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**DETERMINANTS OF EXTRINSIC AND INTRINSIC
MOTIVATION INFLUENCING JOB SATISFACTION AMONG
EMPLOYEES IN MANUFACTURING INDUSTRY**

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**MASTER OF HUMAN RESOURCE MANAGEMENT
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MANUFACTURING INDUSTRY**



**BY
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UUM
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**Thesis Submitted to
School of Business Management,
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in Fulfilment of the Requirement for the Master of Human Resource
Management**



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ABSTRACT

This research is to investigate the determinants of extrinsic and intrinsic motivation influencing job satisfaction among employees in manufacturing industry. Despite evidence from healthcare and education sectors highlighting the importance of intrinsic and extrinsic motivation, there is limited research on their combined effect on job satisfaction in the manufacturing industry, which faces unique challenges such as high turnover, repetitive tasks, and demanding working conditions. Research objective to examine the relationships between key extrinsic factors (compensation, performance-based incentives, and working conditions) and intrinsic factors (employee recognition and empowerment) with job satisfaction among employees in the manufacturing industry. Maslow's Hierarchy of Needs Model and Herzberg's Two-Factor Theory used in this research to examine the relationship between extrinsic and intrinsic motivation to job satisfaction among employees at manufacturing industry. Compensation, performance-based incentive, working conditions, employee recognition and employee empowerment show strong and significant relationships with job satisfaction. This study also used quantitative research approach. This research using probability sampling methods used to get the sample among manufacturing industry employees. The population for this study consists of employees those who working in manufacturing company. Moreover, data for this study were obtained by distributing google form questionnaire to sample size of 103 employees. Statistical Package for Social Science (SPSS) version 27 was used to analyse the data. Hypothesis tested using Pearson Correlation and Multiple Regression in this research. The results indicate that the correlation between independent variables and dependent variable are correlated. Performance-based incentives emerged as the most influential factor.

Keywords: Extrinsic motivation, Intrinsic Motivation, Job Satisfaction

ABSTRAK

Penyelidikan ini adalah untuk menyiasat faktor penentu motivasi ekstrinsik dan intrinsik yang mempengaruhi kepuasan kerja di kalangan pekerja dalam industri pembuatan. Walaupun terdapat bukti daripada sektor penjagaan kesihatan dan pendidikan yang menonjolkan kepentingan motivasi intrinsik dan ekstrinsik, terdapat kajian terhad mengenai kesan gabungannya terhadap kepuasan kerja dalam industri pembuatan, yang menghadapi cabaran unik seperti pusing ganti yang tinggi, tugas berulang dan keadaan kerja yang menuntut. Objektif penyelidikan untuk mengkaji hubungan antara faktor ekstrinsik utama (pampasan, insentif berasaskan prestasi, dan keadaan kerja) dan faktor intrinsik (pengiktirafan dan pemerksaan pekerja) dengan kepuasan kerja di kalangan pekerja dalam industri pembuatan. Model Hierarki Keperluan Maslow dan Teori Dua Faktor Herzberg digunakan dalam penyelidikan ini untuk mengkaji hubungan antara motivasi ekstrinsik dan intrinsik terhadap kepuasan kerja dalam kalangan pekerja di industri pembuatan. Pampasan, insentif berasaskan prestasi, keadaan kerja, pengiktirafan pekerja dan pemerksaan pekerja menunjukkan hubungan yang kukuh dan signifikan dengan kepuasan kerja. Kajian ini juga menggunakan pendekatan kajian kuantitatif. Penyelidikan ini menggunakan kaedah persampelan kebarangkalian yang digunakan untuk mendapatkan sampel dalam kalangan pekerja industri pembuatan. Populasi kajian ini terdiri daripada pekerja yang bekerja di syarikat pembuatan. Selain itu, data untuk kajian ini diperolehi dengan mengedarkan borang soal selidik google form kepada saiz sampel seramai 103 orang pekerja. Statistical Package for Social Science (SPSS) versi 27 digunakan untuk menganalisis data. Hipotesis diuji menggunakan Korelasi Pearson dan Regresi Berganda dalam penyelidikan ini. Keputusan menunjukkan bahawa korelasi antara pembolehubah bebas dan pembolehubah bersandar adalah berkorelasi. Insentif berasaskan prestasi muncul sebagai faktor yang paling berpengaruh.

Kata Kunci: Motivasi Ekstrinsik, Motivasi Intrinsik, Kepuasan Kerja

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List of Abbreviations

Abbreviation	Meaning
SDT	Self Determination Theory
PBI	Performance-Based Incentives
JS	Job Satisfaction
SPSS	Statistical Package for Social Science



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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Job satisfaction refers to the positive emotional state resulting from the appraisal of one's job experiences, encompassing factors such as responsibilities, compensation, career growth, and work environment. It plays a crucial role in shaping employee attitudes, behaviors, and long-term commitment to the organization. Motivation of an employee to satisfaction in their job have been recognized very vital to efficiency and effectiveness of organizations in the current constantly evolving working environments. According to Rachmawati et al., (2024), stated that high motivation among employees shows greater satisfaction, employee engagement, and increase productivity. It will lower the employee turnover rate and enhanced employee morale. The current workplace has discovered much have been transformed in employee's responsibilities, dynamic workplace and organizational demands. Motivation among employee and employee satisfaction with work are increasingly recognized essential for enhancing employee performance, employee engagement, employee retention (Blechman et al., 2024; Rachmawati et al., 2024). Despite, motivation among employees at work consists of internal as well as external variables that encourage employees to complete their jobs, meanwhile satisfaction with work reveals the way satisfied with aspects like duties, salary and opportunities for growth (Rachmawati et al., 2024). These approaches are vital because highly motivated employees are most happy with their tasks and more likely to sustain within the organization, shows higher level of productivity, and shows commitment (Judge et al., 2001).

Globally, the relationship between motivation and job satisfaction has been widely examined across sectors such as healthcare, education, and services, revealing

consistent evidence that both intrinsic and extrinsic factors significantly influence employee engagement, productivity, and retention (Rachmawati et al., 2024; Blechman et al., 2024). However, in many developing countries, including Malaysia, research on this topic remains limited, particularly within the manufacturing sector, which is a key contributor to the nation's economic growth and employment. The Malaysian manufacturing industry is characterized by high employee turnover, repetitive work processes, demanding physical conditions, and increasing pressure from globalization and technological advancements, all of which heighten the need for effective motivation strategies to sustain workforce stability and performance (Ibrahim & Abiddin, 2024). While most local studies focus on other sectors, understanding how intrinsic factors like recognition and empowerment, alongside extrinsic factors like compensation and job security, influence job satisfaction in manufacturing is vital for improving employee well-being and sustaining the sector's competitiveness.

There are several studies indicates the connection between both variables. Recent research indicates Herzberg's and Maslow's concepts both extrinsic and intrinsic factors collaborate to shape motivation (Rachmawati et al., 2024). Based on Herzberg et al., (1959) and Maslow, (1943) indicates how motivation is determined through each of extrinsic factors and intrinsic factors. Extrinsic factors consist of salary and job security. Intrinsic factors consist of achievement and appreciation. Theories that describe on independent variables and dependant variable is Maslow and Herzberg's Hygiene Theory of motivation, have been consistently affected organizational behaviour procedures. Hygiene theory relates to a two-factor theory invented by Herzberg. This theory consists of two job factors such as motivators and hygiene. Compensation, wages, base pay, and secure job categorize as Hygiene factors meanwhile recognition and responsibility consider as motivators. Based on Herzberg

et al., 1959, claims that lacking hygiene factors lead to disappointment, while motivators promote job satisfaction and work efficiency. Maslow theory implies the importance needs of people structure, that involves basic requirements, protection and stability, affection and connection with others, a sense of self last part is self-actualization, in contributing employee extrinsic an intrinsic motivation to job satisfaction (Maslow, 1943).

In addition, Ryan & Deci, (2020) revealed that elements of Self Determination Theory (SDT) are vital for intrinsic motivation and that addressing these criteria promotes satisfaction with work (Gagne et al., 2022). Judge et al., (2001) stated that employee satisfaction in work is frequently determine as the level of satisfaction that have positive thoughts regarding their job, leading to employee well-being and organizational loyalty. Autonomy in the place of employment provides employees an awareness of ability to manage their jobs, which encourages intrinsic motivation, that contributes directly to higher level of satisfaction and productivity (Gagne et al., 2022). Competence, or a sense of being a competent and skilled in a particular field, increases confidence and further reinforces the employee's ability to tackle on new responsibilities, resulting in advancement in the career and job satisfaction (Van den Broeck et al., 2010). Relatedness, or feeling connected with other people, creates an ideal working environment and a strong feeling of being a part of something, these two factors are the important key to minimizing the turnover and enhancing organizational commitment (Gagne et al., 2022). In general, the Self Determination Theory (SDT) elements aid employees adopt the values and goals, ensuring their participation feeling essential and in accordance with personal goals (Deci et al., 2001). This integration fosters whole job satisfaction and enhances better mental wellness by minimizing stress associated with work and burnout (Deci et al., 2017). Moreover, organizations that

enhance working environments where these requirements are fulfilled often noticed significant effect on employee efficiency and involvement (Baard et al., 2004). Several studies reveals that employees who recognize their working place environment as emphasizes autonomy and competence tend to feel fulfilled regarding their work and to demonstrate more committed with company (Kira et al., 2012). On the other hand, working environment that disregard these requirements might result in less motivation and greater turnover among employees, stressing the essential of implementing Self Determination Theory (SDT) terms into organizational procedures to foster satisfaction in the employee job and their well-being (Roth et al., 2019).

Moreover, there are numerous research examine these variables independently. A few studies comprehensively examine the direct connection on how motivation influencing job satisfaction. Although significant theoretically improvements, research studies on how these components interact with contemporary, various workforces remain limited. Thereby, this research paper examines the precise link between independent variables to dependent variable, especially in the manufacturing organizations settings and various employee demographics. Establishing more and efficient management approaches needs an awareness of how motivation affects job satisfaction among a variety of employees (Miner, 2015). This research paper purpose to address these gaps by giving empirical insights into how the motivational factors might be differently affect the job satisfaction among employees and could contribute to developing specific approaches in human resource practices.

1.2 Problem Statement

There were numerous studies about employee extrinsic and intrinsic motivation contributes significantly to organizational growth, affecting job satisfaction, performance of an employee and retention across various industries. The link between

both variables has been thoroughly investigated in industries like healthcare and education, indicates that both types of motivation contribute significantly contributing to job satisfaction and comprehensive employee well-being. Research has revealed that intrinsic motivators like employee empowerment, recognition, autonomy and purpose foster commitment, while extrinsic motivators like compensation, working conditions, performance-based incentives are vital for maintaining employee fulfillment (Al-Omar et al., 2022; Al-Sabhan et al., 2022). Despite a rising interest in analysing motivation factors, studies have shown inconsistencies in the level to which factor of motivation such as external and internal impact the satisfaction of job and employee performance. Meanwhile several research highlight importance of intrinsic motivation (Tirana et al., 2023), others emphasize the essential of extrinsic motivators like rewards (Omar et al., 2021).

In manufacturing industry, the purpose of extrinsic and intrinsic motivation is still underexplored area, despite its important use in sustaining productivity and employee stability. Employee motivation is essential in this manufacturing industry because demanding working conditions, repetitive tasks and high employee turnover rates. There is a limited studies about motivation factors in manufacturing settings rather than healthcare and education (Ibrahim & Abiddin, 2024). In the Malaysian manufacturing sector, turnover remains notably high and reaching around 24% in 2019. It is often driven by factors such as inadequate salaries, limited leadership support, and unfavorable working conditions (Kin et al., 2022; Romainha et al., 2024). Moreover, a Delphi study conducted in 2024 identified compensation and benefits, work–life balance, rewards and recognition, organizational support, and opportunities for career growth as key determinants of job satisfaction among Malaysian manufacturing employees (Loo et al., 2024). Previous research indicates that extrinsic motivators like

base pay, secure job, and incentives for the employee's performance are the significant levers of employee job satisfaction and staff retention in manufacturing industries (Yusuf, 2021). However, studies reveal that intrinsic motivation like employee empowerment, recognition, skill development, plays an important part in enhancing employee work performance and their continuing commitment (Elenov et al., 2024). Considering the increasing demand and technological advancements in the manufacturing industry, determining the link between both variables is vital for developing effective human resource strategies. Therefore, this studies purpose to address the disparity through an analysis of extrinsic and intrinsic motivation to individual career fulfilment and performance within the manufacturing industry.

1.3 Research Questions

The following question were main focus of the study:

- i. Does compensation impact job satisfaction among employees at manufacturing industry?
- ii. Does performance-based incentives impact job satisfaction among employees at manufacturing industry?
- iii. Does working conditions impact job satisfaction among employees at manufacturing industry?
- iv. Does employee recognition impact job satisfaction among employees at manufacturing industry?
- v. Does employee empowerment impact job satisfaction among employees at manufacturing industry?

1.4 Research Objectives

The following are the answers to all the objectives of the study:

- i. To identify the relationship between compensation and job satisfaction among employees at manufacturing industry.
- ii. To identify the relationship between performance-based incentives and job satisfaction among employees at manufacturing industry.
- iii. To identify the relationship between working conditions and job satisfaction among employees at manufacturing industry.
- iv. To identify the relationship between employee recognition and job satisfaction among employees at manufacturing industry.
- v. To identify the relationship between employee empowerment and job satisfaction among employees at manufacturing industry.

1.5 Scope of Research

The intention of the study to examines the interaction concerning extrinsic and intrinsic motivation to employee satisfaction in their job at manufacturing industry, concentrating particularly on five main objectives. Extrinsic motivation, intrinsic motivation and job satisfaction is the important variables in this study. This research was initiated among lower-level employees from manufacturing industry. Firstly, it looks to identify the relationship between compensation, performance-based incentives, working conditions, employee recognition, employee empowerment among manufacturing employees to know their satisfaction in their job. This research will give an insight of employee motivation and assist to identifying which motivation factors are significantly affect the workforce. The research aims to highlight areas of development that will increase employee morale and employee retention at the organization. This research will identify the degree to the way motivation linked with job satisfaction and whether certain types of motivation are more closely related to higher level of satisfaction. Thereby establishing this relationship, the research seeks to

clarify the way of motivational approaches might be precisely targeted to enhance job satisfaction. The research is limited to a representative appropriate number of employees from selected departments at the organization. It also makes sure that findings are indicating of the wider workforce while maintaining the research scale. Primary data collection will be acquired using google form questionnaire. These strategies will provide for a quantitative analysis to identify the main five research objectives. The research is eventually created to generate useful data that could assist the improvement of human resource tactics to boost the independent variable and dependent variable, hence promoting organizational objectives and overall productivity.

1.6 Significance of the Study

This study topic has contributed valuable insights for parties who have been involved in the process of conducting research such as researchers, organizations, worker and future researchers as well. In addition, this study and its results are considered vital to provide better awareness about motivation elements to fulfillment at work for employees at manufacturing industry employees. The significance includes both theoretical and practical.

1.6.1 Theoretical Perspective

As regards to theoretical significance, the researcher has the opportunity to identify and determine the crucial role of both element of motivation which is external and internal motivators to satisfaction with their work for employees at manufacturing industry. Furthermore, this research can assist and providing more understanding towards the Maslow theory (Maslow, 1943) and Herzberg theory (Herzberg et al., 1959). It also will contribute current research which highlight correlation between extrinsic and intrinsic motivation on fulfillment in their job. Thus, this topic aid to

enhance ability to comprehend on the relationship between both variables and another researcher or reader may utilize this study as references for further research in the future on the theory mentioned.

1.6.2 Practical Perspective

In terms of practical significance, the result important to investigate the relationship between extrinsic and intrinsic motivation to job satisfaction. Outcome of the research hopes to aid the manufacturing industry to establish the variables among manufacturing industry employees. Moreover, findings of research also assist the organization management to comprehend the connection of extrinsic motivation and intrinsic motivation to employee work satisfaction. Manufacturing industry enhances the elements of motivation implementation and increases satisfaction of their job among employees in performing their job better.

1.6.3 Policy Contribution

From a policy perspective, the findings of this study can provide valuable input for policymakers, industry associations, and government agencies in formulating strategies to enhance employee well-being and retention in the manufacturing sector. The insights gained may inform the development of policies that promote balanced implementation of both extrinsic and intrinsic motivators such as fair compensation structures, career development programs, recognition systems, and empowerment initiatives to address high turnover and improve workforce stability. Furthermore, the study can serve as a reference for integrating human resource development policies into national manufacturing strategies, aligning with Malaysia's economic growth agenda and Industrial Master Plan targets.

1.7 Definition of Key Terms

1.7.1 Job Satisfaction

Positive attitude for overall or feeling that individual hold toward their job, demonstrated by significant aspects of work atmosphere defines job satisfaction (Abaasi, 2016). This research determined job satisfaction of employee's considerations of their job duties, interactions with colleagues and superiors, working environment culture and chances of career advancements within an organization.

1.7.2 Motivation

Motivation describes as an aspect that initiates, guides and retain individuals' goal-directed behaviour in workplace setting. It involves extrinsic and intrinsic factors that foster an employee direction, intensity, and persistent in attaining goals. Motivation is shaped by the satisfaction of components of Self-Determination Theory (Ryan & Deci, 2020). Individuals experience high motivation when the requirements of the concept of self-determination are fulfilled. Research examines ways motivation is explored through varied intrinsic and extrinsic factors like individual growth, appreciation, salary, and the work-life balance that significantly influence motivation of an employee to perform effectively at an organization.

1.7.3 Extrinsic Motivation

External motivation factors that encourage employees to perform their tasks typically through tangible rewards. According to Ryan & Deci (2020), it is influenced by external incentives consisting of wages, bonuses, grades along with the conducive and safe working environment to carry out their tasks. Extrinsic factors known as hygiene aspects avoid contributing to satisfaction of their job but can prevent dissatisfaction when adequately addressed stated by Herzberg et al., (1959). Extrinsic

element enhances behaviour with performance at their work in an organization by giving rewards that reinforce desired behaviour.

1.7.4 Compensation

Compensation is categorized as components of extrinsic motivation in workplace. According to Nawaz, (2019), compensation implies range of monetary rewards given to employees such as basic salary, allowance, incentives, bonuses and other benefits as their compensation and remuneration at work. A competitive compensation and benefits structure in an organization is vital to attract and retain their employees, as they enhancing job satisfaction and motivation. Compensation is a hygiene factor in Herzberg's Theory. This implies that fair compensation might not always promote or motivation, it could lead to dissatisfaction and reduce efficiency. Organizations that relate compensation with productivity and market value likely to have more enthusiastic and motivated workforce.

1.7.5 Performance-Based Incentives

Monetary benefits given based on employee performance metrics, achievements and contributions to achieve specific performance goals known as performance-based incentives (Ismail, 2014). Incentives can specify into annual bonus, commissions, stock share, or grade-based salary increases. Employees motivated when they know link with performance and monetary benefits according to Expectancy Theory. Performance-based incentive encourages employees to achieve higher performance not only enhance the productivity. The performance-based incentives implemented properly can encourage employee's motivation, foster a culture of excellence, and contribute to the overall job satisfaction.

1.7.6 Working Conditions

Working conditions refers as physical and psychological environment which employees work like workplace safety, ergonomics, resource availability and culture of the organization. According to Sivagi Ganesan, (2024), a favourable like adequate infrastructure, workplace conditions, affordable workload and motivating guidance to enhance employee performance in the fast-food industry. Good working environments enhance an employee well-being, reduce the stress and enhance the satisfaction in their job. Working conditions classified to hygiene factors mentioned in Herzberg theory It indicates poor working conditions can lead to dissatisfaction, compared to good working conditions promote a friendly environment that's allow employees to perform well. A positive working environment influence motivation and staff retention such as secure job, workplace safety, flexibility, and work-life balance.

1.7.7 Intrinsic Motivation

Intrinsic motivation is derived from individual and is inspired by intrinsic components such as self-growth, work satisfaction and sense of mission (Ryan & Deci, 2020). Employees who motivated intrinsically are actively engage in tasks rather than for extrinsic rewards. It is because they find engage in tasks meaningful and fulfilling. Organizations that foster intrinsic motivation more likely experience creativity, engaged, and long-term job satisfaction among employees.

1.7.8 Employee Recognition

According to Lee, (2024), employee recognition describes as key of non-monetary reward that can improve retention rate and morale. Employee recognition describes as appreciating employee's contribution, efforts and achievements towards an organization success within an organization. There are several recognitions like long

service award, best employee award, promotions, verbal praise, awards, and others. Several studies implies that employee recognition significantly enhances morale, reinforces positive behaviour, and promotes job satisfaction. Employee recognition is an essential motivator that foster a perception of achievement and enhances employee engagement with organizational goals based on Herzberg Theory. Effective recognition programs organise in an organization lead to actively employee participate and retain their employees by creating them recognized and appreciated for their contribution.

1.7.9 Employee Empowerment

Procedure for providing priority, authority, autonomy, responsibility in making decision, empowering employees to take sense of ownership of their roles and enhance effectively to success of the organizations known as employee empowerment. According to Brendaline, (2021), employee empowering practices contribute to greater commitment and retention in manufacturing of electronic industry. Employee empowerment offers motivation by enhance a sense of trust, confidence, and competence among them. Organizations that offer empowerment cultivate a work culture that motivates employees to thrive.

1.8 The Organisation of the Study

The study is classified as five main section to contribute resolving all the research questions and fulfilling the research objective. First chapter is introduction. First section is the base of the study. Introduction consists of a brief of this study topic, stated the issue of the topic, questions of research, answer of the objectives, relevance of the research, research range, meaning of the concepts, setting phase for comprehensive analysis in the following chapters. Chapter two is explained about literature review. Literature review discusses previous and existing studies about the research. This chapter also describe previous empirical studies, examine research gaps, and

emphasizes the need for additional investigation in particular settings. Next is research methodology in chapter three. Methodology of research covers structure of research, process of collect feedback and research population sample procedures that applied in this research. It consists of detailed description of the survey instruments for assessing the variables of these studies. Chapter four analyse the collected data. This section discusses the collection of data and method of analysis by using SPSS tools. The last chapter is discussion and conclusion part of the research. Chapter five provides discussions, recommendations and conclusion of this research. It explains the impact for organizational procedures, provide insights and suggestion for human resource professional and managers, and indicates sections in need of additional exploration.



CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

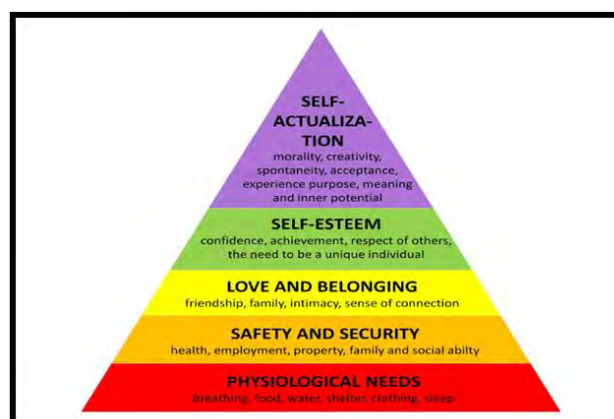
The literature section provides clear explanation meaning of keywords of this research. It also discusses each variable of the study. The investigator discusses on previous findings and theoretical backgrounds of the variables. There are few theories included to provide better understanding of the research.

2.2 Underpinning Theory

2.2.1 Maslow's Hierarchy of Needs Model

Abraham Maslow introduced Maslow's Hierarchy of Needs Model in 1943. This model illustrates motivational model provides a hierarchy of five levels of human needs. Based on this model, employees are motivated when they meet their essential necessities prior to advancing to more complex necessities. This model is often illustrated as a pyramid starts with basic requirements of human, safety needs, love and belonging needs, requirements for fulfillment and confidence in oneself.

Figure 2.1
Maslow's Hierarchy of Needs
Source: Maslow, (1943)



Maslow's hierarchy helps to discover motivation of an employee to satisfaction in their job among manufacturing industry employees, as it illustrates the growth of employee needs in the workplace setting. Physiological needs describe as basic needs to survive like breathing, food, clothing, water, shelter and sleep. Physiological requirements in the workplace provide better compensation and benefits to enable employees to afford their essential. Employees might struggle if their needs unmet and it will reduce job satisfaction. Safety needs involve their physical safety, stable workplace and job security. Employees need to feel secure in their working place and their roles to be fulfilled and encouraged to engage with their assigned duties. Social needs consider love and belonging at workplace when they feel harmonious connections, supportive and helpful colleagues. It will improve feeling fulfilled and feel motivated when they feel connected and valued at their workplace. Esteem needs like respect and recognition. When employees feel valued and recognition, they feel encouraged whenever meeting esteem needs. It will boost their motivation towards work. Self-actualization needs described as meeting an individual's full potential in life and personal achievement. Employees feel motivated and satisfied when they see growing and reaching their target at work.

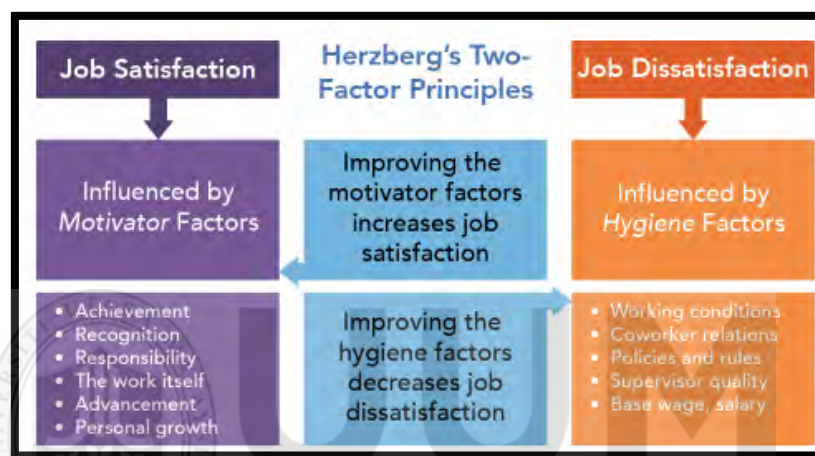
Maslow's model prioritizes that workplace extrinsic and intrinsic motivation is multi-faceted and enhanced job satisfaction in every level of need is eventually fulfilled. This model offers insight into the way organization could boost confidence and fulfillment at work of an individual.

2.2.2 Herzberg's Two-Factor Theory

Frederick Herzberg introduced Herzberg's Two-Factor Theory in 1959. This theory refers as the Theory of Motivation-Hygiene. These theories contribute to satisfaction with work and dissatisfied, which are affected by motivator factors and

hygiene factors. This theory significantly influences employee elements of motivation to satisfaction with their work in various ways, making it highly relevant to comprehending the link between extrinsic and intrinsic motivation to job satisfaction at workplace.

Figure 2.2
Herzberg's Two-Factor Theory
 Source: Herzberg et al., (1959)



Motivators element known as intrinsic components. These elements are linked to content of the work itself and may lead to achieving a higher degree of satisfaction with the work. It involves recognition, achievement, growth and career opportunities. Hygiene factors are referred to as extrinsic factors. Hygiene elements contribute to working atmosphere may not lead to job satisfaction when present. It might cause dissatisfaction when absent. It includes pay, company policies and procedures, working environment and job security.

In summary, solving the two-factors aspects is vital for enhancing employee satisfaction and higher level of motivation. Prioritizing motivators factors let individuals explore inherent meaning in their employment, meanwhile keeping good

hygiene aspects ensures a consistent working environment where dissatisfaction is reduced.

2.3 Job Satisfaction

Based on Abaasi, (2016), job satisfaction referred to an individual's positive mental state or feeling of fulfilment due to their work or working experience. This perspective includes a variety of factors, involving workplace environment, pay, job security, and links with coworkers, which influence job satisfaction (Timothy A. Judge & Kammeyer-Mueller, 2012). Satisfaction with job is commonly linked to a reduction in employee turnover, enhanced productivity, and improved mental health well-being, which makes it a significant contributor in the performance of individual as well as organizations by Spector, (1997).

2.4 Extrinsic Motivation

Extrinsic motivation describes as the urge to carry out tasks due to external factors like monetary rewards, or job security rather than self-satisfaction or enjoyment (Ryan & Deci, 2020). It refers to incentives that encourage employees to achieve predetermined performance expectations imposed by the organizations. Herzberg's Two-Factor Theory stated extrinsic motivation referred to as a hygiene factor which may not result to employee satisfaction but help prevent disappointment when adequately provided. It is also a crucial aspect of employee performance, as it directly influences work engagement and productivity. Organizations utilize external rewards like compensation, performance-based incentives and improved working conditions to motivate the employees to meet goals and enhance job satisfaction.

2.4.1 Compensation

Compensation describes as a monetary and non-monetary reward an employee receives when they work hard including salary, increment, base salary adjustment, and benefits (Milkovich & Newman, 2007). It functions as a major factor in motivating employees by make sure financial security and fair compensation remuneration for their efforts. It is also a main element that affects motivation and retention among employees. Organizations provide structured compensation packages to draw attention, encourage, as well as cultivate highly qualified staffs. Competitive compensation packages foster employee morale and organizational commitment, ensuring a motivated and engaged employee.

2.4.2 Performance-Based Incentives

Monetary benefits giving to employees based on their achievements, productivity, or contributions to organizational goals refers to performance-based incentives. It is also monetary benefits given based on employee performance metrics, achievements and contributions to achieve specific performance goals (Ismail, 2014). It also aligns employee efforts with organizational goals by giving tangible benefits for outstanding performance. Most of the organizations use these incentives to encourage productivity, high performance, and create a competitive work culture. Implementation of incentives related to the performance enhances employee commitment towards work.

2.4.3 Working Conditions

Working conditions describe working environment in where employees perform their daily tasks. Working conditions includes factor like workplace safety, ergonomics, secure job, and balancing in work-life (Robbins & Judge, 2019). This

aspect significantly influences employee elements of motivation such extrinsic and intrinsic to satisfaction of the work. According to Herzberg Theory classifies working conditions as hygiene factors, suggesting that poor working conditions can lead to dissatisfaction, meanwhile positive working environments contribute to productivity. Organizations that set priority in safe, flexible, positive, and collaborative workplace atmosphere enhance employee quality of life and increase engagement levels.

2.5 Intrinsic Motivation

Intrinsic motivation categorizes as an intrinsic motivation to perform job for personal fulfilment, enjoyment, or a sense of achievement rather than external rewards (Ryan & Deci, 2020). Moreover, employees that motivated intrinsically find purpose and meaning in their work, it will lead to higher involvement and work satisfaction. Organizations prioritise intrinsic motivation create a workplace atmosphere where individuals are self-driven, innovative, and committed to their work.

2.5.1 Employee Recognition

Employee recognition describes as appreciation by employers for the employee's contribution at workplace. It will categorize such as verbal praise, awards, promotions, or formal appreciation programs (Armstrong & Taylor, 2020). It is a powerful intrinsic motivator that enhances employee morale and reinforces positive behaviour among employees. According to Herzberg Theory, employee recognition as a main element in motivating employees, as it enhances a feeling of success and inclusion. Implementation of employee recognition in an organization create an atmosphere of appreciation, resulting in higher employee involvement and staff retention.

2.5.2 Employee Empowerment

Process of granting autonomy, decision-making, and opportunities to take ownership of their work known as employee empowerment. According to Brendaline, (2021), employee empowering practices contribute to greater commitment and retention in manufacturing of electronic industry. Employee empowerment fosters motivation by providing workforce a feeling of control and confidence in their duties. Organizations that enhance empowerment through participative leadership and skill development to achieving organizational goals.

2.6 Hypotheses Development

2.6.1 The Relationship Between Compensation and Job Satisfaction Among Employees at Manufacturing Industry

Previous research indicated the compensation importance on satisfaction with work across different sectors, including manufacturing sector. As a result of researcher Zakaria et al., (2022) carried out a research exploring employee satisfaction and concluded fair compensation significantly influences employees job satisfaction. According to Frinaldi et al., (2023) emphasized financial rewards are crucial extrinsic motivator that correlates strongly with job satisfaction levels, especially were financial stability concern for employees. Moreover, attractive compensation could result in enhanced morale while decreased turnover of staff supported by Wolor et al., (2024). This research information indicates the hypothesis that compensation is an essential factor contributing to satisfaction with work at manufacturing industry.

H₁: There is a positive significant relationship between compensation and job satisfaction.

2.6.2 The Relationship Between Performance-Based Incentives and Job Satisfaction Among Employees at Manufacturing Industry

Various research found the performance-based incentives categorize as commissions, bonuses, sharing profit not only enhance productivity but also improve better satisfaction with work when empowering staffs values and rewarded as a result of their efforts. For instance, Al-Sabhan et al. (2022) analysed that when incentives are directly linked to performance, employees more likely to be involved and motivated, resulting in higher satisfaction. Therefore, Park & You, (2023) illustrated incentive package related to performance outcomes foster a culture of recognition and achievement, which positively correlates job attitudes. According to Slavkovic et al. (2023) supported the hypothesis like nothing that clear performance-reward links enhance employee's perceptions of fair and career progression, both of which are crucial to satisfaction. This research strengthens the performance-based incentives enhance satisfaction at work.

H₂: There is a positive significant relationship between performance-based incentives and job satisfaction.

2.6.3 The Relationship Between Working Conditions and Job Satisfaction Among Employees at Manufacturing Industry

Studies by Mo & Morris, (2024) and Mohanty et al., (2024) reveal positive connection within employee encouragement and fulfillement at work. When individuals are motivated particularly through intrinsic factors they indicate improved levels satisfaction with work, resulting to higher levels of performance and retention. However, this relationship is contingent on minimizing extrinsic barriers like workplace conflict and job insecurity. Organizations that successfully integrate motivational strategies with supportive workplace conditions experience better

outcomes in terms of both employee satisfaction and overall performance, as noted in studies by Kitsios & Kamariotou, (2021) and Belhaj Soulami & Loulidi, (2023).

H₃: There is a positive significant relationship between working conditions and job satisfaction.

2.6.4 The Relationship Between Employee Recognition and Job Satisfaction Among Employees at Manufacturing Industry

According to Ertaş & Pekmezci, (2024), Park & You, (2023), and Wolor et al., (2024), prioritize intrinsic motivation increasing engagement of an employee and employee productivity. The research illustrate that aspects such as career development, recognition, and autonomy positively contribute to improved motivation levels among employees. Nevertheless, they also explore that extrinsic motivators such as job insecurity and lack of the company assistance can negatively influence motivation, demonstrating the need to focus on both types of motivators to truly understand employee motivation across various sectors.

H₄: There is a positive significant relationship between employee recognition and job satisfaction.

2.6.5 The Relationship Between Employee Empowerment and Job Satisfaction Among Employees at Manufacturing Industry

There are several research revealed employee empowerment boosts confidence level and intrinsic motivation, leading to satisfied and committed employees Sowunmi, (2022). According to Abdelhamied et al., (2023) highlighted workers have trust and make them actively engage in the procedure for making decisions, resulting in greater job satisfaction. Lee & Na, (2024) emphasized the importance of active participative leadership in empowering workers, leading to improved job satisfaction levels,

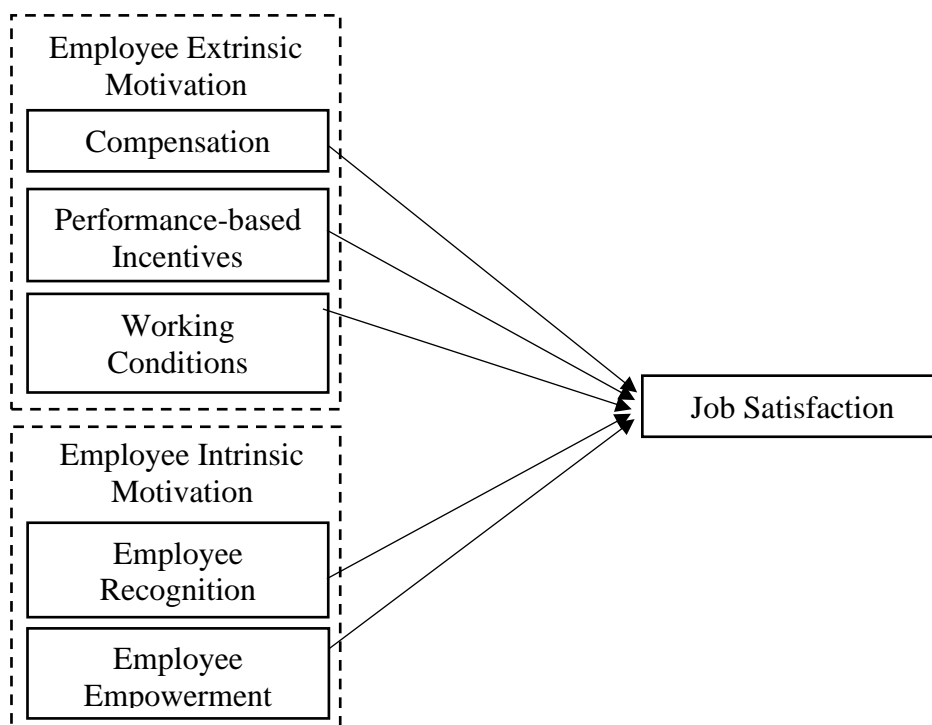
specifically in labor-intensive industries like manufacturing. These findings also support the employee empowerment significantly contributes to satisfaction with work.

H₅: There is a positive significant relationship between employee empowerment and job satisfaction.

2.7 Research Framework

The researcher action plan to address the gap and investigate the research problems named as research framework. Research framework is known as action plan on the way researcher is going to address the gap and investigate the research problems (Chua, 2016). Research framework is structured and validated refer to the conceptual structure. Research framework of this research will be discussed about the correlation of elements of motivation to satisfaction with work. A well detail research framework is designed to reveal the link between the both variables. Research framework for this study is shown in the below.

Figure 2.3
Conceptual Framework



The research framework in the figure was formed to identify the relationship between extrinsic and intrinsic motivation to job satisfaction among employees at manufacturing industry. Independent variable of this study is elements of motivation which is extrinsic and intrinsic motivation. Meanwhile satisfied with their job is dependent variable in this research. The arrow from elements of motivation illustrates connection between job satisfaction. The presumption developed for this research is that independent variable namely extrinsic and intrinsic motivation is expected to be positively associated satisfaction with work.

2.8 Summary of the Chapter

In summary, literature review mainly describes independent and dependent variables based on previous research. In addition, suitable model and theory for the variables were included to carry out these studies. After that, hypotheses development for each of the dimension to the topic were also added. It represents a substantial description and conceptual framework of this research.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The section discusses methodological approach applied to carry out the study. Purpose of the research paper to identify link between both variables. This chapter include conceptual or research framework, design of the research, primary data, population and sample, techniques to choose the sampling, measurement of instrumentation, gather the data procedures, techniques of analysis, pre-test, pilot study, and summary of the chapter. Research methodology very essential to give a brief analysis regarding the research.

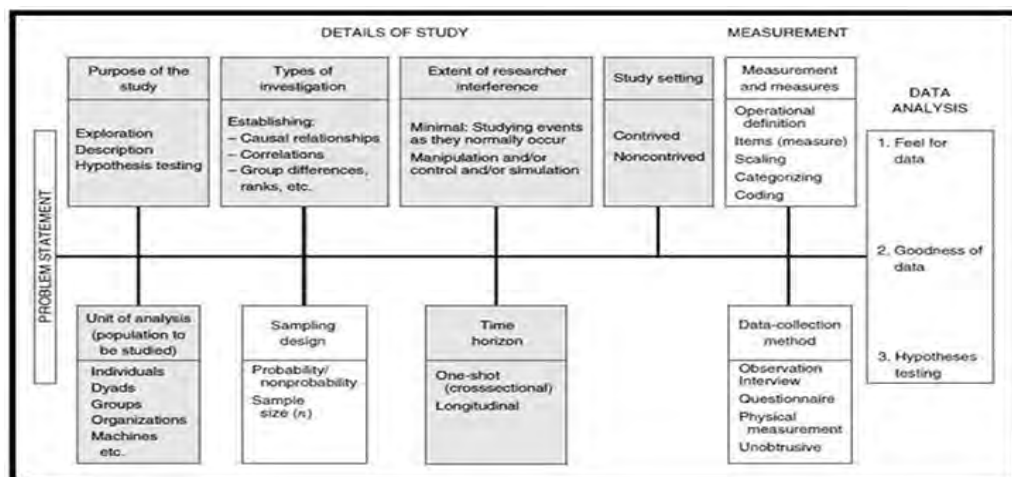
3.2 Research Design

Structured analysis, the process of designing and analysis of related to learning strategies having different purpose to developing based upon research alternatives to challenging issues with instructional methods along with improving understanding of specific attributes feature and components of the majority of these measures known as research design (Van Den Akker, 2013). Research design is the main catalyst of studies as it assists the investigator to as it becomes strategy of the starting point for carrying out the research work as it outlines the paradigms of the components to examined with studies. It will help investigator save time and resources in carrying out their investigation effectively. Figure 3.1 demonstrates each component in the research design (Sekaran, 2003).

Research design includes components such as aim of research, method of data gather, technique that use to analyse the input as well as interpretation the input used for the research. Adopts quantitative methodology framework using descriptive and

correlation methodologies. In this scope of this study, independent variables are extrinsic and intrinsic motivation, and the dependent variable job satisfaction. Statistical Packages for Social Science (SPSS) version 27 adopted to interpret and analysing correlation between both variables evaluated for determine the findings. The study follows principles of cross-sectional method of data collection is only done at a specific time. Questionnaire was distributed through google form online simultaneously for one day. For study settings, non-contrived environment which is the company setting used to collect the respondents through mobile phones. It will be easier for the employees in the company to relate with job satisfaction upon using motivation in their prospects. Individual describe as unit of analysis. Individual in this research chose lower-level employees working with the manufacturing industry. Each employee's opinion on extrinsic and intrinsic motivation to job satisfaction will be evaluated independently to understand just how all these variables impact job satisfaction by individual levels. This study aims to investigate their own experience, as well as attitudes concerning motivation, giving knowledge about a way those variables influence job satisfaction.

Figure 3.1
Research Design
 Source: Sekaran, (2003)



3.3 Source of Data

Primary data sources are used to determine the research. “Data assembled for the research purpose of the existing situation whereby the events are happening” that is how Zikmund, (2003) indicates the primary data. Primary data can be collected by many techniques. A google form questionnaire is one of the approaches utilized for gather the data effectively and used widely by the researchers. Meanwhile, the researcher decided to gather primary data by using google form questionnaire. This technique collects the data more accurate and easier to access for this research.

3.4 3.4 Population and Sampling

3.4.1 Population of Study

This research consists of population selected from one manufacturing industry working employees. Lower-level employees those are working at the selected manufacturing industry taken as a population. 140 total number of lower-level employees those working in this manufacturing industry.

3.4.2 Sample Size

Sample refers as an individuals or group of respondents chosen from a population (Salant & Dillman, 1994). According to Oribhabor & Anyanwu, (2019), a few people of respondents adopted among the population define as a sample. The size of the sample is crucial in any filed of research since it helps in making conclusions about the whole population. Therefore, having a good sample size is necessary to make these results applicable throughout the overall population.

For this study, the sample size was decided using the table from Krejcie & Morgan, (1970). Based on the population of 140 respondents, the table suggested a sample size of 103. This means 103 lower-level staffs will be required to properly

reflect the entire population in the study. This sample size fits Roscoe's rule of thumb where a sample that is larger than 30 and less than 500 is usually appropriate for most research (Roscoe, 1975).

Table 3.1
Table for Determining Sample Size for a Given Population
Source: Krejcie & Morgan, (1970)

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Note: "N" is population size, "S" is sample size

3.4.3 Sampling Techniques

Chua, (2012) stated that sampling describes as method by which several participants are chosen as study respondents a portion of an overall population. The sample size is a key aspect of analysis because the choice of unsuitable samples decreases the research's accuracy of the findings. Probability sampling is described as a method in which every individual in the population has a known and equal chance of being selected as a subject in the sampling process (Sekaran, 2003). This research chooses a probability sampling method using simple random sampling was utilized to target the employees. The population size was determined from the total number of employees in the selected manufacturing organizations, and respondents were randomly chosen to ensure each had an equal opportunity to be included in the study. Simple random sampling was selected because it reduces selection bias and increases the representativeness of the sample, thereby improving the generalizability of the research findings. Simple random sampling procedure is regarded as the most effective procedure for obtaining data efficiently and quickly.

3.5 Measurement of Instrumentation

This section discusses how the variables are operationalised. Job satisfaction is a dependent variable, while extrinsic and intrinsic motivation is an independent variable. The intent of measurement to investigate the connection between both variables. Generally, survey for this research was segmented into few sections: Section A, Section B and Section C which comprised close-ended items. The scale used for the items in Section B and Section C was a 5-point Likert Scale. According to Hameed et al., (2018), academicians strongly advised adopting a 5-point Likert Scale in survey since it can enhance both the amount replies and response validity. Table 3.2 shows the number of sections; total number of questions and sources of the item adopt for this research.

Table 3.2
Section Category in Questionnaire Form

Section	Questions	Number of Questions	Sources
A	Demographic Information	9	-
B	Extrinsic & Intrinsic Motivation	25	Nawaz, Allah (2019), Ismail, Abdussalaam Iyanda (2014), Sasikala, Sivagi Ganesan (2024), Lee, Jia Zet (2024), Brendaline, S. Anncelia (2021)
C	Job Satisfaction	9	Abaasi, (2016)

Section A: Demographic Information of Respondents

The part contains information of the respondents. Respondents required to give their demographic information. Demographic information of the respondents needed to gather their data. The main aim to distribute the demographic information to collect their details to use in analyse the findings. Total number of 9 statement on specific information such as age, gender, academic qualification, marital status, work experience with the current job, ethnicity, and current working position.

Section B: Extrinsic & Intrinsic Motivation

Section B in the questionnaire measure the independent variables in this research. The questionnaire contains 25 items on extrinsic and intrinsic motivation. Respondents rate level of extent with all statement. Independent variables listed above items measure by using Likert scale. Likert scale consists of 5-point. The table 3.3 indicates the Likert scale used to analyse the independent variables while table 3.4 and 3.5 indicates the independent variables original and adapted items of the questionnaire.

Table 3.3
5-point Likert Scale

Likert Scale	Work Motivation
1	Strongly Disagree
2	Disagree
3	Neutral
4	Agree
5	Strongly Agree

Table 3.4
Dimensions and Items of Extrinsic Motivation

Dimension	Items (Original)/ Adopted	Items (Adapted)
Compensation Nawaz, (2019)	1. The salaries I receive encourage me to perform better.	✓ The salary I receive encourages me to perform better.
	2. Incentives, such as bonuses motivate me to do more than required.	
	3. I received the amount of pay that commensurate the work I do.	
	4. My pay is generally equal to the pay of my colleagues of the same level/position.	
	5. My pay is generally equally to the pay of similar job in other companies of the same industry.	✓ My pay is generally equal to the pay of similar job in other companies of the same industry.
Performance Based Incentives Ismail, (2014)	1. My workplace pays me more for my good performance.	
	2. My good performance gives me more chances to earn more to get more incentive.	✓ My good performance gives me high chances to earn more to get better incentive.
	3. My workplace appreciates my extra work through incentives.	
	4. I have greater opportunities to earn more and more in my workplace if work hard.	
	5. In my workplace more work more incentive.	
Working Conditions Sivagi Ganesan, (2024)	1. I work in a safe, healthy and comfortable environment.	
	2. The task given is suitable for my ability.	✓ The job given is suitable for my ability.
	3. The condition of the work support tools that are good makes me to work happily.	✓ The good condition of the work support tools allows me to perform my tasks with joy.
	4. My supervisors and top management respect employee's opinion.	
	5. I have good cooperation and communication with co-workers.	

Table 3.5
Dimensions and Items of Intrinsic Motivation

Dimension	Items (Original)/ Adopted	Items (Adapted)
Employee Recognition Lee, (2024)	1. My manager gives recognition for good work done.	
	2. Creativity and innovation are highly regarded in my organization.	✓ Creativity and innovation are highly regarded in my workplace.
	3. The organization makes me feel important at work.	✓ The workplace makes me feel important at work.
	4. Receiving recognition increases my engagement and commitment to my work.	
	5. Appreciation for my efforts influences my decision to remain with the organization.	✓ Appreciation for my efforts influences my decision to remain with the workplace.
Employee Empowerment Brendaline, (2021)	1. I am independent in doing my job.	
	2. I have enough authority in accomplishing the work that is given to me.	✓ I have enough authority in accomplishing the job that is given to me.
	3. I am given full responsibility for determining how best to do my work.	✓ I am given full responsibility for determining how best to do my job.
	4. I have opportunities to influence policies and decisions that affect my work.	✓ I have opportunities to influence policies and decisions that affect my job.
	5. I am satisfied with my involvement in decision-making.	

Section C: Job Satisfaction

This section measures the satisfaction with job among the employees. This questionnaire items adopted from Abaasi, (2016). The questionnaire contains 9 items on job satisfaction. Respondents rate level of extent with all statement. Dependent variables listed above items measure by using Likert scale. Likert scale consists of 5-point. The table 3.6 indicates the Likert scale used to analyse the dependent variables while table 3.7 indicates the dependent variables original and adapted items of the questionnaire developed by Abaasi, (2016).

Table 3.6
5-point Likert Scale

Likert Scale	Work Motivation
1	Strongly Disagree
2	Disagree
3	Neutral
4	Agree
5	Strongly Disagree

Table 3.7
Dimensions and Items of Job Satisfaction

Dimension	Items (Original)/ Adopted	Items (Adapted)
Job Satisfaction Abaasi, (2016)	1. I am pleased with the opportunities that exist for me to progress in my work.	
	2. Those employees who excel in their work and have a positive impact on the company as a whole stand a better chance of moving up the corporate ladder.	
	3. My manager is great.	
	4. My superior does not take into account the feelings of the people that work for him.	
	5. When it comes to getting his or her task done, my supervisor demonstrates a level of competence that is acceptable.	
	6. My job is enjoyable.	
	7. I enjoy the challenges that come along with my professional responsibilities very much.	
	8. They provide a benefits plan that is equitable for all of their staff members to take advantage of.	
	9. It is not fair that we do not have access to some benefits that we should have.	

3.6 Data Collection Process

3.6.1 Pre-testing of Questionnaire

The process involves administering that instruments few samples of respondent before distributing the exact data gather method known as pre-testing (Deutskamp et al., 2022). Pre-testing an important process that test to verify questionnaire. The purpose of this testing to rectify the potential problems related to the instrument's readability along with the accessibility (Matthiesen et al., 2020). Furthermore, pre-testing allow researcher to collect data and analyse whether the instruments clearly learned by the populations (Deutskamp et al., 2022). Lastly, this pre-testing involves by academicians and practitioners in this manufacturing industry field.

Table 3.8

Summary of Feedback and Comments of Pre-Tesing

Section (No.)	Feedback	Amendments
Section A: Demographic Profile	Remove primary school in education background option	Amendment made as follows: What is your education background? Secondary School () Diploma/Foundation/STPM () Bachelor Degree () Postgraduate () Professional Qualifications () Other, please state ()
Section B: Compensation (No.1)	Salary is suitable not salaries accurate for the statement. Staff receive one salary per position	Amendment made as follows: The salary I receive encourages me to perform better.
Performance-based incentives (No.2)	To replace 'more' to high and better	Amendment made as follows: My good performance gives me high chances to earn more to get better incentive.
Working Conditions (No.3)	The questions should be clearly articulated	Amendment made as follows: The good condition of the work support tools allows me to perform my tasks with joy.
Employee Recognition (No.3 & No.5)	Standardize the word organization to workplace	Amendment made as follows: The workplace makes me feel important at work. Appreciation for my efforts influences my decision to remain with the workplace .

3.6.2 Pilot Study

Pilot test involves the small sample size from the similar manufacturing industry population. This test was carried out through conducted by distributing a google form questionnaire to gather data. Pilot test done for the small sample size to analyse the reliability and validity of study. Pilot test is a test that has fewer respondents compared to the full-scale study. It conducted in different organization but in the same nature of business before spreading the questionnaire to the real sample. A key element of a successful research study design is pilot test. Practical problems can be identified in following the research procedure according to Van Teijlingen & Hundley, (2002). A pilot study done for check the consistency of an item. This test was carried out for 30 employees from an organization which has similar characteristics with the actual respondent. The analysis was conducted on 6 variables found in this study. The alpha Cronbach value exceeds 0.7 means the validity or reliability of the item tested is reliable and acceptable.

Table 3.9

Rule of thumb for Cronbach's alpha

Source: Manerikar & Manerikar, (2015)

Cronbach's alpha	Internal Consistency
$\alpha \geq 0.9$	Excellent
$0.9 > \alpha \geq 0.8$	Good
$0.8 > \alpha \geq 0.7$	Acceptable
$0.7 > \alpha \geq 0.6$	Questionable
$0.6 > \alpha \geq 0.5$	Poor
$0.5 > \alpha$	Unacceptable

Table 3.10

Reliability test of pilot study

Variables	Number of Items	Cronbach's Alpha
Compensation	5	.867
Performance Based Incentives	5	.906

Working Conditions	5	.829
Employee Recognition	5	.839
Employee Empowerment	5	.859
Job Satisfaction	9	.899

3.6.3 Data Collection Procedures

This procedure are approaches utilize to acquire information regarding to the variables of the research to be review called as data collection procedures. Data collection procedures carried out by several methods that used to generate data. Quantitative analysis procedure method utilized to gather the input for this research. Therefore, primary sources focus on gather the data. Primary data select as the elementary method to gather information regarding this research topic. One of the effective tool is survey method. This method utilized by the investigators to gather the primary data. This method of the research utilizes the google form questionnaire as the primary instrument for gathering the data.

3.7 Techniques of Data Analysis

Tool that adopted to interpreting the data is utilizing a software known as Statistical Package for Social Science (SPSS). Statistical Package for Social Science (SPSS) software used the version of 27th in this research. The software analysed and interpreted the raw data. It also generated the data and give the results of the findings. Using these techniques also helps with developing responses address the research questions that have been brought up recently. Descriptive and inferential analysis adopted to find the link between independent variables and dependent variable.

Intent of research to find the link between elements of motivation to satisfaction with the job among employees at manufacturing industry. The analysis of descriptive measure respondents' demographic profile. The findings of data show in frequency of

employee and their percentage respectively. Besides that, inferential statistics which represents Pearson correlation to analyse the connection with both variables.

3.7.1 Descriptive Analysis

Demographic profile of employee analysed by frequency of employee and their percentage respectively. Demographic profile of employee's data analysed by using descriptive analysis. Based on the collected data, percentages and frequencies calculated for demographic profile.

3.7.2 Inferential Statistics

Pearson correlation will calculate the relationship between both variables. Independent variables such as compensation, performance-based incentives, working conditions, employee recognition and employee empowerment, meanwhile dependent variable is job satisfaction. This inferential data analysis conducted to identify pattern of the correlation between compensation, performance-based incentives, working conditions, employee recognition and employee empowerment to job satisfaction whether it is positive or negative of all variables in this research. The sign also shows pattern of the correlation. The range of Pearson correlation coefficient, r , can take place between +1.00 to -1.00. The relationship range of 0 indicates no correlation between the variables. Correlation range greater than 0 portrayed there is positive relationship while the values less than 0 indicated there is negative relationship between. Correlation coefficient was used as both the variables are parametric. The size of correlation coefficient, r , is defined as below,

- When $r=1$, there is a positive, very high correlation between motivation and job satisfaction.

- When $r=-1$, there is a negative correlation between motivation and job satisfaction.
- When $r=0$, there is no correlation between motivation and job satisfaction.

The correlation value used to measure with The Guildford's Rule of Thumbs. It is introduced by Guildford in 1973. The extent of the connection and the value of coefficient indicates in the below table:

Table 3.11
Guildford's Rule of Thumbs
Source: Guildford, (1973)

Correlation Coefficient Size	Relationship
<0.20	Slight, almost no correlation
0.20 – 0.40	Low correlation, definite but small relationship
0.41 – 0.70	Moderate correlation, strong relationship
0.71 – 0.90	High correlation, substantial relationship
>0.91	Very high correlation, very dependable relationship

Pearson correlation, P-value indicates the strength of the correlation between compensation, incentives based on employee performance, working conditions, recognition of an employee and employee empowerment and job satisfaction whether it is strong. If the value is higher, the correlation between the variable also higher.

Moreover, Pearson correlation to identify whether the relationship between compensation, performance-based incentives, working conditions, employee recognition and empowerment of an employee to satisfaction with job is whether significant or not, P-value is the indicator. If the P-value is less than or equal to the significance level ($P\text{-value} < \alpha$), the relationship is statically significant. If the P-value

is more than level of significance ($P\text{-value} > \alpha$), the relationship is not statistically significant.

3.7.3 Multiple Regression

The analysis used for predicting a single variable from more variables called as multiple regression. Purpose of the multiple regression is to understand the relationship for predict and to control the procedure. This regression adopted to examine the connection of extrinsic and intrinsic motivation to satisfaction with job. This analysis conducted to support the hypothesis of this research. It also can be identified by standardized coefficient the Beta-value (β). The value can also use in percentages.

Table 3.12

Summary of Data Analysis Technique

Research Objective	Instrument	Analysis Method
To identify the relationship between compensation and job satisfaction among employees at manufacturing industry.		
To identify the relationship between performance-based incentives and job satisfaction among employees at manufacturing industry.	Extrinsic and Intrinsic	Inferential
To identify the relationship between working conditions and job satisfaction among employees at manufacturing industry.	Motivation and Job Satisfaction	Statistics
To identify the relationship between employee recognition and job satisfaction among employees at manufacturing industry.	Questionnaire	Pearson Correlation
To identify the relationship between employee empowerment and job satisfaction among employees at manufacturing industry.		

3.8 Summary of the Chapter

In nutshell, methodology along with strategy for conducting research have been discussed in this part of the research. The procedures of interpreting the data discussed briefly to develop a better understanding about this research. Finally, the statistical data

analysis technique to investigate both variables to achieve the research objective of this research.



CHAPTER FOUR

DATA ANALYSIS AND RESEARCH FINDINGS

4.1 Introduction

The outcomes and results of research analysed in the section. Questionnaire was obtained and analysed using IBM SPSS software version 27. Firstly, demographic profiles have been analysed which are gender of employees, age, relationship status, ethnic origin, employment history, level of education, current position, motivation at work and type of motivation. After understanding about their background, analysis about compensation, performance-based incentives, working conditions, employee recognition, empowerment of an employee and satisfaction with job as per the items. It explains about demographic profiles, regression and correlation analysis of the study.

4.2 Rate of Response

Data collection for this research was utilized an online survey using Google questionnaire form as explained in the previous chapter. A population of 140 employees from manufacturing industry were chosen to collect the data. Purposive sampling technique were selected to determine the respondents to collect the data. Krejcie and Morgan (1970) table utilized to determine the respondents sample size. According to the table, recommended to choose sample size of 103 for a population of 140. 30 of the employees utilized for pilot study. Remaining 110 questionnaire have been handed over to those respondents working in the company. Employees of 103 answered and returned the questionnaire, which is 93.63% rate of response from the respondents. The rate of response for the research is illustrated in below Table 4.1.

Table 4.1
Response Rate

Item	Total	Percentages (%)
Distributed Questionnaires	110	100
Collected Questionnaires	103	93.63
Completed Questionnaires	103	93.63
Uncompleted Questionnaires	0	0

4.3 Demographic Characteristics of the Participant

This section summarize descriptives analysis of the participants demographic profile sample. It explains about gender of employees, age, relationship status, ethnic origin, employment history, level of education, current position, motivation at work and type of motivation. Table 4.1 describe frequency of employee and their percentage of the demographic information. Total number of employees for this research were 103 respondents, whereby 19 respondents which were (18.4%) of them female. The balance 84 respondents were male, which occupied (81.6%) of the sample. Therefore, male is contributing the main participants of this study.

Findings indicates that 4 respondents (3.9%) age were 18 to 20 years old, subsequently at the age range of 21 to 25 years old 15 employees that were (14.6%), and the age 36 to 40 years old were (15.5%) of 16 respondents. Besides that, the respondents from age range 26 to 30 years old indicates (22.3%) which is 23 respondents, age range 31 to 35 years old shows (23.3%) of 24 respondents. Last but not least, respondents that age exceed 41 years old were 21 respondents that were (20.4%) of the sample. Range of the employees age of 31 to 35 years old is the largest group of respondents.

Marital status revealed that 58 respondents which were (56.3%) of them married. Single marital status where 40 respondents represent (38.8%). Besides that, respondents from divorced were 1 equal to (1%) and 4 respondents from widowed

which indicates (3.9%). The smallest group of respondents were from marital status of divorced.

The findings shows that 7 respondent (6.8%) ethnicity were Chinese, followed by the ethnicity of Malay were 46 respondents (44.7%). Besides that, people from Indian were 50 respondent that were (48.5%) made up highest percentage.

Working experience below 5 years were 39 respondents which is (37.9%), followed by 5 to 10 years working experience were 33 respondents represents (32.0%). Furthermore, working experience for 11 to 15 years were (18.4%) respondents consist of 19 respondents. The smallest range were (11.7%) of 12 respondents for age range 16 years and above.

Besides that, table shows the respondents higher level of education, which were Secondary School, Diploma/Foundation/STPM, Bachelor Degree, Post graduates and Professional Qualifications. The largest respondent's population from Secondary school were 90 respondents (87.4%). There were 12 respondents (11.7%) Diploma/Foundation/STPM. Last but not least, 1 respondent (1.0%) from Bachelor Degree.

Moreover, research findings show various job position of respondents. There were few jobs position target in this study. Technician and Inspector reveals same respondents range respondents which is 3 (2.9%). Operators were the highest among the job which is 77 respondents (74.8%). The second highest respondents were 20 (19.4%) from Line Leader.

Employee motivation is also part of demographic profile. There were 89 (86.4%) respondents voted yes for feel motivated at their workplace whereby 14

(13.6%) voted for no feel motivated at workplace. There were 71 (78.9%) respondents choose motivated for monetary and 19 (21.1%) choose for non-monetary.

Table 4.2
Summary of Demographic Profile

Particulars	Variables	Frequency (N)	Percentage (%)
Gender	Male	84	81.6
	Female	19	18.4
Age	18 – 20 years	4	3.9
	21 – 25 years	15	14.6
	26 – 30 years	23	22.3
	31 – 35 years	24	23.3
	36 – 40 years	16	15.5
	Above 41 years	21	20.4
Marital Status	Single	40	38.8
	Married	58	56.3
	Divorced	1	1.0
	Widowed	4	3.9
Ethnicity	Malay	46	44.7
	Chinese	7	6.8
	Indian	50	48.5
Working Experience	Less than 5 years	39	37.9
	5 – 10 years	33	32.0
	11 -15 years	19	18.4
	16 years and above	12	11.7
Education Background	Secondary School	90	87.4
	Diploma/Foundation/STPM	12	11.7
	STPM	1	1.0
	Bachelor's degree	0	0
	Postgraduate	0	0
	Professional Qualifications		
Job Position	Technician	3	2.9
	Inspector	3	2.9
	Line Leader	20	19.4
	Operator	77	74.8
Motivated at work If yes,	Yes	89	86.4
	No	14	13.6
	Monetary	71	78.9
	Non-Monetary	19	21.1

4.4 Normality Test

Evaluating the distribution of data for normality provides as an overview of statistical techniques. The curved shape distribution indicates as a data distribution

normally. According to Hair et al., (2014), normality of data distribution used to evaluate by skewness and kurtosis distribution. Pallant's (2020) methodology mentioned that dividing skewness by kurtosis distribution will determine the z-score. The z-score fall outside ± 2.58 at a confidence level of 99%, when the data distribution is non-normal.

According to the Table 4.3 shows test results of normality for all variables such as job satisfaction, compensation, performance-based incentives, working conditions, employee recognition and employee empowerment. Test of normality was analysed using Kolmogorov-Smirnov and Shapiro-Wilk. The findings were stated significant p-values (Sig. < 0.001) for the Kolmogorov-Smirnov and Shapiro-Wilk test. The results for each of the variables deviates substantially from the normal distribution of data. As the result, the null hypothesis of the normality has been rejected in any of these constructs. This suggests that gathered data does not comply with a distribution that is standard.

Table 4.3
Tests of Normality

	Tests of Normality					
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Job Satisfaction	.261	103	<.001	.744	103	<.001
Compensation	.182	103	<.001	.850	103	<.001
Performance-based Incentives	.255	103	<.001	.807	103	<.001
Working Conditions	.203	103	<.001	.848	103	<.001
Employee Recognition	.174	103	<.001	.900	103	<.001
Employee Empowerment	.212	103	<.001	.857	103	<.001

Based on the skewness and kurtosis table indicates skewness values have negative value which is ranging from -2.092 to -1.380 for all the variables that used in this study. Skewness values describe the asymmetry of a distribution connection with

a distribution that is normal. If a skew stated as negative value means left side has distribution have long tail. It indicates data lower than mean in comparison to a normal distribution. Moreover, there are several values of kurtosis exceed the range of ± 3 . It considered as the leptokurtic distribution, which means the distribution have sharper peaks than normal.

Table 4.4
Skewness and Kurtosis Value

Variables	N Statistics	Skewness		Kurtosis	
		Statistics	Std Error	Statistics	Std Error
Job Satisfaction	103	-2.092	.238	4.429	.472
Compensation	103	-1.627	.238	3.429	.472
Performance-based Incentives	103	-1.848	.238	3.868	.472
Working Conditions	103	-1.693	.238	4.567	.472
Employee Recognition	103	-1.174	.238	1.277	.472
Employee Empowerment	103	-1.380	.238	1.671	.472

4.5 Reliability Test

The consistency for all the variables that used in this study was evaluated utilizing Cronbach's alpha. This actual test was done for 103 employees from an organization which has similar characteristics with the actual respondent. The analysis was conducted on 6 variables found in this study. The alpha Cronbach value exceeds 0.7 means the validity or reliability of the item tested is reliable and acceptable. Based on the Table 4.5 shows all variables reliability are high.

Table 4.5
Reliability test of actual study

Variables	Number of Items	Cronbach's Alpha
Job Satisfaction	9	.958

Compensation	5	.899
Performance Based Incentives	5	.911
Working Conditions	5	.838
Employee Recognition	5	.881
Employee Empowerment	5	.901

4.6 Descriptive Analysis of Variables

The analysis of descriptive information of an employee measure adopting min, max, mean, standard deviation and variance. There are six constructs in the research framework, and they are compensation, incentives based on the performance, working conditions, recognition of an employee and employee empowerment and job satisfaction as discussed in chapter 2. All the variables measure by using Likert scale. Likert scale consists of 5-point that ranges from 1 to 5 (Strongly Disagree to Strongly Agree).

Table 4.6 shows the descriptive analysis of constructs for each variable. The minimum score for each variable was 1.00, meanwhile the maximum score for each variable was 5.00. The 103 respondents resulted had strong agreement for all constructs in this research. All constructs shared no significant differences in average score, which range from 3.9282 to 4.1327. The each of the variable mean values more than 3.80 which is rated positively. Job satisfaction of 4.13 and performance-based incentives of 4.10 have the highest mean score. Meanwhile, employee recognition of 3.88 reported lowest mean value among all the variables.

Table 4.6
Descriptive Analysis of Constructs

Constructs	N	Min	Max	Means	Standard Deviation	Variance
Job Satisfaction	103	1.00	5.00	4.1327	.82608	.682
Compensation	103	1.00	5.00	4.0136	.79225	.628
Performance Based Incentives	103	1.00	5.00	4.1049	.81834	.670
Working Conditions	103	1.00	5.00	3.9922	.75922	.576
Employee Recognition	103	1.00	5.00	3.8816	.88934	.791
Employee Empowerment	103	1.00	5.00	3.9282	.89085	.794

Based on the Table 4.7 shows the result of descriptive analysis of job satisfaction items. The findings showed that a high level statement with each of the job satisfaction items ranging from 3.95 to 4.21. The highest mean values of the job satisfaction items are “My job is enjoyable” which scores 4.21.

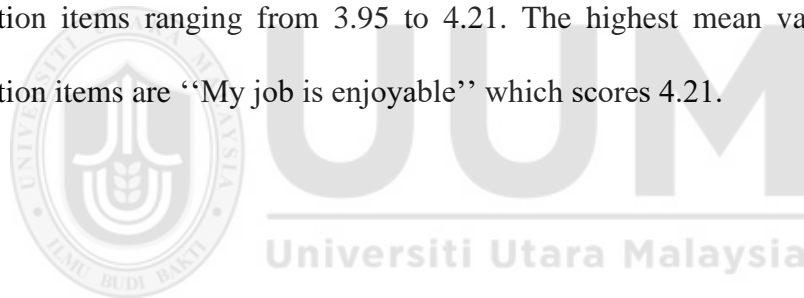


Table 4.7
Descriptive Analysis of Job Satisfaction's Items

Items	Min	Max	Means	Standard Deviation
I am pleased with the opportunities that exist for me to progress in my job.	1.00	5.00	4.20	.933
Those employees who excel in their job and have a positive impact on the company as a whole stand a better chance of moving up the corporate ladder.	1.00	5.00	4.08	.904
My manager is great.	1.00	5.00	3.95	1.070
My superior does not take into account the feelings of the people that work for him.	1.00	5.00	4.17	.971
When it comes to getting his or her task done, my supervisor demonstrates a level of competence that is acceptable.	1.00	5.00	4.17	.930
My job is enjoyable.	1.00	5.00	4.21	.925
I enjoy the challenges that come along with my professional responsibilities very much.	1.00	5.00	4.13	.915
They provide a benefits plan that is equitable for all of their staff members to take advantage of.	1.00	5.00	4.12	.932
It is not fair that we do not have access to some benefits that we should have.	1.00	5.00	4.17	1.014

According to Table 4.8 reveals the result of descriptive analysis of compensation items. The findings showed that a high level statement with each of the compensation items ranging from 3.98 to 4.09. The highest mean values of the compensation item are “Incentives, such as bonuses motivate me to do more than required” which scores 4.09.

Table 4.8
Descriptive Analysis of Compensation's Items

Items	Min	Max	Means	Standard Deviation
The salary I receive encourages me to perform better.	1.00	5.00	4.04	.874
Incentives, such as bonuses motivate me to do more than required.	1.00	5.00	4.09	.806
I received the amount of pay that commensurate the work I do.	1.00	5.00	3.98	.970
My pay is generally equal to the pay of my colleagues of the same level/position.	1.00	5.00	3.98	.990
My pay is generally equal to the pay of similar job in other companies of the same industry.	1.00	5.00	3.98	1.038

Table 4.9 reveals result of descriptive analysis of performance-based incentives items. The findings showed that a high level statement with each of the performance-based incentives items ranging from 4.07 to 4.18. The highest mean values of the performance-based incentives item are “My workplace appreciates my extra work through incentives” which scores 4.18.

Table 4.9
Descriptive Analysis of Performance-Based Incentive's Items

Items	Min	Max	Means	Standard Deviation
My workplace pays me more for my good performance.	1.00	5.00	4.08	.936
My good performance gives me high chances to earn more to get better incentive.	1.00	5.00	4.09	1.011
My workplace appreciates my extra work through incentives.	1.00	5.00	4.18	.937
I have greater opportunities to earn more and more in my workplace if work hard.	1.00	5.00	4.11	.959
In my workplace more work more incentive.	1.00	5.00	4.07	.921

Based on the Table 4.10 shows the result of descriptive analysis of working conditions items. The findings showed that a high level statement with each of the

working conditions items ranging from 3.41 to 4.18. The highest mean values of the working conditions item are “The job given is suitable for my ability” which scores 4.18.

Table 4.10
Descriptive Analysis of Working Condition’s Items

Items	Min	Max	Means	Standard Deviation
I work in a safe, healthy and comfortable environment.	1.00	5.00	4.17	.822
The job given is suitable for my ability.	1.00	5.00	4.18	.894
The good condition of the work support tools allows me to perform my tasks with joy.	1.00	5.00	4.03	.902
My supervisors and top management respect employee’s opinion.	1.00	5.00	3.41	1.240
I have good cooperation and communication with co-workers.	1.00	5.00	4.17	.961

Based on the Table 4.11 shows findings of descriptive analysis of employee recognition items. The findings showed that a high level statement with each of the employee recognition items ranging from 3.53 to 4.13. The highest mean values of the employee recognitions item are “My manager gives recognition for good work done” which scores 4.13.

Table 4.11***Descriptive Analysis of Employee Recognition's Items***

Items	Min	Max	Means	Standard Deviation
My manager gives recognition for good work done.	1.00	5.00	4.13	1.013
Creativity and innovation are highly regarded in my workplace.	1.00	5.00	3.53	1.447
My workplace makes me feel important at work.	1.00	5.00	3.81	1.334
Receiving recognition increases my engagement and commitment to my work.	1.00	5.00	4.01	1.127
Appreciation for my efforts influences my decision to remain with the workplace.	1.00	5.00	3.93	.907

Based on the Table 4.12 shows the result of descriptive analysis of employee empowerment items. The findings showed that a high level statement with each of the employee empowerment items ranging from 3.81 to 4.05. The highest mean values of the employee empowerment item are “I am given full responsibility for determining how best to do my job” which scores 4.05.

Table 4.12***Descriptive Analysis of Employee Empowerment's Items***

Items	Min	Max	Means	Standard Deviation
I am independent in doing my job.	1.00	5.00	3.91	1.067
I have enough authority in accomplishing the job that is given to me.	1.00	5.00	3.98	1.038
I am given full responsibility for determining how best to do my job.	1.00	5.00	4.05	1.023
I have opportunities to influence policies and decisions that affect my job.	1.00	5.00	3.89	1.009
I am satisfied with my involvement in decision-making.	1.00	5.00	3.81	1.121

4.7 Correlation Analysis

Based on Table 4.13 shows the result of Pearson correlation. The correlation adopted to evaluate the hypothesis between both variables was justified based on Guildford's Rule of Thumb (1973) that portrayed in the below Table 4.14.

Table 4.13
Pearson Correlation

	N	(JS)	(CO)	(PBI)	(WC)	(ER)	(EE)
Job Satisfaction	103	1	.840**	.941**	.844**	.842**	.830**
Compensation	103	.840**	1	.877**	.797**	.696**	.703**
Performance-Based Incentives	103	.941**	.877**	1	.835**	.796**	.802**
Working Conditions	103	.844**	.797**	.835**	1	.823**	.774**
Employee Recognition	103	.842**	.696**	.796**	.823**	1	.837**
Employee Empowerment	103	.830**	.703**	.802**	.774**	.837**	1

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

First and foremost, hypothesis 1 tested between compensation and job satisfaction. Findings indicate that there is a correlation between compensation and job satisfaction are high and substantial relationship ($r=.840$, $p<0.001$). This means that higher compensation is associated with higher job satisfaction. Hence, hypothesis 1 is supported.

The results shows very high and dependable relationship between performance-based incentives to job satisfaction ($r=.941$, $p<0.001$). This shows that when employees perceive better pay and benefits for their performance, their job satisfaction tends to be higher. Therefore, hypothesis 2 also supported.

Hypothesis 3 shows results between working condition and job satisfaction. Relationship between both variables indicates strong correlation ($r=0.844$, $p<0.001$). Hypothesis recommends that better and safe workplace atmosphere increased the job satisfaction higher. Thus, hypothesis 3 also supported.

Hypothesis 4 examine between employee recognition and job satisfaction. Findings revealed that the correlation between both variables are high correlation and substantial relationship ($r=.842$, $p<0.001$). This indicates that good employee recognition are linked to higher job satisfaction and also supported the hypothesis 4.

Moreover, hypothesis 5 tested between employee empowerment and job satisfaction shows a high positive as well as significant relationship ($r=.830$, $p<0.001$). Employees satisfied in their work when they feel empowered at work. Therefore, hypothesis 5 is supported both variables.

Table 4.14
Guildford's Rule of Thumb
Source: Guildford, (1973)

Value (R)	Strength of Relationship
<0.2	Slight, almost no correlation
0.2 to 0.4	Low correlation, definite but small relationship
0.4 to 0.7	Moderate correlation, strong relationship
0.7 to 0.9	High correlation, substantial relationship
>0.9	Very high correlation, very dependable relationship

4.8 Multiple Regression Analysis

The analysis conducted to support the research known as multiple regression analysis. It also determines which motivation variables influence highest employee job satisfaction. The results portrayed based on the Table 4.15.

Table 4.15
Multiple Regression Analysis

Independent Variables	Dependent Variable (Job Satisfaction) Standardize Coefficient Beta	t	Sig.	Collinearity Statistics	
				Tolerance	VIF
Compensation	.052	.800	.425	.213	4.691
Performance based incentives	.632	8.094	<.001	.146	6.833
Working conditions	.055	.856	.394	.215	4.661
Employee recognition	.176	2.747	.007**	.217	4.619
Employee empowerment	.097	1.613	.110	.248	4.029
F Value	204.776				
R ²	.913				
Adjusted R ²	.909				
Durbin Watson	2.431				

Note: **p<0.05 Sig.=0.000

Findings in the Table 4.5 above shows the multiple regression model was statistically significant ($F=204.776$, $p<.001$), indicating that the group of independent variables predict job satisfaction well. The R^2 value was 0.913, shows the model explains 91.3% of the variation in job satisfaction. Performance based incentives (Beta = .632, $p=.001$) shows the strongest and most significant predictor among all variables. Furthermore, employee recognition also had a significant effect (Beta = .176, $p=.007$). Compensation, working conditions, employee empowerment was not significant statistically. They did not make a strong unique contribution when the other variable was included in the model.

In summary, the technique of analysis applied in this research is Pearson Correlation. Correlation managed to solve the research problem while evaluating the hypotheses in Table 4.16. Table 4.16 reveals the results of the hypotheses testing.

Table 4.16
Summary of Hypothesis Testing

Hypotheses	Statement	Findings	Multiple Regression Findings
H1	There is a significant positive relationship between compensation and job satisfaction among employees at manufacturing industry	Supported	Not significant when other variables included
H2	There is a significant positive relationship between performance-based incentives and job satisfaction among employees at manufacturing industry	Supported	Strongest significant predictor
H3	There is a significant positive relationship between working conditions and job satisfaction among employees at manufacturing industry	Supported	Not significant when other variables included
H4	There is a significant positive relationship between employee recognition and job satisfaction among employees at manufacturing industry	Supported	Significant predictor
H5	There is a significant positive relationship between employee empowerment and job satisfaction among employees at manufacturing industry	Supported	Not significant when other variables included

4.9 Conclusion

This section summarizes about findings by each independent variables and dependent variables. The findings from this chapter are analysed in the following chapter.

CHAPTER FIVE

DISCUSSION

5.1 Introduction

The section highlights on results, discussion, every research objective, recommendation for the organization and future studies and limitations. Findings regarding all the variables that used in this study will be concluded in last part.

5.2 Discussion of Research Finding

The analysis executed to identify the relationship between compensation, performance-based incentive, working conditions, employee recognition, employee empowerment and job satisfaction. A survey conducted to 103 respondents at manufacturing industry. This section discussed about the result of research objectives of this research.

5.2.1 Objective 1: To identify the relationship between compensation and job satisfaction among manufacturing industry employees.

H1: Compensation and Job Satisfaction are correlated

Findings reveals correlation between compensation and job satisfaction is very high correlation and substantial relationship ($r=.840$, $p<0.001$). It indicates that higher compensation is correlated with level of job satisfaction is higher. Hence, hypothesis 1 is supported. There are few previous studies also shows same findings. Zakaria et al., (2022) conducted a study exploring employee satisfaction and concluded fair compensation significantly influences employees job satisfaction.

According to Frinaldi et al., (2023) emphasized financial rewards are crucial extrinsic motivator that correlates strongly with job satisfaction levels, especially were financial stability concern for employees. Moreover, attractive compensation may

result in enhanced morale as well as decreased employee turnover supported by Wolor et al., (2024). This research information indicates the hypothesis that compensation is an essential factor contributing to satisfaction with work at manufacturing industry.

5.2.2 Objective 2: To identify the relationship between performance-based incentives and job satisfaction among manufacturing industry employees.

H2: Performance-Based Incentives and Job Satisfaction are correlated

Findings shows the connection in between performance-based incentives and job satisfaction is a very high correlation and very dependable ($r=.941$, $p<0.001$). This shows that if individuals receive better monetary benefits for their performance, their satisfaction at work tends to be higher. Therefore, hypothesis 2 also supported. There are few previous studies also shows same findings with the findings.

For instance, Al-Sabhan et al. (2022) analysed that when incentives are directly linked to performance, employees more likely to be involved and motivated, resulting in higher satisfaction. Therefore, Park & You, (2023) illustrated incentive package related to performance outcomes foster a culture of recognition and achievement, which positively correlates job attitudes. According to Slavkovic et al. (2023) supported the hypothesis like nothing that clear performance-reward links enhance employee's perceptions of fair and career progression, both of which are crucial to satisfaction. This research strengthens the performance-based incentives enhance satisfaction at work.

5.2.3 Objective 3: To identify the relationship between working conditions and job satisfaction among manufacturing industry employees.

H3: Working Conditions and Job Satisfaction are correlated

Finding of research reveals strong link between working conditions and job satisfaction level among employees at the manufacturing industry ($r=0.844$, $p<0.001$).

Satisfaction with job higher while the work environment is safe and recommended by the hypothesis. Thus, hypothesis 3 also supported. There are few previous studies also shows same findings with the findings.

Studies by Mo & Morris, (2024) and Mohanty et al., (2024) reveal positive correlation between employee motivation and satisfaction at work. When individuals are motivated particularly through intrinsic factors they indicate improved levels satisfaction with work, resulting to higher levels of performance and retention. However, this relationship is contingent on minimizing extrinsic barriers like workplace conflict and job insecurity. Organizations that successfully integrate motivational strategies with supportive workplace conditions experience better outcomes in terms of both employee satisfaction and overall performance, as noted in studies by Kitsios & Kamariotou, (2021) and Belhaj Soulami & Loulidi, (2023).

5.2.4 Objective 4: To identify the relationship between employee recognition and job satisfaction among manufacturing industry employees.

H4: Employee Recognition and Job Satisfaction are correlated

The findings shows that link between employee recognition and job satisfaction indicate that the link between both variables are high correlation and substantial relationship ($r=.842$, $p<0.001$). It is stated good recognition of worker is linked to higher job satisfaction. Therefore, hypothesis 4 also supported. There are few previous studies also shows same findings with the findings.

According to Ertaş & Pekmezci, (2024), Park & You, (2023), and Wolor et al., (2024), prioritize intrinsic motivation increasing engagement of an employee and employee productivity. The research illustrate that aspects such as career development,

recognition, and autonomy positively contribute to improved motivation levels among employees.

5.2.5 Objective 5: To identify the relationship between employee empowerment and job satisfaction among manufacturing industry employees.

H5: Employee Empowerment and Job Satisfaction are correlated

Findings shows link between employee recognition and job satisfaction reveals very high positive and significantly correlates ($r=.830$, $p<0.001$). It is indicates when an employee empowered are most satisfied at job. Therefore, hypothesis 5 is supported both variables. There are few previous studies also shows same findings with the findings.

According to Abdelhamied et al., (2023) highlighted workers have trust and make them actively engage in the procedure for making decisions, resulting in greater job satisfaction. Lee & Na, (2024) emphasized the importance of active participative leadership in empowering workers, leading to improved job satisfaction levels, specifically in labor-intensive industries like manufacturing. These findings also support the employee empowerment significantly contributes to satisfaction with work.

5.3 Recommendation

The end results of the research were revealed the motivation which is extrinsic and intrinsic motivation link positively to satisfaction with work. Independent value which contributed to highest significance was performance-based incentives which is extrinsic motivation. It means that the higher the performance-based incentives produced by extrinsic motivation, the higher satisfaction at job among employees at

manufacturing industry. Regarding the outcomes of this research, there are several recommendations suggested for the organization and for future research.

This outcomes of the research claimed that some of the extrinsic and intrinsic motivation are significantly correlated to job satisfaction among employees. But still few respondents have low extrinsic and intrinsic motivation to job satisfaction too. The manufacturing industry arranges employee motivation counselling to employees to develop their extrinsic and intrinsic motivation for achieve higher satisfaction with job. Moreover, employee motivation must be high and planning for their development. They need to conduct training among employees to develop their skills based on their needs. This can be improved by the employees in the industry by employers or management create more team building or teamwork projects between the employees to achieve mutual understanding. This is to maximize their potential and perform well in the organization.

Since limitations exist in this research, some recommendations have been made for research in the future direction. Future investigation to examine the research using larger respondent's size to generalize the total population of the manufacturing industry. This research mainly focused on one manufacturing industry and not represent on whole industry and the other manufacturing industry as well in Malaysia. It would be suggested to conduct future research in other manufacturing sector to assess for consistency of results.

5.4 Limitation of Study

The result shows some limitations in this research. One of them is only five independent variables being measured in this research paper. The higher the variables conducted in this study, the higher the usefulness of the research for other researcher to

conduct their research. It also helps the manufacturing industry to analyse which aspects need to be improved considering sustaining the job satisfaction of an employee.

Other than that, this research has a limited scope of the study since it was carried out at one manufacturing industry. Employees' biased response towards their organization can decrease the honesty of facts. The limited numbers of respondents also affect the research as it tends to get a low rate of return. However, the limitations of the research might not be genuine in answering the questionnaire as some employees which would result in accuracy of the findings.

5.5 Conclusion

Aim of the research is to learn about the relationship between extrinsic motivation and intrinsic motivation to job satisfaction among manufacturing industry employees. According to the discussion of each chapter and the question of the study, it can be seen that extrinsic and intrinsic motivation is very crucial to manufacturing industry employees as well to improve their job satisfaction. Data analysis confirms that all five independent variables (compensation, performance-based incentives, working conditions, employee recognition, employee empowerment) have significant and strong relationship with job satisfaction among employees at manufacturing industry. All the hypotheses are supported based on this study.



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APPENDIX A : SURVEY QUESTIONNAIRE

SELF-ADMINISTERED QUESTIONNAIRE



RESEARCH TOPIC:

THE RELATIONSHIP BETWEEN EXTRINSIC AND INTRINSIC MOTIVATION TO JOB SATISFACTION AMONG EMPLOYEES AT MANUFACTURING INDUSTRY

Dear Respondent,

I am a postgraduate student from Othman Yeop Abdullah Graduate School of Business, Universiti Utara Malaysia (UUM) and pursuing Master of Human Resource Management (MHRM). As part of my learning process, I am conducting a questionnaire survey on **The Relationship between Extrinsic and Intrinsic Motivation to Job Satisfaction among Employees at Manufacturing Industry**. You are kindly requested to answer the questions in the survey to achieve the objective. This questionnaire survey is conducted as part of fulfilling master's programme requirement at UUM. Please note that, any information you give will be treated with utmost confidentiality and it is solely used for academic purposes only. Your responses are highly appreciated. Please be assured that all information will be treated as strictly **PRIVATE AND CONFIDENTIAL** and will be used for this **RESEARCH PURPOSE** only.

Thank you very much for taking your precious time and answering this survey. Your contribution will be used for academic purposes.

Thank you once again for your kind participation.

Best Regards,

Nanthini A/P Mathawan

Postgraduate Student

Othman Yeop Abdullah Graduate School of Business

Northern University of Malaysia

Email: kasmitas02111@gmail.com

-

Supervised by,

Dr. Siti Noorjannah binti Abd Halim

Othman Yeop Abdullah Graduate School of Business

Northern University of Malaysia

Email: sitinoorjannah@uum.edu.my

SECTION A: SOCIO-DEMOGRAPHIC DATA OF RESPONDENT

Please tick (✓) the right answer.

1. Gender

Male	Female

2. Age

18 - 20 years	21 - 25 years	26 - 30 years	31 - 35 years	36 - 40 years	Above 41 years

3. Marital Status

Single	Married	Divorced	Widowed

4. Ethnicity

Malay	Chinese	Indian	Others, please state

5. How long have you been working in this organization?

Less than 5 years	5-10 years	11-15 years	16 years and above

6. What is your education background?

Secondary School	Diploma/ Foundation/ STPM	Bachelor Degree	Postgraduate	Professional Qualifications	Others, please state

7. What is your current position in this company?

Technician	Inspector	Line Leader	Operator	Others, please state

8. Are you feel motivated at work?

Yes	No

9. If yes,

Monetary	Non - Monetary

SECTION B: EXTRINSIC AND INTRINSIC MOTIVATION

Please tick (✓) in the corresponding box from scale 1 to 5 as shown below. Kindly choose only **ONE** answer per question.

Scale	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Items	1	2	3	4	5

Part 1: Compensation

No.	Statement	1	2	3	4	5
1	The salary I receive encourages me to perform better.					
2	Incentives, such as bonuses motivate me to do more than required.					
3	I received the amount of pay that commensurate the work I do.					
4	My pay is generally equal to the pay of my colleagues of the same level/position.					
5	My pay is generally equal to the pay of similar job in other companies of the same industry.					

Part 2: Performance Based Incentives

No.	Statement	1	2	3	4	5
1	My workplace pays me more for my good performance.					
2	My good performance gives me high chances to earn more to get better incentive.					
3	My workplace appreciates my extra work through incentives.					
4	I have greater opportunities to earn more and more in my workplace if work hard.					
5	In my workplace more work more incentive.					

Part 3: Working Conditions

No.	Statement	1	2	3	4	5
1	I work in a safe, healthy and comfortable environment.					
2	The job given is suitable for my ability.					
3	The good condition of the work support tools allows me to perform my tasks with joy.					
4	My supervisors and top management respect employee's opinion.					
5	I have good cooperation and communication with co-workers.					

Part 4: Employee Recognition

No.	Statement	1	2	3	4	5
1	My manager gives recognition for good work done.					
2	Creativity and innovation are highly regarded in my workplace.					
3	My workplace makes me feel important at work.					
4	Receiving recognition increases my engagement and commitment to my work.					
5	Appreciation for my efforts influences my decision to remain with the workplace.					

Part 5: Employee Empowerment

No.	Statement	1	2	3	4	5
1	I am independent in doing my job.					
2	I have enough authority in accomplishing the job that is given to me.					
3	I am given full responsibility for determining how best to do my job.					
4	I have opportunities to influence policies and decisions that affect my job.					
5	I am satisfied with my involvement in decision-making.					

SECTION C: JOB SATISFACTION

Please tick (✓) in the corresponding box from scale 1 to 5 as shown below. Kindly choose only **ONE** answer per question.

Scale	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Items	1	2	3	4	5

JOB SATISFACTION

No.	Statement	1	2	3	4	5
1	I am pleased with the opportunities that exist for me to progress in my job.					
2	Those employees who excel in their job and have a positive impact on the company as a whole stand a better chance of moving up the corporate ladder.					
3	My manager is great.					
4	My superior does not take into account the feelings of the people that work for him.					
5	When it comes to getting his or her task done, my supervisor demonstrates a level of competence that is acceptable.					
6	My job is enjoyable.					
7	I enjoy the challenges that come along with my professional responsibilities very much.					
8	They provide a benefits plan that is equitable for all of their staff members to take advantage of.					
9	It is not fair that we do not have access to some benefits that we should have.					

APPENDIX 2 : DATA COLLECTION REQUEST LETTER



UUM KUALA LUMPUR
Universiti Utara Malaysia
41-3, Jalan Raja Muda Abdul Aziz
50300 KUALA LUMPUR
MALAYSIA



Tel: 603 - 2610 3000
Faks (Fax): 603 - 2694 9228
Laman Web (Web): <http://uums.uum.edu.my>

Our Ref : UUM/UUMKL/DC243/7

Date : 21th July 2025.

TO WHOM IT MAY CONCERN

COLLECTION OF DATA FOR RESEARCH PAPER

We are pleased to inform you that the following student is from Universiti Utara Malaysia Kuala Lumpur and is presently pursuing her Master of Human Resource Management. She are required to collect data from your organization as requirement for the Research Paper (BPM269912) course this semester.

No.	Name	Matric No.	I/D No.
1.	NANTHINI A/P MATHAWAN	832194	971102055056

Please be informed that the data collected is purely for academic purposes and we assure you that all information will be kept strictly confidential.

We really appreciate your kindness and cooperation in the above matter.

Thank you.

"MALAYSIA MADANI"
"KNOWLEDGE, VIRTUE AND SERVICE"
"ACADEMIC EXCELLENCE UUM EMINENCE"

Sincerely yours,

NUR AFIAH BINTI ABU BAKAR
Assistant Registrar
Universiti Utara Malaysia
Kuala Lumpur Campus (UUMKL)



Universiti Pengurusan Terkemuka
The Eminent Management University



APPENDIX 3 : SPSS

Descriptive Analysis

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Variance
MEANJS	103	1.00	5.00	4.1327	.82608	.682
MEANC	103	1.00	5.00	4.0136	.79225	.628
MEANPBI	103	1.00	5.00	4.1049	.81834	.670
MEANWC	103	1.00	5.00	3.9922	.75922	.576
MEANER	103	1.00	5.00	3.8816	.88934	.791
MEANEE	103	1.00	5.00	3.9282	.89085	.794
Valid N (listwise)	103					

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Variance
JS1	103	1	5	4.20	.933	.870
JS2	103	1	5	4.08	.904	.817
JS3	103	1	5	3.95	1.070	1.145
JS4	103	1	5	4.17	.971	.943
JS5	103	1	5	4.17	.930	.865
JS6	103	1	5	4.21	.925	.856
JS7	103	1	5	4.13	.915	.837
JS8	103	1	5	4.12	.932	.869
JS9	103	1	5	4.17	1.014	1.028
Valid N (listwise)	103					

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Variance
C1	103	1	5	4.04	.874	.763
C2	103	1	5	4.09	.806	.649
C3	103	1	5	3.98	.970	.941
C4	103	1	5	3.98	.990	.980
C5	103	1	5	3.98	1.038	1.078
Valid N (listwise)	103					

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Variance
PBI1	103	1	5	4.08	.936	.876
PBI2	103	1	5	4.09	1.011	1.022
PBI3	103	1	5	4.18	.937	.877
PBI4	103	1	5	4.11	.959	.920
PBI5	103	1	5	4.07	.921	.848
Valid N (listwise)	103					

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Variance
WC1	103	1	5	4.17	.822	.675
WC2	103	1	5	4.18	.894	.799
WC3	103	1	5	4.03	.902	.813
WC4	103	1	5	3.41	1.240	1.538
WC5	103	1	5	4.17	.961	.923
Valid N (listwise)	103					

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Variance
ER1	103	1	5	4.13	1.007	1.013
ER2	103	1	5	3.53	1.203	1.447
ER3	103	1	5	3.81	1.155	1.334
ER4	103	1	5	4.01	1.062	1.127
ER5	103	1	5	3.93	.952	.907
Valid N (listwise)	103					

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Variance
EE1	103	1	5	3.91	1.067	1.139
EE2	103	1	5	3.98	1.038	1.078
EE3	103	1	5	4.05	1.023	1.047
EE4	103	1	5	3.89	1.009	1.018
EE5	103	1	5	3.81	1.121	1.256
Valid N (listwise)	103					

Reliability Test

1. Job Satisfaction

Reliability Statistics			
	Cronbach's Alpha	N of Items	
	.958	9	

Item Statistics			
	Mean	Std. Deviation	N
JS1	4.20	.933	103
JS2	4.08	.904	103
JS3	3.95	1.070	103
JS4	4.17	.971	103
JS5	4.17	.930	103
JS6	4.21	.925	103
JS7	4.13	.915	103
JS8	4.12	.932	103
JS9	4.17	1.014	103

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
JS1	32.99	43.716	.867	.950
JS2	33.12	44.457	.830	.952
JS3	33.24	42.970	.796	.954
JS4	33.03	43.362	.858	.951
JS5	33.03	44.068	.838	.952
JS6	32.98	44.588	.796	.954
JS7	33.07	44.280	.834	.952
JS8	33.08	44.366	.809	.953
JS9	33.02	43.353	.816	.953

Scale Statistics				
	Mean	Variance	Std. Deviation	N of Items
	37.19	55.276	7.435	9

2. Compensation

Reliability Statistics

Cronbach's Alpha	N of Items
.899	5

Item Statistics

	Mean	Std. Deviation	N
C1	4.04	.874	103
C2	4.09	.806	103
C3	3.98	.970	103
C4	3.98	.990	103
C5	3.98	1.038	103

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
C1	16.03	10.636	.753	.876
C2	15.98	11.176	.718	.885
C3	16.09	10.041	.766	.873
C4	16.09	9.826	.787	.868
C5	16.09	9.806	.739	.880

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
20.07	15.691	3.961	5

3. Performance-Based Incentives

Reliability Statistics

Cronbach's Alpha	N of Items
.911	5

Item Statistics			
	Mean	Std. Deviation	N
PBI1	4.08	.936	103
PBI2	4.09	1.011	103
PBI3	4.18	.937	103
PBI4	4.11	.959	103
PBI5	4.07	.921	103

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
PBI1	16.45	11.132	.758	.894
PBI2	16.44	10.425	.811	.883
PBI3	16.34	10.638	.855	.874
PBI4	16.42	11.108	.737	.898
PBI5	16.46	11.466	.710	.904

Scale Statistics				
Mean	Variance	Std. Deviation	N of Items	
20.52	16.742	4.092	5	

4. Working Conditions

Reliability Statistics		
Cronbach's Alpha	N of Items	
.838	5	

Item Statistics			
	Mean	Std. Deviation	N
WC1	4.17	.822	103
WC2	4.18	.894	103
WC3	4.03	.902	103
WC4	3.41	1.240	103
WC5	4.17	.961	103

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
WC1	15.79	9.817	.761	.780
WC2	15.78	9.626	.718	.786
WC3	15.93	9.574	.721	.785
WC4	16.55	9.426	.453	.879
WC5	15.80	9.536	.666	.799

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
19.96	14.410	3.796	5

4. Employee Recognition

Reliability Statistics

Cronbach's Alpha	N of Items
.881	5

Item Statistics

	Mean	Std. Deviation	N
ER1	4.13	1.007	103
ER2	3.53	1.203	103
ER3	3.81	1.155	103
ER4	4.01	1.062	103
ER5	3.93	.952	103

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
ER1	15.28	13.322	.740	.851
ER2	15.87	12.700	.656	.873
ER3	15.60	12.379	.745	.849
ER4	15.40	13.007	.736	.851
ER5	15.48	13.742	.726	.856

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
19.41	19.773	4.447	5

6. Employee Empowerment

Reliability Statistics

Cronbach's Alpha	N of Items
.901	5

Item Statistics

	Mean	Std. Deviation	N
EE1	3.91	1.067	103
EE2	3.98	1.038	103
EE3	4.05	1.023	103
EE4	3.89	1.009	103
EE5	3.81	1.121	103

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
EE1	15.73	12.945	.749	.880
EE2	15.66	13.168	.742	.882
EE3	15.59	13.028	.781	.874
EE4	15.75	13.387	.736	.883
EE5	15.83	12.531	.763	.878

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
19.64	19.840	4.454	5

Normality Test

Tests of Normality						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
MEANJS	.261	103	<.001	.744	103	<.001
MEANC	.182	103	<.001	.850	103	<.001
MEANPBI	.255	103	<.001	.807	103	<.001
MEANWC	.203	103	<.001	.848	103	<.001
MEANER	.174	103	<.001	.900	103	<.001
MEANEE	.212	103	<.001	.857	103	<.001

a. Lilliefors Significance Correction

Skewness and Kurtosis Value

		Statistic	Std. Error
MEANJS	Mean	4.1327	.08140
	95% Confidence Interval for Mean	Lower Bound	3.9712
		Upper Bound	4.2941
	5% Trimmed Mean	4.2314	
	Median	4.4444	
	Variance	.682	
	Std. Deviation	.82608	
	Minimum	1.00	
	Maximum	5.00	
	Range	4.00	
	Interquartile Range	.56	
	Skewness	-2.092	.238
	Kurtosis	4.429	.472
MEANC	Mean	4.0136	.07806
	95% Confidence Interval for Mean	Lower Bound	3.8588
		Upper Bound	4.1684
	5% Trimmed Mean	4.0891	
	Median	4.2000	
	Variance	.628	
	Std. Deviation	.79225	
	Minimum	1.00	
	Maximum	5.00	
	Range	4.00	
	Interquartile Range	.60	
	Skewness	-1.627	.238
	Kurtosis	3.429	.472
MEANPBI	Mean	4.1049	.08063
	95% Confidence Interval for Mean	Lower Bound	3.9449
		Upper Bound	4.2648
	5% Trimmed Mean	4.1973	
	Median	4.2000	
	Variance	.670	
	Std. Deviation	.81834	
	Minimum	1.00	
	Maximum	5.00	
	Range	4.00	
	Interquartile Range	.60	
	Skewness	-1.848	.238
	Kurtosis	3.868	.472

MEANWC	Mean		3.9922	.07481
	95% Confidence Interval for Mean	Lower Bound	3.8439	
		Upper Bound	4.1406	
	5% Trimmed Mean		4.0626	
	Median		4.0000	
	Variance		.576	
	Std. Deviation		.75922	
	Minimum		1.00	
	Maximum		5.00	
	Range		4.00	
	Interquartile Range		.60	
	Skewness		-1.693	.238
	Kurtosis		4.567	.472
MEANER	Mean		3.8816	.08763
	95% Confidence Interval for Mean	Lower Bound	3.7077	
		Upper Bound	4.0554	
	5% Trimmed Mean		3.9538	
	Median		4.2000	
	Variance		.791	
	Std. Deviation		.88934	
	Minimum		1.00	
	Maximum		5.00	
	Range		4.00	
	Interquartile Range		1.20	
	Skewness		-1.174	.238
	Kurtosis		1.277	.472
MEANEE	Mean		3.9282	.08778
	95% Confidence Interval for Mean	Lower Bound	3.7540	
		Upper Bound	4.1023	
	5% Trimmed Mean		4.0059	
	Median		4.2000	
	Variance		.794	
	Std. Deviation		.89085	
	Minimum		1.00	
	Maximum		5.00	
	Range		4.00	
	Interquartile Range		.60	
	Skewness		-1.380	.238
	Kurtosis		1.671	.472

Pearson Correlation

		Correlations					
		MEANC	MEANPBI	MEANWC	MEANER	MEANEE	MEANJS
MEANC	Pearson Correlation	1	.877**	.797**	.696**	.703**	.840**
	Sig. (2-tailed)		<.001	<.001	<.001	<.001	<.001
	N	103	103	103	103	103	103
MEANPBI	Pearson Correlation	.877**	1	.835**	.796**	.802**	.941**
	Sig. (2-tailed)	<.001		<.001	<.001	<.001	<.001
	N	103	103	103	103	103	103
MEANWC	Pearson Correlation	.797**	.835**	1	.823**	.774**	.844**
	Sig. (2-tailed)	<.001	<.001		<.001	<.001	<.001
	N	103	103	103	103	103	103
MEANER	Pearson Correlation	.696**	.796**	.823**	1	.837**	.842**
	Sig. (2-tailed)	<.001	<.001	<.001		<.001	<.001
	N	103	103	103	103	103	103
MEANEE	Pearson Correlation	.703**	.802**	.774**	.837**	1	.830**
	Sig. (2-tailed)	<.001	<.001	<.001	<.001		<.001
	N	103	103	103	103	103	103
MEANJS	Pearson Correlation	.840**	.941**	.844**	.842**	.830**	1
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	<.001	
	N	103	103	103	103	103	103

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

Multiple Regression

Model Summary^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.956 ^a	.913	.909	.24920	2.431

a. Predictors: (Constant), MEANEE, MEANC, MEANER, MEANWC, MEANPBI

b. Dependent Variable: MEANJS

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	63.583	5	12.717	204.776	<.001 ^b
	Residual	6.024	97	.062		
	Total	69.606	102			

a. Dependent Variable: MEANJS

b. Predictors: (Constant), MEANEE, MEANC, MEANER, MEANWC, MEANPBI

Coefficients^a

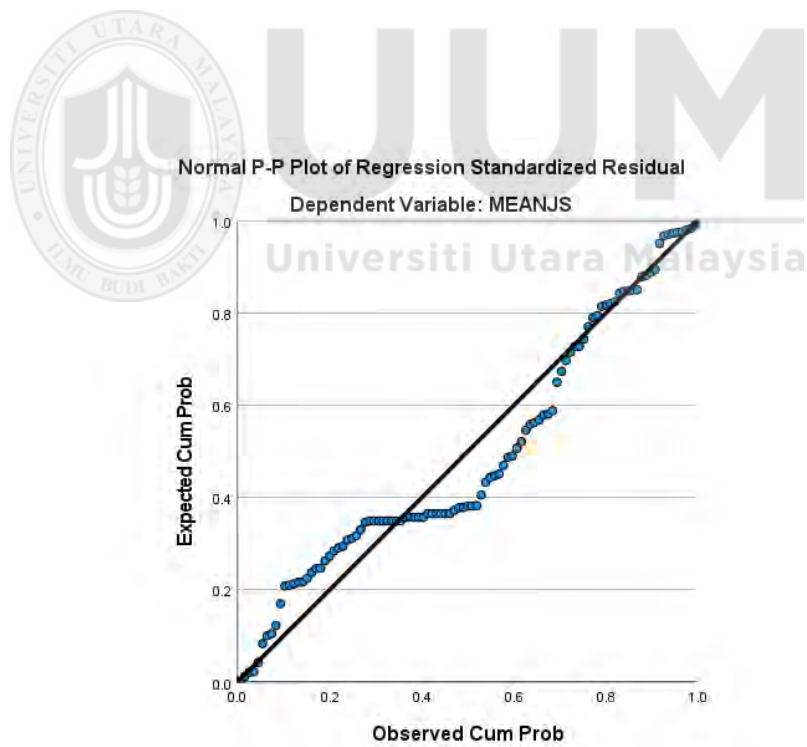
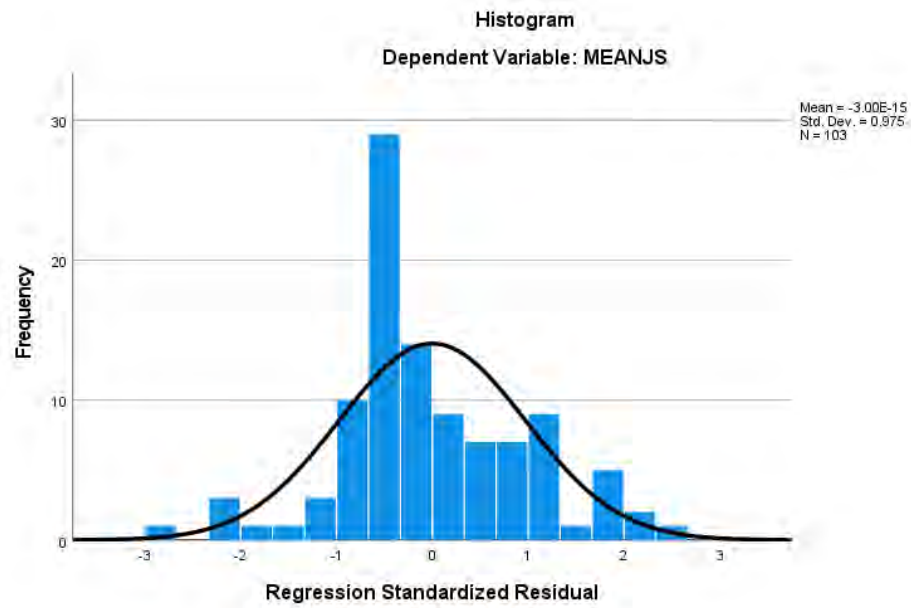
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.070	.137		.510	.611
	MEANC	.054	.067	.052	.800	.425
	MEANPBI	.638	.079	.632	8.094	<.001
	MEANWC	.060	.070	.055	.856	.394
	MEANER	.164	.060	.176	2.747	.007
	MEANEE	.090	.056	.097	1.613	.110

a. Dependent Variable: MEANJS

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.0753	5.0967	4.1327	.78953	103
Std. Predicted Value	-3.872	1.221	.000	1.000	103
Standard Error of Predicted Value	.027	.113	.056	.022	103
Adjusted Predicted Value	1.0914	5.1103	4.1316	.78533	103
Residual	-.71361	.58186	.00000	.24301	103
Std. Residual	-2.864	2.335	.000	.975	103
Stud. Residual	-3.040	2.442	.002	1.017	103
Deleted Residual	-.80445	.64314	.00107	.26471	103
Stud. Deleted Residual	-3.180	2.508	.003	1.031	103
Mahal. Distance	.221	20.008	4.951	4.737	103
Cook's Distance	.000	.196	.016	.035	103
Centered Leverage Value	.002	.196	.049	.046	103

a. Dependent Variable: MEANJS



Collinearity Statistics

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	(Constant)	Variance Proportions				
					MEANC	MEANPBI	MEANWC	MEANER	MEANEE
1	1	5.936	1.000	.00	.00	.00	.00	.00	.00
	2	.031	13.859	.77	.00	.00	.00	.04	.04
	3	.015	19.750	.18	.23	.05	.00	.12	.13
	4	.009	26.015	.01	.01	.01	.17	.34	.67
	5	.006	32.610	.04	.05	.06	.82	.44	.10
	6	.004	39.128	.00	.71	.88	.01	.05	.05

a. Dependent Variable: MEANJS



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