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**FACTOR INFLUENCING EMPLOYEE PRODUCTIVITY IN MALAYSIA
GLOVE COMPANIES**



**MASTER OF HUMAN RESOURCE MANAGEMENT
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**FACTOR INFLUENCING EMPLOYEE PRODUCTIVITY IN MALAYSIA
GLOVE COMPANIES**



**Thesis Submitted to
School of Business Management
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In Partial Fulfilment of the Requirement for the Master of
Human Resource Management**



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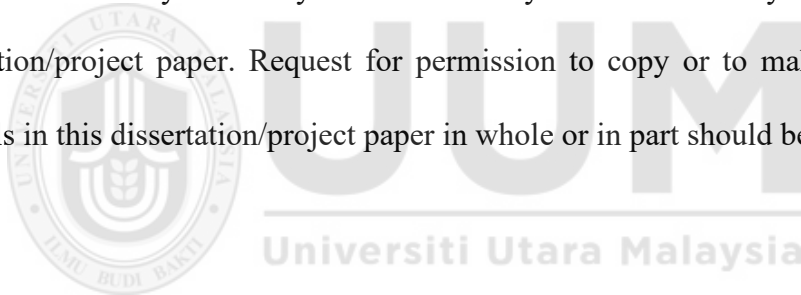
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Abstract

Employee productivity plays a significant role in every organization as it is crucial in sustaining the organizational competitiveness. Therefore, it is important to identify the factors that influencing the employee productivity. This study aimed to identify the factors that influencing employee productivity in Malaysia glove industry, with a particular focus on working environment, training and development, and motivation. In this study, employee productivity served as dependent variable, while working environment, training and development, and motivation as independent variables. A total of 386 responses were collected from employees in selected glove manufacturing companies in Malaysia and the data were analysed using SPSS software. The findings revealed that working environment, training and development, and motivation have significant positive relationship with employee productivity with motivation factor have the highest influence. This study contributes practical insights for managements and human resource practitioner to develop strategies to improve well-being, reduce turnover, and increase productivity, thereby supporting the long-term sustainability of the industry.

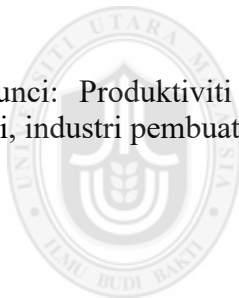
Keywords: Employee productivity, working environment, training and development, motivation, glove industry



Abstrak

Produktiviti pekerja memainkan peranan penting dalam setiap organisasi kerana ia merupakan faktor utama dalam mengekalkan daya saing organisasi. Oleh itu, adalah penting untuk mengenal pasti faktor-faktor yang mempengaruhi produktiviti pekerja. Kajian ini bertujuan untuk mengenal pasti faktor-faktor yang mempengaruhi produktiviti pekerja dalam industri pembuatan sarung tangan di Malaysia, dengan penekanan khusus terhadap persekitaran kerja, latihan dan pembangunan, serta motivasi. Dalam kajian ini, produktiviti pekerja berfungsi sebagai pemboleh ubah bersandar, manakala persekitaran kerja, latihan dan pembangunan, serta motivasi merupakan pemboleh ubah tidak bersandar. Sebanyak 386 maklum balas telah dikumpulkan daripada pekerja di beberapa syarikat pembuatan sarung tangan terpilih di Malaysia dan data dianalisis menggunakan perisian SPSS. Dapatan kajian menunjukkan bahawa persekitaran kerja, latihan dan pembangunan, serta motivasi mempunyai hubungan positif yang signifikan dengan produktiviti pekerja, dengan faktor motivasi menunjukkan pengaruh yang paling tinggi. Kajian ini menyumbang kepada pandangan praktikal untuk pihak pengurusan dan pengamal sumber manusia dalam merangka strategi bagi meningkatkan kesejahteraan pekerja, mengurangkan kadar pusing ganti pekerja, dan meningkatkan produktiviti, seterusnya menyokong kelestarian jangka panjang industri tersebut.

Kata kunci: Produktiviti pekerja, persekitaran kerja, latihan dan pembangunan, motivasi, industri pembuatan sarung tangan



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List of Abbreviations

PPE	Personal Protective Equipment
JD-R	Job Demands-Resources
TD	Training & Development
AI	Artificial Intelligence
SPSS	Statistical Product for Service Solution
T&D	Training and Development



CHAPTER ONE

INTRODUCTION

1.1 Introduction

This chapter includes of the introduction, background of study, problem statement, research questions, research objectives, significance of study, scope of research, key terms of research variables and organization of study.

1.2 Background of the Study

In contemporary organizations, enhancing employee productivity is essential for maintaining a competitive edge. According to Almaamari and Alaswad (2021), productivity known as the collaborative and shared effort made by managers and employees to improve their performance. It also entails the comparison between the input and output across all sectors. Malaysia glove manufacturing industry has long been an important contributor to the country's economy. In 2020, the country produced approximately 240 billion gloves, accounting for 70% of the worldwide demand (Amro-Admin, 2023b). This dominance was exacerbated during the Covid-19 pandemic, resulting in unprecedented increase in demand for personal protective equipment (PPE), especially for medical gloves. The industry's rapid growth during this time period emphasized its strength but also brought challenges such as employee productivity.

Despite its economic significance, sustaining high employee productivity levels is a persistent challenge for Malaysia's glove manufacturing industry. Factors such as training and development, job satisfaction, performance evaluation, and the work

environment significantly impact employee productivity (Jamaludin et al., 2024). Research indicates high levels of work pressure, repetitive task and poor working condition leads to employee burnout, absenteeism and turnover which in turn lowers productivity. Furthermore, inefficient performance assessment might not recognize and reward employee's contribution which would reduce engagement and motivation (Ismail & Rosdi, 2022).

The aim of this research was to assess the factors that influence employee productivity in Malaysia glove industry. This study focuses on top glove manufacturing company such as Top Glove, Hartalega Sdn Bhd, Kossan and Supermax. Research concentrating on Malaysian glove industry indicates that training and development, total rewards, and employee motivation are critical determinants of retention and performance among unskilled and semi-skilled workers in this sector (Low & Tanaraj, 2022). Delphi research focused Malaysian manufacturing firms after COVID-19 shows that compensation and benefits are the key factors for job satisfaction followed by support for work-life balance, rewards and recognition, and opportunities for career progression (Loo et al., 2024). These factors are closely related to productivity where satisfied employees are more engaged, less likely to quit and contribute more effectively to the organizational goals and objectives.

Employee burnout and poor mental health, on the other hand, can impede productivity improvement. In mid-2024, a national survey revealed that 67% of Malaysian employees especially Millennials and Gen Z were burnt out. This was an increase from 58% in 2022, with poor work life-balance cited as the primary factor (Hub,2024). Although these figures encompass all sectors or industries, the repetitive and physically

demanding nature of glove production renders employees particularly prone to burnout and decline in productivity.

The glove manufacturing industry in Malaysia has progressively embraced automation and cutting-edge technologies to sustain its competitive advantage. The workforce must be properly trained to operate and manage new systems, even though these innovations have the potential to increase productivity. Training and development are crucial for increasing employee motivation and retention, there is a positive correlation between successful training initiatives and increased employee motivation, which raises output (Silvester et al., 2024). To increase productivity and product quality, businesses such as Hartalega Holdings have made investments in high-speed production lines and cutting-edge manufacturing techniques (Hartalega Holdings Berhad, 2021). Automation improves productivity overall by addressing labor shortages, streamlining operations, and lowering the possibility of human error (Abidemi, 2024).

Considering these changes, grasping the key factors that influence employee productivity in the glove industry is essential (Abdulkareem, 2025). By recognizing and addressing these factors, organization could implement human resources (HR) initiatives that improve employee well-being while also improve organizational effectiveness.

1.3 Problem Statement

The glove manufacturing industry in Malaysia is vital to the worldwide supply chain, particularly following the COVID-19 pandemic, which significantly increased demand for disposable gloves Man (2021). The glove industry in Malaysia is a major contributor to county's economy especially due to its involvement in manufacturing medical gloves

for international markets. Malaysia is the world's largest producer and exporter of rubber gloves, accounting for approximately 65% of the global market share (Malaysia Rubber Glove Manufacturers Association, 2020). However, despite its crucial importance, there has been limited research that focuses on the factors that influence employee productivity within this specific industry. Employee productivity is an important factor influencing organizational success, and understanding the elements that affects it is essential for enhancing production efficiency, cost reduction and sustaining competitiveness in a swiftly changing global marketplace (Loo et al., 2024)

The glove production sector in Malaysia encounters multiple challenges affecting worker productivity, mainly because of high staff turnover, insufficient training, low morale, workplace stress, and pay concerns. A major challenge is the elevated turnover rate, which has consistently risen from 12.30% in 2017 to 26.47% in 2022, exceeding the average of the manufacturing industry (Zainal et al., 2022). This significant turnover rate interrupts operations, raises hiring and training expenses, and diminishes overall productivity because of the ongoing departure of seasoned employees. The difficulty in keeping employees leads to operational inefficiencies since newcomers need time to achieve peak performance.

Concern about workplace condition exacerbate problems with productivity by adding to employee stress and dissatisfaction. For example, a 17-tier storage rack collapsed at a glove manufacturing plant in Selangor, killing a Bangladeshi employee and injuring five others (Kalbana Perimbanayagam, 2025). Such incidents highlight the weakness in occupation safety management and contribute to heightened fear, stress, and low morale among employees. Unsafe working conditions not only increase turnover but

also undermine employees physical and psychological well-being, ultimately reducing productivity in the glove industry.

Studies indicates that low job satisfaction, along with monotonous task and repetitive work, can result in decreased employee morale and productivity (Miah, 2018). The glove manufacturing industry in Malaysia relies heavily in labor, with employees frequently putting in extended hours in high-pressure environments to meet global demand. While some organizations have introduced programs like bonuses and incentives to enhance motivation, it remains uncertain how these factors influence employees' overall productivity in this sector. Additionally, inadequate pay, particularly for less-skilled employees, could further diminish motivation and job satisfaction (Salleh, 2019).

The glove industry in Malaysia faced major issues concerning employee productivity, primarily due to lack of employee engagement. High turnover rates and regular job-hopping are common, with Malaysia being one of the top countries in Southeast Asia for both voluntary and involuntary employee turnover. This constant turnover undermines workforce stability and reduces productivity as organization finds it's challenging to sustain experienced employees while also incurring expenses for training and recruitment. Another significant factor is the breach of psychological contract, where differences between employee's expectation and employer commitment results in dissatisfaction and disengagement (Jahanzeb et al., 2024).

According to McDowall and Saunders (2010), the recognition of the significance of training in has been greatly shaped due to intense competition and the comparable achievements of organizations that focus on employee development is considerably emphasized. Researchers also indicated that advancement in technology, atomization,

shifting environments, and organizational transformation have progressively resulted in some employers to understand the importance of investing in employee training and development to ensure success (Leuhery, 2024). For instance, to increase productivity and product quality, businesses such as Hartalega Holdings have made investments in high-speed production lines and cutting-edge manufacturing techniques (Hartalega Holdings Berhad, 2021).


Labor issues, in particular forced labour allegation, have a major influence on the employee productivity in the glove manufacturing industry. Allegations of forced labours frequently arise from uncondusive working environment, long hours, unfair wages and lack of employee support. When employees face exploitative situation or environment, their satisfaction and motivation with their job decrease, resulting in diminished engagement and lower productivity. In late 2025, approximately 180 Bangladeshi employees from Malaysia glove manufacturer were allegedly dismissed after protesting the non-renewal of work visas and exploitive employment conditions, with several employees reportedly being forcibly deported following the protest (Business & Human Rights Resource Centre [BHRRC], 2026; Diplomatic Correspondent, 2025).

Employees faced significant stress, and physical strains are more likely to experience fatigue and make mistake, which adversely impact production effectiveness and product quality. Moreover, employees who feel unappreciated and wronged are prone to show elevated absenteeism and turnover rates, which can further interrupt operation and raise training and recruitment expenses. Furthermore, claims of forced labors may result in more stringent regulatory supervision and possible sanctions from global markets, constraining business prospects and profits (Kara, 2024). Companies

confronting these accusations could suffer reputational harm, hindering their ability to draw talented employees and principled investors. Conversely, providing fair pay, suitable working environments, and employee welfare can elevate morale, increase efficiency, and enhance overall productivity. By tackling labour issues, glove manufacturers can adopt a more sustainable and ethical workplace, resulting in bearing business stability and development while staying competitive in the bigger market.

This study intends to find the gaps by analysing the important factor that influence employee productivity in Malaysia's glove industry. Grasping these factors will provide significant perspectives for industry stakeholders to improve employee productivity, improve job satisfaction and ultimately improve organizational effectiveness.

1.4 Research Questions

This study attempts to answer below research questions: 

- i. Does working environment have significant relationship with employee productivity in Malaysia glove companies?
- ii. Does training and development have significant relationship with employee productivity in Malaysia glove companies?
- iii. Does motivation have significant relationship with employee productivity in Malaysia glove manufacturing companies?

1.5 Research Objectives

In consistent with the research aim, the study is exploring the following objectives.

- i. To identify the significant relationship between working environment and employee productivity in Malaysia glove companies.
- ii. To determine the significant relationship between training and development and employee productivity in Malaysia glove companies.
- iii. To identify the significant relationship between motivation and employee productivity in Malaysia glove companies.

1.6 Significance of Study

This study is important as it offers a meaningful understanding on the factors that influence the employee productivity in Malaysia's glove manufacturing industry. It is important to understand the factors that influencing the productivity of the employees, since all the organizations strives to improve the productivity and retain their best employees. Additionally, this study aims to provide both theoretical and practical insights that can improve organizational practices, inform management strategies, and contribute to the bigger field of human resource management. An empirical study in Batu Pahat showed that working environments and workplace layout significantly affect employee productivity (Shafi et.al., 2023).

A primary reason for conducting these studies is to provide data-based findings on the factor influencing employee productivity in Malaysia's glove industry, a sector that is a significance contributor to the country's economy and global healthcare supply chain. As productivity serves a crucial factor in organizational success and competitiveness,

highlighting the importance for the organization to acknowledge the factors that can enhance output and efficiency.

This study also will be highly beneficial to HR professionals and business leaders in the glove manufacturing industry. Organization able to improve workplace conditions and ensure that employees are working in safe, comfortable, and supportive environments by understanding how working environment affects productivity. By addressing issues such as job satisfaction, workplace stress, and repetitive tasks, employer can reduce absenteeism, turnover, and burnout rates while also creating a more engaged and effective workforce. Cheong Tian Ming et al. (2024) also explored the impact of work incentives, training programs, and stress levels on productivity among employees in Malaysia manufacturing sector and the study showed that incentives and training significantly improved productivity outcomes.

This research contributes to the body of knowledge in the domains of organizational behaviour, industrial psychology, and human resource management. While studies on employee productivity exist, there is limited research that focus specifically on Malaysia's glove manufacturing sector, despite it plays a fundamental part in the global market. The significance of this research goes beyond the employees themselves. By emphasizing important factors that impact their productivity, employees can achieve a clearer insight into the dynamics shaping their job performance and advocate for enhancement in their work environment. Organization that focuses on employee well-being and motivation tend to create a positive work environment, resulting in greater job satisfaction and enhanced productivity. Employees who perceive themselves as appreciated and supported are more inclined to work effectively, minimizing operational interruption and contributing to overall business achievement.

1.7 Scope of the Study

This research intends to examine the factors that influence employee productivity such as working environment, training and development, and motivation. The study concentrates on employees from various roles and levels that working in the leading glove manufacturing companies in Malaysia. The research mainly focuses on quantity information gathered via surveys sent to employees. The study focused exclusively on the Malaysian context, recognizing that challenges specific to industries, cultural impacts, and governmental policies could influence productivity in ways that differ from those in other nations.

1.8 Definition of Key Terms

Employee productivity refers to the effectiveness with which employee convert inputs such as time, capital and skills into result that support organizational objectives and goals. It demonstrates their capacity to utilize available resources efficiently to produce goods or services (Singh & Chaudhary, 2022).

Working environment refers to the physical, social and psychological settings under which employees operate, including safety precautions, facilities, relationship and general atmosphere that influence productivity and well-being (Awan & Tahir, 2015; Sunyoto, 2015).

Training and development consist of organized initiatives intended to improve employee's skills, knowledge and abilities ensuring them to perform efficiently, adapt to changes and support the success of the company (Noe, 2020).

Motivation represents the internal drive or process whereby the goal-directed activities are initiated and sustained in the context of learning and human behavior (Cook and Artino, 2016).

1.9 The Organisation of the Study

The study is organized into five main chapters:

- a. Chapter 1: Introduction – The general introduction that consists of the background study, problem statement, research questions, research objectives followed by key terms and scope of study.
- b. Chapter 2: Literature Review – This chapter analyses existing literature on employee productivity and the factor that affecting the productivity of employees such as working environment, training and development, and motivation.
- c. Chapter 3: Research Methodology – This chapter describes the research design, data collection method, and analysis methods that used to conduct the research.
- d. Chapter 4: Findings – This chapter will present the result that obtained through the data collection. It also includes the study questions and the relationship between the variable through several analysis.
- e. Chapter 5: Discussion and Conclusion – This chapter comprises the summary, discussion of the finding from the data analysis, limitations, and recommendations for the organization and future researchers.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter provided thorough definitions for the dependent variable and independent variables, namely working environment, training and development and motivation. The dependent variable, which is employee productivity, was also defined in this study. Additionally, a conceptual framework was formulated to offer enhanced comprehension to the reader. Furthermore, the chapter discussed the Herzberg's Two-Factor Theory (1959), Human Capital Theory (Becker, 1964), and Job Demands-Resources (Jd-R) Theory connecting it with the anticipated cause-and-effect relationship among the variables.

2.2 Employee Productivity

Productivity plays a noteworthy role in the organization's working environment. Generally, productivity involves converting inputs such as labour, capital, and time into outputs (Wacker et al., 2006). Organizations face challenges in comprehending the attitude of employees in current fast-paced work environments. Different authors have defined employee productivity based on their research findings.

According to Drucker (1999), employee productivity can be defined as the capacity to produce results that meet or surpass the expectations of the organization within the specified period. Productivity is not only the amount of output but also how pertinent and high-quality it is concerning organizational goals. Productivity entails a comprehensive understanding of an employee's ability to make significant

contributions. Drucker also emphasizes that productivity is achieved by ensuring employee tasks align with company objectives and improving skills through continuous training to foster meaningful results.

Singh and Chaudhary (2022) define employee productivity as the effectiveness of transforming resources such as time and effort into output for the organization. They contend that productivity relies on both efficiency and effectiveness, requiring employees to work expeditiously and provide high-quality results that meet organizational criteria. They emphasized the importance of managerial support and clear communication of goals in maximizing productivity, as they assist employees in working with optimal function and avoiding unnecessary effort.

According to Robbins and Judge (2017), employee productivity is the extent to which employees efficiently utilize their skills, knowledge, and experience to complete the job tasks that contribute to organizational success. They argued that productivity stems from internal motivation and dedication to organizational goals. Additionally, Robbins and Judge (2017), suggest that productivity can be evaluated using quantitative indicators such as sales quantity, as well as qualitative measures such as customer satisfaction, demonstrating the influence of employee performance on stakeholders and overall organizational results.

Campbell and Wiernik (2015) describe employee productivity as the correlation between employees' job and their impact on organizational development. They believe that productivity shows how well employees perform tasks by considering the volume and quality of their work. It is claimed that productivity is increased by elements like job satisfaction and a supportive working environment, allowing employees to achieve their maximum capabilities. They stressed that efficiency plays an important role in

giving the organization a competitive edge, leading to a strong focus on performance management.

Employee productivity is also viewed as effectively finishing tasks and duties within the specified time, resources, and quality guidelines. Productivity is impacted by individual-level factors such as motivation and team-level factors like collaboration and resource availability. To boost productivity, it is essential to establish a work setting that provides employees with the resources they require and clear performance indicators. The significance of feedback in allowing employees to make continuous improvements in performance by adjusting their actions has also been emphasized (Ling & Abdullah, 2015).

According to Jaman et al. (2022), productivity results from efficiency, effectiveness, and engagement when employees not only achieve their goals but also help with organizational innovation and problem-solving. Grant emphasizes that employee productivity is connected to their feeling of purpose and satisfaction in their positions. This comprehensive perspective considers productivity as both the results achieved, and benefits provided to the organization and the well-being of employees. Jaman et al. (2022) argues that motivated employees who feel appreciated are more likely to generate more meaningful and impactful outcomes.

The success of an organization depends on the productivity of the employees in global market. Singh and Chaudhary (2022) also states that employees strategically utilizing the resources provided to produce cost-effective goods and services that offers various advantages. Employee output over a predetermined time was used to gauge productivity (Ariani et al., 2025). This indicated how enhancing employee wellbeing and the work environment can increase productivity. The overall productivity of a company's

workforce must surpass all its expenses for the business to continue operating. In the context of Malaysia glove manufacturing industry, understanding productivity is important for improving performance and operational efficiency as it involves making the best use of time, skills, and resources.

2.3 Working Environment

Working environment describes individual immediate surroundings while at work. In addition, the working environment is defined as “the physical geographic location and surroundings of the workplace, such as a factory or office building” (Calvin et al., 2020). The working environment or condition is a significant element affecting employee productivity, especially in labour-intensive sectors. A conducive working environment increases job satisfaction, minimize work-related stress, and improve overall employee performance, while unfavourable working environment can result in fatigue, absenteeism and elevated turnover rates (Zulfikar et al., 2024). The working environment can be divided into three primary category which are physical, social and psychological factor that influence productivity both directly and indirectly. An effectively workplace environment fosters efficiency, reduce workplace conflicts, and enhance employee morale, which in turn leads to increased productivity and organizational success (Loo et al., 2024)

2.3.1 Physical Environment

The physical working environment comprises tangible workplace factors such as lighting, ventilation, noise levels, temperature, ergonomic workstations and exposure to dangerous substances. Research has indicated that enhancing these elements can result in a more efficient workforce. Research conducted by Ali and Haider (2019),

indicate inadequate ventilation and poor lighting have a significant impact on employee fatigue and focus levels. According to their findings, organization or offices with adequate lighting enhanced employee alertness by 20%, whereas improved ventilation reduces fatigue-related errors by 15%. In a similar manner, Nahar et al. (2021) carried out research on the Malaysian manufacturing industry and discovered that high absenteeism and low employee productivity were caused by bad air quality and high level of temperature.

Noise pollution represents another significant element influencing productivity. It is discovered that employees that work in noisy environments indicated expressed job dissatisfaction and more stress at work, which could result in a 20% decrease in productivity (vorecol.com, 2020). It has been recommended to implement noise-reducing techniques, like soundproofing and creating quiet workspace. Additionally, ergonomics is essential for reducing workplace injuries and improving productivity. According to Holt (2025), ineffective ergonomic workplace design increases physical discomfort and musculoskeletal disorders, ultimately reducing output. Their research on manufacturing employees found ergonomic intervention like standing desks and adjustable seating increased worker performance by 18%.

2.3.2 Social Environment

The social work environment refers to the relationship between individuals, communication patterns, teamwork and leadership dynamics that exist within an organization. A positive social atmosphere encourages teamwork to reduce stress levels, and enhances employee engagement (Miah, 2018). A study by Salleh (2019) found that employees who have mutual respect, good communication and positive interaction with colleague and supervisors are 30% more productive compared to that

work in a hostile environment. Supportive leadership is essential for boosting employee motivation and engagement. According to Loo et al. (2024), employees who receive regular appreciation and feedback from their supervisors exhibit greater levels of commitment and job satisfaction.

Conversely, toxic work environment marked by insufficient support, poor leadership and conflicts at work lead to increased turnover rates and lower productivity. Alam et al. (2023) discovered that employees facing workplace bullying or unjust treatment were 40% more likely to become disengaged from their responsibilities and exhibit lower performance.

2.3.3 Psychological Work Environment

The psychological working environment describes the mental and emotional health of employees, which is affected by factors like job stress, workload, job security, and the culture of the organization. High level of job stress adversely affects employee motivation, engagement and productivity (Zainal et al., 2022).

Heavy workload, unattainable performance expectations, and insufficient autonomy lead to emotional fatigue, which results reduces productivity by 22% (Loo et al., 2024). Burnout has more likely happened in employees who feel overburdened and lack control over their responsibilities, which can result in absenteeism and lower productivity. A balance between working and personal life is significantly important for psychological health of an employee. Crooney et al. (2025) highlighted that organizations that encourage flexible work arrangement can improve employee productivity by encouraging positive experiences.

Those findings are relevant to the glove manufacturing industry, where the working environment plays an important role in employees' daily work experience and overall performance as a supportive, well-structured work environment improves comfort, safety, and morale while reducing stress and fatigue.

2.4 Training and Development

Based on previous empirical studies, training is defined as a structured program aimed to guide and give new hires experience to help them quickly and affordably reach their performance standard (Aliu et al., 2025). Development described as a program developed to attain objectives that improve both organizational and employee efficiency (Aliu et al., 2025). Training and development encompass structured programs designed to improve employees' competencies, work efficiency, and adaptability to technological advancements and industry changes (Salas et al. 2012).

Training and development (T&D) play a vital role in enhancing employee productivity, especially in labor-intensive sectors such as glove manufacturing. Adequate training and development programs enhance employee's abilities, competencies, and knowledge that improves productivity and reduced errors (Noe, 2014). According to Armstrong and Taylor (2020), training enhance employee engagement, job satisfaction and confidence, which in turn increases overall productivity. Employees in the manufacturing industry need specific training to operate machinery, adhere to safety protocols, and uphold quality standards, making training investment very advantageous.

According to Arwab et al. (2021), employee job performance is more strongly influenced by training and development. The researchers indicate that the organization

should design and oversee training that is efficient and effective in order to improve employee abilities in every job role, irrespective of job level. Training and development are also approaches to understand job roles better and become the factors to employees to retain in their roles (Nguyen & Duong, 2020).

The employees who joined in continuous training programmes more tend to adapt to new technology and execute tasks more efficiently (Salas et al., 2012). This was attributed to employees gaining the essential skill to manage machinery, reduce waste, and enhance workflow efficiency. Likewise, Abdul Kadir et al. (2021) emphasized that organization that offers practical training report fewer operational interruptions and reduced defect rates, improving overall quality of output.

The reports stated that Malaysia glove manufacturing companies such as Top-Glove and Supermax, have shifted their focus towards cost-effectiveness and operational diversification in response to global competition and shrinking margins (Outlook for Malaysian Glove Makers Even Gloomier, 2025). These shifts are frequently supported by expenditures in employee training and development, which are essential to prepare the employees on handle new processes, maintain quality under budget constraints and respond to external changes (Hosen et al., 2023). According to Mustafa & Lleshi (2024), continuous learning and targeted skill development improve individual performance, organizational adaptability and innovation. Therefore, sector-wide margin pressures serve as both catalyst and justification for enhanced training programs aimed at sustaining productivity in challenging business environment.

Training and development are fundamental for enhancing employee productivity in manufacturing industry. Effective training programs enhance job performance, increase motivation, and help employees to stay competitive in the evolving business

environment. Organization that invests in training benefits from improved productivity, reduced operational errors, and higher employee retention despite challenges such high turnover and financial constraints.

Thus, for this study, training and development is understood as essential factor in glove manufacturing industry to support skill development, ensure process consistency and continuously improve operations. A properly structured training programs improves performance, adaptability and confidence in operating the advanced machinery in the glove manufacturing industry.

2.5 Motivation

Motivation can be defined as psychological process that drives people to take action to accomplish their objectives. It is influenced by both intrinsic and extrinsic factors that influence individual effort, persistence, and overall performance in the organization (Deci & Ryan, 2000). According to research by Elizabeth (2022), motivation is the process that guides, energizes, and maintains an individual's behaviour towards achieving a goal. In a similar vein, Luthans (2018) defines motivation as “the willingness to exert high levels of effort toward organizational goals, conditioned by the efforts ability to satisfy individual needs”.

In the field of organizational behaviour, motivation is classified into two types which is intrinsic and extrinsic types. Intrinsic motivation driven by internal satisfaction, such as career satisfaction and personal development (Bandhu et al., 2024). Intrinsically motivated employees tend to show more dedication, innovation, and sustained engagement. On the other hand, extrinsic motivation is driven by external factors like financial incentives, rewards, and reorganization (Gagné & Deci, 2005). Employees

who depend on extrinsic motivation factors often focus on performance but might experience lack of enduring job satisfaction if rewards are taken away (Kuvaas et al., 2017).

Employee's motivation is an essential factor in achieving organizational success since it directly influences productivity, efficiency and job performance. Herzberg's Two-Factor Theory indicates that motivation comes from two categories: hygiene factors (such as salary, job security, and working conditions) and motivators (such as recognition, responsibility, and personal growth) (Herzberg, 1959). Employee dissatisfaction frequently afflicts organizations that do not provide adequate motivators, which reduce engagement and increase turnover rates (Zainal et al., 2022b).

Motivation in the workplace positively influences performances and the significance of the job. Motivation serves as a vital element within an organization, particularly in improving productivity. There is a direct correlation between motivation and performance, according to empirical findings (Dahlan et al., 2025). Several previous studies have demonstrated that employee performance is significantly impacted by motivation, both directly (Elvina & Chao, 2019) and indirectly (Jayaweera, 2015). According to Shkoler and Kimura (2020), work motivation is the process by which an individual alters their behavior in order to enhance the work environment. Wibowo (2017) explained that work motivation serves as a motivator for various human actions and processes to consistently accomplish objectives. According to Akerele (2023), work motivation can be characterized as the willingness to meet individual demands and the desire to exert a significant organizational effort.

Studies highlight the importance of both intrinsic and extrinsic motivators in improving job satisfaction, performance and employee retention. While monetary

incentives and rewards might increase output right away, opportunities for professional development, recognition, and a supportive work environment are necessary for long-term engagement (Boadi et al., 2025). Every organization able to enhance employee well-being, boost productivity, and maintain a competitive edge if they use motivation strategies that address both psychological and financial demands. Employee motivation plays a crucial role in enhancing employee productivity in Malaysia glove manufacturing industry as motivated employees tend to demonstrate higher energy, persistence, and engagement at work.

2.6 Theory Related to Studies

2.6.1 Herzberg's Two-Factor Theory

Herzberg's Two Factor Theory (1959), referred to as the Motivation-Hygiene Theory, describes that job satisfaction and productivity affected by two categories of factors: motivators (internal factors) and hygiene factors (external factors). Motivators consist of accomplishment, acknowledgment, accountability, and professional development, which directly enhance employee involvement and satisfaction at work. Hygiene factors, in contrast, encompass salary, work environment, employment stability, and organizational policies—elements that may not directly boost motivation but can lead to dissatisfaction if they are lacking (Herzberg, 1959). Furthermore, due to high demand for medical gloves during Covid-19, many glove industry employees have experienced burnout and dissatisfaction making Herzberg's theory especially in the post-pandemic era. It's vital to consider both intrinsic and extrinsic motivators to maintain long-term productivity and keep a consistent workforce in this important industry.

2.6.2 Human Capital Theory

Becker's (1964) Human Capital Theory highlights that the skills, knowledge, and competencies of employees are essential for the success of an organization. This theory suggests that investing in training and development results in greater employee productivity, improved job performance and enhanced innovation (Becker, 1964). Organizations that offer employees ongoing learning options, skill training, and career advancement programs experience enhanced productivity and employee satisfaction. In the glove manufacturing sector of Malaysia, technological innovations, automation, and digitalization are swiftly changing production methods. Numerous companies have started including high-speed production lines, automated systems, and artificial intelligence (AI) in their workflows (Hartalega Holdings Berhad, 2021).

2.6.3 Job Demands-Resources (JD-R) Theory

The Job Demands-Resources (JD-R) Theory provides insights of how the workplaces influence employee productivity. Bakker and Demerouti (2007) divide workplace component into two categories which is job resources and job demands. Job demands including extended hours, heavy lifting, and repetitive tasks may result in stress, exhaustion, and diminished performance. On the other hand, job resources like encouraging management, a safe work environment, and chances for career growth boost employee motivation and productivity. Employees subjected to tough conditions with insufficient job resources frequently face exhaustion, diminished morale, and disengagement, adversely affecting productivity. Nonetheless, entities that enhance work environments, implement equitable labor practices, and offer employee assistance programs can cultivate increased job satisfaction, reduced absenteeism, and higher productivity (Mohamad & Abiddin, 2024).

2.7 Hypothesis Development

2.7.1 The Relationship Between Working Environment and Employee Productivity

The working environment greatly influences employee performance, job satisfaction, and overall productivity. Employee productivity and engagement are significantly improved in a supportive work environment, which is defined by ergonomic workspace design, sufficient safety precautions, equitable treatment, and encouraging management (Dul & Ceylan, 2014). In contrast, inadequate working environments, heavy workloads, and insufficient resources lead to stress, fatigue, and reduced efficiency (Miah, 2018). Empirical studies in manufacturing settings consistently show that a positive physical and psychological working environment is positively associated with higher levels of job performance and job outcomes (Shafi et al., 2023; Brunner et al., 2019).

In the glove manufacturing industry, issues such as extended working hours, inadequate ventilation, repetitive strain injuries, and allegations of forced labor have adversely affected worker morale and productivity (U.S. Customs and Border Protection, 2020). According to research by Brunner et al. (2019), employees who work in dangerous and stressful environments are more likely to be absent, be less productive, and have higher turnover rates. Likewise, a study by Kara (2024) indicates that employees in factories with inadequate working conditions exhibit 30% lower productivity compared to those in properly maintained settings.

The Job Demands-Resources (JD-R) Model supports the notion that employee performance and well-being are improved in a balanced workplace where job resources such as safe environment, supportive supervisor and fair treatment sufficiently offset job demands (Bakker & Demerouti, 2007). A systematic literature review concerning

the JD-R Model, revealed that job resources such as conducive working conditions, are consistently associated to increased work engagement, motivation and overall well-being, whereas job demands are correlated with burnout and diminished engagement (Galanakis & Tsitouri, 2022). Workplace stress can be reduced and productivity increased by offering sufficient rest periods, equitable pay, and employee support initiatives (Salanova & Schaufeli, 2008).

H1: There is a significant positive relationship between working environment and employee productivity in the Malaysian glove companies.

2.7.2 The Relationship Between Training and Development and Employee Productivity

In the glove production sector, where workers often engage in repetitive and strenuous activities, ongoing skill enhancement is essential. Research conducted by Amirah et al. (2024) revealed that workers who underwent consistent training on updated production methods and safety protocols experienced a boost in efficiency and reduced accident rates. Likewise, research conducted by Arwab et al. (2021) indicates that training initiatives centered on automation and machinery operation greatly enhance productivity by decreasing production interruptions and mistakes. Salas et al. (2012) presented empirical evidence that indicate systematic training positively influences job performance, safety related behaviors and the capability to adapt the technological advancement.

The relationship between training and productivity is strongly supported by Human Capital Theory, which posits that employee knowledge, skills, and abilities are valuable organizational assets that contribute to productivity and competitive advantage (Becker, 1964). Empirical research based on human capital theory shows that organizations that

invest in employee training experienced increased productivity, efficiency and overall performance (Barney, 1991; Crook et al., 2011). Additionally, employee engagement and retention are enhanced by training and development. Workers who view their companies as committed to their development are more inclined to feel motivated and dedicated to their roles (Jehanzeb & Bashir, 2019). The Human Capital Theory posits that workers with advanced skills and abilities make a significant contribution to the success of an organization, positioning training as a strategic investment instead of an expense (Becker, 1964).

H2: There is a significant positive relationship between training and development and employee productivity in the Malaysian glove companies.

2.7.3 The Relationship Between Motivation and Employee Productivity

In labor-intensive industry like glove production, where employees frequently encounter repetitive tasks and physically challenging duties, motivation is crucial for sustaining performance standards (Salahudin et al., 2024). According to research conducted by Kuvaas et al. (2017) shows that both intrinsic and extrinsic motivators influence employee performance, where intrinsic motivation (job satisfaction, acknowledgment, and personal development) fosters long-term dedication, and extrinsic motivation (bonuses, pay raises, and incentives) enhances short-term results.

The relationship between motivation and productivity is well explained by Herzberg's two-factor theory, which distinguishes between motivational factors and hygiene factors (Herzberg et al., 1959). Empirical studies based on Herzberg's theory have confirmed its relevance in manufacturing settings. Alshmemri, Shahwan-Akl, and Maud (2017) confirmed that intrinsic motivating factors have a stronger and long-term impact on employee performance compared to extrinsic motivating factors. Similarly,

Uka & Prendi (2021) found that workplace recognition, performance, and responsibility significantly influence the employee productivity of manufacturing employees, while inadequate hygiene factors such as poor supervision and low wages lead to dissatisfaction.

H3: There is a significant positive relationship between motivation and employee productivity in the Malaysian glove companies.



CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the research methodology utilised in this studies that explore the factor that influencing employee productivity in Malaysia glove companies. This chapter also describes the methods used in data collection and analysis to address the research questionnaires. It also discussed the research framework, hypothesis development followed by data collection, research design, the method that used to analyse the data, and the summary of the chapter.

3.2 Research Framework

The research framework shown in Figure 3.1 describes an overview or general picture of the relationship that explored in this study. The study suggests that employee productivity is influenced by working environment, training and development, and motivation. In this study, the dependent variable is specified as employee productivity, while the independent variable is made up of working environment, training and development, and motivation.

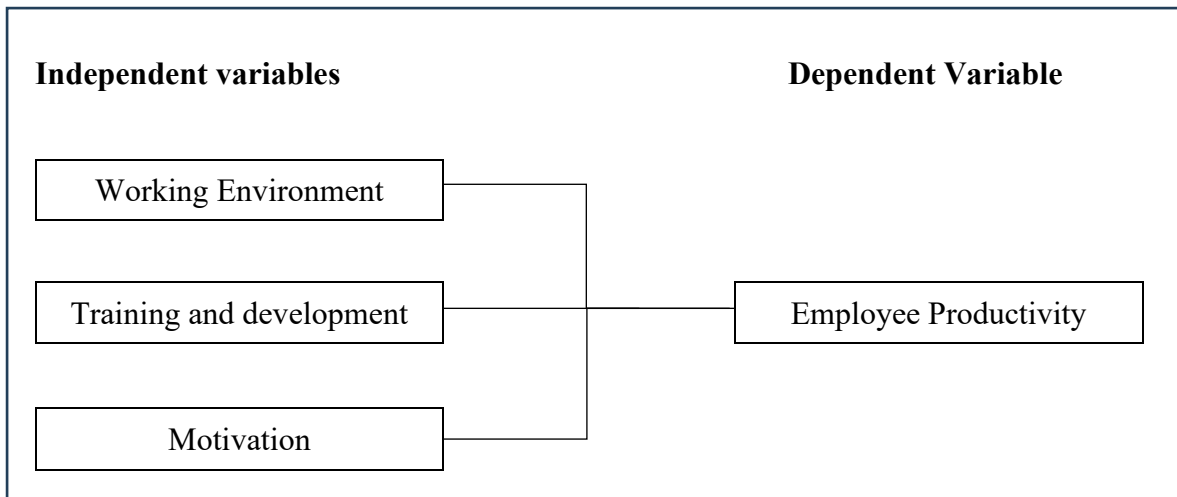


Figure 3.1
Research Framework

3.3 Research Design

The purpose of this research is to assess the factors influencing employee productivity in Malaysia glove companies. The aspects are independent variables mentioned in Figure 3.1 which are working environment, training and development, and motivation to the dependent variable which is employee productivity in Malaysia glove manufacturing industry. The data were gathered through questionnaire surveys for this research to be effective in achieving its objective. This quantitative method involves conducting a detailed analysis while applying scientific research to examine the findings and the connections between them.

Quantitative methods are utilized mainly to test or validate explanations or hypotheses, determine the variables to be examined, relate the variables to questions or hypotheses, use statistical methods for analysis, and apply statistical standards for validity and reliability. Mweshi and Muhyila (2024) define the quantitative method as an information evaluated by numbers and statistically analysed to ascertain if the generalizations of the assumptions are accurate. Secondly, an explanatory and

descriptive research design was used to collect, analyse and interpreting the data collected to determine the factors that influencing the employee productivity in Malaysia glove manufacturing companies. A strategy that outlines the methods and procedures for obtaining and analysing data is known as research design. Besides that, the research design is also believed to give information from findings to identify solutions to the challenges faced. To summarize, the purpose of research design is used by research studies to test hypotheses, and the achievement of the hypotheses test depends on the measurement.

Table 3.1
Example Questionnaire

Variable	Sample Questions	Scale
Employee Productivity	1. I consistently meet performance targets and deadlines set by my organization.	Likert Scale (1=Strongly Disagree to 5=Strongly Agree)
	2. The quality of my work meets or exceeds company expectations and standards.	
	3. I am always able to do better on my job to get maximal results.	
	4. I can effectively manage my time to ensure work is completed efficiently.	
	5. My workload is reasonable and does not negatively affect my performance.	
	6. I actively seek ways to improve my efficiency and work output.	
	7. I feel valued as a productive employee within my organization's workforce.	

Shafi et al., 2023

Variable	Sample Questions	Scale
Working environment	1. My workplace is clean, well-organized, and conducive to productivity.	Mohammed, 2019
	2. The noise level at my workplace does not interfere with my concentration.	Shafi et al., 2023
	3. My workstation is ergonomically designed to support long hours of work.	
	4. The work environment promotes effective teamwork and positive collaboration.	
	5. The lighting, temperature, and ventilation at my workplace are comfortable.	Likert Scale (1=Strongly Disagree to 5=Strongly Agree)
	6. My workplace is free from safety hazards and ensures employee well-being.	
	7. Workplace policies and procedures are clearly communicated and well-enforced.	
	8. I have access to proper tools, equipment, and materials for my tasks.	
Training and Development	1. I receive adequate training to perform my job tasks efficiently.	Sothy, 2019
	2. The organization offers continuous learning opportunities for career advancement.	
	3. I feel that training and development programs are helpful for my job.	Likert Scale (1=Strongly Disagree to 5=Strongly Agree)
	4. My productivity has improved due to the training and development provided.	

Variable	Sample Questions	Scale
	<p>5. I feel that training and development programs that provided by company are wide range in different area [eg. communication skills, computer skills and technical skills</p> <p>6. Training programs have helped me adapt to new job technologies.</p> <p>7. I receive support from my manager/supervisor to apply what I learned in training.</p> <p>8. After training, there are follow-up activities to ensure we retain what we learned</p>	
	<p>1. I feel motivated to consistently perform well and meet job expectations.</p> <p>2. The salary and benefits I receive are fair and competitive.</p> <p>3. I feel valued when my efforts and achievements are recognized at work.</p> <p>4. I am satisfied with the career growth opportunities available in my company.</p> <p>5. My job responsibilities are aligned with my personal and professional goals.</p> <p>6. My workplace fosters a sense of belonging and team engagement.</p> <p>7. A clear career advancement path motivates me to enhance my performance and strive for excellence.</p>	<p>Mohammed, 2019</p> <p>Likert Scale (1=Strongly Disagree to 5=Strongly Agree)</p>
Motivation		

Variable	Sample Questions	Scale
	8. When leadership treats employees fairly, I feel more committed, engaged, and dedicated to my job	

3.4 Operational Definition

The following operational definitions were discussed in this study to ensure that key concept and terminologies were clarified. The following is how the key ideas are understood:

- i. **Employee Productivity** – Employee productivity is the degree to which employees work efficiently and effectively in their job assigned to them during glove manufacturing. Operationally, productivity is measured through a response to Likert-scale questions in terms of efficiency of work, work consistency, goals achieved, and self-evaluations of job effectiveness (Ryde et al., 2022).
- ii. **Working Environment** - Working environment is defined as physical and social settings in which employees in the manufacturing sector perform their duties. In this study, working environment is operationalized using self-reported Likert-scale measuring employees perception on workplace safety, cleanliness, ventilation, supply of comfortable temperatures, illumination, noise level, and supply of suitable equipment (Al Amin & Chakraborty, 2021).
- iii. **Training and development** – Training and development are structured programs and continuous attempts of the organizations to enhance employees' job-related knowledge, technical skills, and capabilities (Mehner et al., 2024).

Measurement will take place on Likert-scale items assessing employee perception of available training, quality of training, feedback of training and effectiveness of training (Sija, 2024).

- iv. **Employee motivation** - Motivation can be defined as internal and external rewards that encourage employees to complete their tasks with enthusiasm, commitment, and persistence. Likert-scale items are used to measuring employees' personal aspirations, responses to rewards and recognition, perceived fairness of treatment, and the sense of meaning derived from their work (Masri et al., 2025).

3.5 Population and Sampling Size

The population of the research consist of employees that works in Malaysia leading glove manufacturing companies. While the total number of employees in Malaysia glove industry is approximately 75,000, this study focuses on the four leading glove manufacturing companies which is Top Glove, Hartalega, Kossan, and Supermax (Accio, 2024). The total number of employees for the four leading Malaysian glove manufacturing companies which is Top Glove, Hartalega, Kossan, and Superma was obtained from Trading Economics, a global economic data aggregator that compiles labour force and company employment statistics (TradingEconomics, 2026).The Krejcie and Morgan (1970) table as used as the basis for the study's sample. According to Krejcie and Morgan (1970) table, the minimum sample size for population 75,000 should be 382. Thus, the sample size chosen for this study is 382 participants. A random sampling methos was utilized to choose the participants to respond the questionnaire. Creswell (2005) describes random sampling techniques as a group of people chosen at

random from a population. The purpose is to obtain a sample that is representative of a larger group.

Table 3.2
Total Number of Employees

Companies	Total Employees
Top Glove	11,600
Hartalega	7,560
Kossan	6,760
Supermax	1,410

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Note.—*N* is population size. *S* is sample size.

Source: Krejcie & Morgan, 1970

Figure 3.2
Sample Size Table Source: Krejcie and Morgan (1970)

3.6 Measurement of Variables/Instrumentation

Developing informed choices regarding the data sources, data collection technique, and measurement or instrument that used at the planning stage of a research project is important to make conclusions about the topic that is being studied straightforwardly. This research will utilize a questionnaire to collect data, as this technique allows for the efficient gathering of a significant quantity of data quickly.

The questionnaire was divided into 5 sections, where Section A includes demographic factors which are data on their personal information such as age, gender, education level, and length of service. Section B is about the employee productivity and section C to section E comprises questions based on the three independent variables which are the factors used in this study. In addition, these variables are measured and instrumented using the Likert scale. The Likert scale, that has a five-point range with a starting value from one to five, is used to evaluate the degree to which respondents agree or disagree with certain statements. An interval scale was used to evaluate each statement in the questionnaire that relates to all variables being studied. This scale gives a weight or score to each response that respondents provide after completing the questionnaire, where score 1 represents for 'Strongly Disagree', score 2 represents for 'Disagree', score 3 represents for 'Neutral', score 4 represents for 'Agree', and lastly, score 5 represents for 'Strongly Agree'.

3.7 Data Collection

The data collected in this research process used survey method through questionnaires regarding participants perceptions of the understudied variables. The primary data collected in this study were obtained from a selected group of respondents who consist of all levels of employees.

3.8 Data Collection Procedures

The data collection process was started with the distribution method by sharing a Google Form link that consist of a series of questions starting from Section A to Section D inclusive of demographic sectors and all the variables. The reason to utilize this method of data collection strategy is because it is cost-effective, saves time, and more convenient way for both the researcher and respondents.

To conduct an online survey questionnaire for the research, the Google Form online survey service registered to create the survey. A URL was shared once the questionnaire created in Google Forms along with notes included when the link is sent via email, WhatsApp, or other platforms to the intended group of respondents. This online survey offers participants with some convenience, requiring them to click on the “URL link” to access the questionnaire and respond to the series of questions. After the respondents have finished answering the questions, they must click the “Submit” button for the questionnaire to be sent to the researcher and the responses.

3.9 Techniques of Data Analysis

The data gathered from the participants underwent editing to verify that the data were unified and consistent. The amended data were then entered into the computer using SPSS (Statistical Package for the Social Sciences), which later were imported into the state data program to perform data analysis. There were four types of statistical analysis involved, namely reliability analysis, descriptive analysis, correlation analysis, and multiple regression analysis.

- i. **Reliability analysis** - The reliability test is carried out in this research to assess the instrument's consistency and establish its level of reliability. The

participant's response to a question in the questionnaires distributed consider reliable if it doesn't change over time. Cronbach Alpha senses the reliability value's lower range (Handoko & Suryadharma, 2020). Cronbach Alpha is the indicator of reliability and must be greater than 0.7, while lesser than 0.7 considered unreliable.

- ii. **Descriptive analysis** – Descriptive statistical analysis is the fundamental type of statistical analysis that used numerical values to describes the qualities of data set. It also assists in streamlining large data sets into simple and more condensed formats for better understanding. Descriptive status can be used to represent a full sample within a research population or to summarize the data from a sample. Data visualizations such as tables, graphs, and charts are also used in descriptive status to analyse and interpret information.
- iii. **Correlation analysis** – Schober et al. (2018), indicate that the Pearson correlation is usually applied to data that are normally distributed (data that adhere to bivariate normal distribution). To evaluate the strength and direction of the linear connections among variable pairs, the Pearson correlation coefficients (r) will be sought.
- iv. **Regression analysis** – Statistical regression analysis is a statistical method that used to examine a relationship between two or more variables in such way that data on the other variables can be used to predict or explain one of the variables (Ali & Younas, 2021). A technique that enables additional variables to be entered into the analysis independently in order to assess the effect of each factor known as “multiple regression”.

3.10 Summary of the Chapter

This chapter provides a brief overview on the research methodology process, that includes the hypotheses development, research framework, sample population, and data analysis. The result of the analysis through the data collected from the respondents was reviewed in the next chapter.



CHAPTER FOUR

FINDINGS

4.1 Introduction

The study's conclusion based on analysis of the data collected, are presented in this chapter. The data was collected quantitatively from the employees in Malaysia glove manufacturing companies. The Statistical Package for the Social Sciences (SPSS), which includes multiple regression, correlation analysis, reliability analysis, and descriptive analysis was used to analyse the data. The objective and theories presented in Chapter 1, 2 and 3 serve as foundation of the discussion in this chapter. This study will present on how employee production in Malaysia glove manufacturing companies influences by working environment, training and development, and motivation factors.

4.2 Response Rate

The response rate was high since the data was collected via questionnaire that sent through WhatsApp and Telegram. According to Krejcie and Morgan's (1970) sample size table, the total sample size of 382 respondents was needed. The questionnaire was distributed to approximately 410 employees in the glove manufacturing company, and the main tool used to collect the data was a Google Form link. Through the survey, a total of 386 responses were gathered over 8 weeks, representing a complete response rate in relation to the targeted samples. All questionnaires were fully answered, with none excluded. The data were screened for outliers to ensure data quality.

4.3 Demographics of Respondents

Descriptive statistic was conducted to evaluate the demographic profile of the 386 respondents who participated in this study. Table 4.1 shows the demographics of the respondents, where most of the respondents were male, 57.5% (222 participants), whereas females accounted for the remaining 42.5% (164 participants). In terms of age group, the participants were predominantly young adults, with more than half falling within the 26 – 35 age group (53.6%, 207 participants), followed by 36 – 45 years (28.5%, 110 participants), while a smaller group with individuals aged 18–25 years (8.5%, 33 participants), 46–55 years (9.1%, 35 participants), and 56–60 years (0.3%, 1 participant).

Regarding the education level, the majority possessed a bachelor's degree (270 participants, 69.9%), with others holding a Diploma (71 participants, 18.4%), a master's degree (43 participants, 11.1%), or other qualification (2 participants, 0.5%). Regarding work experiences, the highest proportion falls between 1 and 5 years of experience (46.4%, 179 participants), followed by those with 6 to 10 years of experience (32.9%, 127 participants), 1 year or less (11.1%, 43 participants), 11 to 15 years (8.8%, 34 participants), and 16 years or more (0.8%, 3 participants).

Table 4.1 *Demographics of Respondents*

Gender		
	Frequency	Percent
Male	222	57.5
Female	164	42.5
Total	386	100
Age		
18 to 25 / 18 hingga 25	33	8.5
26 to 35 / 26 hingga 35	207	53.6
36 to 45 / 36 hingga 45	110	28.5
46 to 55 / 46 hingga 55	35	9.1
56 to 60 / 56 hingga 60	1	0.3
Total	386	100
Education Level		
	Frequency	Percent
Diploma	71	18.4
Bachelor Degree	270	69.9
Master	43	11.1
other	2	0.5
Total	386	100
Years Working Experience		
	Frequency	Percent
≤ 1 Years	43	11.1
1 - 5 Years	179	46.4
6 - 10 Years	127	32.9
11 - 15 Years	34	8.8
≥ 16 Years	3	0.8
Total	386	100

4.4 Normality test

Normality tests were performed for all study variables to ensure the assumptions for parametric analysis by using skewness and kurtosis values, the Kolmogorov-Smirnov test, along with Q-Q plots. According to Mishra et al. (2019), Kolmogorov-Smirnov test is suitable for larger sample size ($n \geq 50$), whereas the Shapiro-Wilk test suitable for smaller sample size. Table 4.3 indicates that the Kolmogorov-Smirnov test demonstrated significant findings ($p < .001$), showing deviations from normality. However, based on Pallant (2020, values of skewness and kurtosis within ± 2 are

acceptable, and a visual examination of the Q-Q plots indicates that the data closely adhered to the normal distribution line. Therefore, the data were considered normally distributed and appropriate for parametric analysis.

Table 4.2 *Normality test*

Tests of Normality

	Kolmogorov-Smirnova			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Employee Productivity	0.157	386	<.001	0.964	386	<.001
Working Environment	0.148	386	<.001	0.924	386	<.001
Training and Development	0.135	386	<.001	0.967	386	<.001
Motivation	0.186	386	<.001	0.912	386	<.001

a Lilliefors Significance Correction

Figure 4.1 *Q-Q Plot of Dependent Variable (DV)*

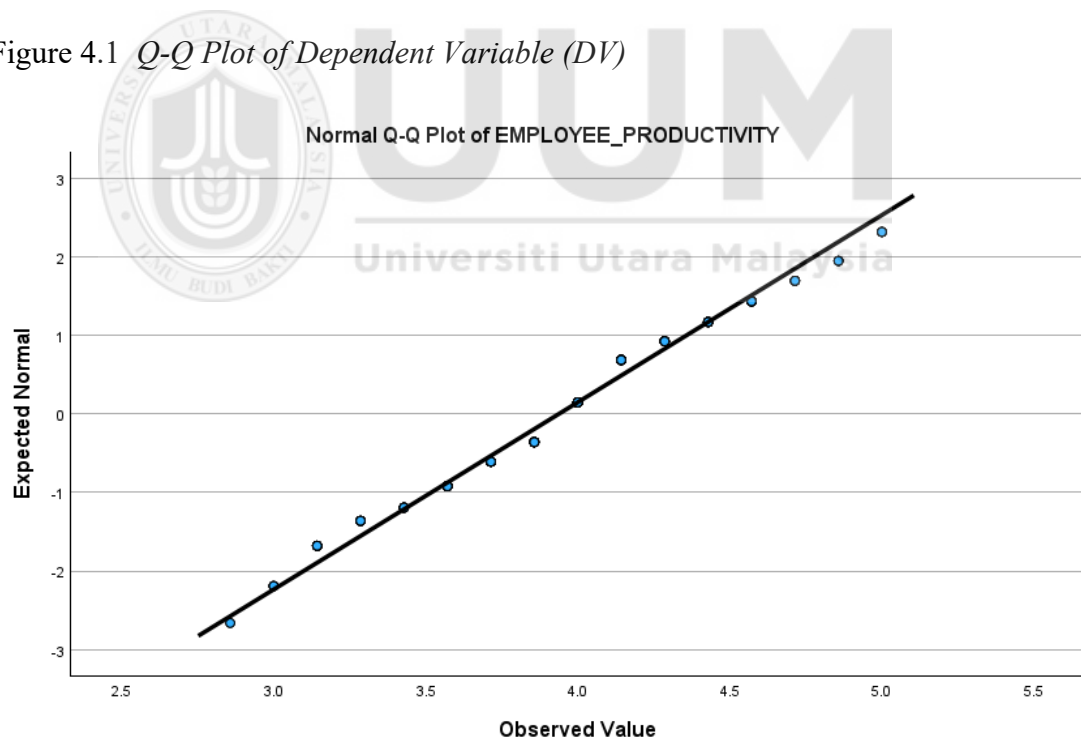


Figure 4.2 *Q-Q Plot of Independent Variable (IV)*

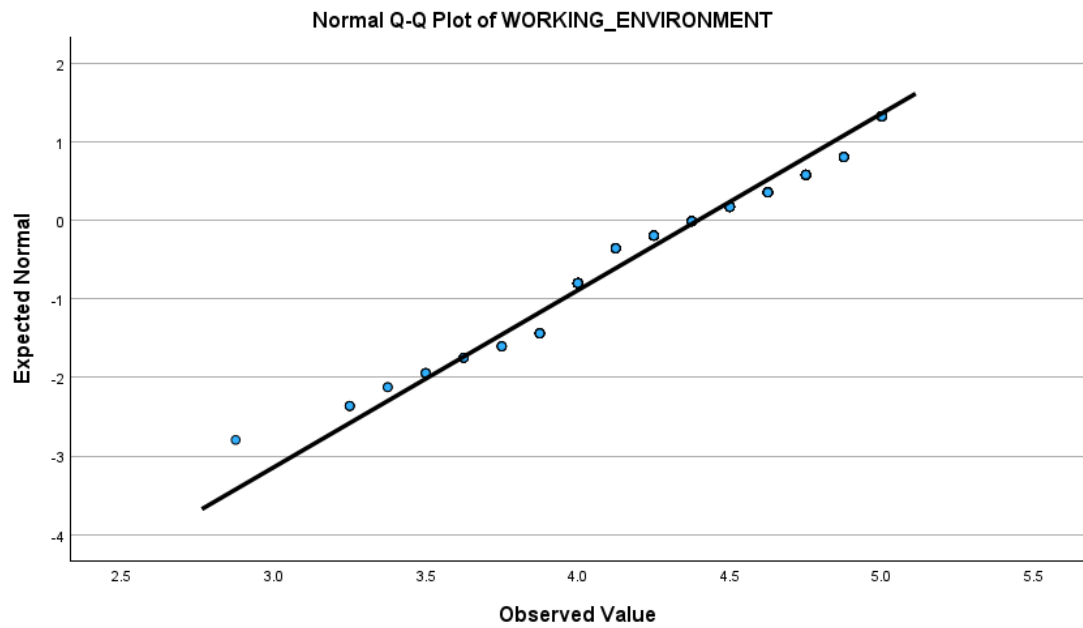


Figure 4.3 *Q-Q Plot of Independent Variable (IV)*

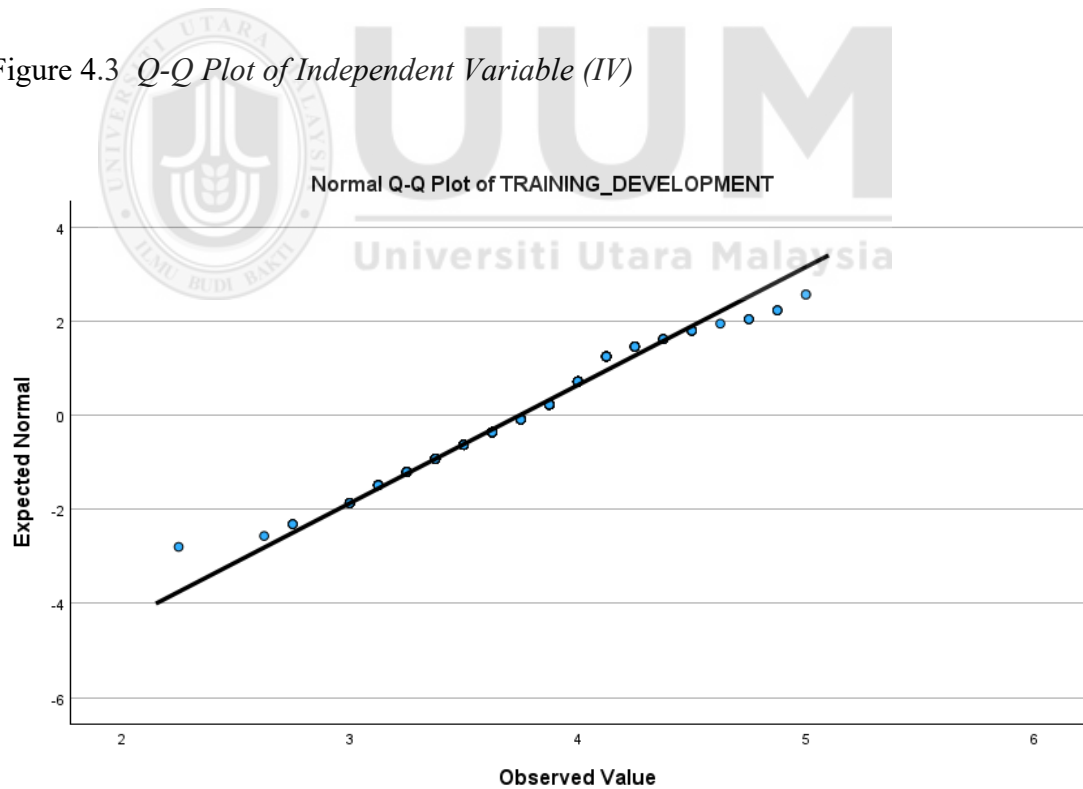
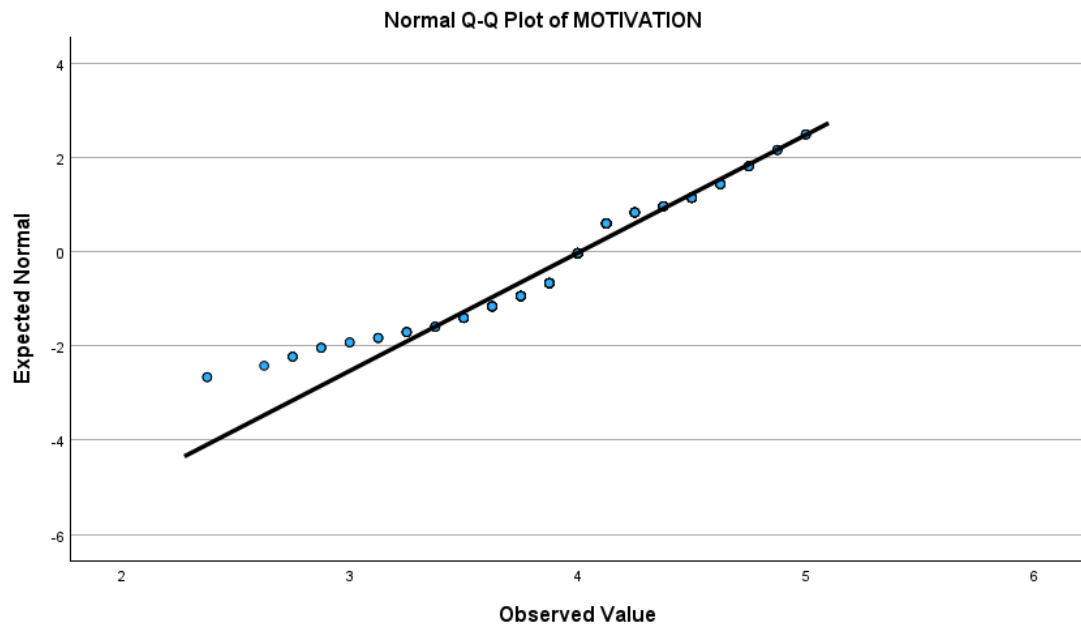


Figure 4.4 *Q-Q Plot of Independent Variable (IV)*



4.5 Reliability Analysis

Reliability analysis was conducted to evaluate the internal consistency of the measurement scales used to in this research. Cronbach's alpha coefficient was used to assess the reliability of each construct. Generally, a Cronbach's alpha with value of 0.70 or above indicates acceptable reliability, and values exceeding 0.80 indicate good reliability.

The results shows that all the constructs have achieved the Cronbach's alpha values between 0.820 and 0.887, surpassing the minimum acceptable threshold of 0.70. This shows that the items used to assess employee productivity, working environment, training and development, and motivation demonstrate strong internal consistency.

The analysis shows working environment has the highest reliability coefficient ($\alpha = 0.887$), indicating a strong consistency in its measurement items. Motivation also

demonstrated a high reliability value ($\alpha = 0.842$), while both employee productivity and training and development both had Cronbach's alpha values of 0.820.

Table 4.3 *Reliability Analysis*

Variables	N	No. of Item	Cronbach Alpha
Employee Productivity	386	7	0.82
Working Environment	386	8	0.887
Training and Development	386	8	0.82
Motivation	386	8	0.842

4.6 Descriptive Analysis

Descriptive analyses were used to summarize the central tendency and variability of the study variables which includes employee productivity, working environment, training and development, and motivation. The mean and standard deviation were computed to provide a comprehensive insight of the respondents on each construct.

From the abovesaid table, the descriptive analysis indicates that working environment records the highest mean score ($M = 4.396$, $SD = 0.444$), shows a strong perception among the respondents. This followed by motivation with ($M = 4.011$, $SD = 0.400$) and employee productivity ($M = 3.939$, $SD = 0.420$), both shows high overall levels. Meanwhile, training and development shows the lowest mean value ($M = 3.746$, $SD = 0.399$) yet still exceed the average level. Overall, the finding shows that respondents perception of all variables generally positive, with comparatively low standard deviation values indicating response consistency.

Table 4.4 *Descriptive analysis test*

Descriptive Statistics	Mean	Std. Deviation
Employee Productivity	3.9386	0.4198
Working Environment	4.396	0.44394
Training and Development	3.7455	0.39863
Motivation	4.0107	0.39958

4.7 Correlation analysis

A correlation analysis was conducted to assess the relationship between employee productivity (EP) and the independent variables, specifically working environment (WE), training and development (T&D) and motivation (M). Pearson's correlation coefficient was used, and the findings are shown in table X. All the correlation were tested at the 0.001 significance level (2-tailed).

The finding shows a positive and statistically significant correlation between employee productivity and working environment ($r = 0.308$, $p < 0.001$). This shows that more conducive working place is associated with higher levels of employee productivity. Secondly, employee productivity shows a more pronounced positive correlation with training and development ($r = .453$, $p < .001$). This result indicates that employee who receive sufficient training and development are more likely to be more productive in the organizations. Similarly, a moderate to strong positive correlation can be identified between employee productivity and motivation ($r = .478$, $p < .001$), that shows a motivated employees tend to achieve high performance level, underscoring that motivational factors can improve the productivity.

Table 4.5 *Correlation analysis*

		1(EP)	2(WE)	3(T&D)	4(M)
1	Employee Productivity	1	.308***	.453***	.478***
2	Working Environment	.308***	1	.209***	.336***
3	Training and Development	.453***	.209***	1	.397***
4	Motivation	.478***	.336***	.397***	1

*** Correlation at 0.001(2-tailed)

4.8 Regression

A multiple regression analysis was conducted to assess the effect of working environment, training and development and motivation on employee productivity in Malaysia glove manufacturing companies. This analysis was assessed using SPSS and followed all required assumptions checks. The regression model shows that all three independent variables positively and significantly impact employee productivity.

The constant value stands at 0.855 ($t = 3.641$, $p < 0.001$), indicates that when all the independent variables remain unchanged, employee productivity increases by 0.855 units. The working environment variable has an unstandardized coefficient of 0.133 ($\beta = 0.141$, $t = 3.160$, $p = 0.002$), shows that improvement in working environments results in a notable rise in employee productivity, although its influence is relatively weaker compared to other predictors. Training and development show a notable positive and significant impact on employee productivity ($B = 0.316$, $\beta = 0.300$, $t = 6.548$, $p < 0.001$), suggesting that improved training programmes greatly elevate productivity levels. Similarly, motivation demonstrates a positive and statistically significant correlation with employee productivity ($B = 0.327$, $\beta = 0.311$, $t = 6.541$, $p < 0.001$), establishing itself as the most powerful predictor among the independent variables. The results shows that motivation and training and development significantly impact employee

productivity more than working environment in Malaysia glove manufacturing industry.

Table 4.7 presents model summary of the regression analysis. The results show that the correlation coefficient (R) is 0.573 indicates a moderate relationship between the independent variable and the dependent variable. The R square value of 0.329 indicates that 32.9% of the changes in the dependent variable are included in the model. The Adjusted R Square (0.323) is close to the R Square, showing that the model is reliable. The standard error of 0.34533 demonstrates that the predicted values are reasonably accurate.

Table 4.6 *Summary of Multiple Regression Analysis of the Variables*

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.855	0.235		3.641	<.001
Working Environment	0.133	0.042	0.141	3.16	0.002
Training and Development	0.316	0.048	0.3	6.548	<.001
Motivation	0.327	0.05	0.311	6.541	<.001

a. Dependent Variable: Employee Productivity

Table 4.7 *Model Summary*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.573a	0.329	0.323	0.34533

4.9 Summary of Hypothesis Result

Table 4.8 *Summary of the Hypothesis*

Hypothesis	Hypothesis Statement	Result
Hypothesis 1	There is a significant relationship between Working Environment and Employee Productivity .	Supported
Hypothesis 2	There is a significant relationship between Training and Development and Employee Productivity .	Supported
Hypothesis 3	There is a significant relationship between Motivation and Employee Productivity .	Supported

4.10 Chapter Summary

This chapter concludes by outlining the results of reliability analysis, correlation analysis, descriptive analysis, and multiple regression analysis. The data was analysed using SPSS to review at the relationship between the independent variables, namely working environment, training and development, and motivation with the dependent variable which is employee productivity in Malaysia glove manufacturing companies. The finding shows that all measurement scale achieved satisfactory levels of reliability. Additionally, all the independent variables have a positive and significant impact on employee productivity based on both correlation and regression analysis.

CHAPTER FIVE

DISCUSSION AND CONCLUSION

5.1 Introduction

Based on the research findings reported in Chapter 4, this chapter provides a summary of the discussion. The primary objectives of the study were to examine the factors that influence employee productivity in Malaysia glove companies using the independent variables which is training and development, working environment, and motivation. The findings are analysed accordance with the theoretical framework, research questions, and research objectives that were previously stated.

The results of this research are important for the glove manufacturing industry as they provide insights into the elements that influence employee productivity. Additionally, this chapter also discusses the implication, limitation and recommendation for future research, hence offering insights that could enhance both academic studies and practical applications within the glove manufacturing sector.

5.2 Discussion

This segment offers a comprehensive overview of the findings concerning the research objectives and theoretical framework. Each subsection links the empirical findings to existing research and discusses the implications for practice within the glove manufacturing industry in Malaysia.

5.2.1 The relationship between working environment and employee productivity.

The result of this research shows that the working environment has a positive relationship on employee productivity in the Malaysian glove manufacturing companies. The regression analysis confirms this relationship indicating that employees who perceive their working environments as more conducive are more likely to demonstrate high level of productivity. This result shows that an organization that invest to improve the workplace condition will create an atmosphere where the employees feel empowered to perform their task well and efficiently in all ways. This outcome supports hypothesis 1 which suggested a strong relationship between the working environment and employee productivity as the glove manufacturing industry involves in repetitive task to fulfill the global demand in glove.

This finding is in line with previous research that the working environment has positive impact towards employee productivity (Zhenjing et al., 2022). The author indicated that a positive working environment improves employee dedication and achievement-oriented capability, both of which act as crucial factor connecting the working environment to higher productivity level. Research by Bushiri (2014) also indicated that the management of an organizations needs to play a role in provide a conducive workplace environment for employees but also adjust the management style to fit the employee as well. Therefore, it is important for all the organization to focus on working environment factors as eemployees who perceive their surroundings as encouraging as more involved, more focused on their objectives, and desire to put in extra efforts, resulting in better productivity results.

5.2.2 The relationship between training and development and employee productivity.

The regression analysis revealed the training and development emerged as a significant predictor of employee productivity. This finding indicates that the employees who obtain sufficient training and development tend to show greater productivity levels. In practical terms, employees with better training are more likely to execute their duties efficiently, minimize errors, and adjust to new technologies and production process that commonly utilized in glove manufacturing industry. The finding also shows that the glove manufacturing companies necessary to have employee who are able to adapt quickly on technological changes and ever-changing global markets as the involvement of artificial intelligence are increasing. The finding supports hypothesis 2, which asserts there is a positive relationship between training and development and employee productivity.

This discussion supported by previous research by Chakraborty (2023) that indicates training and development are important due to their impact on improving employee's skill, knowledge, and efficiency, that able to improve the company financial performance. The training and development can significantly improve the business result by raising the employee proficiency level. Findlay-Williams and Saranya (2025) also states that training and development reduce skill gaps, boost employee confidence, and increase the adaptability to technological advancements. Continuous learning foster job satisfaction and dedication, which reduces mistakes and employee turnover. Therefore, organizations undergo continued productivity increases and enhanced operational effectiveness.

5.2.3 The relationship between motivation and employee productivity.

The finding of the research indicates that motivation has a strong positive relation with employee productivity. This demonstrates that employees who perceive themselves to be motivated usually exhibit high level of productivity. In glove manufacturing industry, which is characterised by repetitive task, production targets, and demanding physical labour, motivation is essential for maintaining employee effort, focused, and performance consistency. A motivated employees are more likely to be more dedicated to their roles, demonstrate strong passion for their duties, and achieve output rates. The findings also show the organizations or companies can avoid the cost that associated with turnover when the motivation level among the employees is high as highly motivated employees are more likely to stay in the organization for a long period of time.

This finding in link with previous research by Wulandari and Mathori (2023) indicates that motivation significantly affect job satisfaction, which in turn influences employee performance. Employees who handle their tasks well and motivated more tend to experience satisfaction. High levels of job satisfaction results in enhanced motivation and dedication, thereby boosting performance. Aljumah (2023) research also conclude that motivation is knows as important element in employee satisfaction and performance, encompassing not just financial rewards but also intrinsic and extrinsic factors. Motivation should be tailored for individuals instead of being implemented uniformly throughout the organization since employees have different needs. In general, motivation strategies match employee needs, employee productivity improves, leading to improved organizational performance. This plausibly explains the significant relationship between the motivation and employee productivity.

5.3 Implication of Study

This section offers significant implication for employees, organizations, and the academic community especially within the Malaysia glove manufacturing industry. As the working environment, training and development and motivation have significant relationships with employee productivity, these finding underline important factors stakeholders should focus on to improve employee productivity.

5.3.1 Employees

From an employee perspective, the findings highlight the significance of individual involvement in workplace initiatives regarding working environment, training and development, and motivation. Employees who engage in training and development programs are more inclined to improve their abilities, flexibility, and work performance, thereby increasing productivity and career advancement. The significant influence of motivation on productivity demonstrated that employees that have personal goals, impose a positive attitude, and pursue intrinsic satisfaction in their role might perform well even in challenging and repetitive working environment.

Additionally, the positive relationship between the working environment and employee productivity suggests that employees need to take initiative by being proactive in providing feedback on the working conditions, safety, and ergonomics. Employees can help to create a more supportive workplace that enhances both physical and mental health. The employees also could interact with their management and provide ideas on how to improve their working environment to increase their productivity.

5.3.2 Organizations

This study provides practical guidance for organizations, especially glove manufacturing companies in Malaysia, to improve employee productivity. The result shows that motivation along with training and development, are most significant factors of productivity. Therefore, management of the organization should be focused on structured training initiatives that improve employee technical skills, understanding of processes, and ability to adapt to the technological advancement as glove industry are growing rapidly. Continuing learning among the employees can help in minimizing the operational errors, improve efficiency and overall operational result.

Additionally, motivation has been recognized as the key factor, an organization must implement effective motivation strategies, including performance-related incentives, recognition programs, career progression opportunities, and supportive leadership style. Both intrinsic and extrinsic motivational strategies need to be considered to address employee requirements. According to research by Rajesh et.al 2024 both intrinsic and extrinsic reward system have been associated with enhanced employee performance, as intrinsic rewards promote sustained engagement while extrinsic incentives propel performance results within organizational settings. This finding also shows that the organization need to ensure the working environment are safe, clean, and organically structured, especially considering the demanding nature of glove as Malaysia is the largest producer of gloves.

5.3.3 Research Communities

As an outcome of this study, the research community gains empirical evidence on how to maximize employee productivity by validating the importance of the working environment, training and development and motivation in the Malaysia glove

manufacturing industry. This study also shows how employee productivity and human resource management interact in a manufacturing setting, which strengthens existing theories.

The research offers a validated quantitative framework that future researchers may replicate or expand upon within disparate industries or geographical settings. The researchers or future academia should explore other factors such as organizational culture, leadership style, job satisfaction, or employee wellbeing to improve the understanding on employee productivity in future studies.

5.4 Limitation of Study

Despite this study offers significant insights into the factors affecting employee productivity in Malaysia glove companies, this study has a number of limitations that must be taken into consideration when interpreting the findings. Firstly, while the overall sample size of 386 respondents was sufficient to conduct a reliable statistical analysis, the participation from different departments within the companies was uneven. Some departments were underrepresented, potentially restricting the capacity to gather the complete spectrum of employees' points of view and experiences across all functional areas. As a result, the perspective of employees from underrepresented departments might not have been fully considered that could affect the identification of productivity factors among employees.

Secondly, this research focuses and mainly collected data from leading glove manufacturing companies in Malaysia, which are often well-established and rich with resources. Although, this methodology yields valuable insights into the practices and experiences prevalent among high-performing organizations, it may not truly represent

the realities of small or medium-sized organizations that function with different management style, working environment, organizational structures and limited resources. This limitation might restrict the external validity of the results to the wider industrial landscape, as the determinants of productivity in small enterprises substantially diverge.

Last, the research was carried out solely in Malaysia, shows that the outcomes are shaped by the country's distinctive culture, norms, economic, and organizational environment. Variables such as workplace norms, employee perceptions, and managerial practices are likely to differ across different countries, which implies that the result might not directly applicable to glove manufacturing industries in disparate regions or global environments. Collectively, these constraints indicate that future research should strive for more representation of personnel across different departments, encompass a broad range of business, and explore different cultural or international comparisons.

5.5 Recommendations

Based on the findings of this study, several recommendations are put forth for organizations and future researchers to enhance employee productivity in the Malaysian glove manufacturing industry. Firstly, every organization need to pay attention towards working environment improvements, implementation of training and development, and effective employee motivations strategies. A working environment that cleans, safe and ergonomic including adequate ventilation and lighting can improve both physical and mental well-being of the employees. Besides, by providing technical training, safety training and skill-up programs that are in line with technology, it can reduce the skill gaps and improve operational efficiency. In terms of motivation, organizations are

encouraged to combine intrinsic and extrinsic rewards such as performance-based incentives, recognition, career development opportunities and supportive leadership styles, since motivation is identified as the most dominant factor in influencing worker productivity.

For the future research, researchers are advised to investigate factors that influence the employee productivity such as leadership style, job satisfaction, employee well-being and organizational culture. It is also important for the researchers to broaden the scope of studies to encompass small and medium sized enterprises, diverse industrial sectors or international organizations to gain better insights on the factor that influencing employee productivity.

By adhering to these recommendations, future researchers could enhance their studies and offer more relevant insights, widely applicable, and culturally attuned understanding of the dynamics influencing employee productivity.

5.6 Conclusion

As a conclusion, from this study, it is understood that the factor influencing employee productivity in Malaysia glove manufacturing companies have been identified. Using a quantitative research method, the data was collected through questionnaires that distributed to employee from leading glove manufacturing companies. The results indicate that the identified factors which is working environment, training and development, and motivation have significant relationship with employee productivity. The positive relationship also shows how important it is to have a good working environment, sufficient knowledge, and motivation among employees. This study also provides practical insights for employees, organizations, and future researchers on how

to improvise the organization by focusing on the variables that drives organizational success.



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APPENDIX

QUESTIONNAIRE OF RESEARCH



“A STUDY ON THE FACTOR INFLUENCING EMPLOYEE PRODUCTIVITY IN MALAYSIA GLOVE MANUFACTURING INDUSTRY”

Dear participants,

Dear Sir/Madam, I'm Nalini a/p Vseyan researcher from School of Business Management, Universiti Utara Malaysia (UUM), I have conducting research on the topic and kindly request for your cooperation in completing the questionnaire to aid in our research.

2. The aim of this survey is to investigate the factor influencing employee productivity in Malaysia glove manufacturing industry.
3. The findings from this research will contribute to the understanding of how working environment, training and development, and motivation impact employee productivity. Kindly requesting that you thoroughly read and understand each question before answering. Your insightful feedback will significantly contribute to the relevance and success of this research.
4. Your support and cooperation in giving the much-needed feedback is very much appreciated. The questionnaire will take roughly 15 minute to complete.

All data will be handled with high confidentiality and will be used for academic purpose only.

Thank you very much in advance

SECTION A

INSTRUCTIONS: *With reference to the practices in the organization that you are currently working for, please indicate your level of agreement with the following statements.*

Please choose the correct preferences about you
Sila pilih pilihan yang betul tentang anda

1. Gender / Jantina

Male / Lelaki

Female / Perempuan

2. Age /Umur

18 to 25 / 18 hingga 25

26 to 35 / 26 hingga 35

36 to 45 / 36 hingga 45

46 to 55 / 46 hingga 55

56 to 60 / 56 hingga 60



4. Education Level / Tahap Pendidikan

Diploma

Degree

Master

PhD

Others:

5. Years of Working Experience in the Organization / Tempoh Pengalaman Bekerja dalam Organisasi

≤ 1 Years

1-5 Years

6-10 Years

11-15Years

≥16 Years



SECTION B

INSTRUCTIONS: *With reference to the practices in the organization that you are currently working for, please indicate your level of agreement with the following statements.*

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. I consistently meet performance targets and deadlines set by my organization.	1	2	3	4	5
2. The quality of my work meets or exceeds company expectations and standards.	1	2	3	4	5
3. I am always able to do better on my job to get maximal results.	1	2	3	4	5
4. I can effectively manage my time to ensure work is completed efficiently.	1	2	3	4	5
5. My workload is reasonable and does not negatively affect my performance.	1	2	3	4	5
6. I actively seek ways to improve my efficiency and work output.	1	2	3	4	5
7. I feel valued as a productive employee within my organization's workforce.	1	2	3	4	5

SECTION C

INSTRUCTIONS: *With reference to the practices in the organization that you are currently working for, please indicate your level of agreement with the following statements.*

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. My workplace is clean, well-organized, and conducive to productivity.	1	2	3	4	5
2. The noise level at my workplace does not interfere with my concentration.	1	2	3	4	5
3. My workstation is ergonomically designed to support long hours of work.	1	2	3	4	5
4. The work environment promotes effective teamwork and positive collaboration.	1	2	3	4	5
5. The lighting, temperature, and ventilation at my workplace are comfortable.	1	2	3	4	5
6. My workplace is free from safety hazards and ensures employee well-being.	1	2	3	4	5
7. Workplace policies and procedures are clearly communicated and well-enforced	1	2	3	4	5
8. I have access to proper tools, equipment, and materials for my tasks.	1	2	3	4	5

SECTION D

INSTRUCTIONS: *With reference to the practices in the organization that you are currently working for, please indicate your level of agreement with the following statements.*

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. I receive adequate training to perform my job tasks efficiently.	1	2	3	4	5
2. The organization offers continuous learning opportunities for career advancement.	1	2	3	4	5
3. I feel that training and development programs are helpful for my job.	1	2	3	4	5
4. My productivity has improved due to the training and development provided.	1	2	3	4	5
5. I feel that training and development programs that provided by company are wide range in different area [eg.communication skills, computer and technical skills	1	2	3	4	5
6. Training programs have helped me adapt to new job technologies.	1	2	3	4	5
7. I receive support from my manager/supervisor to apply what I learned in training.	1	2	3	4	5
8. After training, there are follow-up activities to ensure we retain what we learned	1	2	3	4	5

SECTION E

INSTRUCTIONS: *With reference to the practices in the organization that you are currently working for, please indicate your level of agreement with the following statements.*

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. I feel motivated to consistently perform well and meet job expectations.	1	2	3	4	5
2. The salary and benefits I receive are fair and competitive.	1	2	3	4	5
3. I feel valued when my efforts and achievements are recognized at work	1	2	3	4	5
4. I am satisfied with the career growth opportunities available in my company.	1	2	3	4	5
5. My workplace fosters a sense of belonging and team engagement.	1	2	3	4	5
6. My job responsibilities are aligned with my personal and professional goals.	1	2	3	4	5
7. A clear career advancement path motivates me to enhance my performance and strive for excellence.	1	2	3	4	5
8. When leadership treats employees fairly, I feel more committed, engaged, and dedicated to my job	1	2	3	4	5

- The End of Questions / Tamat Soalan –