

## **The role of tenure as a moderator to job satisfaction and work engagement**

### **ABSTRACT**

Employees' job satisfaction and work engagement are critical aspects of an organization, and employee's working tenure and gender difference believe in influencing these aspects. Therefore, the purpose of this study is to examine the role of tenure as a moderator to job satisfaction and work engagement. Furthermore, this study determines any gender difference between job satisfaction and job engagement among Malaysian government servants. A sample of 160 Malaysian government servants, whereas 72 men and 88 women, participated in this study. This study used the survey method by using the Job Satisfaction Scale (JSS) and Work and Well-Being Survey or Utrecht Work Engagement Scale (UWES). The study's findings showed that satisfaction with compensation and satisfaction with co-workers predicted all three dimensions of work engagement (vigor, dedication, and absorption). Still, tenure does not lead to any moderating effect on this relationship. Lastly, the results obtained also showed no significant gender differences in job satisfaction and work engagement. This study gives the meaning as showing no working tenure moderating effect on the significant correlational relationship between job satisfaction and work engagement, and both job satisfaction and work engagement are not gendered.