and 1,468,000 employees working in its warehouses. By researching Amazon, I can look into their employees who work more physically in a warehouse to understand their level of employee satisfaction.

Lastly, I chose to research google. Google LLC is an American multinational technology company focusing on search engine technology, online advertising, cloud computing, computer software, quantum computing, e-commerce, artificial intelligence, and consumer electronics. It is one of the world's most valuable brands due to its market dominance, data collection, and technological advantages in the area of artificial intelligence. I chose Google because it is something we use every day regardless of what we need as students and researchers so I thought it would be interesting to know if employees are satisfied working there. Google has an annual revenue of 257.637B with 4.3 customers using their search engine and only 139,995 employees functioning it. I chose Google to examine as it is considered one of the Big Five American information technology companies, alongside Amazon, Apple, Meta, and Microsoft. By looking at google I can compare vast differences in work environments between companies like Google (Website) and Amazon (Warehouse).

Measures

The variables I will be looking at are meaningful work, growth opportunities, motivation, compensation, and job satisfaction. However, this is only a correlation study, meaning there are

no independent or dependent variables. By looking at each variable I can learn how to compare the differences and similarities.

For example, when examining meaningful work, I saw how employees view the work their doing. Specifically, if employees find their work meaningful or having value. When employees tend to have more meaningful work, their performance improves. This is because once they feel as though they are helping something/someone or putting forth something for the greater good, it helps their motivation to work towards it.

Next, for growth opportunities, I researched if employees found that working at their specific company can increase their opportunities for raises or promotions in the future. Growth opportunities can be seen in many different ways. It can be seen as getting a raise, getting a higher position, professional growth, or even personal growth.

For motivation, I looked at how employees at their specific companies found jobs and motivation for working there. By this, I mean if employees did not have any urges or feelings to not do their job or slack off. A key characteristic of motivation is that employees genuinely enjoy their working experience.

For compensation, I researched each company individually and looked at the annual revenue and median salary for their employees. By doing this, compared if a company with a high median salary increased in job satisfaction versus a company with a low median salary and low job satisfaction.

For job satisfaction, I researched the employees at the companies I researched and saw how high their job satisfaction was. By doing this, I could look more in-depth as to why one is higher than the other.

By examining each variable, I was able to better understand if there is a possible relationship between job satisfaction and meaningful work, growth opportunities, motivation, and compensation.

Table 1: Hypothesis, Variables, and Statistical Analysis							
Hypothesis	Variables					Hypotheses & Variable Relationships	Statistical Tests
	Meaningful work (MW)	Growth Opportunities (GRO)	Motivation (M)	Compensation (C)	Job Satisfaction (JS)		
H1: Meaningful work, growth opportunities, and motivation are more positively linked to job satisfaction and productivity than increased compensation.	MW	GRO	M	C	JS	MW, GRO,+ M = JS C ≠ JS	Correlation, bar charts & percentile differences
Adapted from: Rudestam, K.E. & Newton, R.R. (1992). <i>Surviving Your Dissertation</i> . Newbury Park, California: Sage Publications, Inc. page 138.							

Table 2: Detail About Variables					
Data	Variables				
	Meaningful work (MW)	Growth Opportunities (GRO)	Motivation (M)	Compensation (C)	Job Satisfaction (JS)
Instrument / Survey	Workplace Spirituality and the Motivational Impact of Meaningful Work: An Experimental Study.	Growth Opportunity Assessment	LEADERSHIP STYLES AND EMPLOYEES' MOTIVATION: PERSPECTIVE FROM AN EMERGING ECONOMY	The effect of compensation and work motivation on employee loyalty	A Study Evaluating the Impact of Job Satisfaction on the Performance of It Employees
Author / Publisher	Kendall, Mumphord; Journal of Organizational Psychology	Ben Franks Founder, Novel Wines	Fiaz, Muhammad Su, Qin Ikram, Amir Saqib, Aruba: he Journal of Developing Areas.	Prasetyo, Davieri Elcid1 Ginting, Hawila Natalio1 Pay – Technium Social Sciences Journal	Angayarkanni, R. Sathyavathi, V. Special Education; 2022
Type of data	Quantitative	Quantitative	Quantitative	Quantitative	Quantitative
Range of scores	Test Scores: 0 to 120	Test Scores: 0 to 100	Test Scores: 0 to 100	Test Scores: 0 to 20	Test Scores: 0 to 20
Adapted from: Rudestam, K.E. & Newton, R.R. (1992). <i>Surviving Your Dissertation</i> . Newbury Park, California: Sage Publications, Inc. page 140.					

Procedure

The first statistical procedure used was bar charts to display and compare data between the companies and employee satisfaction using my 4 variables. By using bar charts, I was able to show the distribution of data points and perform a comparison of metric values across different subgroups of data. Bar charts also allowed me to show which groups were highest or most common, and how groups compare against each other.

I also used Pearson correlation coefficient (r) to determine whether my variables correlate between one another. Using this was helpful as it is the most common way of measuring a linear correlation. In addition, calculated percentile differences to better express the difference between the variables for each company I researched.

I retrieved my information and data via Wagner College's Hormann Library Database, By using this research, this database was useful in helping me locate the information needed to compare and contrast the variables and companies in question.

Results

Table 1

Contains data from employees of four global companies in 2022. The employees rated each area out of 100. The areas are all related to job satisfaction and include, benefits and perks, meaningful work, growth potential, and median salary. A key aspect of the table is that Google has the lowest median wage whilst being the highest in all other indicators of job satisfaction

	Amazon	Apple	Google	Microsoft
	N=9006	Apple (N=2312)	Google (N=5537)	Microsoft (N=3633)
Benefits & Perks	77	79	86	84
Meaningful Work	74	73	79	77
Growth Potential	66	60	66	62
Median Salary	\$180,145	\$159,682	\$134,386	\$162,182
Job Satisfaction	43%	70%	86%	70%

	Percentage difference					
	Amazon Apple	Amazon Google	Amazon Microsoft	Apple Google	Apple Microsoft	Google Microsoft
Benefits & Perks	-2.6	-11.7	-9.1	-8.9	-6.3	2.3
Meaningful Work	1.4	-6.8	-4.1	-8.2	-5.5	2.5
Growth Potential	9.1	0	6.1	-10.0	-3.3	6.1
Median Salary	11.4	25.4	10.0	15.8	-1.6	-20.7

Figure 1 Contains the median salaries of four global companies in 2022. Noticeably, the figure shows that google has the lowest median salary whilst amazon has the highest.

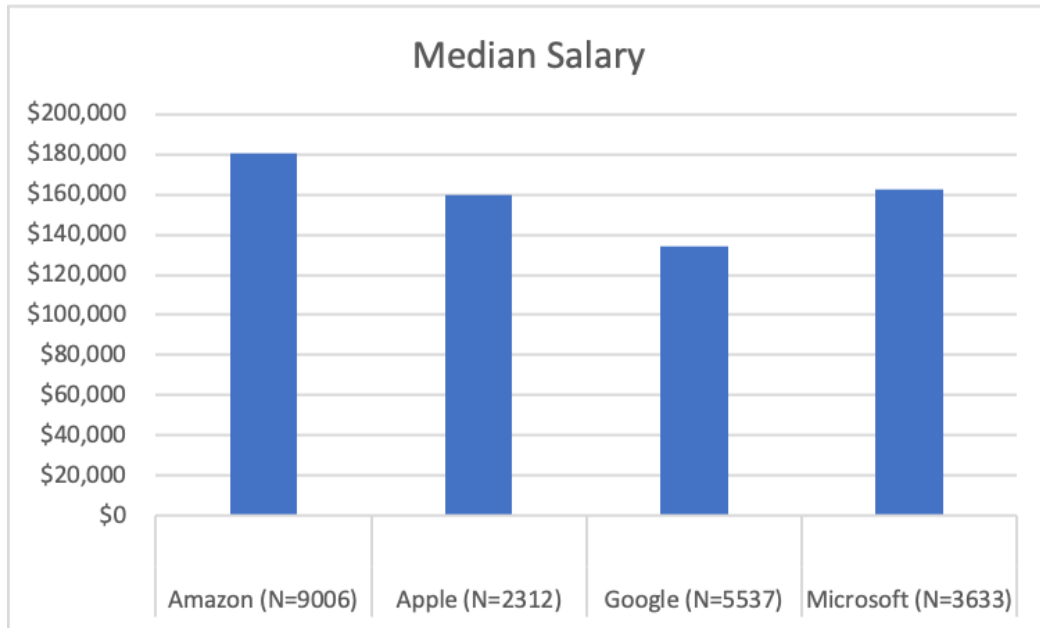


Figure 2

Contains data on the meaningful work offered by four global companies in 2022. The data is based on an employee scoring system out of 100. The figure indicates that Google employees view their week as the most meaningful.

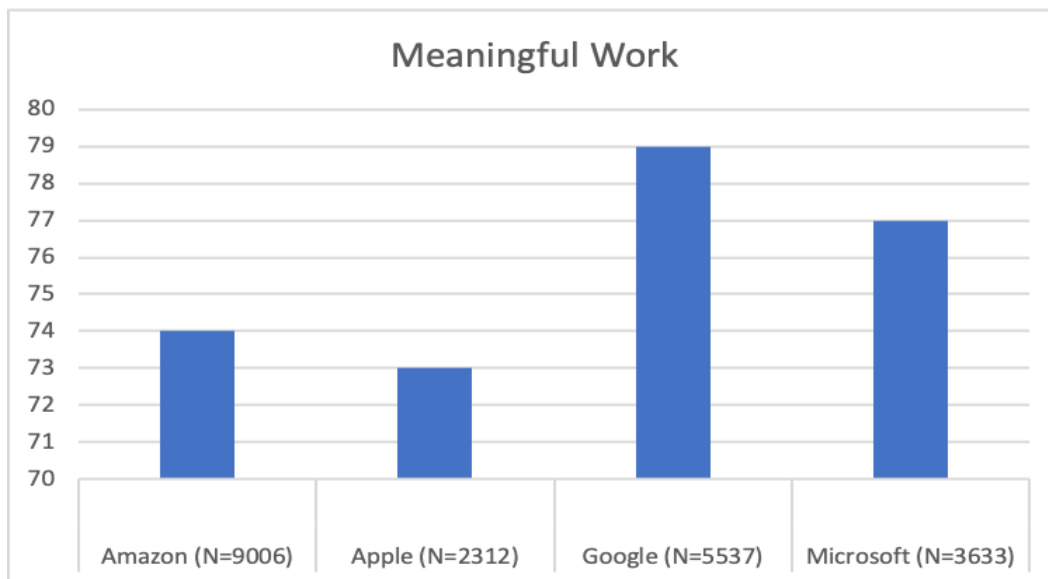


Figure 3

Contains data on the Benefits and Perks offered by four global companies in 2022. The data is based on an employee scoring system out of 100. The figure indicates that Google and Microsoft employees believed they are offered more benefits and perks than other companies.

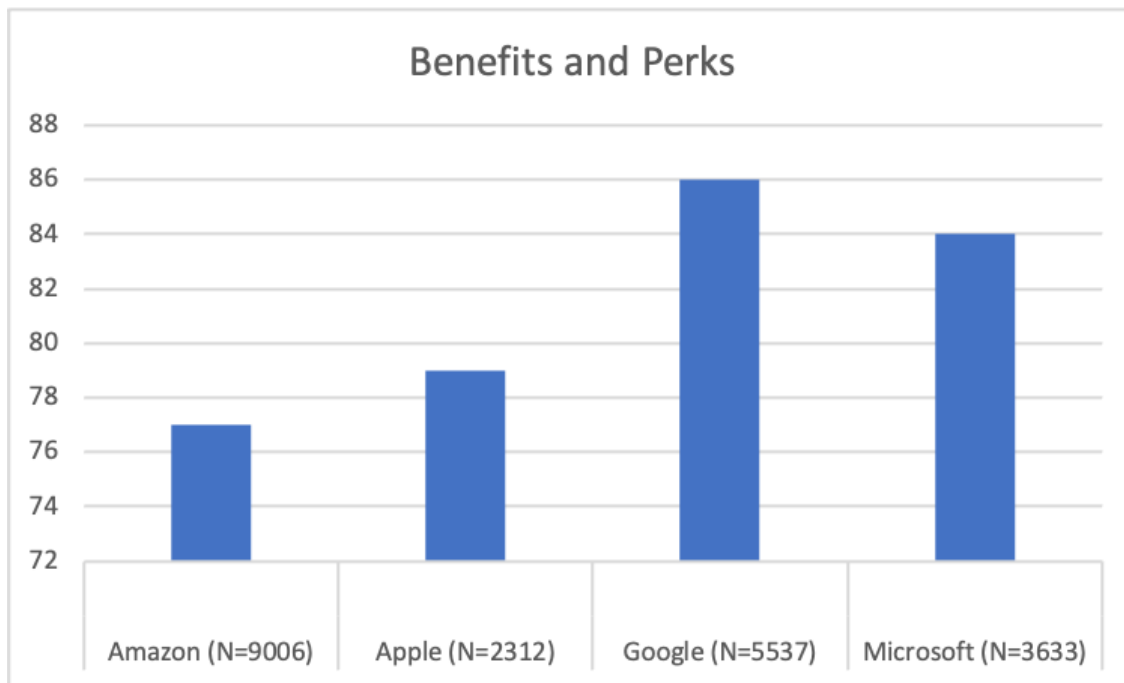


Figure 4 Contains data on the Growth Potential offered by four global companies in 2022. The data is based on an employee scoring system out of 100. The figure indicates that Google and Amazon employees believed they are offered more promotional opportunities than other companies.

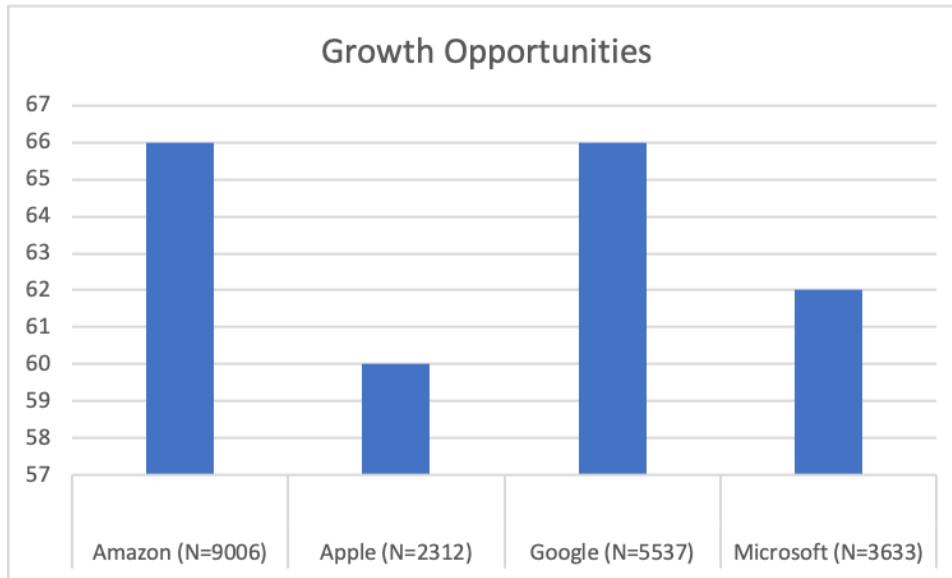
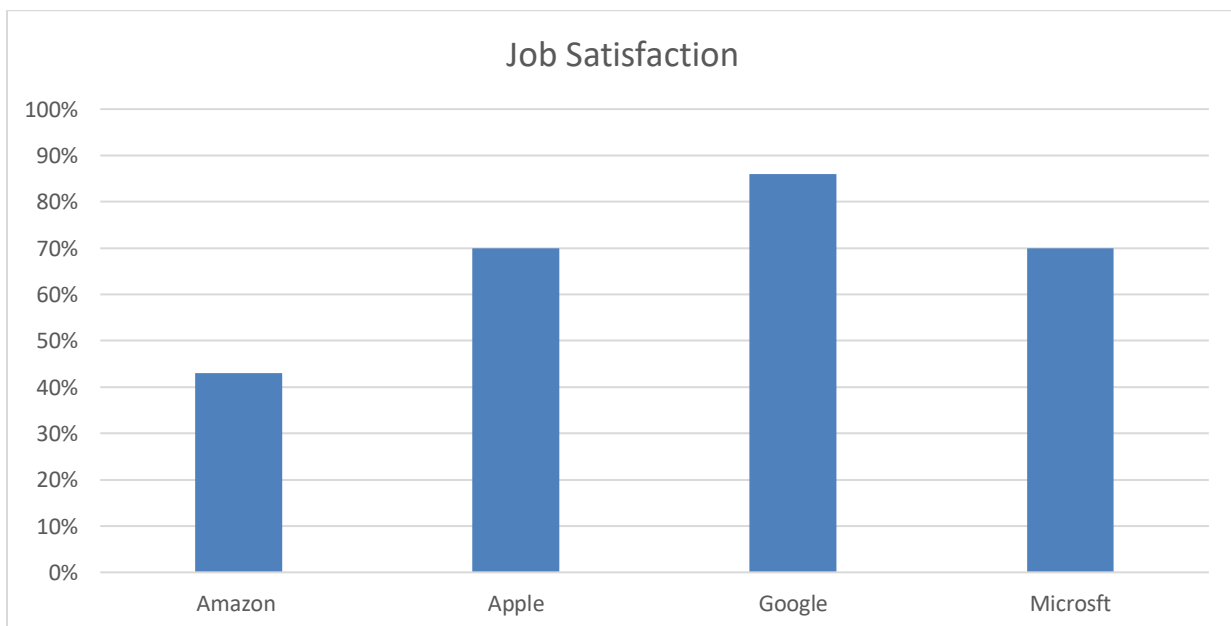


Figure 4 Contains data on the job satisfaction reported by the employees of four global companies in 2022. The data is based on the percentage of employees that are satisfied in their job. The figure indicates that Google employees are extremely satisfied whilst less than 50% of Amazon employees are satisfied.



Discussion

H1: Meaningful work, growth opportunities, and motivation are more positively linked to job satisfaction and productivity than increased compensation.

The results of this study suggested that the hypothesis was partially supported. In the introduction, I discussed how job satisfaction is impacted by a variety of variables. These variables included; meaningful work, growth opportunities, and motivation, which I hypothesized to be more positively correlated to job satisfaction and productivity than increased compensation. Due to the generation, we currently reside in, it is commonly believed that compensation can either negatively or positively impact an employee's work ethic. Work ethic is considered the job satisfaction and productivity of employees, and it is commonly believed that higher-paying jobs are highly correlated with high job satisfaction. However, I hypothesized that meaningful work, growth opportunities, and motivation are more positively correlated to job satisfaction and productivity than increased compensation. To support my hypothesis, I researched four major tech companies, including; Google, Microsoft, Apple, and Amazon. Whilst looking at these companies, I spread my hypothesis into four variables; benefits and perks, meaningful work, growth potential, and median salary to analyze information in a more cohesive and specific way. I chose to use median salary because it indicates the most common salary in a company and is not impacted by extremely high or low outlier salaries. My data suggests that Google had a low median salary with the highest job satisfaction while Amazon had a high median salary with low job satisfaction. After analyzing the data, it was evident that my hypothesis was partially supported by some companies and not supported by others.

Upon researching Google, I collected data on the four variables in question to examine exactly how employees relate the variables to work satisfaction. The data highlights that Google

employees report high scores for benefits and perks, meaningful work, and growth potential however it had the lowest median salary of the four tech companies researched. When comparing Google to Amazon, I found that Google employees rated their benefits and perks 11.7% higher than employees at Amazon. Google employees also rated their meaningful work 6.7% higher. 86% of Google employees reported being satisfied in their job whilst only 43% of Amazon employees reported being satisfied in their job. Finally, Google's median salary is nearly \$50,000 lower than Amazon's. Therefore, when comparing the data collected from Google and Amazon my hypothesis is supported as Amazon has a much higher median salary, but because Apple employees rate their benefits and perks and meaningful work higher, they ultimately have higher job satisfaction. Thus, it is evident based on these findings that meaningful work, growth opportunities, and motivation are more positively linked to job satisfaction and productivity than increased compensation.

Apple was the next company I investigated. Similar to Google, I used the same four variables to examine exactly how employees feel about working there. The variables I used were benefits and perks, meaningful work, growth potential, and median salary. The results indicated that Apple scored relatively high in benefits and perks, meaningful work, and growth potential whilst also having a high median salary. However, in comparison to Google, all three variables were much lower. Apple employees rated their benefits and perks 8.9% lower than Google employees, meaningful work 8.2% lower than Google employees, and finally growth potential 10% lower than Google employees. Furthermore, the median salary of Apple was nearly \$25,000 higher than the median salary of Google. Finally, the job satisfaction of Apple employees was 16% lower than Google employees. These results support my hypothesis as they highlight that

job satisfaction has a positive correlation to benefits and perks, meaningful work, and growth potential whilst highlighting a negative correlation between median salary and job satisfaction.

Microsoft was the next company I analyzed. Again, I found that Microsoft had a similar connection to Amazon and Google, and Apple and Google. To find this data, I used my four variables to examine exactly how employees feel about working there. The variables I used were benefits and perks, meaningful work, growth potential, and median salary. The data indicated that Microsoft employees reported relatively high scores for benefits and perks, meaningful work, and growth potential whilst also having a high median salary. Moreover, Microsoft had the closest scores when comparing the three variables to Google. When comparing Microsoft to Amazon, Microsoft employees rated their benefits and perks 9.1% higher and their meaningful work 4.1% higher. Furthermore, Microsoft employees' median salary was 10% lower than Amazon employees whilst Microsoft employees rated their job satisfaction 27% higher. Ultimately, these results support my hypothesis as it is demonstrated that employees are more satisfied with benefits and perks, and meaningful work than the median salary. Therefore, the results suggest that job satisfaction has a positive correlation to benefits and perks, meaningful work, and growth potential, whilst job satisfaction has a negative correlation to wage and compensation.

Amazon was the final company I collected data from. Similar to Google, I used my four variables to examine the correlation to employee job satisfaction. The variables I used were benefits and perks, meaningful work, growth potential, and median salary. Unlike the other three companies, the data collected from Amazon did not support my hypothesis. The results suggest that overall Amazon employees scored benefits and perks, meaningful work, and growth potential relatively high whilst also having the highest median salary (\$180,145). When comparing the results. Between Amazon and Apple, it became clear that my hypothesis was not fully supported.

Amazon employees rated their meaningful work 1.4% higher than Apple employees and also their growth potential 9.1% higher than Apple employees. Amazon employees also have an 11.4% increase in median salary compared to Apple employees. Going against my predictions Amazon employees' job satisfaction was only 43% whilst Apple employees have a job satisfaction of 70%. The results comparing these two companies contradict my hypothesis as Amazon scored higher in the variables, I suggested related to job satisfaction but scored much lower in actual job satisfaction. There ultimately may be another variable outside of what my data looks at that may suggest why Amazon employees' job satisfaction is so low. For example, due to Amazon employees scoring all the variables in the medium range it is possible that the larger compensation does not affect employees' motivation enough to make them not work there but enough to do a good or poor job.

After analyzing the data, and completing the research several limitations were noticed, as my hypothesis was not fully supported. The first limitation is that there could have been other subjects and a larger sample size that could have allowed me to analyze more data to support my hypothesis. An example could be looking at smaller companies or companies that are in retail or transportation instead of technology-based companies. There could have possibly been a difference in the variables I looked at with a larger sample size of companies. Another limitation of the study was that I may not have looked at all the variables that correlate with job satisfaction and this may be the reason that Apple employees rated their jobs as more satisfying than Amazon employees despite scoring lower in the variables I measured. Future research should consider these recommendations towards looking at if meaningful work, growth opportunities, and motivation are more positively linked to job satisfaction and productivity than increased compensation. This thesis and my findings could be applied to certain workforces to better understand

what increases employee satisfaction and with future research could be used to help attract and retain employees.

Conclusion

General Conclusion

In conclusion, my research contained data that did and did not support my hypothesis. Based on the data and prior literature there were instances where high compensation led to some level of job satisfaction with some employees searching for jobs based on salary. While examining all four companies, I found differences between all of the variables: benefits and perks, meaningful work, growth potential, median salary, and job satisfaction. For instance, I found that Amazon had the highest median salary; \$180,145, while having the lowest job satisfaction; 43%. On the other hand, I found that certain percentage differences found lower meaningful work and growth potential than Amazon. This data highlights that salary is not the sole contributor of job satisfaction as my hypothesis predicted, however it appears that the issue is larger than just meaningful work and growth potential increasing job satisfaction. Google was important in supporting my hypothesis as each variable was highest for google compared to the other companies except for salary, suggesting that there is more to job satisfaction than just a high salary.

Although personal improvement in job performance and achieving outcomes are important, from the viewpoint of organizations; focusing on internal elements, such as the meaning of work is also important to improve the company moving forward. Therefore, this shows that motivation in the workplace is often viewed as an influence on the meaning of work for employees on job engagement, organizational commitment, and value for the employee. Based on my study I can infer that job satisfaction is more reliant on the company as a whole rather than the variables in-between.

Implications for Practice

For further practice, companies like Apple, Google, and Microsoft should look at growth potential variables to increase job satisfaction. At the same time, Apple may need to look at meaningful work in their employee satisfaction. Overall, companies should be aware that salary is not the only indicator of job satisfaction and that implementing a work environment that focuses on an employee's growth and well-being such as the google environment may help increase overall employee job satisfaction.

Implications for Research

Future research should focus on expanding on the variables talked about in this study. Whilst this study indicated that salary is not the best predictor of an employee's job satisfaction, it was clear that it is a multifaceted issue. Future research should aim to understand all the variables that impact whether an employee is satisfied in their job and be more specific than just growth potential, meaningful work and benefits and perks. Future research should also expand into other business areas, not just technology companies that were looked at in this study. By diversifying the sample future research will be able to gain a better understanding of what causes job satisfaction across all workforces.

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