

The copyright © of this thesis belongs to its rightful author and/or other copyright owner. Copies can be accessed and downloaded for non-commercial or learning purposes without any charge and permission. The thesis cannot be reproduced or quoted as a whole without the permission from its rightful owner. No alteration or changes in format is allowed without permission from its rightful owner.



**THE RELATIONSHIP BETWEEN EMPLOYEES' BENEFITS AND JOB SATISFACTION
AMONG AUTOMOTIVE COMPANIES' EMPLOYEES IN PENANG**

PREPARED BY:

DANISHA B.KANAGENTHIREN



Thesis submitted to

College of Business,

Universiti Utara Malaysia,

in Partial Fulfilment of the Requirement for the Master of Science (Management)



**Pusat Pengajian Pengurusan
Perniagaan**

SCHOOL OF BUSINESS MANAGEMENT

Universiti Utara Malaysia

PERAKUAN KERJA KERTAS PENYELIDIKAN
(Certification of Research Paper)

Saya, mengaku bertandatangan, memperakukan bahawa
(I, the undersigned, certified that)

DANISHA A/P B.KANAGENTHIREN (830447)

Calon untuk Ijazah Sarjana
(Candidate for the degree of)

MASTER OF SCIENCE (MANAGEMENT)

telah mengemukakan kertas penyelidikan yang bertajuk
(has presented his/her research paper of the following title)

**THE RELATIONSHIP BETWEEN EMPLOYEES' BENEFITS AND JOB SATISFACTION
AMONG AUTOMOTIVE COMPANIES' EMPLOYEES IN PENANG**

Seperti yang tercatat di muka surat tajuk dan kulit kertas penyelidikan
(as it appears on the title page and front cover of the research paper)

Bahawa kertas penyelidikan tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu
dengan memuaskan.
(that the research paper acceptable in the form and content and that a satisfactory knowledge of the field is covered
by the research paper).

Nama Penyelia : **PROF. MADYA DR. SITI NORASYIKIN BT. ABDUL HAMID**
(Name of Supervisor)

Tandatangan :
(Signature)

Tarikh :
(Date)

8 APRIL 2024

PERMISSION TO USE

In presenting this dissertation/project paper in partial fulfilment of the requirements for a Post Graduate degree from the Universiti Utara Malaysia (UUM), I agree that the library of this university may make it freely available for inspection. I further agree that permission for copying this dissertation/project paper in any manner, in whole or in part, for scholarly purposes may be granted by my supervisor(s) or in their absence, by the Director of Postgraduate Studies Unit, College of Business where I did my dissertation/project paper. It is understood that any copying or publication or use of this dissertation/project paper parts of it for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to the UUM in any scholarly use which may be made of any material in my dissertation/project paper.

Request for permission to copy or to make other use of materials in this dissertation/project paper in whole or in part should be addressed to:

Director of Postgraduate Studies Unit, College of Business
Universiti Utara Malaysia
06010 UUM Sintok
Kedah Darul Aman

ABSTRACT

The Job Satisfaction is essential to the success of any organisation. Emphasizing the importance of job satisfaction can benefit both the employee and the employer. Job Satisfaction shows a positive relationship to the employees on their work and the organisation can gain profit results due to Job Satisfaction. The objective of this study is to determine the relationship between Employee Benefits to the Job satisfaction of automotive sector workers, particularly in Penang. To achieve the objectives, three (3) variables were used in this study: work flexibility, financial rewards, and career development programs. This study focuses on Penang automotive sector workers with 2 years of working experience. The respondents among employees from various departments in the automotive sectors. For research methodology, The researcher used a quantitative method, and the Pearson correlation method was applied to evaluate the hypotheses on the relationships between variables. The data were collected using a questionnaire method through google form. Two hundred (200) questionnaires were sent out to respondents, and almost 75% (150) responses have been collected that can be considered as satisfactory for the study. The data were analyzed using Statistical Package for Social Sciences (SPSS) version 27. The study indicates that all variables tested have a strong relationship with Job Satisfaction. The finding of the result recommends that to enhance employee Job Satisfaction among Penang's Automotive sector employees, management has to focus more attention on providing work flexibility, financial rewards, and career development programs to employees.

Keywords: employee engagement, transformational leadership, organisation culture, innovation work behaviour and self-efficacy.

ABSTRAK

Kepuasan kerja adalah penting untuk kejayaan mana-mana organisasi. Menekankan pentingnya kepuasan kerja boleh memberi manfaat kepada kedua-dua pekerja dan majikan. Kepuasan pekerjaan menunjukkan hubungan positif dengan pekerja dalam kerja mereka dan organisasi boleh mendapatkan hasil keuntungan kerana kepuasan kerja. Tujuan kajian ini ialah untuk menentukan hubungan antara Manfaat Pekerja dengan kepuasan pekerjaan pekerja sektor automotif, terutamanya di Penang. Untuk mencapai matlamat, tiga (3) variabel digunakan dalam kajian ini: fleksibiliti kerja, ganjaran kewangan, dan program pembangunan kerjaya. Kajian ini memberi tumpuan kepada pekerja sektor automotif Penang dengan pengalaman kerja 2 tahun. Para responden di kalangan pekerja dari pelbagai jabatan dalam sektor automotif. Untuk kaedah penyelidikan, penyelidik menggunakan kaedah kuantitatif, dan kaedah korelasi Pearson digunakan untuk menilai hipotesis mengenai hubungan antara variabel. Data dikumpulkan menggunakan kaedah soalan melalui Google Form. Dua ratus (200) soalan telah dihantar kepada responden, dan hampir 75% (150) jawapan telah dikumpulkan yang boleh dianggap memuaskan untuk kajian. Data telah dianalisis menggunakan Statistical Package for Social Sciences (SPSS) versi 27. Kajian ini menunjukkan bahawa semua variabel yang diuji mempunyai hubungan yang kuat dengan Kepuasan Kerja. Penemuan hasilnya mencadangkan bahawa untuk meningkatkan kepuasan pekerja di kalangan pekerja sektor automotif Penang, pengurusan perlu memberi tumpuan yang lebih kepada menyediakan fleksibiliti kerja, ganjaran kewangan, dan program pembangunan kerjaya kepada pekerja.

Kata kunci: keterlibatan kakitangan, kepimpinan transformatif, budaya organisasi, tingkah laku kerja inovatif dan keberkesanan diri.

ACKNOWLEDGEMENT

I would like to express my deep appreciation to everyone who has participated and helped complete this research paper. My greatest appreciation to my supervisor, Prof Madya Dr Siti Norasyikin binti Abdul Hamid for giving great guidance, encouragement, and knowledge during the period of research paper completion. I would also like to express my great thankful and appreciation to my fiancée, Shireeman Thurai for helping and supporting me throughout my study. I am really grateful to my mother for the prayer and supporting your daughter in pursuing her life's goals and ambitions. Thank you to my family members, colleagues, for support and prayer. Lastly, special thanks to the workers of the Penang Automotive industry for giving me a great opportunity to further my study and gain knowledge for my future career and for participating in this study. This study will only be complete and successful with their cooperation and participation.

Thank you.

Table of Contents

CHAPTER ONE	1
INTRODUCTION	1
1.0 Introduction	1
1.1 Background of the Study	1
1.2 Problem Statement	4
1.3 Research Questions	7
1.4 Research Objectives	8
1.5 Scope of study	8
1.6 Significance of study	8
1.7 Definition of Key Terms	9
1.8 Organisation of study	10
CHAPTER TWO	11
LITERATURE REVIEW	11
2.0 Introduction	11
2.1 Definition and Concept of Variables	11
2.1.1 Job Satisfaction (DV)	11
2.1.2 Work flexibility (IV)	15
2.1.3 Financial Rewards (IV)	17
2.1.4 Career Development Programs (IV)	19
2.2 Hypotheses Development	21
2.2.1 Relationship between Work Flexibility and Job Satisfaction	21
2.2.2 Relationship between Financial Rewards and Job Satisfaction	22
2.2.3 Relationship between Career Development Programs and Job Satisfaction	23
2.3 Conceptual Framework	24
2.4 Chapter Summary	24
CHAPTER THREE	25
METHODOLOGY	25
3.0 Introduction	25
3.1 Research Framework and Summary of Research Hypotheses	25

3.2 Research Design	26
3.3 Population and sample, and sampling technique	26
3.3.1 Population and sample	26
3.3.2 Sampling technique	27
3.4 Questionnaire Design	25
3.5 Research Measurement	26
3.6 Data Collection	29
3.7 Data Analysis Technique	30
3.7.1 Reliability Analysis	30
3.7.2 Pearson Correlation Coefficients	30
3.7.3 Multiple Regression Analysis	31
3.8 Chapter Summary	31
CHAPTER FOUR	32
DATA ANALYSES AND RESULTS	32
4.0 Introduction	32
4.1 Response rate	32
4.2 Demographic background of respondents	33
4.3 Reliability Statistics	35
4.4 Descriptive analysis	35
4.5 Correlation Analysis	36
4.6 Regression analysis	37
4.7 Conclusions	40
CHAPTER FIVE	41
RECOMMENDATION AND CONCLUSION	41
5.1 Introduction	41
5.2 Findings Recap	41
5.3 Discussion on the findings	42
5.3.1. Work flexibility and job satisfaction.	42
5.3.2 Financial Rewards and job satisfaction	43
5.3.3 Carrer development and job satisfaction	44
5.4 Implications	44

5.4.1 Theoretical Implication	44
5.4.2 Managerial Implications	45
5.5 Limitation of the study and future direction	45
5.6 Conclusion	46
References	48
Appendices	57
Appendix A: Survey questionnaire	57
Appendix B	61
Reliability analysis	61
Appendix C	63
Descriptive Statistic	63
Appendix D	63
Correlation	63



List of figures

Figure1: Research Framework.....	24
Figure2: Research Framework.....	25



List of tables

Table 1: Questionnaire Design	25
Table 2: The Five-Point Likert Programs.....	25
Table 3 Sources of Items for each Variable.....	26
Table4: The Items of Job Satisfaction Programs	27
Table 5: The Items of Work Flexibility	27
Table 6: The Items of Financial Rewards	28
Table7: The Items of Career Development Programs	29
Table8: Cronbach's Alpha	30
Table9: Rule of thumb Cohen (1988).....	31
Table 4.1 Questionnaires distributed and collected	33
Table 4.2 Respondent Background by Gender, Age, Ethnicity, Department, Automotive worker, (N=150)	34
Table 4.3 Reliability of Data	35
Table 4.4 Descriptive analysis	36
Table 4.5 Correlation analysis	37
Table 4.6 Model of summary.....	38
Table 4.7 Pearson Correlation results.....	39
Table 4.8 Hypotheses result.....	39

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter provides an overview of the study, which consists of background of the study, problem statement, research question, and research objective. Besides, this chapter highlighted the relevance and scope of the study and the definition of the key terms. The last section briefly about the organisation of the study.

1.1 Background of the Study

Access to markets, physicians, and jobs is made possible by automobiles. Almost every automobile journey concludes with a financial transaction or another improvement in our standard of living (Oica, 2024). The world's auto industry is the single biggest driver of economic growth. It also has a significant impact on the construction of highways, petrol stations and transportation networks, all of which support regional development leading to develop a country. Global automotive trends are being led by newly built eco-friendly automobiles and developing technologies.

Malaysia's marketplaces have grown more competitive as a result of rising demand in the modern period of globalization, technical advancement, and superior corporate strategy. As a result of this intense competition, businesses throughout the nation are under pressure to discover methods to increase employee productivity and job satisfaction in order to keep their precious employees. Job satisfaction is an important aspect that has a direct impact on employee performance, productivity, and an organization's overall success (Dziuba et al., 2020). It relates to the fulfilment and happiness that employees feel, and it directly affects both their performance at work and their general well-

being (Webster, 2022). Job satisfaction is achieved when individuals engage in work they enjoy, perform it proficiently, and receive appropriate recognition for their efforts. People may have different perspectives on various aspects of their work, including the nature of their tasks, interactions with colleagues, superiors, or subordinates, and their compensation (Dziuba et al., 2020).

The analysis of job satisfaction among the employees is essential to evaluate if the employees of the employees are satisfied or not. If the employees of the organization are happy and satisfied, then there is less chance that the employees will leave the organizations. However, in some cases, they may be tied to an employee's position, qualifications, or length of service within the organization. Employee benefits are divided into three categories: social benefits, occupational benefits, and position-related benefits within the organization (Stalmašeková et al., 2017). Understanding the relationship between employee benefits and job satisfaction is crucial for the automotive industries in Penang, given the sector's substantial contribution to the country's economy.

Job Satisfaction can have a significant impact on individuals since a considerable portion of their lives is devoted to work and the workplace. Governments that directly engage with wide-ranging community organizations must possess capable, skilled, and dynamic human resources who are always ready to serve the community (Bahrani, 2015). To excel in serving the community, the organization must have a strong pool of human resources (Webster, 2022). These personnel play a crucial and indispensable role as valuable assets that support the organization's day-to-day operations. Consequently, it becomes essential to nurture and develop these human resources, and one effective approach is to enhance their job satisfaction. Their efforts and contributions are paramount, as the organization's ability to achieve its planned targets hinges on their dedication (Hajdukova et al., 2015).

Specifically, the study aims to examine how different employee benefits impact

job satisfaction levels. According to Halkos & Bousinakis (2010), job productivity may decline as the level of job-related stress increases. Job satisfaction is affected by a range of factors such as security, leadership career development, communication, pay and benefits and workplace relationships. Among these factors pay and benefits are one of the prominent factors behind the job satisfaction among the employees (Collins, 2022). Salaries and good incentives are the reasons why employees remain attached to the organisation. In the present business environment scenario, it has been identified that unhappiness and worker disengagement have become a common scenario (Collins, 2022).

Conversely, job satisfaction has been found to enhance productivity in certain work settings. In light of these findings, the study seeks to investigate whether the mentioned employee benefits can influence job satisfaction among employees in the manufacturing industries. Furthermore, Mabaso & Dlamini (2017), believes that increasing living costs have led to a rising demand among workers to seek higher incomes that can secure their future and overall life contentment. When individuals perceive that they are not adequately rewarded for their efforts, it gives rise to emotional discontentment. Over time, these emotional discrepancies will accumulate, resulting in unhappy and dissatisfied employees within the organization. The study reveals that higher job satisfaction leads to enhanced job performance, emphasizing the importance of employee benefits in influencing job satisfaction levels (Thakur et al. 2023). Manufacturing companies that prioritize offering attractive employee benefits, such as increases in work flexibility, financial rewards, and career development programs, tend to experience higher job satisfaction among their employees (Thakur et al. 2023).

In the present era, globalization, technological advancements, and improved business practices have resulted in increased competition across various markets in Malaysia to meet the rising demand. To tackle this intense competition, organizations must explore methods to enhance productivity and job satisfaction among their workforce (Bahrani, 2015). Job satisfaction of employees is a

reflection of their perceptions of their jobs or work environments, demonstrating the extent to which they find their work enjoyable (Fei et al. 2024). This level of job satisfaction is shaped by their past work experiences, present circumstances, and future expectations. In the context of Malaysia, the automotive industry ranks third in Southeast Asia and holds the 23rd position globally. It significantly contributes to Malaysia's GDP, accounting for approximately 4 percent or RM 40 billion, and provides employment to over 700,000 individuals across the country (Arokiasamy & Park, 2018).

According to Arokiasamy & Park (2018), although the Malaysian automotive industry employs over 70,000 workforces, factors concerning poor pay and benefits, poor working conditions, and others are affecting the job satisfaction levels of the workforce. On the other hand, Mahmud et al. (2021) have argued that the poor nature of work in some Malaysian Automotive Manufacturing plants has affected the job satisfaction of their workers significantly. Hai & Othman (2022) have talked about the impact of poor pay and benefits structure in the Malaysian automotive sector on the job retention and job satisfaction of the Generation Y workforce. Considering the scenario of issues concerning job satisfaction in the Penang automobile sector, the factors affecting talent retention for sustainable growth can be understood here. As opined by Fei et al. (2024), the Penang automotive industry can be seen as lacking an effective reward system, career progression opportunities, poor job design, and other employee management factors that are leading to job dissatisfaction. This highlights the issues of improper people management systems within the Penang automobile sector that contribute to workforce dissatisfaction. Referring to this context, this study intends to unfold various pay and benefits factors that are affecting job satisfaction of the workforce in the Penang automobile sector.

1.2 Problem Statement

Workers in the automotive sector frequently face significant levels of stress and

workload due to the industry's strict production schedules and tight deadlines. Extensive work hours and constrained project deadlines might lead to feelings of exhaustion and discontent. Workers may believe that the demands of their jobs are interfering with their personal lives (Thakur et al. 2023). Dissatisfaction may result from rigid work schedules or from a lack of support for work-life balance programmes. Dissatisfaction may stem from a lack of communication, incompetent leadership, or a gulf between management and staff. If workers believe their bosses are not being transparent, providing them with guidance, or recognising them, they may feel underappreciated or unsupported.

According to Thakur et al. (2023), employees who are dissatisfied may respond to perceived injustices through mental withdrawal, physical withdrawal, or aggressive retaliation. On the other hand, satisfied employees are more likely to go above and beyond their duties to deliver excellent customer service, consistently maintain high performance, and actively strive for excellence in all aspects of their work. Understanding employee attitudes and behaviours inside organizations frequently depends on their level of job satisfaction. It is to assess the effects of independent variables (work flexibility, financial rewards and career development programs) on workers' general levels of happiness by using job satisfaction as the dependent variable (Thakur et al. 2023).

In today's business, work flexibility arrangements including telecommuting, flexible scheduling, and remote work choices are more common than ever. In that case not having proper work-life balance can be considered as a major issue faced by the employees leading to make them dissatisfied. Scholars are keen to investigate the ways in which providing work flexibility arrangements affects workers' job satisfaction in Penang's automotive sector (Bhakat & Lathabhavan, 2020). Salary, bonuses, and other financial incentives are examples of financial rewards that are essential parts of employee pay packages (Mulugeta, 2018). Researchers want to investigate the correlation between the monetary benefits bestowed upon workers in Penang's automotive sector and the ensuing degrees of

job contentment among them. Now a day's employees look for more work flexibility environment. In the survey of Future Forum Pulse work flexibility, place culture improves the job satisfaction and retention rate (Waltower, 2023).

Every employee must have some financial goals and the employees work for the purpose. In a report of McKinsey, it has been identified that financial rewards on job performance level is an excellent investment opportunity for the business organisation. It has been mentioned that with the help of \$50 billion investment, \$1 billion incentive value can be generated (McKinsey, 2022). On the contrary, due to ensure financial reward some employees can get demotivated. Employee demotivation can have profound and far-reaching effects on both individual productivity and the efficacy of the company as a whole. A multimodal strategy that takes into account organisational culture, work-life balance, leadership, and extrinsic and intrinsic motivators is needed to address challenges connected to employee motivation (Olaijide, 2020). Organisations may assist the establishment and maintenance of high levels of employee motivation, which will enhance output and overall success, by creating a positive and stimulating work environment and offering chances for advancement, recognition, and development. Employees with motivation are more likely to bring fresh perspectives, inventive ideas, and solutions to the company. Decreased drive can hinder innovation and creativity, making it harder for the company to remain competitive and adjust to shifting market conditions (Olaijide, 2020).

Furthermore, according to Chemeli (2003), career development is closely connected to job satisfaction. Career management helps organizations align employees' needs, abilities, and aspirations with the current or future organizational demands. The goal is to ensure that the right employees are placed in suitable roles at the right time, providing them with opportunities to achieve personal fulfilment in their jobs. In the absence of a formalised programme for career development, staff members could believe that there aren't many prospects for growth within the company. Because they may believe their careers have

reached a dead end, employees may experience feelings of frustration and stagnation as a result. A lack of well-defined career growth pathways might lower employee engagement and motivation. When workers perceive little room for advancement, they may grow disenchanted and less dedicated to their jobs, which lowers output and performance (Bekele & Mohammed, 2020). Workers who believe that the company is not providing for their professional goals may look for work elsewhere. Increased turnover rates may follow, which could be expensive for the company in terms of hiring, training, and lost institutional knowledge. Employees may not have the competencies and skills necessary to fulfil changing industry needs and work requirements if they are not given the chance to continue their education and skill development. This may lead to a skills gap within the company, which would make it more difficult for it to develop and adjust to changing circumstances (Bekele & Mohammed, 2020).

Thus, based on the previous research, all the employee benefits provided are of considerable importance in this study. Work flexibility, financial rewards, and career development demonstrate a notable relationship with job satisfaction among employees in the automotive industry.

1.3 Research Questions

This study's main objective is to investigate the relationship between employee benefits and job satisfaction among Penang-based automotive industry workers. The following research questions will serve as the study's compass:

- a) Does a relationship exist between work flexibility and job satisfaction in the automotive industry in Penang?
- b) Does a relationship exist between financial rewards and job satisfaction in the automotive industry in Penang?
- c) Does a relationship exist between career development programs and job satisfaction in the automotive industry in Penang?

1.4 Research Objectives

The specific aims or purposes of this study are:

- a) To determine the relationship between work flexibility and job satisfaction.
- b) To determine the relationship between financial rewards and job satisfaction.
- c) To determine the relationship between career development programs and job satisfaction.

1.5 Scope of study

This study was limited to Penang's automotive industry, with a focus on examining the relationship between employee benefits and job satisfaction. The study intended to investigate a number of significant variables connected to this link, including work flexibility, financial rewards, and career development programs. In order to determine the link between independent factors and employee job satisfaction, this was directed at employees of various automotive firms in Penang. Only those who work in Penang's automotive sector has participated in the survey.

1.6 Significance of study

This study held immense importance in elucidating the correlation between employee benefits and job satisfaction among employees in the automotive industry in Penang. Through this research, the study uncovered the types of employee benefits offered by automotive companies and provided a clear understanding of how these benefits significantly relate to employee job satisfaction. It also offered valuable insights to companies that may be uncertain about how to improve employee job satisfaction, guiding them in identifying the employee benefits that can enhance their operations within the automotive business.

Moreover, this research offered top-level management in the automotive industry a comprehensive understanding of their employees' needs and preferences. By gaining valuable insights into employees' desires, automotive companies formulated effective marketing strategies and targeted specific market segments more efficiently. Additionally, optimizing the on-site experience for employees resulted in improved employee retention and heightened job satisfaction levels within the industry.

Last but not least, this research extended prior studies by providing empirical evidence that clarifies the connection between employee benefits and job satisfaction in the automotive industry. The study also offered valuable insights to automotive companies, helping them identify specific employee benefits that have enhanced job satisfaction and create a positive work environment. The findings served as a valuable reference for future research endeavours within the automotive industry in Penang.

1.7 Definition of Key Terms

The concept and key term utilized in this study are as follows:

Job Satisfaction is described as a key to enhancing both organizational and individual performance. Employees who experience high job satisfaction are more driven to attain the company's goals. Job satisfaction can also be linked to employees' attitudes towards their jobs, which stem from their perceptions of the tasks they perform (Mulugeta, 2018).

Work flexibility refers to as a smart working is an approach that enhances organizational efficiency and effectiveness by implementing new practices like flex time, which deviates from the traditional standard

arrangement (Bekele & Mohammed, 2020).

Financial rewards as motivation relates to management's efforts to ensure the financial well-being of employees, financial safety measures may include competitive pay programs, performance bonuses, annual increments, commissions, and other financial incentives provided by the management (Olaijide, 2020).

Career development programs encompass a range of policies and initiatives that include skill analysis, evaluation of job requirements, support in career planning, facilitation of job transitions (including lateral transfers and promotions), provision of technical and managerial training, and assistance in retirement planning (Chemeli, 2003).

1.8 Organisation of study

There are five chapters in this study. The introduction, problem statement, background, research questions, research objectives, significance, scope, operational definitions, and study structure are all included in the first chapter's summary of the study. The theoretical framework, the literature review, and the study's hypotheses are all covered in the second chapter. While chapter four shows the results of the SPSS software analysis, chapter three examines the methods used in the study. The results are finally interpreted in chapter five, which also offers the study's conclusion

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The independent and dependent variables used in this study are defined in great detail in this chapter. It will extensively review relevant literature from previous studies pertaining to these variables. The chapter will be structured into four sections: the first section will delve into the conceptual clarity of the variables, the subsequent section will analyse the variables in the context of previous research, and the final part will encompass the formulation of hypotheses and the establishment of the theoretical framework.

2.1 Definition and Concept of Variables

2.1.1 Job Satisfaction (DV)

The term "job satisfaction" describes how people feel about their occupations generally. It is the pleasure and well-being of someone with regard to their performance in the work environment. The degree of contentment and fulfilment that workers feel from their employment is referred to as job satisfaction. It covers a wide range of topics related to the employment, such as the nature of the work itself, pay and perks, relationships with coworkers and managers, and chances for professional progress. While poor job satisfaction can result in feelings of discontent, tension, and disengagement, high job satisfaction is usually linked to positive attitudes and emotions towards work. Increased job satisfaction can be a result of a cooperative, respectful, and encouraging work atmosphere that values open communication (Judge et al., 2020). Workers are more likely to be happier in their jobs when they perceive that their managers and coworkers value and respect them. Good interpersonal ties between managers and coworkers have a big influence on job happiness. In the

workplace, a sense of camaraderie and belonging can be fostered by positive interactions and good teamwork. Opportunities for learning, skill development, and career growth are valued by employees (Judge et al., 2020). Higher job satisfaction is more likely to be fostered by organisations that invest in employee development through training initiatives, mentorship opportunities, and career promotion pathways. Compelling benefits packages and fair and competitive pay are critical components in evaluating job happiness.

The seen or measured variable that is impacted by the independent variable is the dependent variable in this study. The job satisfaction of employees in the Penang automotive sector is the dependent variable (DV) in the context of this study. Job satisfaction is the degree of contentment people have with their jobs (Dziuba et al., 2020; Judge et al., 2020). According to the research findings by Ramawhickrama & Rathnayaka (2010), there is a positive relationship between employee benefits and job satisfaction in the manufacturing industry. While cognitive job satisfaction refers to an individual's happiness with certain parts of their employment, affective job satisfaction deals with the overall positive emotional experiences that people have about their jobs (Bahani, 2013).

The degree of satisfaction or fulfilment of workers' demands and feelings in their occupations is referred to as job satisfaction. It covers a wide range of topics, that are related to the workplace, such as the working conditions, duties assigned, and interactions with coworkers and managers. This also involves prospects for professional development, pay and benefits, and the general work-life balance (Arokiasamy & Park, 2018). Increased output, higher performance, decreased turnover rates, and enhanced employee well-being are all frequently linked to higher job satisfaction. The impact of a supportive and healthy work environment on job satisfaction can be substantial (Judge et al., 2020). Employee perceptions of their occupations can be influenced by a variety of factors, including workplace safety, cleanliness, comfort, and organisational culture. Maintaining well-designed occupations that suit an employee's aptitudes, interests, and talents can increase job

happiness. Work happiness is also highly correlated with autonomy in decision-making, clear work tasks, and responsibilities (Dziuba et al., 2020).

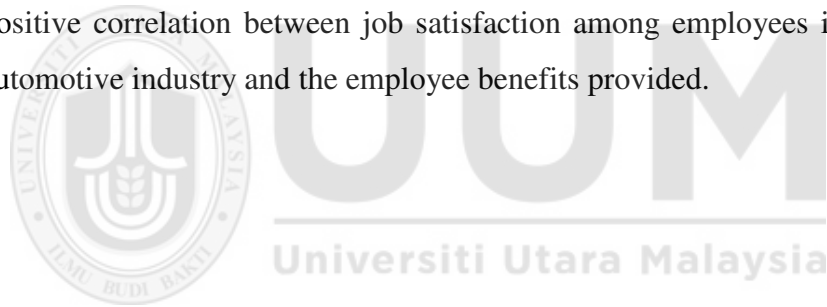
Good working connections with coworkers, managers, and teammates are a factor in job happiness. A sense of fulfilment and belonging at work can be fostered through effective communication, teamwork, respect, and acknowledgement of contributions (Judge et al., 2020). Opportunities for education, skill development, and career growth are valued by employees. Job satisfaction is higher in companies that fund internal advancement routes, mentorship programs, and training initiatives (Dziuba et al., 2020).

Maintaining a healthy balance between work and personal obligations is essential for both general well-being and job happiness. A better work-life balance can be achieved by offering work flexibility schedules, wellness initiatives, and rules that encourage parental leave and vacation time balance (Arokiasamy & Park, 2018). Organisations must continuously monitor and improve job satisfaction through the use of employee surveys, feedback gathering, problem-solving, happy work environments, development opportunities, and acknowledging and rewarding people for their contributions.

According to Maulabakhsh and Raheela (2015), job satisfaction refers to an employee's emotional connection to their job and is a key driver of motivation and performance enhancement. Job satisfaction is described by Muhammad (2019) as the enjoyable or good emotional state that results from how employees evaluate their jobs or work experiences. It covers the happiness and fulfilment attained via work and significantly affects employee-driven productivity. In addition, job satisfaction is also defined as the feeling of accomplishment and success experienced by a worker in their job. It is commonly believed to have a direct connection to both productivity and personal well-being. Job satisfaction means engaging in a job that brings enjoyment, performing it effectively, and receiving appropriate rewards for one's hard work. Furthermore, it entails having enthusiasm

and happiness in one's work (Aziri, 2011).

Besides, based on Neog & Barua (2014), there are numerous factors that impact a person's job satisfaction level. These factors encompass salary and benefits, equitable performance evaluations, chances for career development, appropriate acknowledgement and incentives, a healthy work-life balance, job characteristics, working conditions, leadership quality, and autonomy in the workplace. Job satisfaction is a complex concept influenced by a combination of variables, circumstances, opinions, and behavioural tendencies. Moreover, these characteristics can be utilized to establish their association with employee job satisfaction. In a previous study conducted by Arokiasamy & Park (2018), backed by strong numerical and statistical evidence, the researchers hypothesized a positive correlation between job satisfaction among employees in the Malaysian automotive industry and the employee benefits provided.



2.1.2 Work flexibility (IV)

The goal of workplace flexibility is to create an environment where workers can prosper. Furthermore, it only works in outstanding, high-trust corporate cultures. The capacity of employees to choose when, where, and how they work in order to meet their unique needs, preferences, and personal circumstances is referred to as work flexibility. It includes a range of policies and practices that give workers more autonomy over their work schedules and places, including job sharing, flexible work schedules, remote work, and reduced workweeks. Due to changing work-life balance views, technology improvements, and changing demographics, job flexibility has become more and more vital in today's economy. Employees with flexible schedules can adjust their start and end timings, as well as the duration of their workdays, to better suit their preferences and personal obligations (Dziuba et al., 2020). This could entail choices like flextime, in which workers choose core hours during which they are required to be present but are free to rearrange their calendars outside of those times. Employees can carry out their work from places other than the usual office environment, such as their homes, co-working spaces, or satellite offices, thanks to remote work, also known as telecommuting or telework. Employees that work remotely have more freedom to balance their personal and professional obligations. They may also have advantages like shorter commutes and higher levels of autonomy. Expanding daily work hours, compressed workweeks compress the traditional five-day workweek into fewer days. Employees might, for instance, work four 10-hour days as opposed to five 8-hour days (Dziuba et al., 2020). Employees can take longer vacations thanks to this arrangement, which can improve work-life balance and save money on transportation. When two or more workers share the duties of a single full-time position, this is known as job sharing. Every worker follows a part-time schedule, usually overlapping to facilitate communication and handoffs. Employees who participate in job sharing can split their workload and yet enjoy the perks and possibilities for career advancement that come with full-time employment.

The independent variable under scrutiny for the dependent variable (Job Satisfaction) is Work flexibility. According to a study conducted by (Lucille, 2017), work flexibility arrangements are beneficial for employees in attaining a work-life balance (Bjärntoft et al., 2020; Subramaniam et al., 2020). These arrangements were initially introduced to provide support to individuals who encountered difficulties in managing their time between work and personal responsibilities, such as childcare. Additionally, work flexibility practices lead to reduced turnover and absenteeism, ultimately resulting in increased productivity and profitability for the organization. Employers enhance employee working conditions through work flexibility arrangements, which positively influence employee job satisfaction. According to Weideman & Hofmeyr (2020), it has been noted that through work flexibility arrangements, the job timings for employees can be improved, which might encourage them to work more committedly. Within the business landscape, there is a positive correlation between work flexibility arrangements and employee engagement (Dziuba et al., 2020). From this, it can be said that an engaged employee is a satisfied employee. Hence, through work flexibility, employees can be engaged more effectively. Austin-Egole et al. (2020) have argued that work flexibility arrangements in an organization not only enhance employee performance but also accelerate organizational performance altogether. The more efficient the workers become, the more rise in organizational productivity is observed.

In the view of Shifrin & Michel (2022), work flexibility arrangements have various positive outcomes concerning workers in a firm, among which the mental health of employees is an important one. If an employee is working more than the stipulated working hours, their work-life balance is getting hampered. This results in the poor mental health condition of the employees in an organization. Thus, to ensure good mental health of employees and complete job satisfaction, work flexibility arrangements can be employed by organisations. On the other hand, Bjärntoft et al. (2020) have shown that work-life balance is more evident in workers who are working under work flexibility arrangements. This provides them with the opportunity to

maintain both their personal and professional life effectively, resulting in their satisfaction with the firm they are working for. Hence, it can be said that through a work flexibility climate, an organisation can effectively contribute to the job satisfaction of its employees.

2.1.3 Financial Rewards (IV)

Businesses frequently utilise financial prizes as a means of praising and motivating staff members for their contributions, performance, and accomplishments. These incentives, which usually come in the form of bonuses or cash remuneration, are crucial for fostering employee engagement and motivation. For most employees, base salary and hourly earnings are the main sources of financial rewards. These sums, which serve as remuneration for labour completed, are usually established by taking into account variables such market rates, experience, talents, and job duties (Shifrin & Michel, 2022). Employees receive bonuses as one-time payments in addition to their base income. Bonuses may be awarded based on how well an employee performs individually, as a team, within a department, or across the entire organisation in relation to predetermined objectives, benchmarks, or key performance indicators (KPIs). Profit-sharing incentives, commissions on sales, performance bonuses, and spot bonuses for extraordinary contributions are a few examples. Employees are given a financial incentive in the form of a percentage of the company's profits through profit-sharing programmes. Employees have the ability to buy or receive company stock at a predetermined price through stock options and equity grants. These types of pay are frequently utilised as incentives for staff members to support the long-term development and success of the business. Vesting timelines and performance-based requirements linked to the execution of stock options are possible (Shifrin & Michel, 2022). Employee base salaries are adjusted for inflation, cost of living, merit, or tenure through annual compensation increases and incremental raises. These changes, which are usually made in response to collective bargaining agreements, performance reviews, or compensation reviews, are meant to honour employees' continued commitment and contributions.

The independent variable under investigation concerning the dependent variable (DV) is the financial rewards. Financial rewards offered to employees encompass bonuses, salary/pay raises, fringe benefits, profit sharing, and other compensation packages (Silwal, 2021; Binghay, 2022). These rewards play a crucial role in influencing the level of effectiveness and commitment displayed by workers in attaining organizational goals and objectives (Oni-Ojo et al., 2015). The term "financial reward" describes the money paid to people or organisations in return for their labour, services, or contributions (Malek, Sarin & Haon, 2020). This compensation may come in the form of a salary, wages, commissions, bonuses, stock options, profit-sharing plans, or other financial incentives. Organisations frequently utilise financial rewards to identify and honour exceptional performance and accomplishments, as well as to draw in, inspire, and keep outstanding individuals.

Noorazem et al. (2021) have argued that employee rewards, specifically the monetary ones have a great impact on their productivity and job interest. Apart from non-financial rewards, financial compensations offered by any firm can make the employee extremely happy and satisfied. Emmanuel & Nwuzor (2021), financial reward in an organisation for its employees is one of the most wanted intrinsic reward systems that change employee attitude extensively. These financial rewards can be offered in the form of a hike in salary, any monetary appreciation, bonuses, and others (Emmanuel & Nwuzor, 2021). These financial rewards have a direct connection with job satisfaction that not only accelerates their own productivity but also the growth of the firm they are working for. Thus, it can be seen that through financial rewards job satisfaction can be achieved.

2.1.4 Career Development Programs (IV)

The process of acquiring and applying short-term skills to advance towards long-term professional goals is known as career development. This process, which entails consistently hitting benchmarks unique to your chosen job path, is frequently lifetime in nature. Organisations adopt career development programmes to assist staff members in growing in their professions, learning new skills, and accomplishing their goals in the workplace. Offering chances for development, education, and career advancement within the company, these initiatives seek to improve worker engagement, retention, and output (Mercy & Wali, 2021). Training opportunities are a common component of career development programmes, which assist staff members in gaining new competencies, knowledge, and abilities related to their present positions or desired future careers. A broad range of subjects can be covered in training programmes, such as project management, communication techniques, leadership development, technical skills, and knowledge unique to a given business. Through mentoring and coaching programmes, staff members are paired with seasoned professionals or senior executives who may offer direction, counsel, and encouragement as they progress through their careers. Mentors and coaches can help staff members create objectives, overcome obstacles, and advance their careers by sharing ideas, experiences, and feedback. In order to help individuals create relevant goals for their professional advancement and create personalised career development plans, career development programmes frequently incorporate tools and resources. These plans could include goals, both short- and long-term, possibilities for growth, and a set of steps to take in order to realise professional goals (Mercy & Wali, 2021). Programmes for job rotation and cross-training expose staff members to various departments, jobs, or tasks inside the company, giving them the opportunity to acquire a variety of experiences and broaden their skill set. Through these programmes, staff members can expand their skill sets, consider other career options, and get ready for leadership responsibilities in the future.

The career growth programme is the main independent variable. Programmes for

career development encompass the tactics used by companies to match employees' interests and aptitudes with available job prospects, guaranteeing adaptation to both immediate and long-term changes within the organization (Orlova, 2021; Mercy & Wali, 2021). A thorough investigation of this issue suggests that the relationship between career development and career programmes might enhance good personal outcomes, particularly in regard to job satisfaction (Febriani, 2018). Niati et al. (2021) have identified that offering skill, knowledge, and overall professional developmental training by any firm can contribute largely to the career development of the workers. This indicates the necessity of an organisational human resource management department to design and organise effective career developmental programs to make sure their workers have a bright professional future ahead. Sugiarti (2022) has articulated that to keep the workers motivated and satisfied in their job roles, it is salient for any organisation to offer developmental training and a productive work culture for them. This training such as training on various professional skills, leadership, teamwork, and more has the potential to transform the employees' careers. This transformation in their career can help them achieve their desired job position.

Moreover, career developmental training can ensure employee contentment and inspire them to be more professionally equipped for their future endeavours. According to Cera & Kusaku (2020), among all the organizational performance-enhancing factors training-development is a major one that helps workers to have all the necessary skills to perform their respective jobs. Through this training, workers contribute to the development of not only their careers but also the organizational growth in a competitive business environment by achieving job satisfaction. Aburumman et al. (2020) has stated that to overcome employee dissatisfaction and turnover intention, career developmental programs play a crucial role. Thus, it can be said that through career development programs or training, organisations can gain job satisfaction and reduce the level of turnover.

2.2 Hypotheses Development

2.2.1 Relationship between Work Flexibility and Job Satisfaction

Work flexibility affects several elements of work and personal life, such as emotional exhaustion and work-family balance directly (Ma, 2018). Work flexibility includes not only the flexibility of working hours but also the degree to which employees can choose their work style and location. Bekele & Mohammed (2020) state that considering the various benefits of work flexibility arrangements, especially in enhancing organizational productivity and job satisfaction, their adoption and implementation have become a prominent focus in workplaces globally. As Lucille (2017) has discovered, work flexibility arrangements are also advantageous for employees with significant family responsibilities, such as caring for children or elderly parents, as it allows them to work from home and effectively manage their work and non-work commitments. This arrangement is designed to facilitate a harmonious balance between work and personal life, providing benefits to both employers and employees.

A significant connection between work flexibility arrangements, particularly shortened work weeks, and job satisfaction was found (Bekele et al., 2020). Therefore, the main goal of this study is to investigate the connection between work flexibility schedules and job satisfaction. On the basis of the results of earlier study, the following theory has been developed:

H1: Work flexibility has a significant relationship with job satisfaction.

2.2.2 Relationship between Financial Rewards and Job Satisfaction

The key to raising employee job satisfaction and overall organisational profitability is to provide employees with more rewards at work. When workers feel or expect that their efforts will be noticed and recognized by their bosses, they work at their best (Al-Jalkhaf & Alshaikhmubarak, 2022). As per the study of Malek, Sarin & Haon (2020), financial rewards are a crucial part of pay plans intended to draw in and keep talented workers. The structure of these awards can be determined by a number of performance criteria, such as departmental, team, individual, and overall organizational performance. This pertains to extrinsic factors that encourage actions, such as wages, working conditions, health benefits, and promotions, which are external to the job or business setting (Allen, 2017). These motivating factors are generally identified and established by the organization in which the individual is employed. Besides, Zaraket & Saber (2017) also discovered that various types of financial rewards exist, with one example being a bonus, which is an additional form of compensation given to employees as a means of motivation recognition for their dedicated efforts. Bonuses are primarily granted based on employee performance, which could involve achievements like generating more deals, boosting sales, or initiating new production lines (Lucille, 2017). Consequently, managers utilize bonuses to encourage their subordinates to strive for specific objectives.

The relationship between financial rewards and job satisfaction has been the subject of several research (Orlova, 2021). According to the study by Malek, Sarin & Haon (2020), two essential components that have a major influence on an individual's total work experience and well-being are financial rewards and job satisfaction. Even though they are connected, their relationship is not always clear-cut cause and effect (Mercy & Wali, 2021). According to these results and prior empirical studies, the following theory has been put forth:

H2: Financial rewards has a significant relationship with job satisfaction.

2.2.3 Relationship between Career Development Programs and Job Satisfaction

Generally, in terms of organizational context, programmes are employed by employers to design and oversee career-related initiatives that align employees' interests and skills with organizational opportunities, enabling them to adapt to current and future changes within the organization (Febriani, 2018). As claimed by Kaya & Ceylan (2014), career development encompasses a range of options, including skill development and preparation for future opportunities beyond mere promotions. Organisations invest in career development programs for various reasons, such as enhancing employee performance, fostering managerial growth, demonstrating corporate culture to salespeople, reinforcing core values, assisting salespeople in advancing their careers, and providing additional incentives to employees (Mercy & Wali, 2021). Career development encompasses advancements in status and responsibilities, which can occur within a single organization, through transitions between different organizations, or a combination of both (Kakui & Gachunga, 2016). According to Malahayatie et al. (2023), in order to optimize the company's objectives of ensuring job satisfaction, having a well-defined career development path is essential. Career development pertains to the individual efforts made to attain professional goals. Career plans prove highly beneficial to employees as they help them strategize and visualize their career progression.

According to a prior study by Kaya & Ceylan (2014), career development programs had no beneficial benefits on job satisfaction. However, research conducted by Chemeli (2003) with participants from Nairobi-based commercial banks revealed a substantial link between career development programmes and job satisfaction. As a consequence, in light of the outcomes of the preceding investigation, the following hypotheses has been developed:

H3: Career development programs has a significant relationship with job satisfaction

2.3 Conceptual Framework

Drawing from the existing literature, the study has developed a research framework, presented below:

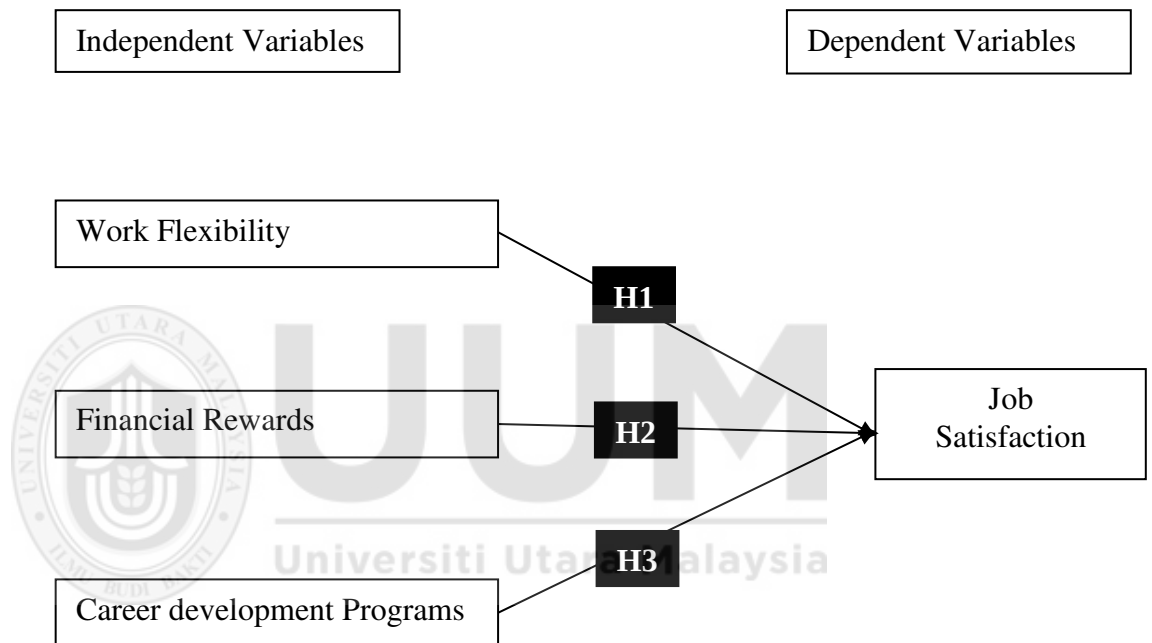


Figure1: Research Framework

2.4 Chapter Summary

The literature from earlier studies is thoroughly analysed in Chapter 2, with an emphasis on job satisfaction and the research's factors. It goes into great detail on the independent and dependent variables, how they relate, how hypotheses are developed, and how the conceptual framework is presented. This chapter also provides a summary of the research's methodology.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

The methodology of the study used to complete the study's research goals is presented in this chapter. It contains an overview of the study hypotheses as well as the development of the research framework. The selection and application of suitable research designs and techniques are pivotal in achieving the research objectives. The methodologies employed will include the design of a questionnaire, data collection, and quantitative analysis. These methods will take into account the problem description, research questions, objectives, study scope, and other pertinent considerations. The chapter will succinctly define and describe the research design, measurement, and techniques employed.

3.1 Research Framework and Summary of Research Hypotheses

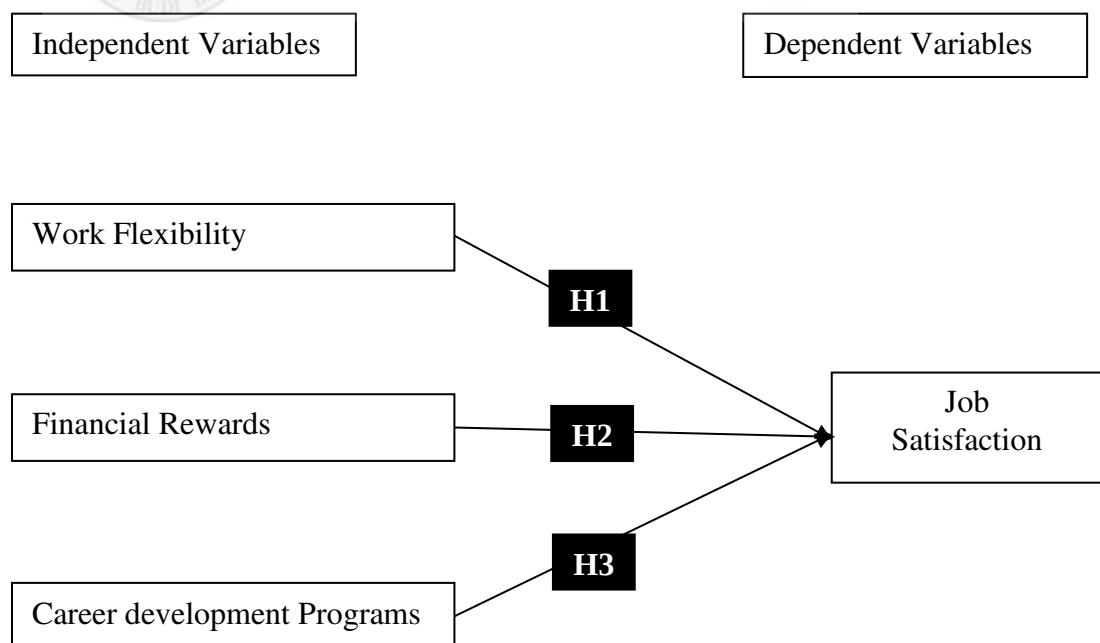


Figure2: Research Framework

This study has put forward three hypotheses, as presented below:

H₁: Work flexibility has a significant relationship with job satisfaction.

H₂: Financial rewards has a significant relationship with job satisfaction.

H₃: Career development programs has a significant relationship with job satisfaction.

The overall goal of this study is to demonstrate the strong connection between employee benefits and job satisfaction in Penang's automotive sector.

3.2 Research Design

The research adopts a quantitative approach to gather data and address the research questions, which pertain to variables developed within the theoretical framework. The primary objective is to test the hypothesis. A questionnaire containing relevant inquiries related to the research topic will be formulated and administered to the respondents. Afterward, the collected data will be subjected to statistical mathematical analysis utilizing computational methods. The study will utilize Statistical Package for the Social Sciences (SPSS) software for data analysis and statistical processing.

3.3 Population and sample, and sampling technique

3.3.1 Population and sample

According to Shukla (2020), the population is a collection of all people or units that share the particular variable attribute being studied, and research results may be generalized to this complete collection. In contrast, a sample is a portion of the

population that accurately depicts it. This implies that the selected sample must encompass all the diverse characteristics present in the various types of units within the population. For this study, the population consists of employees currently employed in Penang's Automotive Companies. As suggested by Krejcie and Morgan (1970), the suitable sample size will be determined following the guidelines. The population will be 150 people Employees, who have experience of at least 2 years will be provided with the questionnaires through google form. No statistics on population have not been considered in this research.

3.3.2 Sampling technique

Taherdoost (2016) states that there are two basic kinds of sampling techniques: probability sampling and non-probability sampling. Simple random sampling, stratified random sampling, cluster sampling, systematic sampling, and multi-stage sampling are all examples of probability sampling techniques. As opposed to probability sampling, non-probability sampling uses techniques including convenience, judgement, and quota sampling. Non-probability sampling has been considered for this research to analyse the relationship between employee benefits and job satisfaction and the convenience samplings is used in this study. As opined by Taherdoost (2016), with non-probability sampling, there is no guarantee that every member of the population will be included in the sample. In general, non-probability sampling techniques are less expensive, time-consuming, and easier than probability sampling techniques, hence, this method has been selected. Using convenience sampling also helped more as the participants can be selected in a simple way because they happen to be accessible area to gather the data collection.

3.4 Questionnaire Design

The questionnaire that will serve as the main tool for this study has four sections: Section A, Section B, Section C, Section D, and Section E. Demographic data on the respondents, such as gender, age, race, employment history, department, and position, will be gathered in Section A. The topics of job satisfaction, work flexibility, financial rewards, and career development programs will be covered in Sections B, C, D, and E, respectively. A five-point Likert programs will be used to evaluate each topic in these sections, with 1 denoting "strongly disagree" and 5 denoting "strongly agree." The Likert programs will be used to help determine the study's results, and participants will choose their answers depending on the points offered in the questionnaire.

Table 1: Questionnaire Design

Part	Content
Section A	Demographic
Section B	Job Satisfaction
Section C	Work flexibility
Section D	Financial Rewards
Section E	Career Development Programs

Table 2: The Five-Point Likert Programs

Part	Content
1	Strongly Disagree
2	Disagree
3	Neutral
4	Agree
5	Strongly Agree

3.5 Research Measurement

This research utilized a quantitative approach, employing a survey method to achieve its objectives. The study will use non-probability sampling, specifically convenience samplings, to target individuals from various organizations. Google form questionnaires will be distributed among employees working in automotive companies in the Penang region. The data analysis will rely on statistical data collected and processed using Social Sciences Statistics Package version 26 (SPSS).

Table 3:
Sources of Items for each Variable

Variables	Sources	No. of Items
<i>Dependent Variable</i>		
Job satisfaction	Yin Mei (2022)	7
<i>Independent Variables</i>		
Work Flexibility	Bekele&Mohammed (2020)	8
Financial Rewards	Malek, Sarin & Haon (2020)	5
Career Development Program	Chemeli (2003)	9

Furthermore, all the items utilized in this study have been sourced from various articles based on their relevance to the research topic. The dependent variables, namely job satisfaction has been listed in table 4 and the seven lines of questionnaire's were sourced from Yin Mei (2022)

*Table4:
The Items of Job Satisfaction Scale*

No.	Items
1	I would highly recommend this automotive-based company in Penang to my family and friends as a great place to work.
2	I find great satisfaction in my work at this automotive company.
3	I am motivated and encouraged to contribute to the improvement and growth of my job scope in the automotive industry.
4	I am well aware of the steps required to advance professionally within this company.
5	I believe that working in the automotive field and for this company will provide ample opportunities for career advancement and personal growth.
6	I feel a strong sense of purpose and importance in my work, knowing that it contributes significantly to the success of this company.
7	Working for this automotive-based company has positively impacted my life and made it better.

The first independent variable, work flexibility, was obtained from (2015) research and table 5 shows the work flexibility scale that consists of 8 items.

*Table5:
The Items of Work Flexibility Scale*

No.	Items
1	My job offers flexible start and end times, allowing me to adjust my work hours.
2	My job requires a specific number of hours per day and week.
3	I am allowed to leave an hour earlier on one working day if I can compensate for it on another day within the same week.
4	I find that having flexible working hours enhances my productivity at work.
5	I have the option to work fewer than the standard 5 working days.
6	I am allowed to take mini breaks during long working hours.
7	I am required to be present at the office in Penang during the core working days.

On the other hand, the independent variable "Financial rewards" was sourced from the research conducted by (Malek, Sarin & Haon, 2020). The questionnaire will include the items illustrated in table 6 below.

*Table 6:
The Items of Financial Rewards Scale*

No.	Items
1	Extra financial resources for the team (i.e., bigger budget, expense/discretionary spending allowance etc.) based on team performance.
2	Stipulated amount of money for your team based on a share of company profits (i.e., profit sharing) based on their individual or team performance.
3	Extra financial resources for individual team members (i.e., bigger budget, expense/discretionary spending allowance etc.) based on their individual or team performance.
4	Cash bonuses based on product's market performance after introduction.
5	Extra resources in kind (i.e., equipment/personnel/supplies) for the team or individual members based on performance.

As for the last independent variable, which is career development was fully sourced by Chemeli (2003), which consists of 9 items. The list of questionnaires used is as table 7 below.

*Table7:
The Items of Career Development Scale*

No.	Items
1	My employer provides me with opportunities to gain broader experience.
2	I receive sufficient support from my supervisors for my training and development needs.
3	I believe employees in my organization are offered equal opportunities to fulfill their career potential.
4	Advancement opportunities are fairly distributed.
5	My supervisor encourages me to seek new training opportunities.
6	I actively participate in the staff review and development scheme.
7	Employees are rewarded based on their performance.
8	Promotions are offered from within the organization when appropriate.
9	My organization supports my personal growth and development.

3.6 Data Collection

In this study, primary data was used and as per (Kabir, 2016), primary data is data gathered through direct experience and is distinct from secondary data as it has not been published before. It is widely regarded as more dependable, genuine, and unbiased. The fact that primary data remains unaltered by human influence contributes to its higher validity compared to secondary data.

Furthermore, this study also incorporates data and information from various sources from online, including journals, articles, and books, available on the internet, online libraries, and Google Scholar. The primary method of data collection involved online questionnaires, which is distributed to employees working in Penang Automotive Companies through google form, who will serve as the respondents. These questionnaires are bilingual, containing content in both the local language and English to accommodate the workers at the companies.

3.7 Data Analysis Technique

Statistical Package for the Social Sciences version 26 (SPSS) used in this study to analyse the survey data. The raw data undergo required alterations prior to analysis, such as suitable variable labelling, choosing the programs type, and other necessities. These changes are essential to obtaining pertinent insights for the study and ensuring correct data interpretation by the programme. Then, using hypotheses statements to construct links between each independent variable and the dependent variable, correlation analysis will be carried out.

3.7.1 Reliability Analysis

Reliability assesses the consistency of a measuring instrument in accurately measuring the intended concept. To ensure the instruments' consistency, the study will employ Cronbach's Alpha test, which standardizes all items under investigation. (Bahrani, 2015). The following are the Cronbach measures:

Table 8: Cronbach's Alpha Programs

No.	Cronbach's alpha	Internal consistency
1	$a \geq 0.9$	Excellent
2	$0.9 > a \geq 0.8$	Good
3	$0.8 > a \geq 0.7$	Acceptable
4	$0.7 > a \geq 0.6$	Questionable
5	$0.6 > a \geq 0.5$	Poor
6	$0.5 < a$	Unacceptable

3.7.2 Pearson Correlation Coefficients

Before proceeding with the analysis of the results, the following table presents Cohen's (1988) guidelines for interpreting the R-value of the Pearson correlation

coefficient:

Table9: Rule of thumb Cohen (1988)

No.	Degree of correlation	Pearson's Value
1	Weak correlation	$r=+/-0.10$ to $+/-0.29$
2	Moderate correlation	$r=+/-0.30$ to $+/-0.49$
3	Strong correlation	$r=+/-0.50$ to $+/-1.00$

3.7.3 Multiple Regression Analysis

Multilinear regression, as defined by Uyanik &Guler (2013), is a regression model that involves a single dependent variable and multiple independent variables. According to Allen (2017), multiple regression is a statistical analysis method that extends linear regression by incorporating multiple independent variables into an equation to gain a deeper understanding of their relationship with a dependent variable.

3.8 Chapter Summary

This chapter concludes by providing a thorough description and coverage of all aspects of the research methodology, including study measurement, population, sample size, sampling procedure, and data collecting and analysis methods.

CHAPTER FOUR

DATA ANALYSES AND RESULTS

4.0 Introduction

Chapter 4 of this study has delved deep into the findings and discussion of the data. The first section explained the responses rate of the. The next section describes the descriptive analysis of all the variables. This chapter also discusses the reliability analysis using the Cronbach Alpha. The analysis then used Pearson correlation and multiple regression to examine the hypothesis. A detailed discussion of the analysed data concerning the relationship between job satisfaction and the benefit factors in the Penang automobile sector. The final chapter discusses on the conclusion.

4.1 Response rate

The response rate is the percentage of complete questionnaires obtained from the participants. In order to draw the results, the responses of 150 respondents have been analysed using the SPSS statistical analysis method . The researchers have been noticed to distribute 200 questionnaires to automotive sector workers who have experience of at least 2 years will be provided with the questionnaires through mail and almost 75% responses have been collected that can be considered as satisfactory for the study. No statistics on population have not been considered in this research. The drawn findings are analysed in detail and discussed further by connecting them with the reviewed literature. The below table shows the percentage of the collected responses.

Table 4.1 Questionnaires distributed and collected.

Unit	Number of questionnaires distributed	Number of questionnaires collected	Percentage (%)
Participants	200	150	75%

4.2 Demographic background of respondents

This subsection explained the background of the respondents of this study. The respondents' background includes Gender, Age, Ethnicity, Department, and the sector of Work. The researcher used SPSS to analyse the data. Table 4.2 shows the respondent's background, and results show that most of the respondent is male 52.7% (79 respondent), while the female respondent is 47.3% (71 respondent). This indicates that the Penang automobile sector has more male workers than female workers. The highest age group was between 40 and above years, representing 92 respondents of the sample, 61.3% and indicating the dominance of middle-aged workers in the survey. Next, the result shows that the age group between 20-29 years has 41 respondents, which is 27.3 % of the sample. The smallest group was 30-39 years, comprising 17 respondents or 11.3% of the sample. Next, the frequency result shows the ethnicity of respondents. 110 or 73.3% of respondents is Indian meanwhile, 31 or 20.7% of respondents are Chinese. Next, Malay ethnicity shows 4% of the sample or 6 respondents. Lastly, 3 (2%) respondents from other ethnicities.

The result also shows the departments of the respondents, and the largest respondents were from supply chain management, with 53 respondents and 35.6% of the sample. The respondents from engineering departments are 30 respondents and 20.1%. Next IT and Manufacturing departments each with 18 respondents (12.1%) of the sample respectively. Quality control departments have 12 respondents which is equivalent to 8.1%. The respondents whom dint want to publish their department names named as 'other', had 10 of them which contributed 6.7% to the sample and the smallest respondents from grade Human Resources & Finance with 8 respondents (5.4%).

Table 4.2 *Respondent Background by Gender, Age, Ethnicity, Department, Automotive worker, (N=150)*

Variable	Frequency	Percentage (%)
-----------------	------------------	-----------------------

Gender

Female	71	47.3
Male	79	52.7
Total	150	100

Age

20 - 29	41	27.3
30 - 39	17	11.3
40 and a	92	61.3
Total	150	100

Ethnicity

Chinese	31	20.7
Indian	110	73.3
Malay	6	4
Others	3	2
Total	150	100

Department

Others	10	6.7
Design & Quality Control	12	8
Engineering	30	20
Human Resources	8	5.3
IT	18	12
Manufacturing	19	12.7
Supply chain management	53	35.3
Total	150	100

4.3 Reliability Statistics

According to Saunder et al. (2007), reliability was used to evaluate the consistency of the questionnaire and they state that three approaches in evaluating the consistency;- (1) test re-test, (2) internal consistency, (3) alternative form. In this study, the researcher used internal consistency in evaluating the questionnaire's consistency. As

observed by Pallant (2020), Cronbach's Alpha is one of the most widely used measurement techniques in SPSS for measuring the internal consistency or reliability of the dataset. In Cronbach's alpha analysis, any value at the level of 0.7 or higher indicates sufficient consistency to ensure the reliability of data (Pallant, 2020). Table 4.3 shows that Cronbach's Alpha values and the range of reliability of this study.

Table 4.3 Reliability of Data

Variable	N	Reliability
Job satisfaction	150	0.861
Work flexibility	150	0.790
Financial rewards	150	0.765
Career development programs	150	0.927

4.4 Descriptive analysis

According to Oh & Pyrczak (2023), the concept of descriptive statistics in statistical analysis involves a detailed summary of the characteristics of the chosen population. Through the descriptive analysis, a detailed insight into the characteristics of the sample size concerning a study can be ensured. Salvatore (2021) has opined those descriptive statistics in the data analysis process helps in facilitating data visualisation by presenting the dataset in an apprehending manner. Through descriptive statistics, data can further be analysed in a simplified way. Taking into account the dataset of this particular study, the characteristics of the sample have been showcased through descriptive statistics. This has helped in knowing the mean and standard deviation values of the occurrence of the dependent and independent variables of the study. Through this identification, the frequency of occurrence of the variables related to the study has been observed here for better understanding.

Mean represents the average of numbers in a statistical analysis, which indicates the agreement of the participants on a particular variable (Field, 2024). A result of descriptive analysis in table 4.4 shows that Career development programs had the highest mean value (M=2.83) than other variables, and the Financial Rewards had

the lowest mean value ($M= 2.26$). Meanwhile, standard deviation means that the small standard value indicates the distribution value is close to the mean. Table 4.4 shows that indicate Financial Rewards had the smallest value of standard deviation ($SD= 0.843$) and Carer development programs had the highest value of standard deviation ($SD= 0.831$).

Table 4.4 Descriptive analysis

	<i>N</i>	<i>Mean</i>	<i>Standard deviation</i>
Job satisfaction	150	2.13	0.562
Work flexibility	150	2.57	0.881
Financial rewards	150	2.26	0.843
Carer development programs	150	2.83	0.831

4.5 Correlation Analysis

According to Varghese et al. (2023), correlation or bivariate analysis in statistical evaluation aims to identify any significant relationship between variables to determine the magnitude of that relationship. As opined by Roni & Djajadikerta (2021), Pearson's correlation is applied to apprehend the strength of the linear relationship between research variables both positive and negative. The value of the Pearson correlation lies in the range of -1 to 1 (Roni & Djajadikerta, 2021). A value close to 1 indicates a positive linear correlation and a value close to -1 indicates a negative correlation.

Concerning the conducted Pearson Correlation analysis for this study, the relationship between the dependent variable with the other three independent variables, Work flexibility (FW), Financial rewards (FW), and Carrer Development Program (CDP) has been analysed here. The value for the dependent variable and the independent variable is 1 and closer to 1, indicating a strong positive linear relationship between the two. On the other hand, there is also a positive relationship between the other two variables and the dependent variable having a value closer to

1. The first hypotheses indicate correlation value between work flexibility and job satisfaction is 0.571. Meanwhile the second hypotheses shows that financial rewards and job satisfaction have moderate positive correlation value of 0.556. The third hypotheses show the highest correlation value of 0.712 between career development programmes and job satisfaction. Therefore, all hypotheses of this study are accepted.

Table 4.5 *Correlation analysis*

	Correlations			
	Job satisfaction	Work flexibility	Financial rewards	Carrer development programs
Job satisfaction	1			
Work flexibility	.571	1		
Financial rewards	.556	.522	1	
Carrer development programs	.712	.624	.681	1

4.6 Regression analysis

Regression analysis is a tool to evaluate the relationship between a dependent variable and an independent variable. In this study, multiple regression analysis was used to test the hypotheses. According to Zikmund (2013), multiple regression analysis is the extension of single regression and can measure the relationship between a dependent variable and multiple independent variables.

ANOVA test in statistical analysis is performed to determine differences between research findings from three or more unrelated groups or samples (Howitt & Cramer, 2020). However, prior to performing the ANOVA test an analysis of the model summary is performed for regression analysis. In the model summary, the R-value represents a correlation between the dependent and independent variables and the R-square shows the total variation (Sommet & Morselli, 2021). An R-value more than 0.4 is taken for further analysis and an R-square value more than 0.5 indicates the effectiveness of the model to determine the relationship between

the dependent and independent variables. The table of model summary for this research has shown R-square values of 0.538 and shows that the independent variables explained 51.9% of the total variation in the dependent variable, namely job satisfaction.

Table 4.6 Model of summary
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.733 ^a	.538	.519	2.01375

a. Predictors: (Constant), Work flexibility, financial rewards, Carrer development programs

In this study, the strength between the independent variable and the dependent variable is measured using the standardised coefficient beta. This finding indicates that Carrer development programs is the strength variable in predicting Job satisfaction in Penang Automotive sector workers, with standardised coefficients beta values of 0.525. The variable with the lowest beta coefficient value within the independent variables is financial rewards, with a value of 0.098. Meanwhile, the other variable, work flexibilitys have a beta coefficient value of 0.192.

Table 4.7 Multiple Regression Result

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta		
1	(Constant)	5.733	1.164		4.926	.000
	Work flexibility	.125	.066	.192	1.886	.063
	Financial rewards	.073	.081	.098	.900	.371

Carrer development programs	.317	.072	.525	4.420	.000
-----------------------------	------	------	------	-------	------

a. Dependent Variable: Job satisfaction

Table 4.8 Hypotheses result

Hypothesis	Regression results	Decision
H1: Work flexibility has a significant relationship with job satisfaction.	$\beta = 0.192, p > 0.05,$	Rejected
H2: Financial rewards have a significant relationship with job satisfaction.	$\beta = 0.098, p > 0.05,$	Rejected
H3: Career development programs significantly have a relationship with job satisfaction.	$\beta = 0.525, p < 0.05,$	Accepted

4.7 Conclusions

Summarising this chapter of the research it has been identified that by conducting various statistical analyses, a relationship between employee benefits and job satisfaction within the Penang automobile sector has been identified. The key findings of this data analysis have revealed there is a strongest positive relationship between career development programmes and job satisfaction compared to the other two variables. This finding shows the necessity of the automobile companies within the Penang automobile sector to offer various career developmental training and programmes to engage and satisfy their workers along with other two benefits.

CHAPTER FIVE

RECOMMENDATION AND CONCLUSION

5.1 Introduction

This chapter summarises the result of the current study, which evaluates the relationship between job satisfaction and employee benefits in the automotive industry of Penang. The entire research findings, including whether or not the findings are reliable in meeting the objectives, are summarised in the next chapter. The conclusions of the entire study can be described by the talks in this chapter. The discussion of study limitations and recommendations for additional research will also be included in the upcoming chapter. Lastly, a synopsis of the research will be explained in the portion conclusion.

5.2 Findings Recap

The aim of this study was to explore the relationship between work flexibility and job satisfaction, the relationship between financial rewards and job satisfaction, and the relationship between career development programs and job satisfaction among workers in the automotive sector. To achieve this goal, the researchers formulated three research objectives, which are elaborated upon in this chapter to elucidate the study's findings. This helps to demonstrate a notable relationship with job satisfaction among employees in the automotive industry.

The Pearson correlation analysis reveals a positive correlation between work flexibility, financial rewards, career development programs, and job satisfaction. This outcome supports the notion that all three variables significantly influence employees' job satisfaction. However, the findings of the study, as indicated by the Pearson correlation analysis demonstrates the result, highlighting that all three independent

variables; work flexibility, financial rewards, and career development programs, have a significant relationship on job satisfaction.

5.3 Discussion on the findings

The three (3) hypotheses that were previously created based on the Pearson Correlation finding will be further discussed in this subsection.

5.3.1. Work flexibility and job satisfaction.

The relationship between employee benefits and job satisfaction in Penang's automotive industry was the main topic of the study. Work flexibility has been noted as a possible element in raising employees' job satisfaction in the automobile sector. The study's results indicate that Work flexibility and job satisfaction have a positive relationship. The correlation coefficient value is $r = 0.571$, showing strong positive relationship and the highest level of correlation among the hypotheses tested.

Employee stress in the demanding work environment of the automobile industry frequently lowers their overall work efficiency. In this instance, employees' work hours are shortened as part of work flexibility arrangements. Allowing employees to work during their preferred hours can lessen their workload. Employees in Penang's automotive sector have been seen to prefer working a maximum of five hours on some days. It may be imperative for Penang-based automotive firms to take into account efficient employee work schedule management. It would be feasible to guarantee increased worker productivity in every task in this way. Workers may continue to miss work for a variety of personal reasons. When employees work in a stressful environment and are forced to violate their human rights in order to finish urgent projects, their likelihood of missing work increases. A work flexibility schedule would enable staff members to work from their preferred location under certain circumstances. The employees' work-life balance in Penang's automotive industry will likewise improve with this hybrid work arrangement.

Work flexibility has high impact on the job satisfaction , idealised influence has a positive relationship with job satisfaction (Lucille, 2017).

5.3.2 Financial Rewards and job satisfaction

A good financial reward plays a crucial role in ensuring employees experience job satisfaction, excel in their responsibilities, and ultimately enhance organizational performance. The results of the hypothesis II test reveal a noteworthy finding: job satisfaction is positively and significantly impacted by financial rewards. The correlation coefficient value for HII is recorded at 0.556, indicating a positive relationship; as organizations increase their rewards, job satisfaction also increases. Moreover, understanding the goals and objectives of the organization contributes to better job satisfaction.

According to the study by Emmanuel & Nwuzor (2021), hike in salary, any monetary appreciation, bonuses, and others do contribute a positive relationship between the financial rewards and job satisfaction. Meanwhile, Oni-Ojo et al. (2015) state that the level of effectiveness and commitment displayed by workers in attaining organizational goals and objectives is influenced on the rewards provided by the management in each company.

Financial incentives incentivize workers in the automotive industry to increase their output. Additionally, it would enable staff members to concentrate on the organization's performance targets and goals. Financial rewards can foster a competitive environment among employees, encouraging them to perform better. In the automobile sector, this can greatly raise an organization's overall performance quality. A company's most valuable resource in a competitive market is its skilled labour force. Based on these factors, a strong relationship can be seen between employees' job satisfaction and financial rewards in Penang's automotive sector.

5.3.3 Career development and job satisfaction

The finding of the hypotheses test show that career development programs has a highest impact on job satisfaction. The correlation coefficient is $r = 0.712$, showing a strongest direct relationship between the independent and dependent variables. The career development programs provided will lead to increasing on the job satisfaction of the automotive sector workers.

Aburumman et al. (2020), which stated that career developmental programs has a positive relationship with job satisfaction which can also overcome employee dissatisfaction and turnover intention as career developmental programs play a crucial role. According to Febriani (2018), the investigation made and suggests that the relationship between career development and career programmes might enhance good personal outcomes, particularly in regard to job satisfaction. This relationship is supported by the Niati et al. (2021), which believes that offering skill, knowledge, and overall professional developmental training by any firm can contribute largely to the career development of the workers. Therefore, when employees is provided with career developments programs, their job satisfaction is high.

5.4 Implications

5.4.1. Theoretical implication

Every organization endeavour to foster job satisfaction by adopting the most effective strategies to optimize organizational performance. This study underscores several implications aimed at enhancing employee engagement, particularly within the workforce of Penang's automotive sector. Job satisfaction plays a pivotal role in influencing the effectiveness of benefits and programs planned and executed by

organizations. Presently, the employee benefits offered by companies has led to various transformations within organizations and has also impacted workers' level of engagement. Management within Penang's automotive sector could leverage these findings to enhance employee job satisfaction.

The highest relationship that Job satisfaction has is with the career developments programs. It is because the career development programs proposed by the organizations have a positive impact on organisations and Job Satisfaction of employees. Thus, Penang's automotive sector management should work on more on creating programs on career developments to enhance Job Satisfaction, especially of automotive sector employees.

5.4.2. Managerial implication

Work flexibility is also a factor Penang's automotive sector management should highlight as it also has a strong relationship with the Job Satisfaction of employees. When employees are provided with ample of flexibility in their work, they are likely to have job satisfaction and remain with the organisation. A healthy working environment may create a sense of safety and happiness. Hence, the management should develop and implement positive work flexibility that can increase employee Job Satisfaction.

This study also examines how financial rewards affects Job satisfaction, the lowest relationship but still financial rewards have a relationship with Job satisfaction. Penang's automotive sector management can work more on how to provide the financial reward to employees as it increases the employees Job Satisfaction as well. A person who can manage who is provided with ample amount of rewards and is rewarded by their work may give them a satisfaction in their job. In order to have Job Satisfaction among employees, RMCD management may work more on how to provide the financial reward to employees which directly motivate Job Satisfaction.

5.5 Limitation of the study and future direction

This study had some limitations. Firstly, with the use of primary data, the study has only focused on mono-quantitative choice. Research bias may result from taking into account a sample population of Penang automobile industry workers. The quality of the information interpretation may be limited if the acquired data is analysed using statistical analysis methods. Due to time constraints, the study may not have been able to collect as much data as it could have from a variety of sources. Future studies in this field of study may concentrate on these factors.

Secondly, the report identifies elements that Penang's automotive industry workers might use to increase job satisfaction. The findings will serve as a valuable resource for future investigations into the connection between job satisfaction and employee benefits in the automobile industry. The research would be a valuable resource for comprehending tactics that guarantee a high retention rate of skilled workers within an automotive company. The study's parameters are determined by Penang's automobile industry. Thus, the study would be a useful tool for comprehending variables influencing personnel administration in Malaysia's automobile sector.

Lastly, this study examined the direct relationship between variables. No mediating or moderating variables were included. Therefore, future research evaluating employee engagement may include relevant mediator and moderator variables to strengthen the information provided.

5.6 Conclusion

Job Satisfaction is essential to achieving organisational success. Increasing job satisfaction can be an important approach to boosting individual and organisational performance. This study was conducted to identify the relationship between the employee benefits such as work flexibility, financial rewards, career development programs and job satisfaction of the employees, particularly in the automotive industry in Penang.

All three objectives established in the first chapter of this study have been achieved, (1) to determine the relationship between work flexibility to job satisfaction; (2) to determine the relationship between financial rewards to job satisfaction; (3) to determine the relationship between career development programs to job satisfaction.

This study elucidated the relationship between various variables and the job satisfaction of workers in the Penang automotive sector. The research framework was meticulously crafted based on a comprehensive literature review. The researcher concluded that all variables indeed impact job satisfaction, offering valuable insights for management in Penang's automotive industry to enhance employee satisfaction.

Employing a questionnaire-based approach, the research employed three methods for data analysis: reliability analysis, descriptive statistics, and correlation analysis. Correlation analysis, in particular, was utilized to provide the findings. The results revealed a strong positive correlation between all variables and job satisfaction, with correlation coefficients ranging from moderately positive; $r=+/-0.50$ to $+/-1.00$.

The purpose of this study is to examine the relationship between employee benefits and job satisfaction in the automotive industry in Penang. Therefore, the researcher has utilized the correlation outcomes to encapsulate this study. It is evident that each variable exhibits a positive relationship with job satisfaction. Consequently, the researcher believes that work flexibility, financial rewards, and career development programs do have relationship to job satisfaction. Moreover, from the perspective of management in Penang's automotive sector, these findings can serve as a blueprint for formulating and implementing programs or incentives aimed at enhancing job satisfaction. In summary, all the stipulated research questions and objectives have been satisfactorily answered.

References

- Aburumman, O., Salleh, A., Omar, K., & Abadi, M. (2020). The impact of human resource management practices and career satisfaction on employee's turnover intention. *Management Science Letters*, 10(3), 641-652.
- Al- Jalkhaf, M., & Alshaikhmubarak,D.(2022). The Impact of Corporate Incentives on Job Satisfaction: a moderation effect of age and tenure in Real Estate Development. *Journal of Positive School Psychology (Vol. 6, No. 2)*, 14.
- Almquist, Y. B., Kvart, S., & Brännström, L. (2020). *A practical guide to quantitative methods with SPSS*.
- Aničić, D., & Aničić, J. (2019). Cost management concept and project evaluation methods. *Journal of Process Management. New Technologies*, 7(4), 54–59. researchgate.
- Arokiasamy, A. R. A., & Park, J. (2018). Factors Affecting Job Satisfaction in the Malaysian Automotive Industry. *Sumerianz Journal of Business Management and Marketing*, 1(2), 63-72.
- Arokiasamy, A., & Park, J. (2018). Factors Affecting Job Satisfaction in the Malaysian Automotive Industry.
- Austin-Egole, I. S., Iheriohanma, E. B., & Nwokorie, C. (2020). Flexible working arrangements and organizational performance: An overview. *IOSR Journal of Humanities and Social Science (IOSR-JHSS)*, 25(5), 50-59.
- Aziri, B. (2011). Job Satisfaction: A Literature Review. *Management Research And Practice (Vol. 3, Issue 4)*, 10.
- Bahani, S. (2013). The Relationship Between Job Satisfaction and Job Performance: A Case Study of A Malaysian Electronic Organization. 24.
- Bahrani, M. (2015). *An Analysis of Job Satisfaction Towards Oil Palm Plantation Workers*. Melaka: Faculty of Plantation and Agrotechnology.

Bangladesh:BookZonePublication.

Bayona, J. A., Caballer, A., & Peiró, J. M. (2020). The relationship between knowledge characteristics' fit and job satisfaction and job performance: The mediating role of work engagement. *Sustainability*, 12(6), 2336.

Bekele,A.,&Mohammed,A.(2020).EffectsofFlexibleWorkingArrangementonJobSatisfaction.

Bhakat,A.,&Lathabhavan,R.(2020).AStudyontheEffectofMaterialsBenefitsonJobSatisfaction.

Binghay, V. C. (2022). Total Rewards in Various Philippine Organizations: Impact on Employees' Pay, Benefits, Work-Life Balance, Career Development, and Performance Recognition. *Philippine Journal of Labor and Industrial Relations*, 39.

Bjärntoft, S., Hallman, D. M., Mathiassen, S. E., Larsson, J., & Jahncke, H. (2020). Occupational and individual determinants of work-life balance among office workers with flexible work arrangements. *International journal of environmental research and public health*, 17(4), 1418.

Bjärntoft, S., Hallman, D. M., Mathiassen, S. E., Larsson, J., & Jahncke, H. (2020). Occupational and individual determinants of work-life balance among office workers with flexible work arrangements. *International journal of environmental research and public health*, 17(4), 1418.

Bousinakis,G.E.(2010).Theinfluenceofstressandsatisfactiononproductivity.*InternationalJournal of Productivity and Performance Management* · , 28.
Business,ManagementandEconomicsResearch,11.

Cera, E., & Kusaku, A. (2020). Factors influencing organizational performance: Work environment, training-development, management and organizational culture. *European Journal of Economics and Business Studies*, 6(1), 16-27.

Chemeli,K.(2003).TheRelationshipBetweenCareerDevelopmentAndJobSatisfaction:ASurveyof managers In Commercial Banks. Kenya: University of Nairobi.

- Collins, (2022). *Job unhappiness is at a staggering all-time high, according to Gallup*.
<https://www.cnbc.com/2022/08/12/job-unhappiness-is-at-a-staggering-all-time-high-according-to-gallup.html>
- Dziuba, S. T., Ingaldi, M., & Zhuravskaya, M. (2020). Employees' job satisfaction and their work performance as elements influencing work safety. *System Safety: Human-Technical Facility-Environment*, 2(1), 18-25.
- Dziuba, S. T., Ingaldi, M., & Zhuravskaya, M. (2020). Employees' job satisfaction and their work performance as elements influencing work safety. *System Safety: Human-Technical Facility-Environment*, 2(1), 18-25.
- Dziuba, S., Ingaldi, M., & Zhuravskaya, M. (2020). Employees Job Satisfaction And Their Work Performance As Elements Influencing Work Safety. *International Journal of Accounting, Finance and Business (Volume: 2 Issues: 5)*, 15-23.
- Febriani D. E. S. R. (2018). *The Influence of Training and Career Development on Employees Performance and Job Satisfaction*. Universitas Islam Indonesia.
- Fei, L. K., Isa, M. B. M., Sigdel, B., Senathirajah, A. R. B. S., Al-Ainati, S., Haque, R., & Devasia, S. N. (2024). Factors Affecting Talent Retention to Ensure Sustainable Growth in the Automation Industry in Penang Free Industrial Zone. *Kurdish Studies*, 12(1), 3122-3143.
- Ferreira, R., Pereira, R., Bianchi, I. S., & da Silva, M. M. (2021). Decision Factors for Remote Work Adoption: Advantages, Disadvantages, Driving Forces and Challenges. *Journal of Open Innovation: Technology, Market, and Complexity*, 7(1), 70.
- Field, A. (2024). *Discovering statistics using IBM SPSS Statistics*. SAGE Publications Limited.
- formance As Elements Influencing Work Safety. *Human-Technical Facility-Environment (vol.2, no.1)*, 8.
- G. Agua, B. M., M. Lingo, M., & T. Lingo, J. (2023). A multiple linear regression

- model of students' performance in calculus in the new normal. *Journal of Research, Policy & Practice of Teachers & Teacher Education* (Vol. 13, No.1), 15.
- Hai, L. K., & Othman, R. (2022). Factors Influencing Generation Y Employee's Retention in Malaysia's Automotive Industry: Mediating Role of Organizational Commitment. *International Journal of Education, Psychology and Counseling*, 7(47), 55-69.
- Hajdukova, A., Klementova, J., & Klementova, J. (2015). The job satisfaction as a regulator of the working behaviour. *Procedia - Social and Behavioral Sciences*, 6.
- Howitt, D., & Cramer, D. (2020). *Understanding statistics in psychology with SPSS*. Pearson.
- J, R., & R. R. (2010). The impact of employee benefits on job satisfaction. *Department of Management and Entrepreneurship, Faculty of Management and Finance*, 10.
- Javaid, M., Haleem, A., Singh, R. P., Suman, R., & Gonzalez, E. S. (2022). Understanding the adoption of Industry 4.0 technologies in improving environmental sustainability. *Sustainable Operations and Computers*, 3(1), 203–217. Sciencedirect.
- Journal of Business Management and Marketing* (Vol. 1, No. 2), 10.
- Judge, T. A., Zhang, S. C., & Glerum, D. R. (2020). Job satisfaction. *Essentials of job attitudes and other workplace psychological constructs*, 207-241.
- Kabir, S. (2016). *Basic Guidelines for Research: An Introductory Approach for All Disciplines* (pp. 201-275).
- Kakui, I., & Gachunga, D. (2016). Effects of Career Development on Employee Performance in The Public Sector : A Case of National Cereals And Produce Board. *The Strategic Journal of Business & Change Management*, 18.

- Katebi, A., HajiZadeh, M. H., Bordbar, A., & Salehi, A. M. (2021). The Relationship Between “Job Satisfaction” and “Job Performance”: A Meta-analysis. *Global Journal of Flexible Systems Management*.
- Kaya,Ç.,&Ceylan,B.(2014).AnEmpiricalStudyontheRoleofCareerDevelopmentPrograms in
- Lucille,G.(2017).Flexibleworkarrangements,jobsatisfactionandperformancewithinEskomShared Services. *Journal of Economics and Behavioral Studies*, 91.
- Ma,X.(2018).Theeffectmechanismofworkflexibilityonemployeejobsatisfaction.*Journal ofPhysics: Conference Series*, 8.
- Mabaso,C.,&Dlamini,B.(2017).ImpactofCompensationandBenefitsonJobSatisfaction on.*Research Journal of Business Management*, 12.
- Mahmud, N., Mustapha, I. S., Adom, N. M., & Abu, N. A. (2021, May). Job Satisfaction Components and Turnover Intention at Selected Automotive Manufacturing Facility in Malaysia. In *ICE-BEES 2020: Proceedings of the 3rd International Conference on Economics, Business and Economic Education Science, ICE-BEES 2020, 22-23 July 2020, Semarang, Indonesia* (p. 256). European Alliance for Innovation.
- Malahayatie,Sulaiman,&Mardhiah,A.(2023).TheEffectofCompensationandCareer Developmenton JobSatisfactionwithOrganizationalCommitmentasMediationVariable.*InternationalJournalof Research and Review (Vol. 10; Issue: 3)*, 14.
- Malek, S. L., Sarin, S., & Haon, C. (2020). Extrinsic rewards, intrinsic motivation, and new product development performance. *Journal of product innovation management*, 37(6), 528-551.
- Maulabakhsh,A.,&Raheela.(2015).ImpactofWorkingEnvironmentonJobSatisfaction.*Procedia Economics and Finance* 23, 9.
- McKinsey, (2022). *The powerful role financial incentives can play in a*

transformation. <https://www.mckinsey.com/capabilities/transformation/our-insights/the-powerful-role-financial-incentives-can-play-in-a-transformation>

Mercy, I. A., & Wali, N. B. (2021). Influence of staff training and development on librarians job performance in Federal University libraries in South-south Nigeria.

Ministry of Heavy Industries. (2023). *The Production Linked Incentive (PLI) Scheme for Automobile and Auto Component successful in attracting proposed investment of ₹ 74,850 crore against the target estimate of investment ₹ 42,500 crore over a period of five years*. Pib.gov.in.

<https://pib.gov.in/PressReleasePage.aspx?PRID=1806077>

Mrugalska, B., & Ahmed, J. (2021). Organizational Agility in Industry 4.0: A Systematic Literature Review. *Sustainability*, 13(15), 8272.

Muhammad, A. (2019). Factors that affect Employees Job Satisfaction and Performance to Increase Customers' Satisfaction. *Journal of Human Resources Management Research*, 23.

MuktShabd Journal, 9.

Mulugeta, F. W. (2018). *The Role of Compensation Practices on Employee Satisfaction: BEKDES Business Plc*. Ethiopia: Addis Ababa University.

Neog, B., & Barua, D. (2014). Factors Influencing Employee's Job Satisfaction: An Empirical Study among Employees of Automobile Service Workshops in Assam. *The SIJ Transactions on Industrial, Financial & Business Management (IFBM)*, Vol. 2, No. 7, 12.

Niati, D. R., Siregar, Z. M. E., & Prayoga, Y. (2021). The effect of training on work performance and career development: the role of motivation as intervening variable. *Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences*, 4(2), 2385-2393.

Noorazem, N. A., Md Sabri, S., & Mat Nazir, E. N. (2021). The effects of reward system on employee performance. *Jurnal Intelek*, 16(1), 40-51.

- Oh, D. M., & Pyrczak, F. (2023). *Making sense of statistics: A conceptual overview*. Routledge.
- Oica, (2024). *International Organization of Motor Vehicle Manufacturers OICA is the voice speaking on automotive issues in world forums*. Retrieved from: <https://www.oica.net/category/economic-contributions/#:~:text=Automobiles%20provide%20access%20to%20markets,economic%20growth%20in%20the%20world>. [Retrieved on: 11/4/2024].
- Olaijide, O. (2020). *Impact Of Financial Motivation on Job Satisfaction In Ireland's Retail Sector*. IRELAND: National College of Ireland.
- Oni-
Ojo, E. E. (2015). Incentives and Job Satisfaction: Its Implications for Competitive Positioning and Organizational Survival in Nigerian Manufacturing Industries. *American Journal of Management* Vol. 15(2), 14.
- Organizations and Organizational Commitment on Job Satisfaction of Employees. *American Journal of Business and Management* (Vol. 3, No. 3), 14.
- Orlova, E. V. (2021). Design of personal trajectories for employees' professional development in the knowledge society under Industry 5.0. *Social Sciences*, 10(11), 427.
- Pallant, J. (2020). *SPSS survival manual: A step by step guide to data analysis using IBM SPSS*. Routledge.
- Roni, S. M., & Djajadikerta, H. G. (2021). *Data analysis with SPSS for survey-based research*. Singapore: Springer.
- Salvatore, D. (2021). *Theory and problems of statistics and econometrics*.
- Shifrin, N. V., & Michel, J. S. (2022). Flexible work arrangements and employee health: A meta-analytic review. *Work & Stress*, 36(1), 60-85.
- Shukla, S. (2020). *Concept of Population and Sample*. Gujarat: ResearchGate.

- Silwal, A. (2021). *Impact of Rewards on Employee Job Satisfaction in Nepalese Commercial Banks: A Comparative Study of NIBL and HBL* (Doctoral dissertation, Faculty of Management).
- Sommet, N., & Morselli, D. (2021). Keep calm and learn multilevel linear modeling: A three-step procedure using SPSS, Stata, R, and MPlus. *International Review of Social Psychology*, 35(1).
- Stalmašeková, N., Genzorová, T., & Čorejová, T. (2017). Employee Benefits as One of The Factors of Work Motivation. *CBU International Conference On Innovations in Science and Education*, 5.
- Subramaniam, G., Ramachandran, J., Putit, L., & Raju, R. (2020). Exploring Academics' Work-Life Balance and Stress Levels Using Flexible Working Arrangements. *Environment-Behaviour Proceedings Journal*, 5(15), 469-476.
- Sugiarti, E. (2022). The Influence of Training, Work Environment and Career Development on Work Motivation That Has an Impact on Employee Performance at PT. Suryamas Elsindo Primatama In West Jakarta. *International Journal of Artificial Intelligence Research*, 6(1), 1-11.
- Suhaimi, S., & Seman, K. (2017). The Relationship Between Financial and Non Financial Rewards On
- Taherdoost, H. (2016). Sampling Methods in Research Methodology; How to Choose a Sampling Technique for Research. *International Journal of Academic Research in Management (IJARM)* (Vol. 5, No. 2), 11.
- Thakur, D., Kaur, M., & Chawla, K. (2023). Impact of Job Satisfaction and Dissatisfaction of Employees On The Workplace of Hospitality Industry : A Review. *Rajasthali Journal*, 7.
- The Economic Times. (2021). *Here's how work from home worked well for the automotive sector - ETHRWorld*. ETHRWorld.com.

<https://hr.economictimes.indiatimes.com/news/trends/heres-how-work-from-home-worked-well-for-the-automotive-sector/82045873>

Uyanik, G.K., & Guler, N. (2013). A Study on multiple linear regression analysis. *Procedia-Social and Behavioral Sciences*, 7.

Varghese, E., Jaggi, S., Gills, R., & Jayasankar, J. (2023). *IBM SPSS Statistics: An overview*.

Waltower, (2023). *Why Do Employees Prefer Flexible Work Arrangements?*
<https://www.businessnewsdaily.com/flexible-work-arrangements>

Watkins, M. W. (2021). *A step-by-step guide to exploratory factor analysis with SPSS*. Routledge.

Webster, E. (2022). The rise of social-movement unionism: the two faces of the black trade union movement in South Africa. In *State, resistance and change in South Africa* (pp. 174-196). Routledge.

Weideman, M., & Hofmeyr, K. B. (2020). The influence of flexible work arrangements on employee engagement: An exploratory study. *SA Journal of Human Resource Management*, 18(1), 1-18.

Yin Mei, N. (2022). *The Impact of Corporate Governance Factor on Job Satisfaction and Turnover Intention in the IT Industry from a Malaysian Perspective*. Perak: Universiti Tunku Abdul Rahman.

Zaraket, W., & Saber, F. (2017). The Impact of Financial Reward on Job Satisfaction and Performance: Implications for Blue Collar Employees. *David Publishing (Vol. 16, No. 8)*, 10.

Appendices

Appendix A: Survey questionnaire

To the fellow employees,

I am a final-year Master of Science Management research student at the School of Business Management University Utara Malaysia. The motive of this survey is to gather information regarding the relationship between employee benefits and job satisfaction among Penang-based automotive industry workers.

Your completion of this survey will go a long way toward helping me succeed with my research project. As a result, I truly appreciate your willingness to participate in the survey. There is no right or incorrect response, and we will consider your response with confidence.

Thank you for the kind response.

Section A

This section is to get a basic information of employee's background. Please tick (/) your answer at the provide list.

1. Gender

☐	Male
☐	Female

2. Age

☐	20 - 29
☐	30 - 39
☐	40 and above

3. Ethnicity

Chinese
Indian
Malay
Others

4. Department

Others
Design & Quality Control
Engineering
Human Resources
IT
Manufacturing
Supply chain management

SECTION B

Please read the following statements, and select appropriate answer that best explains your opinion by selecting a number from the scale of:

Part	Content
1	Strongly Disagree
2	Disagree
3	Neutral
4	Agree
5	Strongly Agree

The Items of Job Satisfaction Scale

No.	Items
1	I would highly recommend this automotive-based company in Penang to my family and friends as a great place to work.
2	I find great satisfaction in my work at this automotive company.
3	I am motivated and encouraged to contribute to the improvement and growth of my job scope in the automotive industry.
4	I am well aware of the steps required to advance professionally within this company.
5	I believe that working in the automotive field and for this company will provide ample opportunities for career advancement and personal growth.
6	I feel a strong sense of purpose and importance in my work, knowing that it contributes significantly to the success of this company.
7	Working for this automotive-based company has positively impacted my life and made it better.

The Items of Work Flexibility Scale

No.	Items
1	My job offers flexible start and end times, allowing me to adjust my work hours.
2	My job requires a specific number of hours per day and week.
3	I am allowed to leave an hour earlier on one working day if I can compensate for it on another day within the same week.
4	I find that having flexible working hours enhances my productivity at work.
5	I have the option to work fewer than the standard 5 working days.
6	I am allowed to take mini breaks during long working hours.
7	I am required to be present at the office in Penang during the core working days.
8	The opportunity for a compressed workweek has increased my engagement levels at the workplace.

The Items of Financial Rewards Scale

No.	Items
1	Extra financial resources for the team (i.e., bigger budget, expense/discretionary spending allowance etc.) based on team performance.
2	Stipulated amount of money for your team based on a share of company profits (i.e., profit sharing) based on their individual or team performance.
3	Extra financial resources for individual team members (i.e., bigger budget, expense/discretionary spending allowance etc.) based on their individual or team performance.
4	Cash bonuses based on product's market performance after introduction.
5	Extra resources in kind (i.e., equipment/ personnel/supplies) for the team or individual members based on performance.

The Items of Career Development Scale

No.	Items
1	My employer provides me with opportunities to gain broader experience.
2	I receive sufficient support from my supervisors for my training and development needs.
3	I believe employees in my organization are offered equal opportunities to fulfill their career potential.
4	Advancement opportunities are fairly distributed.
5	My supervisor encourages me to seek new training opportunities.
6	I actively participate in the staff review and development scheme.
7	Employees are rewarded based on their performance.
8	Promotions are offered from within the organization when appropriate.
9	My organization supports my personal growth and development.

Appendix B

Reliability analysis

Case Processing Summary

		N	%
Cases	Valid	147	98.0
	Excluded ^a	3	2.0
	Total	150	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.861	7

Case Processing Summary

		N	%
Cases	Valid	150	100.0
	Excluded ^a	0	.0
	Total	150	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.790	10

Case Processing Summary

	N	%
Valid	150	100.0
Cases Excluded ^a	0	.0
Total	150	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.765	6

Case Processing Summary

	N	%
Valid	150	100.0
Cases Excluded ^a	0	.0
Total	150	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.927	6

Appendix C

Descriptive Statistic

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Job satisfaction	150	7.00	21.00	14.9333	3.37910	-.817	.198	.642	.394
Work flexibility	150	10.00	35.00	24.2533	5.13468	-.602	.198	1.487	.394
Financial Rewards	150	6.00	24.00	14.8933	3.48370	-.300	.198	1.021	.394
Carrer Development Program	150	6.00	23.00	14.8733	4.19539	-.123	.198	-.393	.394
Valid N (listwise)	150								

Appendix D

Correlation

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	5.733	1.164		4.926	.000
Work flexibility	.125	.066	.192	1.886	.063
Financial rewards	.073	.081	.098	.900	.371
Carrer development programs	.317	.072	.525	4.420	.000

a. Dependent Variable: Job satisfaction

Correlations

		Job satisfaction	Work flexibility	Financial rewards	Carrer development programs
Job satisfaction	Pearson	1	.571**	.556**	.712**
	Correlation				
	Sig. (2-tailed)		.000	.000	.000
	N	79	79	79	79
Work flexibility	Pearson	.571**	1	.522**	.624**
	Correlation				
	Sig. (2-tailed)	.000		.000	.000
	N	79	79	79	79
Financial rewards	Pearson	.556**	.522**	1	.681**
	Correlation				
	Sig. (2-tailed)	.000	.000		.000
	N	79	79	79	79
Carrer development programs	Pearson	.712**	.624**	.681**	1
	Correlation				
	Sig. (2-tailed)	.000	.000	.000	
	N	79	79	79	79

**. Correlation is significant at the 0.01 level (2-tailed).