

Effect Of Organizational Rewards and Compensation Towards Job Satisfaction Among FELCRA Employees in Malaysia

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ABSTRACT

Nowadays, job satisfaction is among the most important elements for every individual in the workplace. Many businesses have started to concentrate on their employees, recognizing that employees are among the organization's best assets and serve as powerful ties with external audiences. In this matter, companies need to identify the determinants that influence job satisfaction. Based on the literature review, this study will further identify the influence of job satisfaction such as rewards and compensation. To attain the objective, the quantitative method was used. In this research study, questionnaires were prepared via an online platform (Google form) and distributed to the targeted respondents who are the employees of FELCRA Negeri Pahang amounting to 169 employees. 200 questionnaires were distributed, and 188 questionnaires returned constituted an 84.50% response rate. Based on the data collected, data analysis was performed using frequency analysis, descriptive analysis, validity analysis, reliability analysis, correlation analysis, multiple regression analysis, and research objective analysis. The results indicated that rewards and compensation are among the independent variables that showed a significant relationship with job satisfaction. Therefore, several recommendations were identified, including strengthening human resource management, improving employee praise and recognition, maintaining, or increasing employee welfare during a pandemic, and providing recognition to employees.

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1. Introduction

1.1 Background of Study

As more and more companies face increased competition in the markets, it has resulted in them searching for ways to differentiate themselves and their employees from those in the market. Many businesses have started to concentrate on the employees, recognizing that employees are among the organization's best assets and serve as powerful ties with external audiences. In very competitive markets, generating value for the customer, whether internal or external, can be as complex as necessary for an organization's survival. In the sector, there is a need to recognize and manage relationships and interactions with employees to provide a favorable atmosphere for the creation of behaviors that lead to the delivery of high-quality services to the final customer and the goals of the company (Bailey, Albassami & Al-Meshal, 2016). Employee satisfaction is a central consideration of managers and employees. Consequently, from the organization's point of view, the degree of satisfaction toward employees impacts organizational success and the production of talent, and the growth of individual careers (Bailey et al., 2016).

As economic awareness grows, employees, particularly talent, become core competencies of organizations

through their formation and creativity. Managers must pay more attention to these employees' wants and feelings to attract and retain them. They may also strengthen employees' highly qualified lives, even though job satisfaction is a major psychological factor. Therefore, organizations need to examine factors that affect employees' job satisfaction and change their management strategies to improve their job satisfaction of employees (Yuxin & Farooq, 2019). Via job satisfaction surveys, managers can consider employees' views and enhance collaboration within the company, which is beneficial to the growth and management of human resources from several perspectives. Therefore, it is important to examine whether workers are happy with their job and find a better way to increase their job satisfaction, which will improve the performance of businesses (Bakotic, 2016). Strategic human resource management can assist the organization in making the best use of its resources and contribute to the business's effective and continuing success. Training and development, HR planning, performance appraisal, remuneration, teamwork, and employee security are all examples of human resource management activities. Additionally, six human resource strategies have been discussed, including realistic job, job analysis, career development, remuneration, work-family balance, and supervisor assistance. Good human resource management in the organization will be able to maximize the utilization of human resources to the maximum extent feasible, assisting the organization in achieving its objectives. Employee performance will determine the goals. When employees in the organization perform well, the organization will be able to achieve its objectives. Employee motivation and job happiness, on the other hand, have an impact on their performance.

With increasingly more the travel industry and cordiality ventures springing up, rivalry weights and requests for administration quality are expanding so that state-claimed organizations are requested to consistently have the option to deal with their assets to uphold capacities in contending to confront worldwide rivalry. It is incredibly important for the administration to investigate the government assistance and prosperity of their representatives, for example, investigating the financial and non-money related prizes. Hierarchical prizes framework and workers' fulfillment is viewed as an interrelated segment in an association. Authoritative prizes are known to enable an association to support the representatives' inspiration, consequently prompting workers' fulfillment. Pollack, Jeffrey & Ho et al (2020) expressed that the rewards framework fills in as the most unexpected factor in keeping workers' confidence high and passionate. Subsequently, Otterbring (2017) said cheerful representatives can make happy clients. Subsequently, an association should truly take a gander at the commitment of remuneration itself to control the degree of representative fulfillment in keeping up the exhibition. The application of rewards toward employee satisfaction has been characterized by numerous associations. For example, as established by Dr. Allampradhu Gudda et al (2021) in an overview of UNILEVER organizations, the reward has a positive relationship with workers' inspiration and fulfillment.

Every organization needs to have the option to streamline every one of its assets to win the rivalry, one of which is improving the nature of human assets (Matthew A. Struck, 2018). Improving the nature of human resources is one of the organization's principal endeavors in setting up a dependable and devoted labor force. The first is a moral quality where high ethical quality in people realizes a high duty to themselves to create great quality in each action, second is the nature of capacities in the type of information, mentality, and expertise. With increasingly more the travel industry and cordiality ventures springing up, rivalry weights and requests for administration quality are expanding so that state-claimed organizations are requested to consistently have the option to deal with their assets to uphold capacities in contending to confront worldwide rivalry. Authoritative prizes are known to enable an association to support the representatives' inspiration, consequently prompting workers' fulfillment. The statistics below show the decrease in job satisfaction among the FELCRA employees according to the following year.

Table 1. *Percentage KPI for Job Satisfaction in FELCRA Negeri*

Year	Number of KPI	KPI Job Satisfaction (%)	
		Achieved	Not Achieved
2017	251	201 80%	50 20%
2018	273	232 85%	41 15%
2019	266	226 85%	40 15%
2020	289	231 79%	58 21%
2021	295	265 89%	30 11%
Total	1,374	1,155 84%	219 16%

Employee job satisfaction refers to a person's general attitude toward their job (Robbins et al, 2017 Matthews et al, 2018). Someone expressing his views about the work he has done is referred to as job satisfaction. Employee job satisfaction serves as a metric for determining employee productivity as well as a guarantee of how loyal employees are to the company. According to Irwansyah (2019), the essence of job satisfaction is to

provide a sense of satisfaction to advance and receive prizes, and employee satisfaction that has met or exceeded expectations will boost employee performance and help the organization achieve its objectives.

Husni et al. (2018) suggested that employee work satisfaction is frequently addressed first in the organization when it comes to achieving loyalty. According to them, job satisfaction has a direct impact on employee performance, which, in turn, has an impact on organizational performance. A decline in efficiency, effectiveness or greater quality of completion of a series of duties assigned to an employee in an organization or firm is referred to as poor performance. Employee performance refers to a person's capacity to carry out actions that contribute to the organization's technological core's development. Companies must be aware of their employees' talents, be able to manage them, and, as a result, be able to align with the company's overall business strategy.

1.2 Problem Statement

Recently, the organizational rewards system is turning into a significant organizational system in an association, supporting worker satisfaction by and wide and representative desires have been strong. Research by Michael McKinney (2021) found that respondents from the private areas are more fulfilled than the respondents from the public areas to show execution-related awards as an incentive to stay in the field. Following the inspection, public areas should have an appropriate structure for prizes as well as private areas displaying employee maintenance. The results showed that the legal prize framework, which is equally enticing as that provided in the private areas, must be presented to managers in the public area altogether to keep their members. As a result, bad hierarchical awards inevitably lead to turnover, causing dissatisfaction. This problem would prompt authoritative problems and decrease long-term hierarchical competence and impact low and wasted incomes. Then again, however, the lack of organizational reward triggered dissatisfaction that prompted representative turnover in the end.

As indicated by Solati, and Niloofar (2019), the association's ineffectively structured compensation package can result in dissatisfaction and low inspiration for employee work. Therefore, most of the time, the unsatisfactory environment induces decreases that interrupted the degree of execution and representative assurance at that stage (Bojan Obrenovic et al, 2020). In comparison, the substandard nature of the individual's mental factor can influence lower profitability in the task of completion. Similarly, irritated mental availability of staff can lead to lower productivity, greater non-appearance, and lateness. Therefore, regardless of how fantastic the real environment of the workstation created by an entity is, members cannot genuinely express their best effort if there is a feeling of suffering. Nonetheless, the execution of good rewards framework in media transmission organizations is still yet to be explained. Moreover, the acknowledgment of representatives towards specific rewards likewise must be analyzed. To strengthen the viability of FELCRA as a corporate body the company must improve its management styles and diversify its business activities to improve its competitiveness in the global market. Environmental factors have a great impact on the company's performance, especially in the production of the commodity. Therefore, the strategy must be restricted to strengthen the management as well as the business activities. This strategy includes opportunities that the company should be looking into to strengthen its growth.

1.3 Research Questions

There are 2 research questions in this study:

1. Is there a significant relationship between reward and job satisfaction among FELCRA's employees in Negeri Pahang?
2. Is there a significant relationship between organization compensation and job satisfaction among FELCRA's employees in Negeri Pahang?

1.4 Research Objectives

There are 2 research objectives in this study:

1. To determine whether there is a significant relationship between rewards and job satisfaction among FELCRA's employees in Negeri Pahang.
2. To determine whether there is a significant relationship between compensation and job satisfaction among FELCRA's employees in Negeri Pahang.

1.5 Scope of The Study

This research is centered on the job satisfaction of employees in Malaysia. Specifically, employees of FELCRA in Pahang are the key resources through which the wide range of various goals are accomplished. The main activities are plantation nursery, landscaping, livestock and aquaculture, and foreign workers services. The subsidiary supplied nursery services to FELCRA projects such as palm oil and rubber to the existing projects. Currently, the existing nursery could not meet the demand of the internal and captive

market. For a five years plan, FELCRA is expected to develop a new area of an average of 10,000 hectares per year. Scholarly staff is the workers of the instructive associations and their job satisfaction advances educating and learning. Workers demonstrate pleasurable inspirational perspectives when they are satisfied with their job. In this manner, high occupation fulfillment increased the efficiency of an association, thus increasing the by and large authoritative execution. The level of staff is from the clerk and chief clerk to the project managers. Compensation plays a significant function in deciding a representative's degree of job satisfaction. Prize practices connected to work fulfillment have been applied diversely by open and private ventures. Advanced education is persuasive in the improvement of countries, it does not just capacity as a supplier of knowledge but as a relevant area for the nation's development and societal well-being.

Employee satisfaction can be gainful to their organization also. Employees' happiness, contentment, and the fulfillment thereof r needs and desires at work are likewise included to portray representative fulfillment. Worker objective, accomplishment, representative inspiration, and representative resolve in the working environment are the variables of worker fulfillment. An average representative might want to remain in the association if the worker is happy with the working environment climate. Also, the representatives are turning out to be more important when the working period is longer for an organization particularly in the administration business, as per Pew Research Centre (2017). Researchers additionally realize that representative fulfillment can be expanded through contribution training to their employees (International Labour Organisation, 2017).

1.6 Significance of The Study

There is both practical and theoretical importance to this study. The FELCRA's employees in Negeri Pahang were the first beneficiary of this study. The happiness of workers has remained a remarkable subject of discussion in the fields of management, psychology, and in particular organizational behavior and management of human resources. Management needs to look after the health and well-being of its workers, such as looking at monetary and non-monetary incentives, in an extremely significant way. Organizational rewards are known to help a company improve the morale of workers and thereby contribute to the happiness of employees. This work would be valuable reference material for prospective scholars who would be involved in researching organizational success and its context. The results of this analysis were without a doubt practically important.

2. Literature Review

2.1 Concept of Job Satisfaction

According to Bayona, Caballer, and Peiró (2020), the concept of job satisfaction is people's affective reaction to their jobs and is essentially the degree to which they like their jobs. People have stated in surveys that they want more than a good-paying job. They want a job that is rewarding, meaningful, enriching, and enjoyable (Srikrishna, 2017). When a person enjoys his or her job, there is less reason to quit than when the person dislikes the job. According to Maslow (1954), job satisfaction played a key role in creating and influencing many principles of organizational behavior.

In recent years, the industry has been able to attract more people who have chosen it as a career path (Dhamija et al., 2019). Workplaces are changing at breakneck speed, and the factors that keep employees satisfied with their jobs are changing as well. Today's industry prioritizes employee satisfaction as the most essential factor in keeping its highly qualified personnel (Abdolshah, Khatibi & Moghimi, 2018). In the scenario of a good salary package, work environment, as well as prospects, the employee's loyalty may be positively influenced, resulting in increased job satisfaction in the sector. Ajayi (2018) describes job satisfaction as the employee's sensation and perception of his work and organization. Satisfied employees are much more prone to be welcoming and attentive, which further attracts more customers, whereas employees who are dissatisfied with their jobs may lead to customer dissatisfaction (Cherif, 2020). Job satisfaction has a successful and significant job and is characterized as a part of the work jobs possessed by the people (Anna Toropova, Eva Myrberg & Stefan Johansson., 2021). Job dissatisfaction outcome from the examination of different parts of work that an individual encounters while work fulfillment is the gathering of the scope of explicit fulfillment (Adriana Ana Maria Davidescu et al. (2020). The appraisals of the different parts of the occupation contain the work itself, the board, installment, advancement arrangements, and partners. When individuals talk about their employment, even if sure or pessimistic, they show their fulfillment or disappointment (Bryan Hancock et al., 2018). "In this way, Job satisfaction suggests an abstract and enthusiastic response towards various parts of the work, seen as a passionate state coming about because of the evaluation of one's situation, connected with the qualities and demands of one's work" (Adriana Ana Maria Davidescu et al., 2020).

2.2 Concept of Rewards

The researcher clarified the rewards as an attempt by the organization or management of the business to value employees or its members as role models or respond to their actions. Other than that, benefits packages such as travel allowance, medical coverage, rental home allowance, effective salary, and welfare programs are important in an organization (Adikaram & Jayatilake, 2016). The authors Kossivi, Xu, and Kalgora (2016) stated in their research that the employee is one of the essential assets of the company. This is because every company needs to retain employees in the long run. The company needs to manage its reward to satisfy its staff and employees (Abdolshah & Mohammad Khatibi, 2018).

Despite that, job satisfaction in rewards encourages a better job arrangement, holding on to gain good employees, and reduces turnover (Mesepy, 2016). Rewards will inspire employees to satisfy their desire for monetary gain. This helps employees earn a share of financial benefits, such as salaries, from the income generated by the company from their contributions (Alias, Rahim, Adrutdin & Mohd Salleh, 2020). According to Tirta and Enrika (2020), the dimension of recognition in organizational relations is the company's attention to recognizing and listening to the employee, the relationship between employees and leaders, the relationship between employees and co-workers, and the relationship between external parties. As we can see, the purpose of many rewards programs is multilayer, but the motivation of the employees to improve performance and job satisfaction is the main key (Bari et al., 2016).

The reward has exhaustive importance and comprises anything a business is in general proposal in return for employees' commitments and efforts (Muhammad Shoaib et al., 2021). Poor prizes pushed employees to pull out and reduce work exertion and prompted the establishment as a disagreeable workplace. The main reason for compensating is to pull in, hold and persuade representatives in an approach to prompt workers' ideal behavior. "Organisations frequently utilize budgetary awards to forestall representative dissatisfaction and to motivate employees even though it may not be the best inspiration as long as possible" (Lovemore Chikazhe et al., 2021). Even though the presence of cash is not considered an appropriate helper, however, the absence of cash can go about as solid as despair. In this way, awards are not just considered as a worth and method for trade yet, in addition, it is considered instruments for recognizing the worth of the people, advancing confidence, and speaking to accomplishment and status (Tania Hasan et al., 2021). Consequently, the associations can utilize money-related compensations to help the procedure of the association's human resources.

In the work life of workers and for their supportive use of them in organizations, job satisfaction is important (Fatma Cherif, 2020). Employee environment evaluation, level of authoritative assistance, and business circumstances calculated the fulfillment of the occupation of the employees (Iqra Obaid et al., 2020). A happy delegate is more profitable, stable, and concentrated on organizational goals. "Minor profitability hypothesis claims compensation paid to a worker should be equivalent to the additional estimation of profitability that the representative guides to add up to creation" (Niklas Lollo and Dara O'Rourke, 2020). Payment should be equivalent to a worker's gainful productivity as per the wage effectiveness hypothesis. As indicated by the office hypothesis, if managers (principals) who need to amplify their return, overlook to check their intrigued and dangerous unwilling representatives (specialists), they may endeavor to do a few activities to expand workers' honors and limit their employment endeavors (Syamsudin et al., 2019). To better align business and worker interests, compensation is proposed to be paid dependent on the exhibition on account of the significant expense of checking and head and specialist unbalanced clashes. (Thomas G. Cummings, 2017). Thus, monetary motivating forces may add to control of the costs identified with malfunction and unprincipled behavior of the representatives. Psychology from a financial viewpoint additionally views the award as a utility and instrument however considers it to be an inspirational apparatus from a monetary viewpoint takes a gander at the cost and controls the portion of benefits.

According to the needs model of Maslow, the incentive is a mechanism for fulfilling the variety of needs and desires of individuals. Theories of expectation, reinforcement, equity, and target setting all inspire workers to produce a preferred performance (Badubi, R.M., 2017). In various ways, these theories link reward to results. The management theory explores the reasons and conditions that impact grants. The essential of the hypothesis accepts the different situational and fitting components that influence prize productivity. The human capital theory stresses that the qualities and viewpoint of every representative like experience, training, and ability recognize the degree of remuneration. Notwithstanding, the inward market hypothesis states that the firm interest as opposed to the gracefulness of the WorkMarket arranges the prize. Expanding reward resources and abilities lead to the upper hand of the firm based on the asset-based hypothesis. To be influenced, the prize ought to resemble the technique of the association and its environment (Mohammad Ayub Khan and Laurie Smith Law., 2018).

2.3 Concept of Compensation

Performance is the amount and nature of work finished by people, gatherings, or associations (Susan M. Heathfield., 2021). As per Kelsey Miller (2021), execution is the ideal outcome of conduct that manages a responsibility. Performance as indicated by Tatar, Ali. (2020) is an estimation of one's outcomes at work. Execution as per Tatar, Ali. (2020) is the degree of satisfaction with undertakings that shape the mentalities of representatives. As indicated by Mega Intan Halida et al. (2020) employees' main thing or don't do work. Yuliana et al (2017) notice execution is the consequence of work done by somebody in an association to accomplish the objectives set by the association and to limit misfortunes. While as indicated by Mardiyanti et al (2018) execution is because of work both quality and amount accomplished by representatives in completing the work errands that have been given to them. Given the assessment of the exhibition that has been referenced, it very well may be presumed that the exhibition is an aftereffect of the usage of the obligations and obligations of the work that has been given by the association. Execution is impacted by a few elements, as per Yang, Land annexing (2019) execution is affected by viability and productivity, authority, control, and activities.

2.4 Rewards and Job Satisfaction

Ahmad, Danish, Ali, Ali, and Humayon (2019) investigated the relationship between both employee performance and the reward management system in use at an Istanbul bank, concentrating on job satisfaction as a driving force for achieving the set goals. The researchers noticed that people are satisfied and that the company must transform motivation into work. Companies must encourage employees through some form of reward for them to remain motivated and work for the improvement of the organization. Companies must modify and rectify the essence of their reward system to integrate it with the evolving requirements of the time. The research was centered on data gathered from 12 top Istanbul banks, which included 116 employees who reacted to questionnaires distributed in the banks. The researchers found that the reward system was crucial in empowering staff. Humans are a company's most essential asset, and their organization is critical, and companies must appropriately reward and recognize people to plan and enhance them (Ahmad et al., 2019). As a result, Cronbach's alpha between rewards and job satisfaction in the study showed a very good relationship.

Ali and Ahmad (2017) mentioned job satisfaction is heavily influenced by rewards. The human resources department must guarantee that when developing reward techniques, they maintain equal rights given the optimal outcomes given maximum motivation and efficiency (Hussain et al., 2019). The appropriate market analysis must also be conducted to see how other banks are continuing to work on job satisfaction. Numerous scholars and writers have described different theories about job satisfaction, including Herzberg's two-factor theory as well as Locke's range effect theory (Abdolshah & Mohammad Khatibi, 2018). According to each theory, both monetary and nonmonetary rewards are essential to workers. As Herzberg argued in 1968, giving employees less money can lead to dissatisfaction and lack of motivation; however, giving employees more money will not increase satisfaction or encouragement. Based on the study conducted by Ali and Ahmad (2017), 358 questionnaires were answered by workers from numerous financial institutions in Karachi, and most of the information is gathered from junior and middle-level representatives of various ages. The correlation value revealed a favorable link between rewards and job satisfaction. Meanwhile, the R square is similar, indicating that rewards account for the percentage of employees in the industry who are satisfied with their jobs. Zirra, Clifford & Oaya et al (2019) found that in cross-section estimates, incentives on fringe benefits do not have a substantial effect on work satisfaction and found pensions hurt the job satisfaction of employees, while Al-Qathmi, A., & Zedan, H (2021) found that the influence of fringe benefits accrued on the job satisfaction of employees in a specific study. E-Hansen (2018) suggested that salespeople want money or cash as a reward and gain satisfaction despite their business specialization. Hansen (2018) further pointed out in another analysis that the commission allows salespeople to actively seek new business.

The satisfaction of workers included many distinct fields, such as wage satisfaction, prospects for advancement, fringe benefits, work protection, and the meaning or difficulty of the job (Abuhashesh, Mohammad, et al., 2019). Therefore, depending on the value of individual needs, different people react to different incentives to be happy with their job and attract attractive remuneration (Rybnicek, R., Bergner, S. & Gutschelhofer, 2019). Employee satisfaction to take care of responsibility is persuasive. Manfred F. R. Kets de Vries (2018) portrayed fulfillment as an assessment to portray an individual feeling glad or despondent, fulfilled, or disappointed in work. This profoundly affects worker execution. Essentially everyone has an alternate part of work. It very well may be seen from a person's abilities and potential that straightforwardly influence their presentation. Carolina Carolina Cruz Villazón et al. (2020) show a positive relationship between representative and employment fulfillment dependent on installments, aptitude-based

installments, and execution-based installments. Also, a few segment factors uncover a moderate impact on this relationship. The objective is to examine the relationship between play framework to plan and in general representative fulfillment. Schiller, T. (2020) explains that representative pay affects authoritative responsibility and what's more, work fulfillment. John Crowley (2017) shows a positive connection between compensation and performance.

FELCRA job satisfaction workers can be improved by giving a decent remuneration framework, for example, payment acknowledgment, special chances, and significant business. The outcomes show that compensation, acknowledgment, advancement openings, and significant business are elements of pay the board to influence straightforwardly job satisfaction of workers in FELCRA.

Thus, H1: There is a relationship between rewards and job satisfaction

2.5 Compensation and Job Satisfaction

On the other hand, Josh Bivens et al. (2017) have found that employers usually decrease wages after a few benefits have been provided to employees for a couple of years, such as government health care, compensation, and annual leave. In his study, S. Black (2019) discovered that employers see benefits and salaries as replacements, willing to sacrifice compensation for additional benefits. Incidental benefits were associated with the satisfaction of employees, as defined by Dziuba, Szymon, et al. (2020) in their study. Camille Vilaseca (2020) supported the results, which showed that two out of nine incidental benefits examined were specifically associated with fulfillment. Mark Muro et al. (2019) claimed that low pay, and deficient fringe benefits, are a portion of the reasons referred to for the turnover, helpless conditions of work, helpless specialist spirit and attitude of employees, and lack of enrollment. Low pay, lack of incidental advantages, helpless working conditions, helpless specialist spirit, job mentality, and insufficient recruiting are among the numerous reasons cited for high representative turnover (Kate Chinyere Mbidoaka, 2017).

A few analysts characterize job satisfaction conduct of the representatives which are coordinated by issue, for example, compensation, working conditions, control, advancement, social organization, ability, and some comparative factors, trademark, the relationship of gathering aside from the work-life (Chea Siew Mun et al., 2017). Adriana Ana Maria Davidescu et al. (2020) have demonstrated that occupation fulfillment is utilized as the general indicator of working mentalities of the feeling state in the work environments. After the explanation author, we are ready to infer that feeling identified with work is the fundamental issue to influence the degree of employees' work fulfillment. In another word, we can likewise sum up that workers accept that their occupation esteems are acknowledged whether they are looked by certain individual mentality.

In addition, the researchers ensured that employees' position fulfillment is a positive indicator of worker efficiency while investigating the relationship between hierarchical responsibility, work fulfillment, and profitability in an example of 50 representatives. This demonstrated that the more representatives fulfilled their work the more they contributed towards accomplishing hierarchical objectives compellingly and productively. A study has demonstrated the relationship between hierarchical responsibility and work fulfillment among medical attendants and understood that both factors were fundamentally related (Bronti Baptiste, 2018). Authoritative responsibility is the belongingness to the association. It happens when an individual wish to work in an organization energetically. Along these lines, worker work fulfillment encourages the representatives to work with the association with full interest and love.

Thus, H2: There is a significant relationship between compensation and job satisfaction.

2.6 The Relationship Between Salary and Benefits to Employees' Satisfaction

Abubakar MohammedAbubakar et al. (2019) said that workers who acquire technical strategies suitable to their role and organization are likely to increase their probability of acquiring bosses' assessments and a greater share of the pay allocations of the association. Subsequently, pay alone is not sufficient to ensure that a person stays faithful and fulfills the association; it is often distinguished as the single most important factor in the choice of an individual to join, remain or leave (Gabriela Boldureanu et al., 2020). In shaping decisions regarding staying or leaving, salary and promotion are critical variables for both private and public areas (Allison Nicola Simone Forte, 2017). It shows that pay is one important factor that can influence the actions of the members and that the salary estimates the happiness and maintenance of the employees. Employee benefits can be characterized as the advantages that representatives got from authorities which included medical coverage, health program, supplemental joblessness protection, kid care, and many more. Worker benefits are a piece of the complete pay bundle, it is given by the boss and rejected from pay for time work. As per The Engineering website (2017), the advantage is a critical factor in holding and pulling in workers. As indicated by Julia Kagan (2021), worker benefits included life coverage, get-away, annuity, and others. Benefits can be isolated into two sorts which are characterized advantage (DB) and characterized commitment (DC) plans (Allison Nicola Simone Forte, 2017).

2.7 The Importance of Incentives, Safety, And Health to Employees' Satisfaction

Incentives are one extra payment of workers' compensation whose occupation requirement has been met and used as advanced equipment by the association. Dichev, C., Dicheva, D. (2017), reported that 44 unique prize instruments that can be used for individual or group motivations are represented. Knowing their expectations for rewards and the effects of these distinctions is important in the planning of motivators to draw in and after their severe planning is done, maintain managers. Types of incentives do not pass on the same appraisal focal points to the person but can be used to protect individuals in organizations and it is, therefore, easier to attach rewards to real people's actions and remove transient short-lived financial exchange effects (Susanna Gallani, 2017). As a result of the above discussion, differentiating benefit sharing and improving sharing structures disseminate motives as an aspect of hierarchical results related to non-money, such as consistency, productivity, and fulfillment improvements (Point Park University Online, 2021).

As verified by Valène Jouany (2019), claimed that justification for motivations relies on the suspicion that long-term and temporary motivators can empower the unwavering ness of employees, cultivate cooperation, and ultimately foster the creation of the ideal culture that energizes and promotes the exchange of knowledge. Near the discussion on extraneously roused actions, incentives and recognition mechanisms arise when a movement is rewarded by impulses not inherent in the assignment (Jennifer M. Jakobi et al., 2017). Abubakar MohammedAbubakar et al. (2019) claimed that it could very well be necessary for experts to assess the attributes of the employees before determining the impetus in their association work. However, when teamwork between groups is necessary, impulses may create struggle and disdain, diminishing the inspiration of a group to perform well (Michael McKinney, 2021).

The primary components that influence work fulfillment are organic and synthetic danger factors. While the danger factors in a world related to well-being and safety increment, the satisfaction of employees declined (Sapna, & Perwej, Dr. Asif., 2021). The word-related pressure comprises weaknesses identified with work, which brings negative impacts on the soundness of prosperity. It incorporates physical and mental parts. The quality of quickly developing ventures are non-standard work courses of action, low wages, work requests over high successive association with the client, and workplace quickly change (Sapna, & Perwej, Dr. Asif., 2021). At the point when the occupation prerequisites do not meet the employee's capacities, assets, and requirements, it causes work pressure. The elements of distressing differ in the sort of occupation or occupation (Milot-Lapointe et al., 2020). Occupational stress expands the employee turnover rate and poor performance of employees. Besides, there is likewise a connection between job satisfaction and health.

From the perspective of the lawful, boss, and representative ought to speak with each other to understand their courtesy in the working environment wellbeing. Neglecting to obey and adhere to the standards and laws, causes moral danger, danger to the well-being, and jeopardizes others' lives. To guarantee the efficiency of workers and the nature of work, businesses and associations must take care of the employee's security at work. In this way, the two of them commit to having the information on laws and guidelines to ensure themselves in the work environment.

2.8 Conceptual Framework

This study attempted to examine the relationship between the scheme of organizational rewards and the happiness of workers to discover metrics that add to the subordinate variable. The free factor is the corporate compensation scheme, and the happiness of workers is sorted as the dependent variable. The authoritative prize system, as seen in the theoretical structure, involves an incidental benefit (work-life balance and medical care), promotion, pay, and impetus (long haul and present moment). To analyze the relationship, in an immediate link inquiry, the independent variables were tried with the dependent variable to find the significant value of the relationship.

3. Method

The data collection part is discussed in the type of data gathered. The third section of this chapter is about the population and sample. This section discussed the targeted population and why the selection is applied. The fourth section discussed research instruments. This section explained the type of software used and how it is operated. The next section is a measurement discussed questionnaire design. This section described the type of scale used and the arrangement of the questionnaire.

3.1 Hypotheses Development

Based on the foregoing review of past studies, the following hypotheses have been formulated.

H1 There is a positive relationship between reward and job satisfaction

H2 There is a positive relationship between compensation and job satisfaction

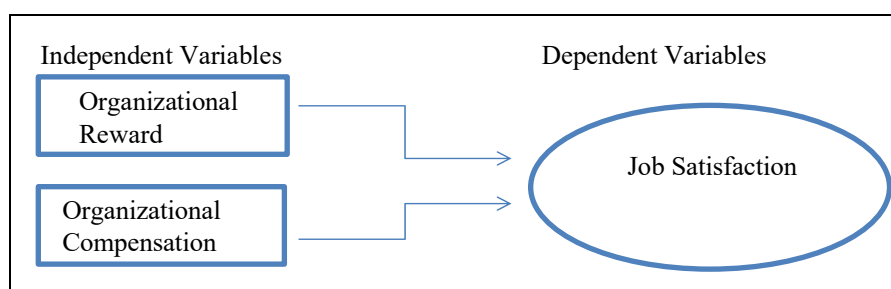


Figure 1. *Research Framework*

3.2 Research Design

Research design is a plan that details how data can be collected and analyzed to resolve the research questions of the study (Kassu Jilcha Sileyew, 2019). Also, it is defined as a blueprint for a study that specifies procedures to be followed by a researcher to achieve research objectives (Kassu Jilcha Sileyew, 2019). Nemanja Jovancic (2020) defines research design as a plan for collecting the data needed to address research objectives. A typical research design defines the purpose of the study, the research strategy, the study's setting, the extent of researcher interference, the research time horizon, and the level at which the data is analyzed (Kassu Jilcha Sileyew, 2019).

3.3 Types of Study

This research focused on the factors that significantly influence job satisfaction among FELCRA employees in Negeri Pahang. Descriptive research is used to approach the research question. The descriptive method is considered the best since this research area had been studied by many researchers before and as such most of the variables are already identified and present in their studies. As this study has proceeded using the variable adopted from previous studies and conducted on a new population, new sample, and locations to see different results occur if it's performed in a new environment, a descriptive study is the most ideal method to analyze the research. The main goal of this study is to determine the factor that most determines job satisfaction among FELCRA personnel in Negeri Pahang and to examine how these factors correlate with one another, correlation is the method of choice. using Jonathan Z. Bakdash and Laura R. Marusich as sources (2017). Investigating how changes in one component are related to changes in one or more other factors based on the correlation coefficient is the goal of the correlation study. All research variables were measured at the same time in this corrective study because it was cross-sectional in design.

3.4 Sources of Data

Primary data gathering and secondary data collection were the two forms of data collecting used in this study. Both types of data are utilized to gather fresh information to address the research questions and hypotheses (primary data), as well as to locate relevant prior research that can improve the clarity of this investigation and direct its course (secondary data).

Primary data is to find out how respondents regarded each of the elements being studied, a set of structured questionnaires with pre-written questions were used to gather the primary data. On printed paper, these questionnaires were distributed. This study chose to use a questionnaire as its method of data collection because it allows for the collection of many responses from the sample in a short amount of time, as well as the ability to analyze and interpret the data more quickly than other methods like interviews, direct observation, and focus groups, which are typically more time-consuming and complex by nature. Most of the secondary data used in this study came from online journals, theses, and articles, mainly from database sites like ProQuest, Google Scholar, Academia.edu, Ebsco Hosts, and Emerald Journal. These database websites have made it easier for the study to quickly find relevant and important information.

3.5 Unit of Analysis

This study used individuals as its unit of analysis, concentrating on the FELCRA staff in Pahang. Rewards and remuneration are the main considerations. The analysis of the variables affecting job satisfaction among FELCRA personnel in Negeri Pahang is concentrated on these two components.

3.6 Population Frame

The study's population consists of all employees at FELCRA Negeri Pahang. Individuals who will provide their perceptions of elements that affect job satisfaction among FELCRA personnel in Negeri Pahang with a total of 300 staff members actively working will serve as the analytical unit in this study.

3.7 Sample and Sampling Techniques

The population is defined as the entire group of people or elements that the researcher wants to study (Kassu Jilcha Sileyew, 2019). An element is an individual member of the population. The sample size can be determined by referring to Krejcie and Morgan's Table. The population of this study is focused on employees in Negeri Pahang. The unit of analysis for this study was individual. This was because (employees' perceptions) were studied. All the FELCRA employees consisting of managers, chief clerks, and staff were chosen as key informants for their organization.

3.8 Instruments and Measurement

Details of the methods used to gather the data are essential in this section to guarantee that the study is carried out properly and efficiently and to address the issue at hand. The dependent variable in this study is job satisfaction, while the independent variables are rewards and remuneration. Sections A through C of the questionnaire were divided into three separate sections. The questions about the dependent variable and independent variables are listed in Sections A and B. The demographic background factors in Section C include gender, marital status, age, education level, years of employment, title, and type of employment. The measurements used in this investigation were gathered from a variety of literature sources. The variable is measured using a five-point Likert scale. It uses a rating system from 1 to 5 (Strongly disagree, disagree, neutral, agree, strongly agree, 1). The Likert scale balanced a neutral option on each side, resulting in a less biased judgment. This is a very useful tool for measuring the overall value of a certain choice, skill, etc. A Likert scale is used in this study to evaluate many factors so that the researchers may determine if participants are pleasant or disagreeable.

Table 2. Measures of Study

Variables	Sources	No of Items
Independent - Rewards	Spector (1985), Truit (2011) and Boukerika (2018)	6
Compensation	NCES (2003)	6
Dependent - Job Satisfaction	Spector, P.E (1994)	10

3.9 Job Satisfaction

The dependent variable (job satisfaction) is measured using 10 item measurement with a five-point Likert Scale as shown in Table 3.

Table 3. Items Constituting the Job Satisfaction

Variables	Items
Job Satisfaction	<ol style="list-style-type: none"> 1. I am satisfied with my present job at FELCRA. 2. All in all, I am satisfied with my overall job. 3. I feel a great sense of personal satisfaction from my line of work. 4. I am satisfied with my overall job experience with FELCRA. 5. I am satisfied with the overall quality of services as an employee provided by FELCRA. 6. I have the chance to try my methods of doing this job. 7. I have the chance to do something that makes use of my abilities. 8. I have the freedom to use my judgement at work. 9. The supervision greatly encourages me to give extra effort at work. 10. Supervision has a very favourable influence on my attitude toward my job.

3.10 Rewards and Compensation

The independent variables consist of rewards and compensation. These 2 variables were also measured using the Likert Scale as shown in Tables 4 and 5.

Table 4. Items Constituting Rewards

Variables	Items
Rewards	<ol style="list-style-type: none"> 1. I am satisfied with the salary given by FELCRA as compared to other companies. 2. I am satisfied with the benefits packages such as travel allowance, medical coverage, rental home allowance, effective salary, and welfare programs provided by FELCRA. 3. I feel that the benefit packages offered by FELCRA are comparatively more attractive than other companies. 4. The rewards provided by FELCRA are justifiable in proportion to my work. 5. I receive adequate acknowledgment or appreciation when I perform beyond expectation.

6. I am satisfied with the rewards and recognition provided by FELCRA.

Table 5. *Item Constituting Compensation*

Variables	Items
Compensation	<ol style="list-style-type: none"> 1. My company provides fair compensation opportunities to the employees. 2. I have equal opportunities of getting promotions with other colleagues with similar qualifications. 3. I am satisfied with my chances for promotion. 4. For the job I do, I feel that the amount of money I make is extremely good. 5. Considering what it costs to live in this area, my pay is adequate. 6. The pay of work encourages me to work hard.

3.11 Data Collection Procedure

The major method for gathering respondents' primary data for this study is a questionnaire survey. The questionnaire is the most cost-effective option, and the respondents' anonymity will encourage more honest and open responses. The researcher in Negeri Pahang gave the questionnaire to the FELCRA workers (the target respondent), and then personally collected the completed forms. The surveys were written in both Malay and English.

3.12 Data Analysis Technique

3.12.1 Descriptive statistics

Descriptive statistics are concise descriptive coefficients that summarise a given collection of data that might indicate the entire population or a subset of it (Kenton, 2019). Descriptive statistics often summarise data in the form of a graph, histogram, or other visual representation such that the information obtained may be evaluated. This is also utilized as preliminary information and cannot be used to determine the validity of hypotheses. Although data statistics cannot be used to establish the validity of hypotheses, they may be utilized in future research to identify difficulties that arise over the course of the investigation. For instance, in this research, the independent variables determining the effect of organizational rewards and compensation on job satisfaction among employees were drawn from earlier research based on descriptive statistics. We may also see the proportion of respondents based on descriptive information, such as gender, age, as well as other items contained in the survey.

3.12.2 Reliability test (cronbach's alpha)

According to Mohamad Adam Bujang (2019), Cronbach's alpha symbolizes the inherent quality or dependability of several components, measures, or ratings. To determine the dependability of a survey, instrument, or ranking based on participant ratings, Cronbach's alpha is also utilized (Mohamad Adam Bujang, 2019). Alpha would evaluate the correlations between the questionnaire's items or variables. The range of Cronbach's alpha is 0 to 1. As the alpha value rises, there is a higher connection between the variables.

Table 6. *Interpretation of Cronbach's Alpha Reliability Test*

Alpha Coefficient Range	Strength of Association
< 0.60	Poor
0.60 to 0.70	Moderate
0.70 to 0.80	Good
0.80 to 0.90	Very Good
> 0.90	Excellent

3.13 Pearson Correlation

According to Cohen (1988), Pearson Correlation appears to be a method for determining the size of effect sizes through a series of statistical tests. In addition to enabling findings like the estimation of the variance accounted for, Pearson correlation is used by many researchers because it is consistent with additional analytical approaches like linear regression (or ANOVA) via minimum squares or maximum likelihood factors analysis (Sekaran & Bougie, 2016). Pearson r Values of 0.10, 0.30, and 0.50 were recommended by Cohen (1988) for small, medium, and large effects, respectively.

Table 7. *Relationship Interpretation*

'r' value	Association Interpretation
0.10 – 0.29	Weak
0.30 – 0.49	Moderate
0.50 – 1.00	Strong

3.14 Inferential Statistics

Inferential statistics, as per Warner (2012), include everything from descriptive statistics to creating or forecasts of the value of the attribute population parameter, including the use of a sample mean to test hypotheses on the value of the corresponding population mean or provide an estimation of the confidence interval for the population mean. Inferential statistics may also predict or estimate population characteristics based on knowledge of only a subset of the population's features (Amin, 2019). Inferential statistics are useful tools for interpreting sample data (Gibbs, 2015). Using p-values less than 0.05 suggests there is a 5 percent chance that the computation does not accurately reflect the population parameter owing to sampling error (Gibbs, 2015). Inferential statistics employs two sorts of procedures: parametric techniques as well as non-parametric techniques.

3.15 Multiple Linear Regression

The sample size assumption was employed in this investigation. The issue with sample size is generalizability since small samples might provide results that do not extend to larger samples (Pallant, 2011). The number of observations obtained and used would vary depending on the investigation, since some research may need a small sample size while others may demand a large sample size. Tabachnick and Fidell (2013) proposed a formula for computing sample size criterion that considers the number of independent test and research variables:

$N > 50 + 8m$ (m = number of independent variables).

4. Results and Discussion

This section contains the findings and analysis of the survey data. It provides an overview of the data from the FELCRA survey. The Statistical Package for the Social Sciences (SPSS) version 27 was used to analyze the data gathered. The analysis and interpretation of the results regarding the study variables are presented in this chapter. These include frequency tables on the characteristics of the respondents and variables, common method variance, data cleaning procedures, factor analyses for all the variables, reliability of scales, correlation, and descriptive statistics. The underlying principle of multivariate regression analysis (normality, linearity, multicollinearity, homoscedasticity, and independence of residual). The results were presented in response to the research objectives detailed below:

1. To determine the significant relationship between rewards and job satisfaction.
2. To determine the significant relationship between compensation and job satisfaction.

4.1 Common Method Variance

The common method variance (CMV), which is a concern in most survey research, may be a serious issue in this study. Systematic measurement mistakes caused by common technique variation can either inflate or deflate the observed associations between constructs, resulting in types (Chang, Witteloostuijn & Eden, 2010). Harman's one-factor test was used in this study to address the issue of CMV. The test entailed doing principal components factor analysis (PCA) on all the items in this investigation. If the PCA findings show that the first component explains less than 50 percent of the overall variance, then CMV is not a serious problem. Table 4.3 reveals that the PCA produced 22 components, with the first factor accounting for just 45.64 percent of the total variance, which is less than 50 percent. As a result, CMV was not a serious issue in this trial.

4.2 Data Cleaning

For analysis, all data is updated in the SPSS program. Before any data is processed for analysis and interpretation, it is examined and assessed to see if it satisfies the statistical requirements. Missing data detection and outliers' detection are two processes in the data cleansing process. This procedure is carried out to ascertain whether all the data acquired satisfies the requirements for statistical measurement and is largely error-free, such as data entry errors and other types of errors.

4.3 Detection of Missing Data

Missing information is a pain. Frequency and missing value analyses for each variable in this study were conducted to make sure the data were 100% clean, and no missing data were discovered in this analysis.

4.4 Outliers Detection

Procedure errors, uncommon conditions, extraordinary observations, and unusual combinations of variables are the four groups of outliers' elements. Outliers are observations with unique combinations of attributes that may be recognized as distinct from other observations (Hair et al, 2010). Graphical techniques like histograms, box plots, and normal probability plots can be used to find outliers. To identify outliers in this study, a Mahalanobis distance approach was employed. By computing Mahalanobis Distance values using the SPSS Software, outliers are assessed using the Mahalanobis Distance. A statistical method called the Mahalanobis Distance is used to calculate how far a single individual response departs from the centroid (the average of all other variables) in a multidimensional space (Tabachnick & Fidell, 2007). The Chi-square table indicates that the study's chi-square critical value is 48.27, with an alpha value of 0.001, a pdf of 22, and a total of 22 items in the questionnaires. Therefore, instances with values outside of the typical Mahalanobis value range, 48.27, are referred to as outliers. After seven rounds of Mahalanobis distance evaluation, 43 cases were determined to be outliers and were removed from the analysis. The remaining 145 were used for additional research (Tables 8 and 9).

Table 8. Outlier

Total Valid Responses	188
Cases with outliers	43
Valid Responses for further analysis	145

Table 9. Mahalanobis Testing

Mahalanobis Distance	Minimum	Maximum	Mean	Standard Deviation	N	Data Deleted
1 st Round	1.811	69.742	21.883	16.348	188	15
2 nd Round	1.805	65.962	21.872	15.227	172	12
3 rd Round	1.916	61.142	21.862	14.895	160	6
4 th Round	1.976	52.572	21.857	14.386	154	6
5 th Round	1.895	50.290	21.851	14.142	148	1
6 th Round	1.887	49.595	21.850	14.131	147	2
7 th Round	1.962	47.322	21.848	13.968	145	0

Chi-square Table (df) = 22 = 48.27 (significance 0.001)

4.5 Factor Analysis

Factor analysis, according to Hair et al. (2006), is carried out to identify the underlying structures or factors in the variables understudied. It also aids in determining the construct validity (or sufficiency) of a measuring instrument. To analyze the underlying structure of the interrelationship among the variables into a collection of common dimensions, factor analysis is done using a Principal Component Analysis (PCA) with a varimax rotation approach. PCA is picked because it is popular (Hair et al., 2006). Three criteria were used to evaluate the construct validity: factor loading, Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO), and percent of the variance, which is the percentage of the total variance in the measurement items that the construct accounts for (dimension). Based on the assessment result shown, the KMO is larger than 0.6, the percent of variation is above 50%, and all factor loadings are above the threshold of 0.3. According to these data, construct validity is satisfactory.

Table 10. Factor Analysis – Construct Validity

Variables	Item Code	Item	Factor Loading	KMO	% of Variance
Job Satisfaction	JS7	I have the chance to do something that makes use of my abilities.	.858	0.893	60.881
	JS10	The supervision has a very favourable influence on my attitude toward my job.	.853		
	JS2	In general, I am satisfied with my overall job.	.834		
	JS1	I am satisfied with my present job.	.809		
	JS4	I am satisfied with my overall job experience.	.792		
	JS3	I feel a great sense of personal satisfaction from my line of work.	.790		

	JS9	The supervision greatly encourages me to give extra effort at work.	.776		
	JS5	I am satisfied with the overall quality services as an employee provided by the Company.	.753		
	JS6	I have the chance to try my own methods of doing this job.	.713		
	JS8	I have the freedom to use my own judgement at work.	.585		
Rewards	RR2	I am satisfied with the benefits packages such as travel allowance, medical coverage, rental home allowance, effective salary, and welfare programs provided by the Company.	.842	.829	68.327
	RR4	The rewards provided by our Company are justifiable in proportion to my work.	.840		
	RR3	I feel that the benefit packages offered by our Company are comparatively more attractive than other companies.	.840		
	RR5	I receive adequate acknowledgement or appreciation when I perform beyond expectation.	.819		
	RR1	I am satisfied with the salary given by our Company as compared to other companies.	.811		
	RR6	I am satisfied with the rewards and recognition provided by the Company.	.807		
Compensation	CO3	I am satisfied with my chances for promotion.	.864	.757	54.063
	CO2	I have equal opportunities of getting a promotion with other colleagues with similar qualification.	.845		
	CO4	For the job I do, I feel that the amount of money I make is extremely good.	.798		
	CO1	My company provides fair compensation opportunities to the employees.	.749		
	CO5	Considering what it costs to live in this area, my pay is adequate.	.578		
	CO6	The pay of work encourages me to work hard.	.499		

According to the SPSS results, every indicator exceeded the KMO index of sampling adequacy with a value greater than 0.6. The validity test results demonstrate that the elements of this research are legitimate and should be evaluated much further in the regression analysis.

4.6 Reliability Analysis

A measure's dependability, according to Sekaran and Bougie (2016), would be an indication of its consistency and stability, which includes an assessment of its goodness. When testing a scale repeatedly, reliability is the extent to which the results are consistent, and it is frequently evaluated using Cronbach's Alpha. All indicators studied by SPSS, including work satisfaction, rewards, and compensation, are shown in Table 11.

Table 11. *Reliability of Scale*

Variable	Number of Items	Cronbach Alpha
Job Satisfaction	10	0.919
Rewards	6	0.947
Compensation	6	0.814
Total Item	22	

According to Table 4.5, awards have the highest Cronbach's Alpha of 0.947, followed by job satisfaction as well as rewards at 0.919 and 0.814, respectively. These data suggest that both dependent and independent variables are very reliable, as every element including job satisfaction, rewards, and rewards fall within an impressive array.

4.7 Descriptive Analysis

This study classified the mean value of variables into three categories of responses: low, moderate, and high.

4.8 Frequency Analysis

Six questions are included in the demographic section to elicit information about the respondents' characteristics, including their gender, marital status, age, level of education, number of years of employment, and type of employment.

Table 13. *Summary Demographic of Respondent*

Demographic	Frequency (N=145)	Percentage (%)	Cumulative Percentage (%)
Gender			
Male	87	60.0	60.0
Female	58	40.0	100.0
Marital Status			
Single	29	20.0	20.0
Married	113	77.9	77.9
Others	3	2.1	2.1
Age			
21 – 30 years	45	31.0	31.0
31 – 40 years	52	35.9	66.9
40 years and above	48	33.1	100.0
Level of Education			
SPM	73	50.3	50.3
Diploma	54	37.2	87.6
Bachelor's degree	15	10.3	97.9
Master and above	3	2.1	100.0
Years of Employment			
1.year and below	17	11.7	11.7
1 to 3 years	17	11.7	23.4
4 to 5 years	12	8.3	31.7
> 6 years	99	68.3	100.0
Nature of Employment			
Permanent	139	95.9	95.9
Contract	6	4.1	100.0

Male respondents made up 87 (60 percent) of the total 169 respondents, while female respondents made up the remaining 58 (40 percent). This is most likely because the number of male employees at FELCRA exceeds the number of female employees. The bulk of respondents' marital statuses was recognized as 113 (77.9percentt) married, 29 (20 percent) singles, and the remainder 3 others (2.1 percent). In terms of age, the age group of 31 to 40 years old has the highest proportion of responses (52.9 percent), followed by the age group of 40 years and above (48.3 percent), and the age group of 21 to 30 years old has the lowest proportion (45 percent). (31 percent). Further, Table 4.7 displays the frequencies and percentages of the level of education, with 73 of the respondents (50.3 percent) having SPM for the level of education, 54 (37.2 percent) having a diploma, 15 (10.3 percent) having a bachelor's degree, and a minority of the respondents having master and above with frequency and percentage of 3 (2.1 percent), indicating that employees and respondents of FELCRA come from diverse educational backgrounds. Furthermore, the years of responders who had previously worked for FELCRA had been acquired. About 99 (68.3 percent) of those polled had been in the FELCRA for more than 6 years, while 17 (11.7 percent) had been in the FELCRA for 1 year or less and 2 to 3 years, respectively, with the youngest being 12 years old (8.3 percent). Finally, is the type of job. According to Table 13, most respondents have a permanent position with FELCRA, with 139 (95.9 percent) of them responding, followed by the contract, which includes 6 (4.1 percent) employees.

4.9 Mean Score

The most popular way to describe central patterns for a particular set of data is to utilize the average or mean. The variance and standard deviation are typically the two scattering components. While the variance represents the range from the greatest value to the lowest value, scattering refers to the distribution of values

about the central tendency. Given that the range can be increased by the presence of outliers, the standard deviation provides a more precise and complete measure of dispersion. To assess the distribution of the data points, standard deviations are calculated. If a data set has a low standard deviation, it likely contains a centralized data point, whereas a high standard deviation indicates that the data point is spread and non-centralized.

Table 14. *Mean Score for Variable*

Variables	Minimum	Maximum	Mean	Standard Deviation
Job Satisfaction	2.00	5.00	4.035	.431
Rewards	1.00	5.00	3.435	.744
Compensation	1.00	5.00	3.599	.616

The variables are represented in Table 14. According to the preceding data, the greatest mean score for FELCRA job satisfaction is compensation, which is 3.599. This finding demonstrates that the bigger the number of employees covered, the greater the value contributed to the organization itself. Furthermore, rewards had shown a relevant mean of the related variable, which is around 3.435.

Table 15. *Mean Score for All Items in The Variable*

No	Items	Mean	Standard Deviation
JS1	I am satisfied with my present job.	4.200	.522
JS2	In general, I am satisfied with my overall job.	4.152	.505
JS3	I feel a great sense of personal satisfaction from my line of work.	3.979	.629
JS4	I am satisfied with my overall job experience.	4.193	.518

Table 15 indicates the job satisfaction section of the questionnaire which consisted of ten (10) questions. Based on the findings, the highest item has a mean value of 4.2 which is “I am satisfied with my present job”. The result shows that the employees find that most of them are satisfied with their present job at FELCRA. Whereas the rewards section in the questionnaire consists of six (6) questions. Based on the findings, the highest item has a mean value of 3.676 which is “I am satisfied with the rewards and recognition provided by the Company”. This shows that the employees at FELCRA are satisfied with the rewards and recognition gave the company itself. Ultimately for compensation, it also consists of six (6) questions. Based on the findings, the highest item has a mean value of 3.869 which is “The pay of work encourages me to work hard”. This implies that most of the employees at FELCRA depend on the pay for them to work hard.

4.10 Normality Analysis

The Normal Q-Q Plot may then be used to view the normality test. Straight diagonal lines indicate the normal distribution, and displayed data is compared to diagonal lines (Hair et al, 2006). As a result, assuming the distribution is normal, the actual data line will approach the diagonal line. Figure 2 demonstrates that the normalized distribution line and the values of individual data points have a tight connection. This result indicates that the data gathered is normal.

Table 16. *Normality Test - Kolgomorov-Smirnova and Shapiro-Wilk T*

Variables	Kolgomorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Job Satisfaction	.212	145	.000	.848	145	.000
Rewards	.181	145	.000	.905	145	.000
Compensation	.181	145	.000	.906	145	.000

^aLilliefors Significance Correction

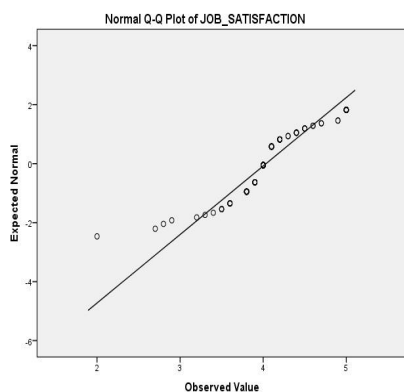


Figure 2. Normal Q-Q Plot

Normality tests can also be represented graphically using a histogram and a bell curve (Normality curve), i.e., mean, and standard deviation. This is to demonstrate the consistency and precision of the data acquired for this investigation. The normalcy bell curve for this investigation is depicted in Figure 3.

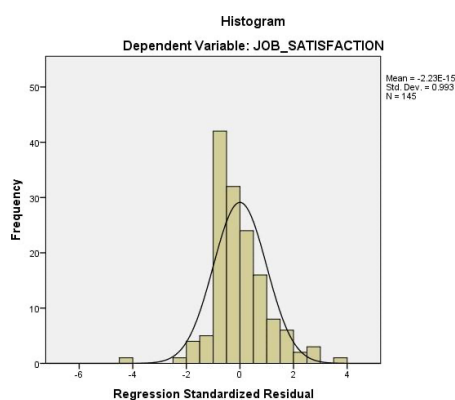


Figure 3. Normality Test - Histogram

4.12 Linearity

The residual scatter plot is used in this study to verify linearity. If the assumptions are met, the residuals should disperse about 0 or most of the scores should cluster in the center along the 0 points (Flury & Riedwyl, 1988). The residual plots were distributed about 0 in Figure 3, with most of the scores centered in the middle near the 0 points.

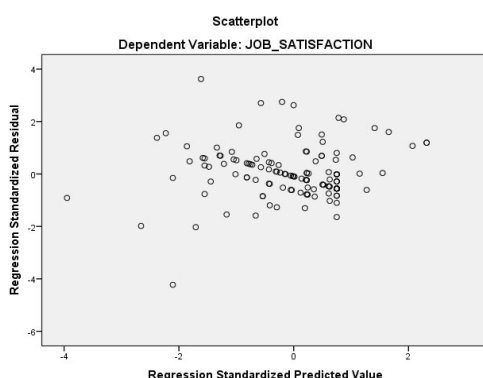


Figure 4. Scatterplot for Linearity Test

4.13 Homoscedasticity

Homoscedasticity assumes that there is no residual pattern in the data distribution and residuals are scattered randomly around the horizontal line through 0 (Norusis, 1999). The assumption of homoscedasticity also requires that the variance of the dependent variable is the same at all values of the independent variable or constant variance of the error term (Hair et al., 2010). If there is no systematic pattern of decreasing or increasing residuals, it can be assumed that the assumption of homoscedasticity is not violated.

4.14 Multiple Regression

Multiple regression analyses were used to test the relationship between study variables and hypotheses. This analysis is used when there is more than one independent variable to estimate dependent variables, which is one dependent variable from two or more variables. The following are the results of multiple regressions that have been performed to answer the first and second objectives of the study by testing the hypotheses of the study. Table 4.13 is a summary of the results of the first and second hypotheses testing the rewards and compensation on Job satisfaction.

5. Conclusion

This last section covers the conclusion and implications of the study, it consists of two parts. The first part begins with the concluding remark that sets out the main findings of the study, which have emerged from the preceding chapters. This is followed by recommendations for the employees at FELCRA to improve job satisfaction in enhancing the company's performance and offers some recommendations for future research.

5.1 Recapitulation of Study

The major purpose of this study is to investigate the relationship between the independent variables (rewards and compensation) and to determine the factors that could increase job satisfaction among employees in Negeri Pahang. As mentioned in Chapter Four, the finding of the study showed that both independent variables (rewards and compensation) have a significant relationship with the dependent variables (job satisfaction) which supports the hypothesis H1 (Rewards have a significant relationship with job satisfaction) and H2 (Compensation has a significant relationship with job satisfaction) and giving positive answers to the research question (is there a significant relationship between rewards and job satisfaction?) and (is there a significant relationship between compensation towards job satisfaction?). Therefore, both independent variables contribute to the satisfaction of FELCRA employees in Negeri Pahang.

5.2 Summary of the Findings

5.2.1 Rewards and job satisfaction

RQ1: Is there a significant relationship between rewards and job satisfaction among FELCRA employees in Negeri Pahang?

The result of the study rewards had an impact on job satisfaction, and it shows that rewards are significantly related to job satisfaction among FELCRA employees in Negeri Pahang. The results from the multiple regression analysis show that Rewards have a significant relationship with Job Satisfaction, with a mean value of $p = 0.013$. The beta coefficient of this relationship is $\beta = 0.289$ and the value $t = 2.349$. Therefore, H2 is ACCEPTED. According to the study, the findings are consistent with the findings of Ahmad, Ali, Nisar, and Ahmed (2017), who discovered that rewards positively increase job satisfaction.

5.2.2 Compensation and job satisfaction

RQ2: Is there a significant relationship between compensation and job satisfaction among FELCRA employees in Negeri Pahang?

The result of the study compensation had an impact on job satisfaction, and it shows that compensation is significantly related to job satisfaction among FELCRA employees in Negeri Pahang. The results from the multiple regression analysis show that Compensation has a significant relationship with Job Satisfaction, with a mean value of $p = 0.020$. The beta coefficient of this relationship is $\beta = 0.270$ and the value $t = 2.513$. Therefore, H1 is ACCEPTED. In terms of compensation, Xianyin Lee et al. (2017) discovered that elements such as salary, the job itself, supervision, co-worker relationships, and growth prospects all contribute to employee happiness.

Table 17. *Hypotheses Result Summary*

Hypothesis	Result
H1: Rewards have a significant relationship with Job Satisfaction.	Accepted
H2: Compensation has a significant relationship with Job Satisfaction.	Accepted

Based on the analysis, it is stated that rewards have 0a .289 Beta value under standardized coefficients. The value indicates rewards have the highest significant effect and unique contribution to an explained variation in job satisfaction. Thus, an increase in rewards will cause job satisfaction among employees at FELCRA Pahang. Since the value or significant value of 0.013 of rewards is below the 0.05 and 0.01 alpha values, this showed a statistically significant relationship between rewards and job satisfaction. Subsequently, the first hypothesis (H1) is strengthened or accepted by the data. Moving toward the second independent variable which is compensation. Table 4.13 shows the compensation has a 0.270 Beta value under standardized

coefficients. The value indicates facilities location has the second highest significant effect and unique contribution to an explained variation in job satisfaction. Thus, increases in compensation will cause job satisfaction to increase too. Since the p-value or significant value 0.020 of compensation is below the 0.05 alpha value, this showed a statistically significant relationship between compensation and job satisfaction. Thus, the second hypothesis (H2) is reinforced or accepted by the data. Therefore, based on the findings, the recommendations to enhance job satisfaction are presented in the following discussion. The analysis could help the company create the necessary actions to plan and improve the activities of the two dimensions in the organization

5.3 Implication of Findings

This research aims to understand the relationship between rewards and compensation for job satisfaction among FELCRA employees in Negeri Pahang. In addition, this research is empirically captured to explore the literature review in the job satisfaction framework. The implication of this study in terms of theoretical and managerial standpoints was discussed in the following subheading.

5.3.1 Theoretical implication

The study's findings lend some empirical support to the research approach from a theoretical standpoint. The relationship between incentives, pay, and job satisfaction was established by this study. The results of this study may add to or support hypotheses from earlier research that relate to the study's variables, such as Maslow's Hierarchy of Needs theory and Herzberg's theory, among others. The study also supported and strengthened the theoretical idea that rewards and remuneration are crucial to an organization's ability to increase employee work satisfaction, which in turn can boost overall performance.

5.3.2 Managerial implication

The findings of this study have provided a deeper understanding of how rewards and compensation can increase job satisfaction among employees at FELCRA. Therefore, several recommendations are suggested to be implemented by FELCRA as per below.

5.3.2.1 To maintain or increase employee welfare during pandemic

FELCRA needs to increase employee benefits during the Movement Control Order (MCO) with new operations orders to make them happy and satisfied. Working with only 30 percent of available capacity will necessitate another 70 percent of employees working from home. Workers on the front line, who need to work directly with employees in the respective outlets, make up a portion of this 30 percent (Goh & Lee, 2020). Some companies decide to reduce employees' pay for being unable to attend work, but this may not be the best option for FELCRA. Regardless, the organization must maintain employee benefits because employees are valuable assets to sustain (Gorgenyi, Nathan & Fekete, 2021). Furthermore, the potential of new competitors is getting its way, and technology is starting to take the traditional away and replace it with modern technology. Hence, FELCRA shall act on employee welfare during hard times, especially during MCO. This is to ensure that the employees have the motivation to work harder and perform in the best manner, although employees need to work from home. With that, FELCRA shall increase the welfare of its employees during MCO.

5.3.2.2 To Provide recognition to employees

In FELCRA, the leaders of the Human Resources Department need to play their role in the recognition of employees. We recommend to FELCRA that they need to provide recognition to employees when they give more contributions to the company. This is due to enhancing their satisfaction with their job. Employees value real, emotional acknowledgment from their managers, senior managers, and co-workers. Even though these views regarding employee appreciation are widely held by companies. Otherwise, employee recognition is one method for retaining your employees (Andriotis, 2018). For example, financial incentives, like increases, bonuses, and stock options.

5.3.2.3 To provide more training and development on high systems for new products

There are various types of training and development, particularly at FELCRA, such as management training and sales training. Employees with Project Management abilities are thus valuable addition to any organization (Abushabeh & Nazzal, 2018). To properly manage the company and the satisfaction of the employees, they must understand or impart knowledge about the system that has shown to be extremely beneficial to them. As a result, human resources must play a vital role in providing effective training to all workers. Aside from that, training allows all employees to have greater information and comprehension of the new system and goods to satisfy them in their job.

5.3.2.4 To offer more moral support for employees to avoid them switching their job

Amid the economic turmoil caused by the COVID-19 outbreak, businesses that can still operate confront the

challenge of maintaining business continuity. In certain cases, not everyone can work remotely, and some employees must still report to work. Employees who are experiencing worry, despair, or burnout are more likely to be seen by leaders. Race, economic opportunity, citizenship status, job type, parenting and caregiving responsibilities, and several other factors all have an impact on mental health experiences (Ali et al., 2016). As a result, managers and leaders should assist employees in dealing with reduced stress, safety worries, and economic stability. As a result, FELCRA should provide greater moral support to workers to prevent them from moving jobs to another company. Because they operate from home, this firm can offer their workers flexible working hours. This firm might offer over time to increase its income. All these methods can increase their happiness with this firm.

5.3.2.5 To provide module and policies to employees in enhancing the dynamic knowledge

Knowledge management is critical in every sector. As a result, FELCRA's strength is that it has an effective knowledge management system for the benefit of both employees and the firm (Alias et al., 2020). They fear that the system seems dynamic and subject to change at any time. As a result, we propose that FELCRA give modules and policies to workers to improve dynamic knowledge and monitor system trends. This advice is very important for meeting the employees' happiness. This is because they must complete their duty or job efficiently. As a result, dynamic knowledge is critical for all FELCRA personnel to fulfill their satisfaction

5.3.2.6 To enhance the social involvement (csr) among employees and customers as a strategic marketing

To satisfy employee satisfaction, FELCRA must increase social participation or Corporate Social Responsibility among workers and consumers as a strategic marketing strategy. With great consumer knowledge, workers may capture the attention of customers via their engagement in the services and products (Bailey et al., 2016). This might increase their happiness when participating in any activity in this firm. Aside from that, executives must play a role in encouraging social participation among employees. The most successful sustainability programs are company-wide and backed by executives at all levels, beginning with the CEO. Leaders must demonstrate their excitement for sustainability and be visible participants in business goals such as decreasing emissions, eliminating waste, and caring for underserved communities. Employees will be motivated and inspired by the firm's leadership.

5.4 Recommendations for Future Research

Based on this research, a few recommendations might be made for future studies. The first is that future scholars can work on the same study issue but in other fields (Ali & Anwar, 2021). By applying and conducting the same study to sectors other than the sector that is currently researching, the researcher may determine whether the same concerns exist in other sectors. By doing so, future researchers will be able to broaden their research and find aspects other than those mentioned in this study.

Second, subsequent researchers and the firm will be able to advance the research in the future (Scanlan & Still, 2019). This is because the previous study may not have been as great, thus the research will be more perfect by conducting further research and having more information than the previous research. It is not that the current study is bad; rather, there is a time constraint, therefore by expanding the research, greater validity and dependability about the factors that influence job satisfaction among employees may be recognized.

The final step is to increase the number of responses. More participants can improve the study's validity and reliability. In this study, only 169 people answered the questionnaire and shared their thoughts on the effect of organizational rewards and compensation on job satisfaction among FELCRA employees in Malaysia. With a bigger sample size, the results can be more exact, and more responses can be gathered. With more responders, the questionnaire's results will be more trustworthy. This is because the results will not overlap, and the questionnaire will yield a wide range of responses.

5.5 Conclusion

The outcomes of this study endorse the developmental hypothesis. The study reveals a modest relationship between independent variables (rewards and compensation) as well as the dependent variable (job satisfaction). The accuracy and reliability of the assumption done by the authors in forecasting the variables that influence the purpose of job satisfaction were demonstrated throughout this research. Even so, there have been a few other constraints that should be noted in later studies to get optimal and much more meaningful outcomes.

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