DETERMINANTS OF JOB SATISFACTION IN A RUBBER PRODUCTS MANUFACTURING COMPANY IN BATU CAVES

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ABSTRACT

Job satisfaction is a critical factor influencing employee performance, retention, and overall organizational success, particularly within Malaysia's manufacturing sector. This study investigates the determinants of job satisfaction by examining the influence of safety practices, employee engagement, and reward among employees in a rubber products manufacturing company in Batu Caves, Selangor. Anchored in Social Exchange Theory, the research employed a quantitative method and collected data from 123 respondents using structured questionnaires. The data were analysed using descriptive statistics, reliability assessments, Pearson correlation, and multiple regression via SPSS.

The findings indicate that safety practices and reward have a significant and positive effect on job satisfaction, with reward emerging as the strongest predictor. Although employee engagement showed a positive correlation with job satisfaction, it was not statistically significant in the regression model. These results underscore the importance of strengthening workplace safety measures and establishing transparent and meaningful recognition systems to enhance job satisfaction and minimize turnover. The study provides practical implications for HR strategies in manufacturing organizations and contributes to the growing body of literature on employee well-being in high-risk industrial environments.

Keywords: Safety Practices, Employee Engagement, Reward, Job Satisfaction, Manufacturing Sector.

ABSTRAK

Kepuasan kerja merupakan faktor penting yang mempengaruhi prestasi pekerja, pengekalan staf, dan kejayaan organisasi, khususnya dalam sektor pembuatan di Malaysia. Kajian ini meneliti hubungan antara amalan keselamatan, penglibatan pekerja, serta ganjaran terhadap kepuasan kerja dalam kalangan pekerja di sebuah syarikat pembuatan produk getah yang terletak di Batu Caves, Selangor. Berpandukan Teori Pertukaran Sosial, kajian ini menggunakan pendekatan kuantitatif dengan pengumpulan data daripada 123 responden melalui soal selidik berstruktur. Analisis data dijalankan menggunakan statistik deskriptif, ujian kebolehpercayaan, korelasi Pearson, dan regresi berganda melalui SPSS. Dapatan menunjukkan bahawa amalan keselamatan dan ganjaran serta pengiktirafan mempunyai pengaruh yang signifikan dan positif terhadap kepuasan kerja, dengan ganjaran dan pengiktirafan menjadi peramal paling kuat. Walaupun penglibatan pekerja mempunyai korelasi positif, ia tidak signifikan dalam model regresi. Hasil kajian ini menekankan kepentingan memperkukuh langkah keselamatan dan melaksanakan sistem pengiktirafan yang telus bagi meningkatkan kepuasan kerja dan mengurangkan kadar keluar masuk pekerja. Kajian ini memberikan implikasi praktikal kepada strategi pengurusan sumber manusia dalam firma pembuatan dan menyumbang kepada literatur berkaitan kesejahteraan pekerja dalam persekitaran industri berisiko tinggi.

Kata kunci: Amalan Keselamatan, Penglibatan Pekerja, Ganjaran, Kepuasan Kerja, Sektor Pembuatan.

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CHAPTER 1 :INTRODUCTION

1.1 Introduction

This chapter presents the introduction of the research together with a brief explanation of the study process. This study focuses on examining the relationship between safety practices, employee engagement, and reward with job satisfaction among employees in a rubber products manufacturing company located in Batu Caves, Selangor. The background of the study outlines the Malaysian manufacturing sector, the problem statement, the research questions, and the research objectives. In addition, this chapter discusses the scope of the study, its significance, definitions of key terms, and the organization of the overall research.

1.2 Background of study

The manufacturing sector remains one of the most important contributors to Malaysia's economy, accounting for 22.5 percent of GDP in 2024 according to the Department of Statistics Malaysia (DOSM, 2025). In this sector, the rubber products industry plays a significant role by producing industrial, engineering, automotive and mining-related rubber components for both domestic and global markets (MIDA, 2024). As the industry continues to grow, understanding the factors that influence job satisfaction is crucial for improving employee retention, operational efficiency and long-term organizational performance in manufacturing environments (Saraih et al., 2021).

Job satisfaction has been highlighted in recent Malaysian manufacturing research as a major predictor of performance and turnover intention. Empirical findings show that job satisfaction affects employee morale, motivation and commitment within industrial

workplaces (Saraih et al., 2021). Studies also show that satisfaction levels are influenced by workplace policies, management support and human resource practices that shape the employee experience Azlyn et al. (2024).

Three factors stand out as significant determinants of job satisfaction in manufacturing settings. These are safety practices, employee engagement and reward. Safety practices are essential because they reduce risks, support safe behavior and strengthen workers' confidence in the organization. Research has shown that a positive safety climate improves job satisfaction and reduces accident probability in industrial contexts (Bahrami Azar et al., 2023. Vosoughi et al., 2025). This is especially relevant to rubber processing environments where employees may face machinery hazards, noise and physical strain.

Employee engagement is another important factor that contributes to satisfaction and commitment. Studies in Malaysian manufacturing have found that engagement is influenced by leadership, communication, organizational support and fair HR practices Megat and Krishnan (2023). Other recent studies have also confirmed that engagement is strongly associated with motivation and positive work outcomes in the Malaysian industrial sector Azlyn et al. (2024). Employees who feel involved and supported are more likely to experience higher job satisfaction.

Reward is also a major element that shapes job satisfaction in labor-intensive environments. Research in Malaysian manufacturing companies indicates that fair compensation, incentives and non-monetary recognition significantly improve job satisfaction and performance (Chan & Hooi, 2023). Reward has also been found to enhance motivation and engagement in manufacturing organizations, which contributes to a more satisfied workforce (Baqir et al., 2020).

The COVID-19 pandemic further highlighted the importance of safety and employee support in the manufacturing sector. Companies were required to implement enhanced workplace Standard Operating Procedures and the Safe@Work framework to protect employees and maintain operation continuity (MITI, 2021). As in the context of Rubber Product Manufacturing company in Batu Caves due to the Covid-19 pandemic all employees were required to self test (saliva test) on every Wednesday before coming to work. This practice was followed until end of year 2024. This practice impact employees job satisfaction as some employees find it difficult to do the test early in the morning and team leaders was not happy with suddem schedule changes if any worker found positive. This emphasized the need for strong safety measures, clear communication and fair reward practices to sustain employee well-being during challenging periods.

Although research on job satisfaction in manufacturing settings has increased since 2020, more detailed sub-sector studies, including those related to rubber products manufacturing, remain limited. Most recent Malaysian research examines manufacturing in a general context rather than focusing on specific industries such as rubber products Azlyn et al. (2024).

This study aims to address this gap by examining the relationship between safety practices, employee engagement and reward with job satisfaction among employees in a rubber products manufacturing company located in Batu Caves, Selangor. The study uses updated Malaysian economic data and recent scholarly findings published after 2020.

1.3 Problem Statement

Manufacturing organizations in Malaysia continue to face persistent challenges related to employee job satisfaction, particularly in labour-intensive and high-risk environments. Recent studies have shown that job satisfaction in Malaysian manufacturing is influenced by working conditions, safety concerns, organizational support and reward systems (Sharmila Devi et al., 2023). In the post-pandemic era, manufacturing workers also report increasing levels of stress, decreased motivation and heightened concerns about workplace health and safety (Loo et al., 2024).

Statistical data from the Malaysian Employers Federation (MEF, 2021) indicate that the manufacturing sector experiences some of the highest turnover rates in the country, including in subsectors such as plastic and rubber, which recorded turnover levels close to 30 percent. High turnover is commonly associated with low job satisfaction, limited recognition and insufficient organizational support. Productivity trends reflect similar concerns. The Department of Statistics Malaysia (DOSM, 2021) reported that labour productivity declined during the COVID-19 period, and although there was a slight rebound of 0.4 percent in the first quarter of 2021, total hours worked continued to fall, indicating ongoing instability in workforce morale and engagement (DOSM, 2021).

Manufacturing employees were also unable to benefit from remote work arrangements due to the physical nature of production activities. Unlike service-based industries, manufacturing requires on-site machine operation and manual processing. This resulted in reduced flexibility, increased exposure risk to contagious illnesses, and heightened anxiety among employees, which further affected their overall job satisfaction. Research suggests that employees in such environments tend to express concerns about

safety, workload, and the lack of autonomy, all of which can diminish satisfaction levels (Samad & Chong, 2024).

Although several studies have examined job satisfaction within Malaysia's manufacturing sector, most focus on broad themes such as compensation, work-life balance, development opportunities or organizational commitment. There is limited research that specifically investigates job satisfaction in rubber products manufacturing, despite this subsector being a major employer under the petroleum, chemical, rubber and plastic products industry group (DOSM, 2024). Moreover, existing studies rarely examine the combined influence of safety practices, employee engagement and reward, which are critical in high-risk production environments.

Given these gaps, there is a need to investigate how these three factors influence job satisfaction among employees in a rubber products manufacturing company located in Batu Caves, Selangor. A clearer understanding of these determinants is essential to address turnover, improve workplace conditions and strengthen organizational performance within this specialized manufacturing subsector.

1.4 Research Objective

1.4.1 Main Objectives

The purpose of this study is to examine the factors influencing job satisfaction among employees in a rubber products manufacturing company located in Batu Caves, Selangor. Specifically, the study investigates the relationship between the dependent variable (job satisfaction) and the independent variables, namely safety practices, employee engagement, and reward.

1.4.2 Research Objectives

The study's specific objectives are as follows:

i. To examine the influence of safety practices on job satisfaction among employees in a rubber products manufacturing company located in Batu Caves.
ii. To determine the influence of employee engagement on the job satisfaction among employees in a rubber products manufacturing company located in Batu Caves.
iii. To identify how reward influence job satisfaction among employees in a rubber products manufacturing company located in Batu Caves.

1.5 Research Question

The study will be guided by the following specific questions:

i. Does safety practice influence job satisfaction among employees in a rubber products manufacturing company located in Batu Caves?
ii. Does employee engagement influence job satisfaction among employees in a rubber products manufacturing company located in Batu Caves?

iii. Does reward influence job satisfaction among employees in a rubber products manufacturing company located in Batu Caves?

1.6 Significance of Study

The purpose of this study is to identify key factors that affect employee job satisfaction in a rubber products manufacturing company located in Batu Caves. Effective safety practices, higher employee engagement, and robust reward systems are expected to lead to greater job satisfaction within an organization. These three factors play a major role in influencing individual job performance. Therefore, manufacturing firms that adopt strategies derived from this study may experience improved employee satisfaction and retention.

Employee job satisfaction or dissatisfaction can significantly impact overall organizational performance. One of its most critical effects is on employee retention. A recent report on workplace attitudes by Towers Perrin, a New York-based human resources consulting firm, highlighted this issue by revealing that many employees are dissatisfied with their jobs (Aud, 2009).

Numerous studies, including those by Kahn (2017), Maslach et al. (2018), Melcrum (2018), Alfes et al. (2019), Welch (2019), Rasheed et al. (2020), and Robinson et al. (2020), have examined predictors of employee engagement. These studies emphasize factors such as perceived organizational support, work stress, organizational culture, psychological contract breaches, leadership style, and organizational justice. However, there is limited research focusing on safety practices, employee engagement, and reward as combined predictors of job satisfaction in the Malaysian manufacturing

sector. This study aims to bridge that gap by investigating these factors in a rubber products manufacturing context.

Another significance of this study is to identify which factors most strongly influence job satisfaction among manufacturing employees. The findings will provide valuable insights for developing strategies to enhance job satisfaction and reduce turnover in similar industrial settings.

1.7 Scope of Study

This study was conducted among employees at all levels in a rubber products manufacturing company located in Batu Caves. A total of **123 employees** participated in the research. The study focuses on three key factors which is safety practices, employee engagement, and reward and their influence on job satisfaction among staff in the company. While obtaining responses posed challenges due to confidentiality concerns, participants were assured that the information provided was strictly for academic purposes, supported by an official authorization letter from the university.

1.8 Definition of Key Terms

1.8.1 Job Satisfaction

Job satisfaction refers to how satisfied employees are with their positions, which includes a variety of factors such as job responsibilities, workplace atmosphere, and overall work experiences. It measures an employee's psychological and behavioural response to their employment. High job satisfaction is related with pleasant feelings, motivation, and commitment to the organization (Spector, 2017).

1.8.2 Safety Practices

Safety practices refer to the structured policies, procedures, and behaviors implemented by an organization to prevent workplace injuries and promote employee well-being. These include proactive measures such as hazard identification, safety training, and employee participation in safety programs. According to Zhou, Fan, and Wang (2021), effective safety practices contribute significantly to employee morale and job satisfaction by fostering a sense of security and trust in the workplace.

1.8.3 Employee Engagement

Employee engagement refers to the emotional and mental connection employees have with their work and organization. Engaged employees are enthusiastic, committed, and willing to contribute beyond their job scope. Engagement is often influenced by leadership, communication, and recognition (Azlyn et al., 2024).

1.8.4 Reward

Reward involve both financial and non-financial acknowledgments of employee contributions. Rewards may include bonuses or promotions, rewards are also can be in form of praise, awards, or development opportunities. These elements are essential for motivating employees and improving job satisfaction (Baqir et al., 2020).

1.9 Organization of Study

This study is structured into five chapters. Chapter One consists of the introduction of the study as well as the background of the research. Chapter One also includes the problem statement, which explains the reason for conducting the study. The research questions and objectives are outlined in this chapter, along with the significance of the study. In addition, the scope and limitations of the study are explained in Chapter One.

Chapter Two reviews the literature, which outlines previous research related to job satisfaction and the factors influencing it. This chapter provides a broad literature review and current perspectives on job satisfaction, identifying the most important factors that can influence employee job satisfaction. The literature review focuses on safety practices and job satisfaction, employee engagement and job satisfaction, and reward in relation to job satisfaction.

Methodology discusses the theoretical framework and describes the factors influencing job satisfaction among employees in a rubber products manufacturing company located in Batu Caves. This chapter explains the sample, research methods, and definitions of concepts used. It also presents the methodology applied to measure job satisfaction and examine the influencing factors. Methodology includes details on the measurement of variables, instrumentation, data collection methods, sampling techniques, and data analysis procedures.

Chapter four which is findings primarily centers on the findings derived from the data gathered during this investigation. Finally, Chapter five which is discussion and recommendations provides a summary of the study, discussion of results, recommendations, and conclusion.

CHAPTER TWO:LITERATURE REVIEW

2.1 Introduction

This chapter presents the theoretical foundations and related literature relevant to this study. Understanding the factors that influence job satisfaction remains an important area of interest for both practitioners and researchers, especially as organizations strive to retain talent and improve workplace outcomes. In today's competitive industrial environment, employee satisfaction has become a critical determinant of organizational success. Organizations that prioritize the satisfaction and well-being of their employees tend to achieve higher productivity, reduced turnover, and stronger overall performance (Sharmila Devi et al., 2023).

In the manufacturing sector, where tasks are physically demanding and operational efficiency is essential, job satisfaction plays an especially important role. Employees in manufacturing environments often face challenges related to workload, safety, physical strain, and limited job flexibility. Research conducted within Malaysian manufacturing settings has shown that job satisfaction is significantly associated with outcomes such as performance, motivation, workplace behaviour, and retention (Loo et al., 2024).

Scholars have increasingly emphasized the need to examine specific determinants of job satisfaction in industrial settings. Recent Malaysian studies highlight the importance of factors such as safety practices, employee engagement and reward in shaping employees' perceptions of their work environment (Samad & Chong, 2024). Safety practices support physical and psychological well-being in high-risk workplaces,

employee engagement contributes to positive attitudes and commitment, and reward systems strengthen motivation, fairness and recognition of employee contributions.

These factors are particularly relevant to employees working in a rubber products manufacturing company located in Batu Caves, Selangor, where production processes are highly dependent on manual tasks, machinery and physical presence.

Accordingly, this chapter reviews the theoretical perspectives and empirical studies related to job satisfaction, safety practices, employee engagement and reward in the context of manufacturing environments.

2.2 Concept of Job Satisfaction

Job satisfaction is a complex concept that includes a person's overall level of satisfaction with their job and encompasses both intrinsic and extrinsic factors, such as the nature of the work, salary, responsibilities, relationships, environment, and organizational policies and procedures (Spector, 2017). According to Locke (2018), job satisfaction is “a pleasing or favourable psychological state which results from the appraisal of an individual's job or job experiences.” This definition emphasizes the subjective nature of job satisfaction and how personal perceptions and emotions play a role in determining it. In contemporary organizational settings, job satisfaction is influenced by various factors, including the type of work, workplace culture, compensation, and opportunities for career advancement. Judge et al. (2019) argue that job satisfaction has multiple dimensions, such as the job itself, pay, promotion prospects, leadership, and relationships with coworkers, highlighting its multifaceted nature.

The link between job satisfaction and job performance is well established; high job satisfaction is often associated with improved performance, lower turnover intentions, and reduced absenteeism (Tett & Meyer, 2018). High levels of job satisfaction contribute to greater efficiency, lower turnover rates, and better overall organizational outcomes (Judge et al., 2017). Several studies have demonstrated the significance of job satisfaction and its influence on workplace outcomes. Positive job satisfaction has been linked to increased motivation and engagement among employees, which improves productivity and reduces turnover and absenteeism (Ariani, 2019). In manufacturing companies, job satisfaction is not only related to productivity but also to operational stability. Employees who are satisfied with their jobs are more likely to adhere to safety protocols, maintain consistent attendance, and contribute positively to team dynamics. Conversely, dissatisfaction can lead to high turnover, absenteeism, and morale issues, which are particularly costly in manufacturing due to the need for skilled labor and continuous production. Recent studies in Malaysian manufacturing firms have highlighted that job satisfaction is influenced by multiple factors, including safety practices, employee engagement, and recognition (Azlyn et al., 2024).

Job satisfaction is shaped by variables such as salary, benefits, and opportunities for professional growth. The quality of the work environment including workplace culture, management style, and coworker relationships also plays a significant role (Huang et al., 2018). Toxic work environments can result in dissatisfaction and high turnover, while positive environments that encourage teamwork, support, and recognition tend to enhance job satisfaction (Gonzalez-Roma et al., 2019). Conversely, environments characterized by excessive administrative tasks, limited resources, and poor management approaches can lead to dissatisfaction and burnout (Gillespie et al., 2021; Winefield et al., 2021). This correlation has been observed globally, emphasizing

the universal need for supportive work environments in manufacturing firms. Moreover, job satisfaction in manufacturing is closely tied to the physical work environment, shift patterns, and management style. Jusoh et al. (2018) found that clear communication, fair treatment, and opportunities for growth significantly enhance satisfaction among industrial workers.

2.3 Concept of Safety Practices

Safety practices refer to the policies, procedures and behaviors established to protect employees from hazards in the workplace. In manufacturing environments, safety is a core requirement because employees are routinely exposed to machinery, heat, chemicals and physical demands. Effective safety practices help reduce risks and create a work environment where employees feel confident and protected.

Recent studies highlight the importance of safety perception in influencing employee attitudes. Zhou et al. (2021) found that employees who perceive strong safety measures in their workplace tend to show higher motivation and job satisfaction. A positive safety climate, supported by management commitment, supervision and open communication, strengthens employees' trust and encourages them to perform their tasks with greater confidence (Zhou et al., 2021). When employees believe that safety is prioritized by the organization, they are more likely to feel valued and supported.

Safety practices also form an important part of organizational culture. Consistent enforcement of safety rules, proper training, use of personal protective equipment (PPE) and clear reporting procedures create a structured environment where employees feel secure in their daily roles. Malaysian studies have noted that gaps in safety enforcement or inconsistent application of safety procedures can reduce employee morale and

contribute to dissatisfaction, especially in high-risk manufacturing settings (Sharmila Devi et al., 2023. Loo et al., 2024).

In the context of rubber products manufacturing, the importance of safety practices becomes even more significant due to direct involvement with rubber processing machines, chemicals and heat-related equipment. When safety procedures are systematically applied, employees experience lower stress, greater confidence in their tasks and higher overall job satisfaction. Therefore, safety practices remain a critical factor to consider when examining job satisfaction in rubber products manufacturing companies.

2.4 Concept of Employee Engagement

Employee engagement refers to the level of emotional, cognitive and behavioural involvement employees display toward their work and organization. Engaged employees take responsibility for contributing to organizational goals, support their colleagues and strive for higher levels of performance. They feel intellectually and emotionally connected to their employer and demonstrate enthusiasm toward the organization's mission and values.

Recent studies show that employee engagement is strongly associated with several positive outcomes. Borst et al. (2020) found that engagement is positively related to task performance, contextual performance, proactive work behaviour and innovative work behaviour. Neuber et al. (2022) also reported that engaged employees are less likely to leave their organization and are more committed to contributing positively to workplace outcomes. In addition, research indicates that personal psychological

resources such as optimism, self-efficacy and meaningful work significantly influence employees' engagement levels (Mazzetti & Schaufeli, 2022; Borst et al., 2020).

Overall, employee engagement plays an important role in shaping job satisfaction, especially in demanding work environments such as manufacturing. Employees who feel connected, supported and valued are more motivated to perform well and remain with the organization.

2.5 Concept of Reward

Reward refers to the financial and non-financial benefits provided by organizations in return for employee contributions. Recent studies show that rewards play an important role in influencing motivation, performance and job satisfaction. Nguyen and Tran (2023) found that intrinsic rewards such as recognition, personal growth, development opportunities and constructive feedback are more strongly linked to motivation and satisfaction than extrinsic rewards like salary. These intrinsic elements help employees feel valued and connected to their organization.

Reward practices also strengthen the employee–organization relationship. When employees believe their efforts are fairly rewarded, they show greater commitment and positive attitudes toward their work (Nguyen & Tran, 2023). Malaysian studies likewise report that well-designed reward systems contribute to higher satisfaction and better retention in manufacturing settings (Samad & Chong, 2024). Overall, reward is a key factor supporting employee motivation and satisfaction, especially in demanding environments such as rubber products manufacturing.

2.6 Underpinning Theory

This study is grounded in Social Exchange Theory, which explains how positive organizational practices such as safety measures, employee engagement and reward create a sense of obligation and trust among employees. Recent literature describes Social Exchange Theory as a process in which employees respond positively when they feel supported and valued by their organization (Cropanzano et al., 2022). When employees perceive that their organization prioritizes their well-being and contributions, they are more likely to reciprocate with positive attitudes, including higher job satisfaction. This theoretical framework is particularly relevant in the manufacturing sector, where employee-employer relationships are shaped by operational demands, safety concerns and performance expectations. Neuber et al. (2022) also emphasize that supportive practices strengthen trust and commitment, which aligns with the role of safety practices, engagement and reward in influencing job satisfaction.

2.6.1 Social Exchange Theory

This study frames the relationship between variables using the perspective of Social Exchange Theory (SET). In the context of researching employee performance, Social Exchange Theory, proposed by Blau in 1964, provides the theoretical underpinning. According to Blau, social behavior arises from the interactions between two parties, who assess the risks and benefits of these interactions. Employees enhance the quality of their relationships based on their interactions and work experiences (Blau, 1964).

Cook et al. (2013) provide a clear understanding of SET in terms of how workers are expected to react when their psychological states are changed due to job pressures caused by their working environment. In the context of organization and HR

management, SET has been commonly used to understand better and improve the quality of employee-organization relationships. Specifically, this theory has been frequently applied to describe the antecedents that can encourage positive attitudes and actions of employees towards the organization where the employee works (Afrianty, 2013). Employees tend to develop quality relationships with the organization based on the positive experiences they get from the organization (Cropanzano & Mitchell, 2005).

According to Liu and Wang (2021)) offers stronger theoretical explanations for understanding employee engagement. According to social exchange theory, parties in a position of reciprocal dependency engage with one another to generate obligations. According to Cropanzano and Mitchell (2005).

2.7 Hypotheses Development

A hypothesis can be described as a preliminary justification for the research challenges, a potential study outcome, or a reasonable prediction about the research conclusion. A plausible explanation for the subject under investigation is called a hypothesis. Prior to performing research, the hypothesis needs to be clear and precise when presenting the findings. In particular, it makes it feasible for the study to determine the theoretical concepts and research objectives as well as the connections between the literature review and the problem statement.

Four factors were included in this study, employee job satisfaction is the dependent variable, and the independent variables are safety practices, employee engagement, and reward. Consequently, three hypotheses were developed, investigated, and verified. The development of the research hypothesis aimed to achieve the aforementioned study aims.

2.7.1 Safety Practices and Job Satisfaction

In the manufacturing sector, safety practices are essential not only for compliance but also for enhancing employee morale and job satisfaction. Safety practices refer to the structured procedures, training and behaviors implemented to prevent workplace accidents and ensure employee well-being. When employees feel physically safe and supported by management in safety matters, their trust in the organization increases, which positively influences their job satisfaction.

Recent Malaysian studies highlight this relationship. Rahim et al. (2023) reported that a strong safety culture, supported by management commitment, communication and employee participation, reduces accident risks and improves employee attitudes in local industries. Md Yusop et al. (2024) also found that safety training, safety communication and consistent safety management improve safety performance and contribute to employees feeling more secure and satisfied in their roles. These findings suggest that when employees actively participate in safety initiatives and perceive management's strong commitment to safety, their engagement and satisfaction levels increase.

In the context of a rubber products manufacturing company located in Batu Caves, where employees operate machinery and work in potentially hazardous environments, safety practices such as regular training, the proper use of personal protective equipment (PPE) and open communication about risks are vital. These practices not only reduce the likelihood of accidents but also foster a sense of care and responsibility from the employer, which can significantly enhance job satisfaction.

H1: There is a significant relationship between safety practices and job satisfaction among employees in a rubber products manufacturing company located in Batu Caves.

2.7.2 Employee Engagement and Job Satisfaction

Employee engagement is a vital component of organizational success, especially in the manufacturing sector where tasks can be repetitive and physically demanding. Engaged employees are emotionally and cognitively invested in their work, which leads to higher motivation, better performance, and stronger commitment to the organization.

In the context of Malaysian manufacturing, Megat and Krishnan (2023) found that effective communication and leadership styles, particularly transformational and servant leadership, are key drivers of employee engagement. Their study revealed that while rewards and professional development contribute to engagement, work-life balance was the least significant factor. This highlights the importance of organizational culture and leadership in fostering engagement among industrial workers.

For a rubber products manufacturing company located in Batu Caves, promoting employee engagement could involve regular feedback sessions, recognition of contributions, and leadership that supports employee development. When employees feel valued and involved, their job satisfaction increases, leading to improved retention and productivity.

H2: There is a significant relationship between employee engagement and job satisfaction among employees in a rubber products manufacturing company located in Batu Caves.

2.7.3 Reward and Job Satisfaction

Reward are powerful motivators that influence how employees perceive their value within an organization. In manufacturing settings, where performance is often tied to output and safety compliance, timely and fair recognition can significantly boost morale and job satisfaction.

Azlyn et al. (2024) emphasized that recognition and reward systems are strongly linked to employee satisfaction and engagement in the Malaysian manufacturing industry. Their findings showed that organizations that invest in fair reward structures and acknowledge employee contributions experience lower turnover and higher productivity. Similarly, Alias et al. (2018) found that recognition, empowerment, and work-life balance positively impact job satisfaction in Malaysia's oil and gas sector, which shares similar operational characteristics with manufacturing.

H3: There is a significant relationship between reward and job satisfaction among employees in a rubber products manufacturing company located in Batu Caves.

2.8 Research Implications

The primary aim of this study is to provide further insight into the significance of upholding employee job satisfaction in the context of employees in a rubber products manufacturing company located in Batu Caves. In the same context, it also emphasizes the factors influencing or contributing to employee job satisfaction among employees in this company. The management and Human Resource Department will be able to create programs or policies that increase employee satisfaction by understanding the fundamental causes. Employers must pay attention to the factors that influence employees' job satisfaction. Failure to do so will undoubtedly hinder employee

motivation and interfere with productivity. The overall productivity and revenue of the company would suffer losses, especially with a high percentage of absenteeism, which would affect production and on-time delivery of goods to customers. Furthermore, the company will face difficulties in retaining employees as the turnover rate will be higher due to low levels of job satisfaction. This can also affect the ability to attract top talent, as employees will seek other employment alternatives that offer greater job security and satisfaction. By implementing the right job satisfaction strategies, the company will be able to improve employee loyalty and achieve superior organizational performance.

2.9 Summary of Chapter

The literature on each variable is covered in this chapter, along with how each independent variable relates to job satisfaction. This chapter also highlights the hypotheses developed for this investigation. Additionally, the explanation of the underlying theory that was relevant to the study field.

CHAPTER THREE:METHODOLOGY

3.1 Introduction

This chapter emphasizes the research methodology that serves as a guide for carrying out the study on the relationship between safety practices, employee engagement, and reward on job satisfaction among employees in a rubber products manufacturing company located in Batu Caves. To ensure that the study is thorough, organized, and aligned with its objectives, this chapter describes the strategies and techniques used to collect and analyze data. It provides a clear overview of the entire research process, from data collection to analysis and interpretation. This section begins with a concise summary of the research concept and methodology, followed by an explanation of the methods applied for data collection, sampling, and data analysis. The study's limitations and ethical considerations are also discussed to guarantee that the investigation is conducted transparently and responsibly.

3.2 Conceptual Framework

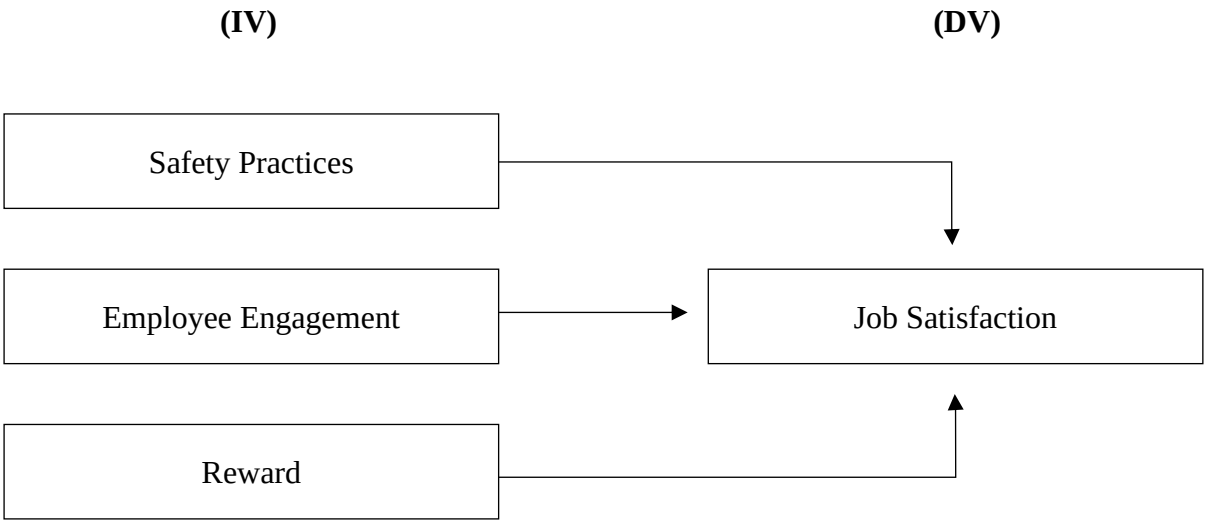


Figure 3.1
Conceptual Framework

3.3 Research Design

This study collects numerical data that will ultimately be converted into meaningful statistics in order to accomplish its research goal using a quantitative research approach. A questionnaire was used in this study to implement the quantitative research method. Observations made by the researcher indicate that the use of a quantitative approach aids in gathering data and advancing knowledge about the relationships between variables, including hypotheses and levels of significance. Individual employees of the rubber products manufacturing company located in Batu Caves serve as the unit of analysis in this study. Version 27 of the Statistical Package for Social Sciences (SPSS) was used to collect and analyze statistical data, which makes the study's conclusions and findings feasible.

3.4 Source of Data

The technique employed to collect the data is crucial. For this reason, primary data gathering is used in this study. Sekaran (2013) defines primary data as information that is directly relevant to the specific location of the research operations. The questionnaire was used as the main research instrument and was distributed to employees at all levels, from operators to heads of departments. Employees at all levels were chosen because they represent a multiracial workforce, including Malay, Indian, and Chinese employees, as well as foreign workers from Nepal, Bangladesh, and Myanmar. This diversity was expected to provide a variety of responses for the questionnaires, reflecting different backgrounds.

The primary data needed for this study was gathered through a structured questionnaire aimed at collecting important information from employees at all levels in the company. The systematic and transparent manner of using a questionnaire allows for fair data collection. The questionnaire was carefully designed to provide clarity and

simplicity, enabling respondents to give accurate and honest responses that contribute to the study's reliability and validity.

3.5 Population & Sample

This study focuses on the employees of a rubber products manufacturing company located in Batu Caves. The population includes both operations staff (e.g., machine operators, technicians, production line workers) and non-operations staff (management personnel). This distinction is important because job satisfaction may vary based on job roles, working conditions, and exposure to safety risks.

The total population for this study consists of 180 employees, as provided by the Human Resources Department. This includes 120 operations staff and 60 non-operations staff. The sampling frame was obtained from the HR department to ensure accurate representation across departments and job levels. Table 3.1 illustrates the total number of employees in each category.

Table 3.1
The number of Employees

Staff Category	Number of Employees	Source
Operations Staff	120	HR Department
Non-Operations Staff	60	HR Department
Total	180	-

The study's population consists of 180 staff members from a rubber products manufacturing company located in Batu Caves. The sample size for this research was determined using the SurveyMonkey sample size calculator, ensuring proportional representation from both operations and non-operations categories. Based on the

calculation, the minimum sample size required for a population of 180 was 123 respondents.

3.6 Sampling Technique

In this research, 123 respondents were chosen using simple random sampling, a reliable method for probability sampling. Simple random sampling is widely utilized because it effectively reduces selection bias and ensures that every member of the population has an equal chance of being included in the sample. This technique is especially useful as it ensures a representative sample, which improves the reliability and generalizability of the findings.

To ensure fairness and randomization, an organized process was implemented when using simple random sampling in this investigation. A comprehensive list of 180 active staff members from the company was compiled. To provide adequate representation of the population, the study targeted a sample size of 123 respondents. The survey was disseminated through department managers in each department to accomplish this.

A Google Form questionnaire link was emailed to the department managers, who then distributed it to their respective staff. The first 123 staff members who completed the survey were included as the sample for the study. This approach ensured that the selection procedure was random and unbiased, as each employee had an equal probability of responding and being chosen for the sample.

By using this sampling technique, selection bias was effectively reduced, and the sample fairly represented the larger population of employees in the rubber products manufacturing company located in Batu Caves. This methodology aimed to improve

the generalizability and reliability of the findings while providing valuable insights into the variables affecting job satisfaction.

3.7 Data Collection Procedures

A digital distribution mechanism was used to encourage a high response rate due to easier accessibility and timely return of completed questionnaires. The staff from all departments supported this strategy. Based on empirical evidence, questionnaire response rates can often be low; therefore, the methodology implemented was designed to address this challenge effectively.

A Google Form questionnaire was designed by the researcher and disseminated through email. The initial points of contact were the department managers of both operations and non-operations staff. They were asked to share the questionnaire link with their staff via email and WhatsApp. This strategy provided respondents with greater convenience, enabling them to complete the questionnaire during their free time.

A Likert scale was meticulously implemented in the questionnaire design to regulate the range of responses and maintain the study's validity and reliability. This scale, ranging from "1-Strongly Disagree" to "5-Strongly Agree," allowed for detailed recording of respondents' opinions and experiences. The Likert scale was selected due to its effectiveness in measuring attitudes and opinions, which are crucial for determining job satisfaction levels among employees.

To maximize participation and accommodate respondents' schedules, the data collection process was carried out over a three-week period. Periodic reminders were sent to encourage timely completion and submission of questionnaires.

Several steps were taken to ensure the quality and integrity of the data collected. A small group of employees participated in pre-testing the questionnaire to identify and resolve any ambiguities or issues. Clear instructions were provided to ensure respondents understood and completed the questionnaire consistently. Anonymity and confidentiality were strictly maintained to promote honest and unbiased responses.

This study utilized a digital distribution approach to leverage the convenience and reach of online platforms, aiming to produce an accurate and representative dataset. The careful design and implementation of the data collection procedures ensured that the data gathered was robust, reliable, and suitable for addressing the research objectives on the impact of safety practices, employee engagement, and reward on job satisfaction among employees in the rubber products manufacturing company located in Batu Caves.

3.8 Data Analysis Technique

3.8.1 Descriptive Statistics

The survey information gathered from employees in a rubber products manufacturing company located in Batu Caves was compiled and analyzed using descriptive statistics. This includes frequency distributions, mean, median, standard deviation, and other relevant measures. Descriptive statistics provide a broad summary of the responses related to job satisfaction and the influencing variables.

3.8.2 Inferential Statistics

To test theories and derive conclusions regarding the connections between factors influencing and job satisfaction, inferential statistics will be utilised. The common techniques such as t-tests, analysis of variance, analysis of multiple regression, and

analysis of correlation has been included in the inferential statistics. The statistical tests are intended to evaluate the degree of significance and correlation between variables.

3.9 Measurement of Variables

Measurement involves the method in discovering and analyzing outcomes within the framework of an academic endeavour (Loomis, 2017). Covin and Wales (2012) state that measurement models define the connections between latent constructs and the variables and indicators that serve as their measurements. This explanation suggests that by using the scale of measurement, researchers can categorize variables into several groups. Likert-scale surveys are frequently employed instruments for assessing affective factors in order to gather a large amount of data, according to Saunders et al. (2016). Considering that Likert scale measurements can produce accurate and dependable data, they are utilized in this study to assess every question in Sections B, C, D and E. Responses must be provided by the respondents using the specified five point likert scale for each statement which ranges from "strongly disagree" to "strongly agree". Every variable's items were obtained from earlier studies conducted in the area. The sources and number of items for each variable are shown in Table 3.2.

Table 3.2
Summary of Variables and Measurement of Instruments

Variables	Number of Items	Sources
Job Satisfaction	5	Lister, K., & Harnish, T. (2020)
Safety Practices	5	Vinodkumar & Bhasi (2010)
Employee Engagement	5	Gallup (2008)
Reward	5	Baqir, M. et al. (2020)

3.9.1 Job Satisfaction

Firstly, five items were used to measure the job satisfaction variable obtained from Lister and Harnish (2020). Job satisfaction, according to Lister and Harnish (2020), is the amount to which individuals feel content and fulfilled in their professional responsibilities, impacted by internal elements such as the nature of the work and extrinsic factors such as compensation, working conditions, and organizational rules. The thorough evaluation of job satisfaction includes assessing individuals' overall 65 psychological responses to their professional duties. Lister and Harnish (2020) discovered that the job satisfaction cronbach's alpha score was 0.87, indicating an excellent measure of internal reliability and consistency in the assessing items.

Table3.3

Items of Job Satisfaction

Variable	Items	Sources
Job Satisfaction	1. I am satisfied with my current job. 2. I feel valued as an employee. 3. I am satisfied with my work-life balance.. 4. I see opportunities for growth and development. 5. I would recommend this company as a good place to work.	Lister, K., & Harnish, T. (2020)

3.9.2 Safety Practices

The measurement of safety practices is adopted from the work of Vinodkumar and Bhasi (2010), who developed a validated scale to assess safety management practices and their influence on employee behavior. The scale includes items related to safety policies, training, equipment, and management commitment. The original study reported a Cronbach’s Alpha of 0.88, indicating good internal consistency. The items of the questionnaire are listed in Table 3.4.

Table 3.4
Items of Safety Practices

Variable	Items	Sources
Safety Practices	1. My workplace has clear safety policies and procedures. 2. I receive regular safety training. 3. Safety equipment is always available and in good condition. 4. Management takes safety concerns seriously. 5. I feel that there are clear and easily accessible channels for reporting safety incidents.	Vinodkumar & Bhasi (2010)

3.9.3 Employee Engagement

The measurement of employee engagement in this study is based on from the Gallup Q12 survey (Gallup Organization, 2008) and the Utrecht Work Engagement Scale (UWES) developed by Schaufeli et al. (2002). These instruments are widely used and validated in organizational research to assess emotional, cognitive, and behavioral engagement. The original studies reported high internal consistency, with Cronbach's Alpha values ranging from 0.85 to 0.92.

Table 3.5
Items of Employee Engagement

Variable	Items	Sources
Employee Engagement	1. I feel proud to work for this company. 2. I am motivated to give my best at work. 3. My coworker's welcome opinions different from their own. 4. My manager provides me with the support I need to complete my work. 5. I have the tools and resources I need to do my job well.	Gallup (2008)

3.9.4 Reward

Reward are measured using items adopted from Danish and Usman (2010), who examined the impact of rewards on employee motivation and performance. The scale focuses on fairness, transparency, and the effectiveness of recognition practices. The original study reported a Cronbach's Alpha of 0.87.

Table 3.6
Items of Reward

Variable	Items	Sources
Reward	1. I am rewarded fairly (e.g. pay and benefits) for my work. 2. Good performance is recognized in my department. 3. I receive praise or feedback when I do a good job. 4. The reward system is transparent and fair. 5. I am satisfied with the recognition I receive.	Danish & Usman (2010)

3.10 Questionnaire Design

This study examines the variables influencing job satisfaction among employees in a rubber products manufacturing company located in Batu Caves using a survey questionnaire with structured questions. The questionnaire consists of five (5) sections. Section A presents the demographic information of the respondents, including gender, age, job position, and years of service. The remaining four sections of the questionnaire cover the dependent variable, which is job satisfaction, and the independent variables identified in the conceptual framework: safety practices, employee engagement, and reward.

The survey questionnaire uses a 5-point Likert scale to measure responses. The scale ranges from 1 representing strongly disagree, 2 disagree, 3 uncertain, 4 agree, and 5 representing strongly agree. The data collected from the survey will be coded using Microsoft Excel and analyzed using SPSS software version 26. A two-stage analysis will be conducted to test the hypotheses. In the first stage, a preliminary analysis will be carried out to evaluate the reliability and validity of the data and the measurement instruments.

3.11 Summary of the Chapter

This chapter delivers information on the methodology used for data collection, questionnaire preparation, and sampling. Furthermore, a thorough description of the questionnaire's testing approach and the monitoring procedures to be followed in order to obtain the best results will be provided. The instruments utilized for data collection, analysis, and observation will be highlighted in the final section. The results obtained from the data will be presented and analyzed in the upcoming chapter in order to analyze any significant correlations between the variables and to interpret the findings.

CHAPTER FOUR

RESEARCH FINDINGS AND ANALYSIS

4.1 Introduction

The finding of the study will be discussed in this chapter. The rate of respondents and their descriptions are all presented in this section of study. Besides, the data has been analysed through SPSS version 27. First and foremost, this section discussed on the rate of response from the respondents for the given survey forms and followed by their demographic information. The preliminary analysis which includes missing values and compute average mean variables were presented in the following section. Furthermore, the descriptive statistics of the variables were also discussed in the next section. In addition, normality test was presented then followed by reliability test were discussed in this section. Factor analysis and multiple regression were also discussed in this chapter for better understanding of this study.

4.2 Rate of Response

The demographic information of the participants includes details regarding their gender, age group, job position, and years of experience. In this study, 180 questionnaires were distributed via Google Forms to employees in a rubber products manufacturing company located in Batu Caves. The researcher successfully collected a total of 123 completed surveys from participants. This represents a response rate of 68.30% from the total workforce in the company. The sampling was conducted using probability sampling, specifically the simple random sampling technique. According to Chua (2012), this approach ensures that each unit or subject has an equal opportunity of being selected as a participant. The summary of response rate in this study shows Table 4.1 below.

Table 4.1
Summary of Response Rate

Total of Questionnaires Distributed	Total of Questionnaires Collected	Percentage (%)
180	123	68.30%

4.3 Demographic Characteristics

The respondent's demographic profile includes details about gender, age, Job position, and years of experience. According to Wyse (2012), the demographic information is thought to be an important factor to be considered in order to obtain more precise information about the characteristics of the population participating in a survey.

This study involved a total of 123 respondents, providing a diverse representation of employees across various roles and experience levels. In terms of gender, the majority of participants were male, comprising 84 individuals (68.3%), while female respondents accounted for 39 individuals (31.7%). This indicates a male-dominant workforce within the surveyed population.

When analyzing the age distribution, the largest group of respondents fell within the 35–44 years age range, totaling 37 individuals (30.1%). This was followed by 29 respondents (23.6%) aged 55 and above, suggesting a significant portion of experienced and possibly senior employees. The 25–34 years age group comprised 24 respondents (19.5%), while 20 respondents (16.3%) were aged 45–54. The youngest group, those below 25 years, made up 13 respondents (10.6%), indicating a smaller representation of early-career individuals.

In terms of job position, the majority of respondents were in the Operator/Officer category, with 78 individuals (63.4%), reflecting a strong operational workforce. The Executive category included 28 respondents (22.8%), and 17 respondents (13.8%) were in the Manager and above category, representing leadership and strategic roles within the organization.

Regarding years of service, the data shows a well-balanced mix of tenure. The largest group had more than 10 years of experience, comprising 39 respondents (31.7%), which highlights a stable and long-serving workforce. This was followed closely by 36 respondents (29.3%) with 1–5 years of service, indicating a healthy influx of relatively newer employees. Additionally, 29 respondents (23.6%) had 6–10 years of experience, and 19 respondents (15.4%) had less than 1 year of service, suggesting ongoing recruitment and onboarding efforts. The more details on the respondent demographic profile shown in Table 4.2 and SPSS output as in Appendix B.

Table 4.2
Demographic Characteristics

Items	N	Frequency	Percentage (%)
Gender	123		
Male		84	68.3
Female		39	31.7
Age	123		
Below 25		13	10.6
25-34		24	19.5
35-44		37	30.1
45-54		20	16.3
55 and above		29	23.6
Job Position	123		
Operator/Officer		78	63.4
Executive		28	22.8
Manager and above		17	13.8

Years of Service	123		
Less than 1 year		19	15.4
1-5 years		36	29.3
6-10 years		29	23.6
More than 10 years		39	31.7

4.4 Pre Test

In survey research, the pre-testing phase plays a crucial role in ensuring the reliability and clarity of the questionnaire before its final distribution. It is widely acknowledged that pre-testing helps identify ambiguities, improve question structure, and enhance the overall quality of data collection (Hu, 2014). Feedback obtained during this stage enables researchers to refine the instrument and strengthen its validity prior to conducting the main investigation (Ismail, Kinchin, & Edwards, 2017).

For the present study, the researcher distributed the questionnaire to four professionals with direct expertise in human resource management and operational safety within the rubber products manufacturing company located in Batu Caves. These individuals included the Head of Human Resource, who oversees HR policies and employee engagement strategies; the HSE Coordinator, responsible for health, safety, and environmental compliance; the Union Chairman of the Worksite Committee, representing employee welfare and collective agreements; and the Foreign Worker Leader, who manages and advocates for the needs of foreign employees. Each expert was requested to review the survey items and provide constructive feedback on their clarity, relevance, and appropriateness. All 20 items measuring safety practices, employee engagement, reward, and job satisfaction were thoroughly examined. Based on the recommendations provided by these experts, several items were revised and

refined to ensure that the questionnaire was clear, comprehensive, and suitable for the target population.

4.5 Identifying Missing Values

Notably, there were no missing values in the dataset used in this study. The absence of missing values reduces the likelihood of bias or errors in the results, thereby maintaining the reliability and accuracy of the data analyzed. This indicates a strong and trustworthy dataset, allowing for a comprehensive and in-depth investigation to address the research objectives. Consequently, all analyses and interpretations presented in this study are based on precise and consistent data, providing a solid foundation for deriving meaningful conclusions and implications.

4.6 Descriptive Analysis

The average score and distribution of every factor examined in the current study are described in this portion of the findings. A Likert scale was used by respondents to score the items, where 1 denoted "strongly disagree" and 5 denoted "strongly agree". The researcher utilizes SPSS version 27 to analyze the dataset that was gathered from the respondents. Sekaran (2023) points out that the mean is used to measure the dataset's central tendency, whereas the standard deviation is used to measure how much a data point deviates from the mean. The independent and dependent variables were studied using descriptive analysis. Each variable's mean and standard deviation were displayed by the descriptive statistics in Table 4.3 below. The variables discussed in this study are safety practices, employee engagement, reward, and job satisfaction.

Table 4.3 below shows the descriptive statistics for the variables. The table indicates that Employee Engagement has the lowest mean value of 4.36 with a standard deviation

of 0.81, while Safety Practices recorded the highest mean value of 4.45 alongside a standard deviation of 0.74. Additionally, Reward has a mean of 4.40 and a standard deviation of 0.86, and Job Satisfaction shows a mean score of 4.42 with a standard deviation of 0.89. As a result, it is evident that Safety Practices has the most significant mean value among the variables, while Employee Engagement ranks as the lowest.

Table 4.3
Descriptive of variables statistics

Variable	Responses	Mean	Std. Deviation
Job Satisfaction	123	4.42	.890
Safety Practices	123	4.45	.740
Employee Engagement	123	4.36	.810
Reward	123	4.40	.860

4.7 Normality Analysis

Before conducting further statistical tests, it is essential to verify the assumptions of normality, linearity, and homoscedasticity (Pallant, 2020). According to Sahu and Keshri (2019), the most common methods for assessing normality are the Shapiro-Wilk and Kolmogorov-Smirnov tests. The Shapiro-Wilk test is generally recommended for smaller sample sizes ($n < 50$), but it can also be applied to larger samples, while the Kolmogorov-Smirnov test is more suitable for samples greater than 50.

For this study, both tests were applied to the dataset ($n = 123$). The results, shown in Table 4.4, indicate that all variables which are Job Satisfaction, Safety Practices, Employee Engagement, and Reward recorded p-values of 0.000, which is less than 0.05. This suggests that the data do not follow a normal distribution.

Table 4.4
Normality Test

	Kolmogorov-Smirnov			**Shapiro-Wilk**		
	Statistics	df.	Sig.	Statistics	df.	Sig.
Job Satisfaction	.160	123	.000	.646	123	.000
Safety Practices	.174	123	.000	.758	123	.000
Employee Engagement	.138	123	.000	.736	123	.000
Reward	.257	123	.000	.672	123	.000

**Lilliefors Significance Correction*

N = 123

Although the Shapiro-Wilk and Kolmogorov-Smirnov tests indicated p-values of 0.000, suggesting non-normality, regression analysis was considered robust due to the large sample size (n=123) and the Central Limit Theorem. Therefore, parametric assumptions were deemed acceptable for this study.

Figure 4.1
Statistics Histogram for Safety Practices, Employee Engagement, and Reward and Job Satisfaction

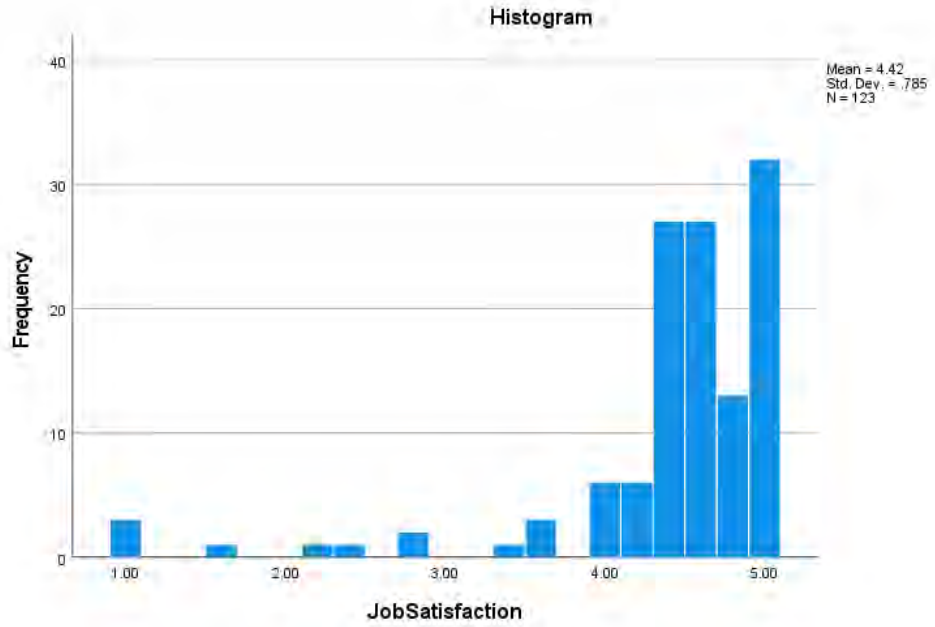
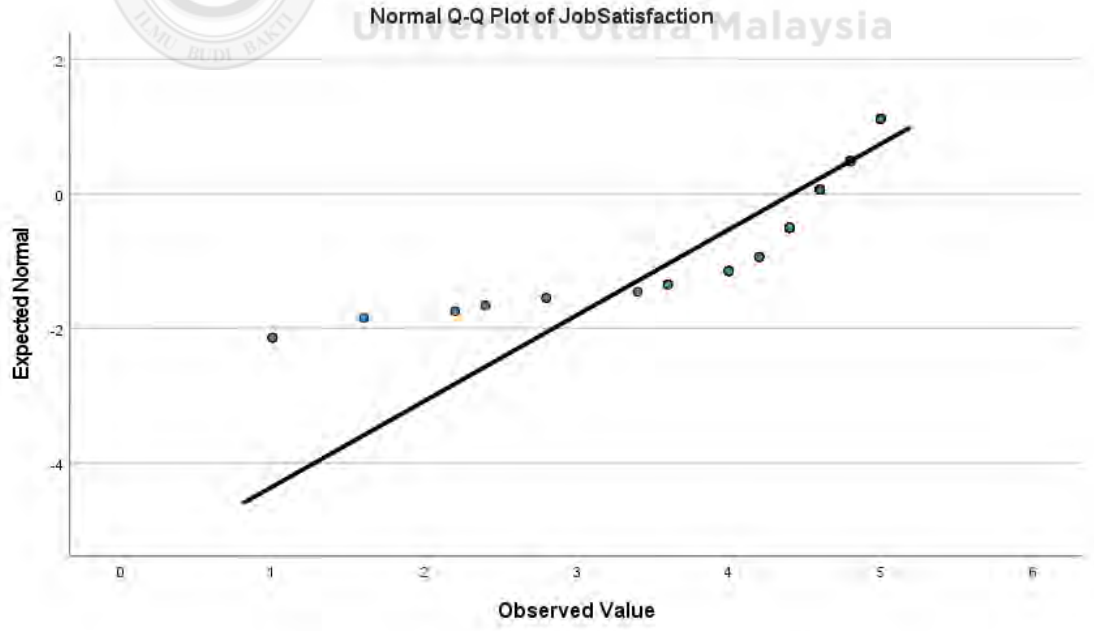


Figure 4.2
Q-Q plot for Job Satisfaction



4.8 Reliability Analysis

Field (2018) emphasizes the importance of reliability analysis in assessing the consistency of questionnaire responses and ensuring that the instrument measures the intended constructs accurately. Cronbach's Alpha was used to evaluate internal consistency for all variables in this study. A value above 0.70 is generally considered acceptable for social science research.

All variables in this study recorded Cronbach's Alpha values well above the threshold, indicating excellent reliability. Table 4.6 below presents the results. The values range from 0.873 to 0.915, demonstrating strong internal consistency. Among the variables, Job Satisfaction has the highest reliability score (0.915), followed by Employee Engagement (0.892) and Reward (0.890). Safety Practices recorded a Cronbach's Alpha of 0.873, which is also considered highly reliable.

Table 4.5
Reliability Analysis

Variable	Number of Items	Cronbach Alpha
Job Satisfaction	5	.915
Safety Practices	5	.873
Employee Engagement	5	.892
Reward	5	.890

4.9 Pearson Correlation Analysis

The Pearson correlation analysis was conducted to determine whether there is a substantial connection among the variables that are both independent and dependent. Pearson's correlation coefficient ranges from -1 to +1, where values closer to +1 indicate a strong positive relationship.

Table 4.7 below shows the correlation results for Job Satisfaction and the independent variables: Safety Practices, Employee Engagement, and Reward. The results indicate that all three independent variables are positively correlated with Job Satisfaction. Among them, Reward demonstrates the strongest correlation (r = 0.744), followed by Safety Practices (r = 0.670) and Employee Engagement (r = 0.614).

Therefore, hypothesis (H1), *"There is a positive and significant relationship between Safety Practices and Job Satisfaction,"* hypothesis (H2), *"There is a positive and significant relationship between Employee Engagement and Job Satisfaction,"* and hypothesis (H3), *"There is a positive and significant relationship between Reward and Job Satisfaction,"* are all accepted in this study.

Table 4.6
Pearson Correlation Analysis

Variable	SP	EE	RR	JS
Safety Practices	1	.812**	.753**	.670**
Employee Engagement	.812**	1	.714**	.614**
Reward	.753**	.714**	1	.744**
Job Satisfaction	.670**	.614**	.744**	1

4.10 Multiple Linear Regression Analysis

To determine the extent of correlation between the independent variables and the dependent variable, a multiple regression analysis was conducted. The purpose of this analysis was to identify whether and to what extent the independent factors affect the dependent variable. The researcher used the independent factors to predict the dependent variable, indicating that the multiple regression method was appropriate for this study. Multiple regression findings are shown in Table 4.8, which also illustrates

how safety practices, employee engagement, and reward affect employees' job satisfaction in a rubber products manufacturing company located in Batu Caves.

A number of independent variables' effects on job satisfaction are shown in Table 4.8. According to the study, employees' job satisfaction is greatly impacted by reward ($\beta = 0.482$, $p < 0.05$). Likewise, there is a noteworthy positive correlation between safety practices and job satisfaction ($\beta = 0.381$, $p < 0.05$). Conversely, job satisfaction is not significantly impacted by employee engagement ($\beta = 0.094$, $p > 0.05$). The overall analysis describes 67.1% of the variance in job satisfaction, indicating an excellent match, with reward and safety practices showing as important predictors of job satisfaction. Table 4.7 provides a description of the model, while Table 4.8 displays the results of the multiple regression.

Table 4.7
Summary of Model

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.819	.671	.663	.45606

a. Predictors: (Constant), Reward, Safety Practices, Employee Engagement.

Table 4.8
Outcome of Multiple Regression (Job Satisfaction)

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B.	Std. Error	Beta		
1	(Constant)	-.592	.341		-1.738	.085

Safety Practices	.496	.080	.381	6.165	<.001
Employee Engagement	.109	.089	.094	1.220	.225
Reward	.530	.088	.482	6.039	<.001

a. Dependent Variable: Job Satisfaction

4.11 Hypotheses Testing

The overview of hypothesis testing is shown in the table below.

Table 4.9
Summary of Hypotheses

Hypothesis	Description	Result
H1	There is a significant relationship between safety practices and job satisfaction among employees in a rubber products manufacturing company located in Batu Caves.	Accepted
H2	There is a significant relationship between employee engagement and job satisfaction among employees in a rubber products manufacturing company located in Batu Caves.	Rejected
H3	There is a significant relationship between reward and job satisfaction among employees in a rubber products manufacturing company located in Batu Caves.	Accepted

4.12 Summary of the Chapter

This chapter presents the findings about the hypothesis, demographics, research variable reliability, and response rate. This chapter has also included an analysis of the collected data that indicates the commonly held theories. The findings summary, findings recapitulation, outcomes discussion, study implications, study limitations, and recommendations have all been covered in the following chapter.

CHAPTER FIVE
DISCUSSION AND RECOMMENDATIONS

5.1 Introduction

This final section contains the study's final conclusions. This chapter will also present the results of contributions that are both theoretical and practical. Additionally, it highlights the research's limitations and offers some suggestions for future study.

5.2 Summary of Findings

The study examined the relationship between Safety Practices, Employee Engagement, and Reward (independent variables) and Job Satisfaction (dependent variable) among employees in a rubber products manufacturing company located in Batu Caves. The three independent variables, safety practices, employee engagement, and reward, were analyzed in relation to employees in the manufacturing sector, with job satisfaction serving as the dependent variable.

5.3 Recapitulation of Findings

This study was conducted among employees who are permanent staff in a rubber products manufacturing company located in Batu Caves. There are 123 respondents who participated in this study. The result from the study has answered all the research questions stated as below:

1. Does safety practices influence job satisfaction among employees?
2. Does employee engagement influence job satisfaction among employees?
3. Does reward influence job satisfaction among employees?

Investigation on how safety practices, employee engagement, and reward affect employees' job satisfaction in a rubber products manufacturing company located in Batu Caves is the aim of this study. All the research questions and hypotheses which are stated above are answered as below:

1. The result shows that safety practices influence job satisfaction among employees in a rubber products manufacturing company located in Batu Caves..
2. The result indicates that employee engagement has a positive correlation with job satisfaction but was not significant in the regression model.
3. The outcome discovered that reward strongly influence job satisfaction among employees in a rubber products manufacturing company located in Batu Caves..

5.4 Discussion of Results

Three hypotheses were developed in this study using safety practices, employee engagement, and reward as the independent variables, while the dependent variable is job satisfaction. This section goes into depth about the outcomes and conclusions of each hypothesis of the research. A more thorough explanation of the hypothetical claims and outcomes is provided in the next section.

5.4.1 Safety Practices and Job Satisfaction

H1: There is positive and significant relationship between safety practices and employees' job satisfaction

The findings confirm the main premise of the study that there is a significant and positive correlation between employees' job satisfaction and safety practices. It has been demonstrated that one of the key elements affecting an employee's satisfaction at work is the implementation of strong safety practices. Greater emphasis on safety increases the job satisfaction of employees in a rubber products manufacturing

company located in Batu Caves. The study results indicate that employees recognize the value of workplace safety and how it affects their ability to perform their jobs effectively.

Furthermore, the collected results show that improved safety practices lead employees to feel more secure and motivated, producing higher levels of satisfaction. Conversely, poor safety measures can negatively impact organizational standards, causing employees to feel stressed and dissatisfied. This finding aligns with previous research emphasizing that safety compliance and training programs reduce workplace hazards and enhance employee morale (Field, 2018; Pallant, 2020).

5.4.2 Employee Engagement and Job Satisfaction

H2: There is positive correlation exist between employee engagement and employees' job satisfaction.

The correlation analysis indicated a positive relationship between employee engagement and job satisfaction, supporting the hypothesis at the correlational level. This suggests that higher levels of employee engagement, characterized by enthusiasm, commitment, and involvement, can contribute to improved job satisfaction in manufacturing settings.

However, the multiple regression analysis revealed that employee engagement was not statistically significant ($p > 0.05$) when combined with other predictors such as safety practices and reward. This finding implies that, although employee engagement matters, its influence may be overshadowed by more immediate and tangible factors in the context of a rubber products manufacturing company located in Batu Caves

Several reasons may explain this outcome. First, employees in manufacturing environments often prioritize physical safety and fair compensation over abstract

engagement initiatives. Moreover, employees in Maufacturing setting work in shift patterns 24/7. Their shifts will change every week which means not every employee can join any engagement activities organised by the company. This may make them think engagement is not the biggest factor for their jon satisfaction. Safety measures and recognition programs provide visible and direct benefits, whereas engagement strategies typically require long-term implementation to demonstrate measurable effects. Second, engagement programs in a rubber products manufacturing company located in Batu Caves may not be fully institutionalized or perceived as impactful by employees, reducing their influence on job satisfaction compared to rewards and safety practices.

Recent studies reinforce this interpretation. Vanaja and Ajay (2024) found that engagement significantly improves job satisfaction only when supported by strong recognition systems and leadership communication. Similarly, Jo and Shin (2025) reported that fairness and reward structures exert a stronger influence on satisfaction than engagement alone, particularly in operational roles. These findings suggest that engagement initiatives should be complemented by transparent reward systems and robust safety practices to maximize their impact.

5.4.3 Reward and Job Satisfaction

H3: Reward is positively related to employees' job satisfaction.

The third hypothesis demonstrates a strong positive relationship between reward and job satisfaction. The findings confirm that a high level of recognition and fair reward systems contribute significantly to employee satisfaction.

Moreover, employees are more likely to feel motivated and committed when they receive acknowledgment for their contributions. This intrinsic and extrinsic motivation enhances their sense of belonging and loyalty to the organization. Based on Herzberg's Two-Factor Theory (Herzberg, 1968) and supported by studies such as Kuipers et al. (2019) and Park & Kumar (2020), recognition is a critical motivator for job satisfaction. The study also identified a clear and substantial correlation between reward and job satisfaction, indicating that employees who feel appreciated are more inclined to remain engaged and productive.

Ultimately, this demonstrates how employees in a rubber products manufacturing company located in Batu Caves experience significantly higher job satisfaction when reward practices are prioritized, helping the organization achieve its goals and targets. As a result, the hypothesis is accepted.

5.5 Research Implications

Exploration on how safety practices, employee engagement, and reward affect job satisfaction among employees in a rubber products manufacturing company located in Batu Caves is the goal of this study. The data has been collected and analyzed in the previous chapter. This study proposes three independent variables: safety practices, employee engagement, and reward. The results or outcomes from this study could help not only the company under study but also other manufacturing organizations, especially for the Human Resource department, in identifying the key factors that influence employees' job satisfaction on a daily basis.

There is a positive correlation between the three independent variables and job satisfaction in this investigation. This shows that these factors play a vital role in

enhancing employees' satisfaction in an organization. Moreover, this study will also help management and employees to determine the best course of action for creating a positive work environment and improving organizational culture.

Besides, this study will provide guidance and reference to future researchers who intend to conduct research involving safety practices, employee engagement, reward, or job satisfaction. All the knowledge and data collected for this study will be very useful for those who want to explore similar topics in the manufacturing sector.

5.6 Limitations of Study

As with any research project, it is critical to recognize and address the constraints present in the methodology, study design, and interpretation of results. Through a critical evaluation of these limitations, researchers can improve the validity and rigor of their work and clarify the extent and generalizability of the results.

One of the primary limitations of this study is the use of self-report measures to assess the link between safety practices, employee engagement, and reward toward job satisfaction. Self-report instruments are efficient for data collection but are prone to common method biases such as social desirability and response bias. This raises questions about the reliability of the data since respondents may provide answers that align with perceived expectations rather than their actual experiences. Future research could benefit from using multi-source or objective measures such as performance metrics, supervisor evaluations, or observational data to reduce bias and improve validity.

Another limitation is the time frame of three to four months, which was insufficient to cover a broader range of manufacturing organizations. The sample size, which comprised 123 respondents from one company, is modest and limits the generalizability of findings to the entire manufacturing sector. Future studies should increase the sample size and include multiple organizations to enable comparisons and validate results.

5.7 Recommendations

The findings of this study indicate that safety practices, employee engagement, and reward are key factors influencing job satisfaction. To improve job satisfaction, organizations should adopt a comprehensive approach that addresses these elements effectively. First, it is essential to contextualize the findings within the framework of the Malaysian manufacturing industry. Cultural diversity and operational practices may shape how employees perceive safety, engagement, and reward. Therefore, organizations should conduct internal audits and benchmark their policies against global best practices while ensuring alignment with local norms.

In addition, future research should employ a mixed method approach to data collection and analysis. While quantitative data provides valuable statistical insights, qualitative techniques such as interviews and focus groups can offer a deeper understanding of employee perceptions. This combination would allow researchers and practitioners to capture both numerical trends and personal experiences, resulting in more robust and actionable findings.

Organizations must also prioritize continuous improvement in safety standards. Regular safety audits, comprehensive training programs, and clear reporting channels for

hazards are essential to foster a strong safety culture. Such measures not only reduce risks but also build trust and satisfaction among employees. Furthermore, transparent and fair reward systems should be implemented. Both monetary rewards, such as bonuses and salary increments, and non-monetary recognition, such as appreciation programs and career development opportunities, are crucial for motivating employees and reinforcing positive behaviors.

Although employee engagement was not a significant predictor in the regression model, it remains vital for long-term organizational success. Companies should strengthen communication channels, provide regular feedback, and involve employees in decision-making processes to enhance their sense of belonging and commitment. By implementing these strategies, organizations can create a safer, more rewarding, and engaging work environment, ultimately improving job satisfaction, reducing turnover, and boosting productivity.

5.8 Conclusion

In conclusion, the research questions and objectives of this study have been answered. The findings show that safety practices and reward are crucial components that significantly influence job satisfaction among employees in a rubber products manufacturing company located in Batu Caves, while employee engagement showed a weaker effect. By understanding these relationships, managers can implement strategies that promote a safe, rewarding, and engaging work environment. These actions will enable employees to succeed in both their professional and personal lives, ultimately contributing to organizational success

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APPENDICES

APPENDIX A: QUESTIONNAIRES

Dear Respondent,

My name is Mathan Kumar Sakthivel, and I am currently pursuing my Master's in Human Resource Management (MHRM) at Universiti Utara Malaysia (UUM). As part of the requirements for my final year research, I am conducting a research to investigate DETERMINANTS OF JOB SATISFACTION IN A RUBBER PRODUCTS MANUFACTURING COMPANY IN BATU CAVES. I am humbly seeking your participation in responding the survey questions that are enclosed.

I kindly ask for your cooperation in answering this questionnaire which only going to take 15-20 minutes to complete this questionnaire. The information provided by you will only be used for Academic Purpose and will be kept completely confidential.

Please answer all items in the questionnaire honestly and carefully as it will influence the result of the research.

Thanks for your time in responding to this questionnaire. I highly appreciate your participation in this research.

Sincerely,

Mathan Kumar Sakthivel

Master in Human Resource Management

Universiti Utara Malaysia

SECTION A : DEMOGRAPHIC INFORMATION

These items ask for some personal information. Please be assured that your responses for these questions are confidential.

1. Gender:
☐ Male ☐ Female

2. Age:
☐ Below 25 ☐ 25–34 ☐ 35–44 ☐ 45–54 ☐ 55 and above

3. Job Position:
☐ Operator ☐ Executive ☐ Manager and above

4. Years of Service:
☐ Less than 1 year ☐ 1–5 years ☐ 6–10 years ☐ More than 10 years

SECTION B : EMPLOYEE JOB SATISFACTION

These questions are pertaining on job satisfaction among employees in a rubber products manufacturing company located in Batu Caves.

Please answer the following questions by providing rating.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
1	2	3	4	5

No	Questions	1	2	3	4	5
1	I am satisfied with my current job.					
2	I feel valued as an employee.					
3	I am satisfied with my work-life balance.					
4	I see opportunities for growth and development.					
5	I would recommend this company as a good place to work.					

SECTION C : SAFETY PRACTICES

These questions are pertaining on job satisfaction among employees in a rubber products manufacturing company located in Batu Caves.

Please answer the following questions by providing rating.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
1	2	3	4	5

No	Questions	1	2	3	4	5
1	I am satisfied with my current job.					
2	I feel valued as an employee.					
3	I am satisfied with my work-life balance.					
4	I see opportunities for growth and development.					
5	I would recommend this company as a good place to work.					

SECTION D : EMPLOYEE ENGAGEMENT

These questions are pertaining the influence of Employee Engagement on job satisfaction among employees in a rubber products manufacturing company located in Batu Caves..

Please answer the following questions by providing rating.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
1	2	3	4	5

No	Questions	1	2	3	4	5
1	I feel proud to work for this company.					
2	I am motivated to give my best at work.					
3	My coworkers welcome opinions different from their own..					
4	My manager provides me with the support I need to complete my work.					
5	I have the tools and resources I need to do my job well..					

SECTION E : REWARD

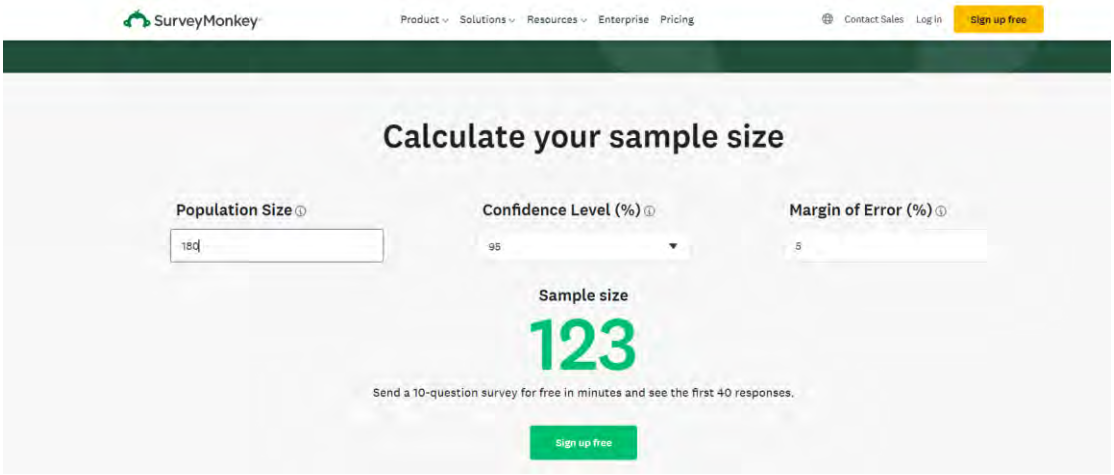
These questions are pertaining the influence of Reward on job satisfaction among employees in a rubber products manufacturing company located in Batu Caves..

Please answer the following questions by providing rating.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
1	2	3	4	5

No	Questions	1	2	3	4	5
1	I am rewarded fairly (e.g. pay and benefits) for my Work.					
2	Good performance is recognized in my department.					
3	I receive praise or feedback when I do a good job.					
4	The reward system is transparent and fair.					
5	I am satisfied with the recognition I receive.					

APPENDIX B: STATISTICAL POWER ANALYSIS USING SURVEYMONKEY



APPENDIX C: RESPONDENT'S PROFILE

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25-34	24	19.5	19.5	19.5
	35-44	37	30.1	30.1	49.6
	45-54	20	16.3	16.3	65.9
	55 and above	29	23.6	23.6	89.4
	Below 25	13	10.6	10.6	100.0
	Total	123	100.0	100.0	

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	39	31.7	31.7	31.7
	Male	84	68.3	68.3	100.0
	Total	123	100.0	100.0	

Years of Service

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-5 years	36	29.3	29.3	29.3
	6-10 years	29	23.6	23.6	52.8
	Less than 1 year	19	15.4	15.4	68.3
	More than 10 years	39	31.7	31.7	100.0
	Total	123	100.0	100.0	

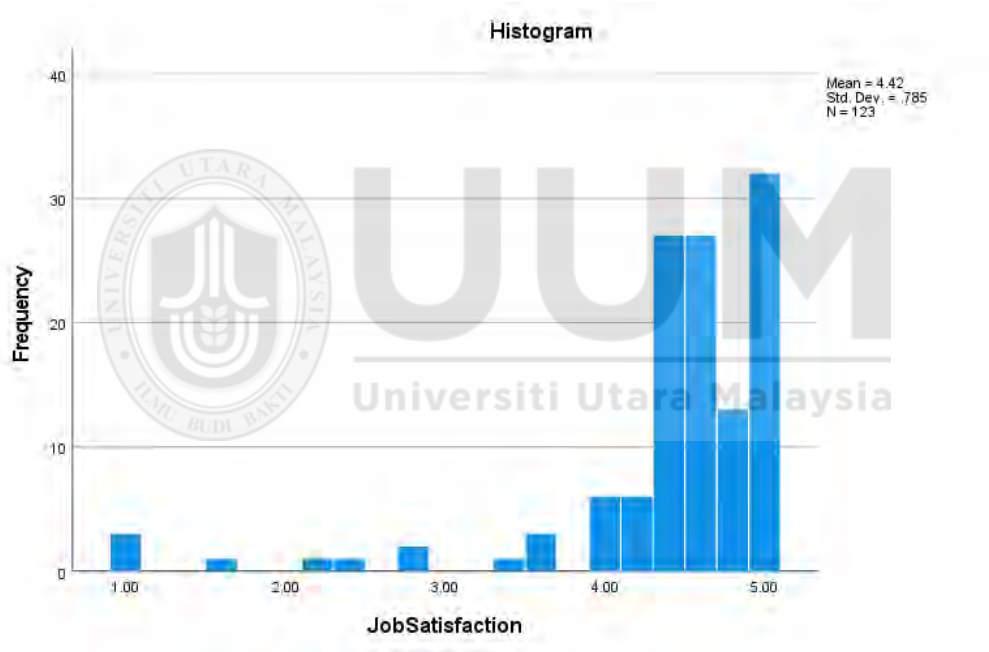
Job Position

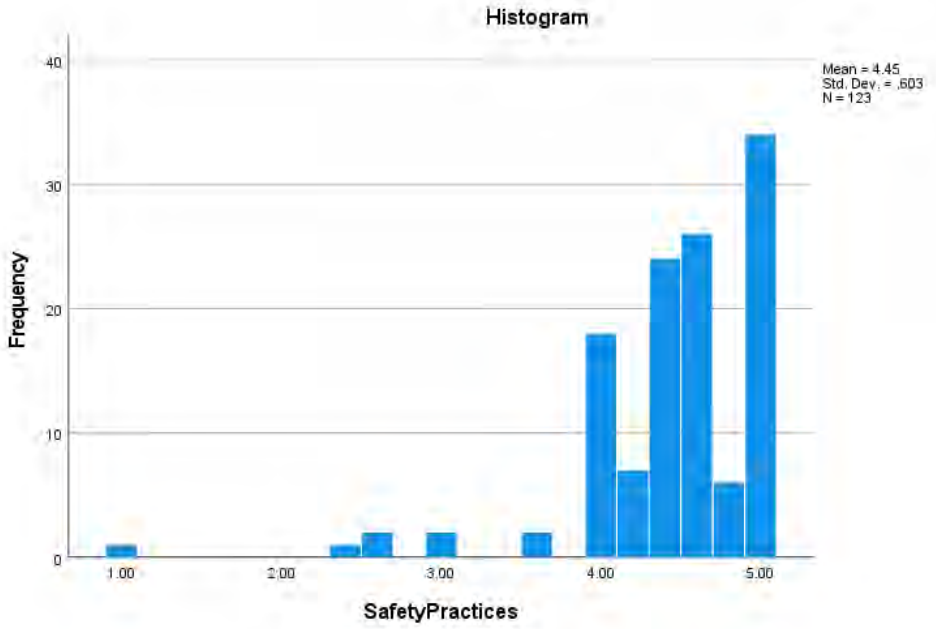
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Executive	28	22.8	22.8	22.8
	Manager and above	17	13.8	13.8	36.6
	Operator/Officer	78	63.4	63.4	100.0
	Total	123	100.0	100.0	

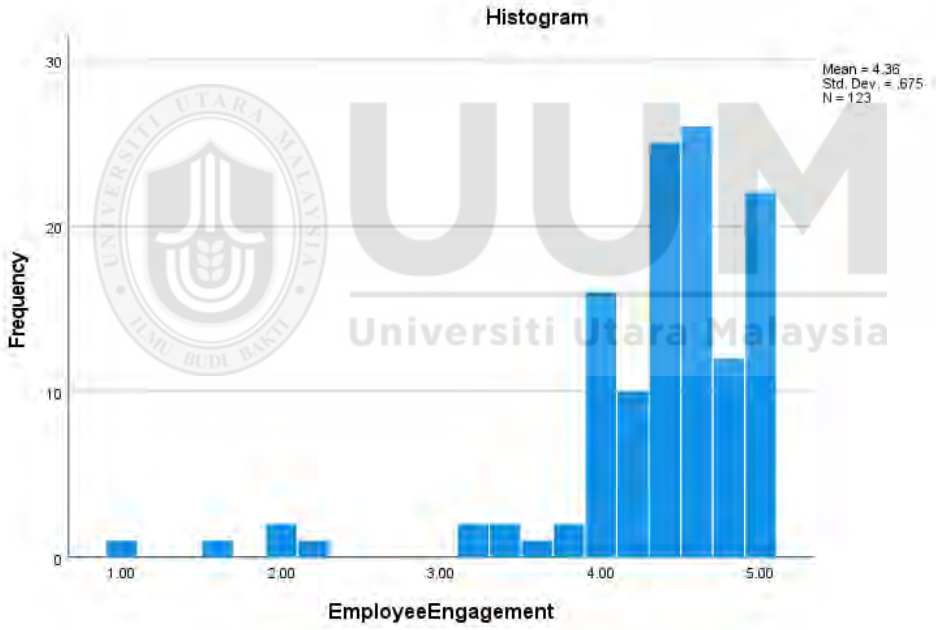
APPENDIX D: RESULT OF NORMALITY ANALYSIS

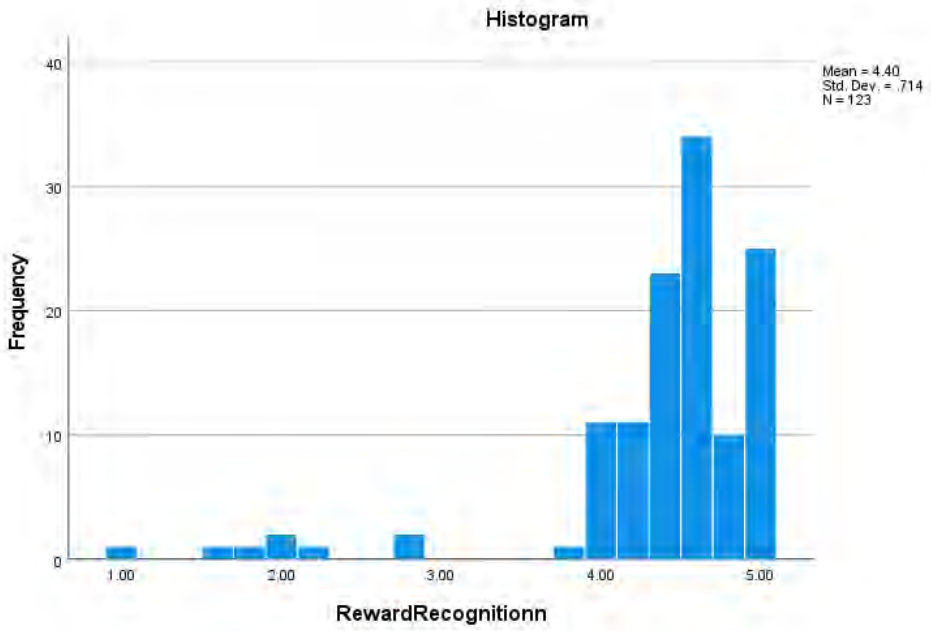
Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
JobSatisfaction	.295	123	.000	.646	123	.000
SafetyPractices	.199	123	.000	.758	123	.000
EmployeeEngagement	.214	123	.000	.736	123	.000
Reward	.250	123	.000	.672	123	.000









APPENDIX E: RESULT OF DESCRIPTIVE STATISTICS ANALYSIS

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic
EmployeeEngagement	123	1.00	5.00	4.3610	.67540	-2.564
Reward	123	1.00	5.00	4.3967	.71379	-2.736
JobSatisfaction	123	1.00	5.00	4.4195	.78528	-2.858
SafetyPractices	123	1.00	5.00	4.4488	.60291	-2.481
Valid N (listwise)	123					

Descriptive Statistics

	Skewness	Kurtosis	
	Std. Error	Statistic	Std. Error
EmployeeEngagement	.218	8.511	.433
Reward	.218	8.404	.433
JobSatisfaction	.218	9.029	.433
SafetyPractices	.218	9.716	.433
Valid N (listwise)			

Descriptives

			Statistic	Std. Error
JobSatisfaction	Mean		4.4195	.07081
	95% Confidence Interval for Mean	Lower Bound	4.2793	
		Upper Bound	4.5597	
	5% Trimmed Mean		4.5459	
	Median		4.6000	
	Variance		.617	
	Std. Deviation		.78528	
	Minimum		1.00	
	Maximum		5.00	
	Range		4.00	
	Interquartile Range		.60	
	Skewness		-2.858	.218
	Kurtosis		9.029	.433
SafetyPractices	Mean		4.4488	.05436
	95% Confidence Interval for Mean	Lower Bound	4.3412	
		Upper Bound	4.5564	

	5% Trimmed Mean		4.5285	
	Median		4.6000	
	Variance		.364	
	Std. Deviation		.60291	
	Minimum		1.00	
	Maximum		5.00	
	Range		4.00	
	Interquartile Range		.80	
	Skewness		-2.481	.218
	Kurtosis		9.716	.433
EmployeeEngagement	Mean		4.3610	.06090
	95% Confidence Interval for Mean	Lower Bound	4.2404	
		Upper Bound	4.4815	
	5% Trimmed Mean		4.4550	
	Median		4.4000	
	Variance		.456	
	Std. Deviation		.67540	
	Minimum		1.00	
	Maximum		5.00	
	Range		4.00	
	Interquartile Range		.60	
	Skewness		-2.564	.218
	Kurtosis		8.511	.433
Reward	Mean		4.3967	.06436
	95% Confidence Interval for Mean	Lower Bound	4.2693	
		Upper Bound	4.5242	
	5% Trimmed Mean		4.5079	
	Median		4.6000	
	Variance		.509	
	Std. Deviation		.71379	
	Minimum		1.00	
	Maximum		5.00	
	Range		4.00	
	Interquartile Range		.60	
	Skewness		-2.736	.218
	Kurtosis		8.404	.433

APPENDIX F: RESULT OF RELIABILITY ANALYSIS

a) Reliability Test for Job Satisfaction

Case Processing Summary

		N	%
Cases	Valid	123	100.0
	Excluded[a]	0	.0
	Total	123	100.0

Reliability Statistics

Cronbach's Alpha	N of Items
.915	5

Item Statistics

	Mean	Std. Deviation	N
JS1	4.49	.881	123
JS2	4.41	.877	123
JS3	4.49	.900	123
JS4	4.38	.963	123
JS5	4.33	.919	123

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
JS1	17.61	10.338	.759	.901
JS2	17.68	10.038	.829	.887
JS3	17.61	9.945	.822	.889
JS4	17.72	9.763	.786	.896
JS5	17.77	10.292	.726	.908

b) Reliability Test for Safety Practices

Case Processing Summary

		N	%
Cases	Valid	123	100.0
	Excluded[a]	0	.0
	Total	123	100.0

Reliability Statistics

Cronbach's Alpha	N of Items
.873	5

Item Statistics

	Mean	Std. Deviation	N
SP1	4.47	.793	123
SP2	4.43	.666	123
SP3	4.46	.704	123
SP4	4.46	.727	123
SP5	4.43	.800	123

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
SP1	17.77	6.046	.619	.868
SP2	17.81	6.284	.706	.847
SP3	17.79	5.922	.779	.829
SP4	17.79	6.070	.695	.848
SP5	17.81	5.678	.726	.841

c) Reliability Test for Employee Engagement

Case Processing Summary

		N	%
Cases	Valid	123	100.0
	Excluded[a]	0	.0
	Total	123	100.0

Reliability Statistics

Cronbach's Alpha	N of Items
.892	5

Item Statistics

	Mean	Std. Deviation	N
EG1	4.46	.771	123
EG2	4.36	.801	123
EG3	4.36	.860	123
EG4	4.28	.795	123
EG5	4.35	.810	123

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
EG1	17.35	7.541	.772	.862
EG2	17.45	7.544	.732	.870
EG3	17.45	7.102	.777	.860
EG4	17.52	7.661	.707	.875
EG5	17.46	7.627	.698	.878

d) Reliability Test for Reward

Case Processing Summary

		N	%
Cases	Valid	123	100.0
	Excluded[a]	0	.0
	Total	123	100.0

Reliability Statistics

Cronbach's Alpha	N of Items
.890	5

Item Statistics

	Mean	Std. Deviation	N
RR1	4.51	.793	123
RR2	4.36	.851	123
RR3	4.39	.884	123
RR4	4.35	.830	123
RR5	4.37	.918	123

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
RR1	17.47	8.956	.664	.881
RR2	17.63	8.515	.705	.873
RR3	17.59	7.981	.796	.852
RR4	17.63	8.595	.710	.872
RR5	17.61	7.830	.791	.853

APPENDIX G: RESULT OF PEARSON CORRELATION ANALYSIS

Correlations

		JobSatisfaction	SafetyPractices	EmployeeEngagement
JobSatisfaction	Pearson Correlation	1	.670**	.614**
	Sig. (2-tailed)		.000	.000
	N	123	123	123
SafetyPractices	Pearson Correlation	.670**	1	.452**
	Sig. (2-tailed)	.000		.000
	N	123	123	123
EmployeeEngagement	Pearson Correlation	.614**	.452**	1
	Sig. (2-tailed)	.000	.000	
	N	123	123	123
Reward	Pearson Correlation	.744**	.512**	.723**
	Sig. (2-tailed)	.000	.000	.000
	N	123	123	123

Correlations

		Reward
JobSatisfaction	Pearson Correlation	.744**
	Sig. (2-tailed)	.000
	N	123
SafetyPractices	Pearson Correlation	.512**
	Sig. (2-tailed)	.000
	N	123
EmployeeEngagement	Pearson Correlation	.723**
	Sig. (2-tailed)	.000
	N	123
Reward	Pearson Correlation	1
	Sig. (2-tailed)	
	N	123

APPENDIX H: RESULT OF MULTIPLE REGRESSION ANALYSIS

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Reward, SafetyPractices, EmployeeEngagement[b]	.	Enter

a. Dependent Variable: JobSatisfaction

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.819[a]	.671	.663	.45606

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	50.482	3	16.827	80.904	.000[b]
	Residual	24.751	119	.208		
	Total	75.233	122			

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig
1	(Constant)	-.592	.341		-1.738	.085
	SafetyPractices	.496	.080	.381	6.165	.000
	EmployeeEngagement	.109	.089	.094	1.220	.225
	Reward	.530	.088	.482	6.039	.000