

THE INFLUENCE OF COMPANY BENEFITS ON JOB  
OUTCOMES AMONG MALAYSIANS' EMPLOYEES

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THE INFLUENCE OF COMPANY BENEFITS ON JOB  
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BY

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A final year project submitted in partial fulfilment of the  
requirement for the degree of

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DEPARTMENT OF INTERNATIONAL BUSINESS

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## DECLARATION

I hereby declare that:

- (1) This undergraduate FYP is the end result of my own work and that due acknowledgement has been given in the references to ALL sources of information be they printed, electronic, or personal.
- (2) No portion of this FYP has been submitted in support of any application for any other degree or qualification of this or any other university, or other institutes of learning.
- (3) Sole contribution has been made by me in completing the FYP.
- (4) The word count of this research report is 9,500 words.

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## DEDICATION

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LIST OF ABBREVIATION

JO	Job Outcome
FB	Financial Benefits
NFB	Non-Financial Benefits
WLB	Work-Life Balance
CDB	Career Development Benefits
DV	Dependent Variables
IV	Independent Variables
SPSS	Statistical Package for Social Science

## PREFACE

This Final Year Project (FYP) was undertaken as part of the requirement for Bachelor of International Business program at Universiti Tunku Abdul Rahman (UTAR), Faculty of Accountancy and Management (FAM). The research title is The Influence of Company Benefits on Job Outcomes Among Malaysians' Employees. The independent variable addressed in this study are financial benefits, non-financial benefits, work-life balance, and career development benefits, while the dependent variable is job outcomes, with the aim of contributing to a better understanding of the subject within the Malaysian context.

The motivation for conducting this study arises from the growing importance for recruitment, and retention to determinants of organizational successes in today's dynamic environment. This research seeks to provide meaningful insights that may be beneficial to both academic researchers and organization practitioners.

Throughout the process of completing this project, various research methods and analytical techniques were applied to ensure the validity and reliability of the findings. This report presents the overall research process, including the problem statement, literature review, research methodology, data analysis, and conclusions.

## ABSTRACT

In today highly competitive landscape, employees are now driven by multiple factors that shape their overall job performance and commitment rather than solely by their basic salary. This research aims to investigate the influence of company benefits on job outcomes among Malaysians' employees, involving four key variables such as financial benefits, non-financial benefits, work-life balance, and career development benefits. The study examines how these different types of benefits contribute to employees' overall job outcomes, including their satisfaction, motivation, and performance in the workplace.

A quantitative approach was adopted, and data were collected through an online questionnaire distributed via Google Forms with 200 respondents. Statistical Package for the Social Sciences (SPSS) was used to analysed and the collected data, including descriptive analysis, reliability analysis using Cronbach's alpha, multiple regression analysis, multicollinearity test, and Pearson correlation to determine the relationships between the independent and dependent variables.

The findings indicate that company benefits have significant relationships with job outcomes. Among the variables, financial benefits, non-financial benefits, and work-life balance have a stronger influence on job outcomes, whereas career development benefits do not show a statistically significant effect in the regression model despite their positive correlation. This study highlights the importance of providing comprehensive company benefits to reduce turnover intention and improve job performance in the Malaysian context.

**Keywords:** Financial Benefits, Non-Financial Benefits, Work-Life Balance, Career Development Benefits, Job Outcomes

## **CHAPTER 1: RESEARCH OVERVIEW**

### **1.0 Introduction**

In today's highly rivalry career environment, the employment landscape has changes. The strategic provision of employee benefits has become important for recruitment, and retention to determinants of organizational success. This study focus on the relationship between company benefits and job outcomes among Malaysians' employees. Chapter 1 provides a research overview, background, problem, objectives, and significance for both practitioners and academics investigating these variables within the local workforce context.

### **1.1 Research Background**

In current competitive career environment, organizations are increasingly realized that employees as their greatest resource. According to Riyanto et al. (2021), design effective company benefits may positively influence employee performance, engagement and motivation level. Many organizations are increasingly offering attractive benefits to recruit and retain high productive employees. This is because valued benefits can enhance employee performance and consequently support organizational overall success (Ranta & Ylinen, 2024). Otherwise, insufficient benefits may lead to employee's experience low morale, dissatisfaction, and cause higher turnover rates.

Competitive benefits have become a factor for employees evaluating job outcomes and influencing their decisions to join an organization. In Malaysian, employees are

actively comparing benefits when evaluating their job opportunities. This trend is driven after post-pandemic, Malaysians started to shift preference on toward work life balance and seeking better well-being support (Khan et al., 2025). They are not only motivated from salaries, but also value mental health support, such as psychological counselling, and hybrid work models. Attractive company benefits can retain talent. If a company failure to meet employees' expectations may often face lower employee performance, weaker organizational commitment, and higher turnover rate (Al-Suraihi et al., 2021). Offering competitive benefits has become a strategy to enhance job outcomes and strengthen organizational performance. Hence, this study targets the employees in Malaysia to examine how company benefits can effectively improve job outcomes while reducing turnover intention.

## **1.2 Research Problem**

In the global context, financial benefits such as salary, bonus and allowance are considered as a strong motivation force for employees. Chinyio et al. (2017) stated that providing fair and attractive financial compensation may influence on employee performance, motivation, and job satisfaction in the Ethiopian context. Besides, an increase in salary, retirement benefits and health care benefits will improve employee performance and satisfaction in Nigeria oil sector and the Pakistan education sector (Zirra et al., 2019). In the Malaysian context, the younger generation cannot be easily satisfied with only monetary rewards; so, salary increments, bonuses, and health protection benefits are important in fulfilling employees' daily needs (Zainal et al., 2022). This was evidenced by the research from Noorazem et al. (2021), organizations offer attractive financial rewards could reduce dissatisfaction, enhance performance and lower turnover rates in Malaysian context. Although monetary compensation is essential to meet employees' basic

requirements, but there are still limited data and evidence on which specific monetary incentives have the strongest impact on job outcomes in Malaysia.

Non-financial benefits such as wellness programs designed to improve psychological status and workplace culture are important to affect performance and turnover internationally. This was supported by the study from Swensen and Shanafelt (2017), counselling and mental health resources may help staff manage stress to enhance performance. Besides, Zhenjing et al. (2022) mentions that creating a healthy workplace culture can strengthen collaboration, encourage participate and interact among colleagues, and foster a peaceful working atmosphere. In Malaysia, well-being programs, team-building activities and a supportive work environment are a strategy to minimize negative emotion, boost work quality to sustain business growth within Malaysia's competitive market (Balwa, 2021). However, there are limited studies examining how non-financial benefits influence employee performance and turnover intention within Malaysia's workplace.

Globally, work-life balance functions as an HR approach in determining the influences of employees' job outcomes. According to Al-Kassem et al. (2025), when individual receive the work-from-home or hybrid work option, it may allow them to manage their time schedules more efficiently and increase engagement within the workplace. However, most of the employees in Malaysia are dissatisfied with their working conditions, which mainly due to long working hours and a heavy workload (Mohamad et al., 2024). The research indicated that offering work-life balance can improve employees' confidence in their abilities and reduce turnover intention. In contrast, poor work-life balance between work and personal life can lead to higher stress levels and work pressure, which negatively affect job outcomes. Hence, the impact of work-life balance on job performance and intention to resign among Malaysians' employees have not been thoroughly investigated.

In a globalization, skilled and motivated employees is necessary for a company to maintain competitive. Based on Hasan et al. (2022), we found can that training is an opportunity to enhance employee professional skills to achieve performance standards and company expectations. To support this, Iis et al. (2022) stated that employee who receive career development support such as career opportunities, advancement, and leadership promotion tend to perform effectively to achieve higher performance level. In Malaysia context, lack of career growth and insufficient training may contribute to employee turnover. (Thwin et al., 2023). Training and career development have a significant influence on job satisfaction. Conversely, employees receive development support generally become more skilled and motivated to perform more effectively on their tasks. However, there is still a lack of research exploring how career development benefits can influence job performance and turnover intention in Malaysian context.

### **1.3 Research Objectives**

There are several objectives that have been developed to support this study.

#### **1.3.1 General Objective**

To study the influence of company benefits on job outcomes among Malaysians' employees.

#### **1.3.2 Specific Objectives**

1. To determine the relationship between financial benefits on job outcomes among Malaysians' employees.
2. To examine the relationship between non-financial benefits on job outcomes among Malaysians' employees.

3. To investigate the relationship between work-life balance on job outcomes among Malaysians' employees.
4. To assess the relationship between career development benefits on job outcomes among Malaysians' employees.

## **1.4 Research Questions**

1. How do financial benefits influence job outcomes among Malaysians' employees?
2. How do non-financial benefits influence job outcomes among Malaysians' employees?
3. How do work-life benefits influence job outcomes among Malaysians' employees?
4. How do career development benefits influence job outcomes among Malaysians' employees?

## **1.5 Research Significance**

This section discusses the contributions of research for both practitioners and academics.

### **1.5.1 Significance for Practitioners**

Offering effective company benefits is an important role in enhancing employee performance. Under practitioners' perspective, this study enables organisations to use performance management as a tool to identify types of benefits such as financial benefits, non-financial benefits, work-

life balance, or career development, that contribute most effectively to improve employee performance. According to Sahoo and Mishra (2012), we found that identifies and offer the right benefits that meet employee needs may motivate them to improve their performance and boost productivity. Consequently, this allows managers and HR professionals to strengthen overall performance and achieve organisational objectives.

Furthermore, this research will be useful for HR department to implement benefits that strengthen employee commitment and reduce turnover intention. To understand employees' perceptions on company benefits and how these influence their attitudes and behaviours is critical for company to maintain a stable labour force. This was evidenced by the study from Dhakal et al. (2024), factors that influence employee turnover include job satisfaction, compensation, organisational culture, career opportunity, organisational support, and training and development opportunity. As a result, human resource requires to understand these factors to help organisations lower recruitment, and training expenses to support long-term workforce stability.

Different types of benefits have different effects on employee satisfaction, emotional well-being, and engagement within their jobs. The company identifies the right benefits can foster a positive atmosphere within the organization. These are also greatly influenced by comprehensive benefit, aligned with employee expectations will reduce stress level and greater emotional wellness, which leads to higher productivity and better service quality (Reissoa et al., 2019). Hence, effective benefits may create a supportive environment can booth employee well-being and organisational effectiveness.

### **1.5.2 Significance for Academics**

This study contributes academically to knowledge on company benefits and employment outcomes in Malaysia. Focusing on addressing the limited research issue on employee expectations from their organizations, particularly among younger generations. According to the article Musa et al. (2025), Malaysia's employees appreciate meaningful benefits, supportive workplaces and work-life balance; however, there is limited evidence linking these expectations to actual job outcomes. This study also helps the academics to address the gap by exploring how these various types of benefits influence job outcomes like satisfaction, performance, and turnover intention. As a result, this finding may create useful pathways for future research on job outcomes.

## **1.6 Conclusion**

In summary, chapter 1 highlights the overview on how company benefits influence on job outcomes in Malaysia. The key elements like financial benefit, non-financial benefit, work-life balance, and career development benefits are explored for their impact on influence employment performance and turnover intention. Thus, introductory chapter provides a review of the research variables.

## **CHAPTER 2: LITERATURE REVIEW**

### **2.0 Introduction**

The second chapter specifically introduces the literature and theory related to employee benefits and job outcomes. It describes the underlying theories, discusses dependent and independent variables, followed by establishing conceptual framework which proposes to illustrate the expected relationships among variables, develops hypotheses based on past empirical findings, and conclusion with a summary.

### **2.1 Underlying Theories**

The primary theory for this study is Job Demands-Resources (JD-R) theory. This theory refers to the job demands and job resources that will influence employee behaviours and performance. According to Shujahat et al. (2024), job demands is the components of work that require constant physical, mental, or emotional effort. For instance, job complexity, heavy workload, emotional demands, and time pressures will contribute to increased stress. Based on Bakker and Demerouti (2017), job complexity and interdependence are classified as demands that evaluate employees' direct costs such as time, effort and opportunity. Conversely, job resources are job elements to assist workers accomplish personal goals, minimize job demands, and stimulate growth and development.

In this study, company benefits included financial benefits, non-financial benefits, work-life balance, and career development opportunities are considered as job resources. These resources serve as a source of motivational in influencing positive

job outcomes. This is because employees receive the benefits that support their expectations, they tend to experience higher motivation, thereby improved job performance, and reduced turnover intention. Furthermore, the study Katou et al. (2022) describes that job resources support a motivational process may enhances work involvement, lead to higher job performance, and lower turnover intentions. Thus, the JD-R theory provides the understanding that different types of benefits function as job resources that enhance employees' well-being and work behaviours.

Herzberg's Two-Factor Theory is used as a supported theory to explain benefits by differentiating between hygiene factors and motivators. Hygiene factors are the element to prevents employee dissatisfaction rather than enhances motivation, including job environment dimensions such as income, organisational policies, and workplace conditions (Alrawahi et al., 2020). Conversely, motivators are internal factors that increase motivation, satisfaction, and performance like career development, recognition, and achievement, that directly contribute to higher engagement and performance.

In this study, financial rewards include wages, allowances, bonus and medical claims are regarded as hygiene factors that help lower turnover intention and dissatisfaction. Non-financial rewards and career advancement are considered as motivators that improve long-term engagement, job satisfaction, and job performance. Work-life balance benefits such as flexible work schedule act as both a hygiene factor and a motivator in Herzberg's theory. This theory is applicable in this study as it explains different categories of employee benefits influence job outcomes and supports the idea that these benefits can improve employee retention, performance, and motivation. Therefore, the theory justifies analysing financial, non-financial, work-life balance, and career development benefits separately to better understand the impacts on job outcomes.

## **2.2 Review of Variables**

This section explores both dependent and independent variables. It defines each variable and explains their relevance to job outcomes.

### **2.2.1 Dependent Variable (DV): Job Outcome (JO)**

Job outcomes refer to the results of employees' attitudes and behaviour in the workplace, such as staff commitment, satisfaction, performance, and turnover that directly impact to the organization (Li et al., 2022). Job outcomes are examined through two dimensions, which include turnover intention and job performance.

#### **2.2.1.1 Turnover Intention**

According to Kim et al. (2017), turnover intention is referred to employees' intention to resign the current organisation voluntary. In the context of human resources, high turnover intention frequently results in higher resignations rates and higher cost for recruitment or training new joiners. These is influenced by several factors, including low financial benefits such as salary and allowances, limited non-financial benefits like well-being support and workplace culture. Besides, poor work-life balance between personal and working life, as well as limited career development opportunities may increase employees' willingness to leave, as they may feel undervalued or unsupported for their career growth (Widyastuti et al., 2026). From the Job Demands-Resources (JD-R) theory, turnover intention tends to increase when employees lack of job resources such as fair compensation, supportive working conditions, and developmental opportunities. Hence, understanding various benefits to reduce turnover intention is crucial for improving organisational stability.

### **2.2.1.2 Job Performance**

Job performance refers to the employees' actions, behaviours, and outcomes that accomplish their assigned tasks and contribute to the organisational goals (Alqarni et al., 2023). Employees' job performance may directly influence organisational productivity and service quality. This is due to the reason that high performance may contributing to greater productivity and competitiveness, while poor performance can result in negative outcome like delay and diminished performance outcomes (Emmanuel & Nwuzor, 2021). Based on JD-R theory, company benefits function as job resources that help employees in managing job demands, increase motivation, and enable them to perform at their best. Therefore, providing appropriate benefits allow organisations to strengthen employee performance.

## **2.2.2 Independent Variables (IV)**

### **2.2.2.1 Financial Benefits (FB)**

Financial benefits is the first independent variable, including salary and allowances, bonuses, medical coverage, and other forms of monetary rewards (Emmanuel Abugu, 2025). These benefits are components of compensation systems that influence employees' job outcomes, such as turnover intention, performance, and employees' perceptions of equity (Rani et al., 2025). According to Amin & Majid (2017), monetary benefits are important because they serve as the powerful motivator, directly influence performance and effort by linking financial gain to job outcomes.

In Malaysia, financial benefits are important to help employee meet basic living needs, due to the rising living costs and increasing expectations for fair remuneration (Malik & Musah, 2024). For example, employees require to cover the costs of basic human needs such as food, housing, healthcare, education, and household goods to maintain a good standard of living for themselves and their families (Leputa, 2020). Attractive financial compensations are important for attracting and retaining talent to enhance employees' motivation to perform effectively.

Apart from this, competitive financial benefits may influence turnover intention and job performance in several ways. It can reduce turnover intention by strengthening employees' expectations and organisational commitment, which leads to a negative relationship with turnover intention (Hussain et al., 2025). In addition, higher financial compensation also linked to improved job performance, as employees are more motivated to engage in their work and meet organisational expectations when they receive fair and desired compensation, resulting in a high impact on job performance (Mak et al., 2015).

Theoretically, these benefits can be explained using JD-R Theory and Herzberg's Two-Factor Theory. Under Herzberg's framework, financial benefits are considered as hygiene factors as it prevents dissatisfaction by ensuring that basic economic needs are met but may not directly motivate employees (Hasan & Mishra, 2025). Besides, it is also considered a job resource under the JD-R theory, providing employees with the support to meet job performance and sustain motivation. Hence, financial benefits be fundamental to lower turnover intention and enhance job performance by creating a sense of fairness.

### **2.2.2.2 Non-Financial Benefits (NFB)**

Non-financial benefits refer to non-monetary rewards that may affect working environment, such as well-being support, team building, and workplace culture. These benefits aim to fulfil employees' psychological needs by ensuring they feel appreciated and enhancing their engagement (Qader, 2021).

Non-financial benefits influence turnover intention and job performance by fostering motivation and satisfaction. Well-being support, such as counselling, mental health support, and wellness programmes helps to lower employees' stress levels and emotional issues, which allow them focus on work (Sakka & Ahammad, 2020). On the other hand, team-building activities and a positive workplace culture have a positive impact on building employee trust and friendly relationship with colleagues which enhances job commitment and overall workplace effectiveness (Eva et al., 2024). This improvement leads to higher job performance through engagement, motivation, and minimizing dissatisfaction, resulting in a positive relationship with job performance and turnover intention.

The theory for non-financial benefits can be explained using JD-R Theory and Herzberg's Two-Factor Theory. Based on Claes et al. (2023), non-financial benefits are treated as job resources that support employees' well-being to increase performance under the JD-R model. In Herzberg's framework, non-financial benefits are considered motivators, as they actively enhance job satisfaction. Therefore, non-financial rewards promote higher job fulfillment, organisational commitment, and engagement, leading to improved job performance and lower turnover intention in Malaysian workforce.

### **2.2.2.3 Work-life Balance (WLB)**

Work-life balance describes the employees' ability to manage time and work responsibilities between work demands and personal life effectively (Marecki, 2024). Work-life initiatives include flexible working hours, remote work options such as Work from Home (WFH) or hybrid preference, which help reduce work-related stress. In Malaysia, demanding work conditions like unpredictable workloads and working overtime, often limit employees' ability to balance personal life and family responsibilities, leading to feel stress and less motivation (Ahmad et al., 2023).

According to Tan and Doraisamy (2025), employee having flexible working hours is helpful for them to arrange their schedules to align with personal life and family commitments. This improved thereby enhancing job satisfaction and reducing stress among workers. Besides, the hybrid option provides employees with the flexibility to decide between remote and office work, helps them minimize the conflict between work and family issues (Ishak et al., 2025). Employees experiencing flexible scheduling and manageable workloads can reduce stress and perform better in their tasks. Thus, work life balance is important for a positive relationship with job performance and turnover retention.

Based on JD-R theory, work-life balance acts as a resource that reduces stress and enhances efficiency and performance (Hafit et al., 2025). In Herzberg's framework, this theory was chosen due to work-life balance is can be considered as hygiene factor, where poor balance leads to dissatisfaction and intention to leave (Taib et al., 2025). Overall, employees with better work-life balance experience lower burnout, higher satisfaction, improved job performance, and decreased employee turnover.

#### **2.2.2.4 Career Development Benefits (CDB)**

Career development benefits refer to organisational support for employee capabilities, support employees' professional growth to align with organisational goals, including training, mentorship, skill development programs, and career advancement opportunities (Okafor et al., 2025).

Based on Bawazir et al. (2024), Malaysia' employee are highly valued on development program due to the competitive labour market and a growing need for continuous skill development. Many Malaysian employees realize that the importance of enhancing their competencies to meet job demands and organisational expectations. If employees provide with opportunity for career growth can increase their job loyalty and have less desire to leave.

Career development positively influences job outcomes by enhancing employees' competencies, motivation, and organisational commitment. Moreover, training and skill development enhance employee capabilities and problem-solving ability, motivation to perform better in a competitive work environment. (Jamaludin et al., 2024). Companies invest in career development programs, strengthen employees' perceptions and long-term opportunities, may reduce turnover intention to maintain career stability and advancement (Jiaying & Muda, 2023).

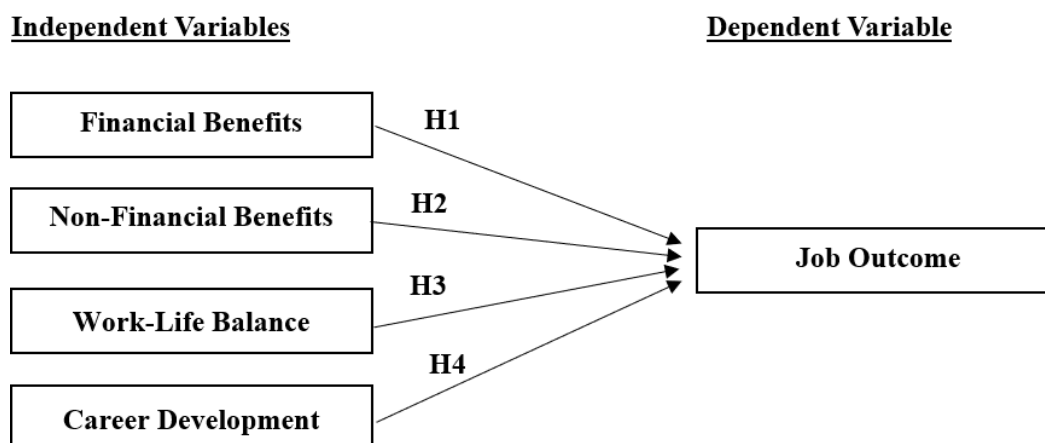
Mentorship programmes allow employees to facilitate knowledge and experience sharing, foster interpersonal relationships, and develop leadership skills such as communication, teamwork, and contributing to stronger organisational commitment (Kailu et al., 2025). Consequently, career development benefits function as key job resources that result in positive relationships in job performance and lowering employees' turnover intentions.

Career development benefits align with the JD-R Theory and Herzberg's Two-Factor Theory. Under JR-R model, training, mentorship, and skill development are job resources to enhanced competencies, motivation, and organization loyalty while reducing employee turnover (Jamaludin et al., 2024; Kailu et al., 2025). Besides, these benefits are act as motivators under Herzberg's Two-Factor Theory by providing career growth and advancement to enhance job performance and motivation. Therefore, career development benefits are essential for improving job outcomes, strengthening perceptions of support and long-term opportunities (Bawazir et al., 2024; Jiaying & Muda, 2023).

## 2.3 Conceptual Framework

Conceptual framework was generated to identifies the variables that determine the company benefits on job outcomes among Malaysians' employees.

Figure 2.1: Conceptual Framework



Source: Developed for Research

Based on the Job Demands-Resources (JD-R) and Herzberg's Two-Factor Theory, emphasizing the element of the relationships between the independent variables

includes financial benefits, non-financial benefits, work-life balance, career development and the dependent variable which is job outcomes. The framework conceptualises the influence of organisational support through company benefits as essential job resources that directly enhance employee motivation and satisfaction to improve performance and reduce turnover intention.

## **2.4 Hypotheses Development**

Hypotheses development is to identify the variables that determine the relationships between the independent variables and the dependent variable.

### **2.4.1 Financial Benefits and Job Outcomes**

According to Fitri (2024), when a company offering their workers fair and competitive wages, bonuses, and medical claims can help employees feel valued and financially secure. This may reduce employees' turnover intention and contribute to improved job performance by fulfilling employees' monetary demands and reducing dissatisfaction. In the Malaysian context, satisfactory financial benefits are crucial in retaining talent and encouraging higher levels of work commitment as employees are faced with higher living costs (Malik & Musah, 2024). Employees who receive sufficient compensation typically more productivity on the job and have fewer intentions to leave. Therefore, financial benefits and job outcomes had a direct relationship. The following hypothesis is proposed:

**H<sub>1</sub>**: There is a positive relationship between financial benefits and job outcomes.

## **2.4.2 Non-financial Benefits and Job Outcomes**

Non-financial benefits such as well-being support, supportive work environment, team building, and social activities positively influence job outcomes. Employees feel their organisation values their contribution, they will tend to express stronger organisational commitment and have a lower intention to leave (Jano et al., 2019). In the Malaysian workplace, offering non-financial benefits helps encourage employees to stay engaged and motivated, which contributes to improved job performance and creates a more supportive work culture (Francies et al., 2025). Hence, non-financial benefits and job outcomes are typically positively related. The following hypothesis is proposed:

**H<sub>2</sub>:** There is a positive relationship between non-financial benefits and job outcomes.

## **2.4.3 Work-Life Balance and Job Outcomes**

Work-life balance is significantly influencing both employee performance and retention. This is because employees are allowed to balance their personal and professional lives, reduce stress levels, and enhance job satisfaction, with flexible work arrangements like flexible working hours and hybrid options. These arrangements are expected to improve job performance and decrease employee turnover intention, as they can manage workloads more effectively and maintain a healthier work-life balance (Tan & Doraisamy, 2025). Moreover, work-life balance and job outcome typically had a direct relationship. Thus, the following assumption is proposed:

**H<sub>3</sub>**: There is a positive relationship between work-life balance and job outcomes.

#### **2.4.4 Career Development Benefits and Job Outcomes**

Career development benefits like training, mentorship, and opportunities opportunity may lead to positive job outcomes. When employees received this opportunity, they generally will improve their skills and knowledge base, to produce higher quality work (Hosen et al., 2024). In Malaysian context, these development opportunities are become important for retaining competent employees to promote personal growth and maintain long-term organisational competitiveness. Therefore, career development benefits and job outcomes are typically positively correlated. As a result, the following hypotheses is assumed:

**H<sub>4</sub>**: There is a positive relationship between career development benefits and job outcomes.

## **CHAPTER 3: METHODOLOGY**

### **3.0 Introduction**

This part details specific procedures for gather relevant participant data, sampling strategy, data collection method, instruments, construction measurement, analytical tool, and includes a summary. The data was analysed by using descriptive analysis, reliability test, multiple regression analysis, Multicollinearity test, and Pearson correlation. Data was analysed using SPSS and pilot tests were used to ensure the research instrument reliable.

### **3.1 Research Design**

On the authority of Ghanad (2023), research design refers processes of collection, analysis, and interpretation data to test hypotheses and ensure that the relationships between variables are connected.

#### **3.1.1 Descriptive Research**

This study adopts a descriptive research design is adopted to examine the influence of company benefits on job outcomes among Malaysians' employees. This approach allows to collect and analyse specific variables relevant to this study (Nassaji, 2015).

### **3.1.2 Quantitative Research**

According to Mohajan (2020), quantitative research includes the gathering and analysing statistical outputs to measure variable. The process provides objective and generalizable reliable finding from a large sample to ensure data collection and analysis matched with the research objectives and hypotheses. To support this, quantitative research requires a larger sample size to ensure reliability and represent the population's diversity and generate accurate outcomes (Ghanad, 2023). For example, questionnaires can be used to collect responses from Malaysians' employees. Therefore, quantitative research is suitable for producing reliable, objective, and accurate research decision.

## **3.2 Sampling Design**

A sampling design is a plan for selecting a subset of individuals or items from a sample to collect data, and ensuring findings can be generalized.

### **3.2.1 Target Population**

The term of target population is referred to individuals who targeted to be studied (Ahmad et al., 2023). The target participants for this study consists of Malaysian individuals that currently employed, including permanent, part-time employees, contract staff, and interns. These participants were selected to ensure that the study captures employment experiences and to assure the findings are relevant to the research objectives across different

employment types and sectors. These populations include respondents of different genders, employment types, monthly income levels, work experience within their organization, and marital statuses allows the study to determine how company benefits influence employees' job performance and turnover intention in the Malaysian workforce (Zakaria et al., 2017).

### **3.2.2 Sampling Technique**

Non-probability sampling technique was employed in this study, which is a convenience sampling technique used to select respondents based on availability and volunteered to participate. This method was selected as it is fast and cheap either time or resources, since the sample is easily accessible, allowing effective data collection without requiring a list of the population elements (Golzar et al., 2022). Hence, this study utilized convenience sampling by selecting respondents who are Malaysian employees and meet the requirement and volunteered to participate.

### **3.2.3 Sample Size**

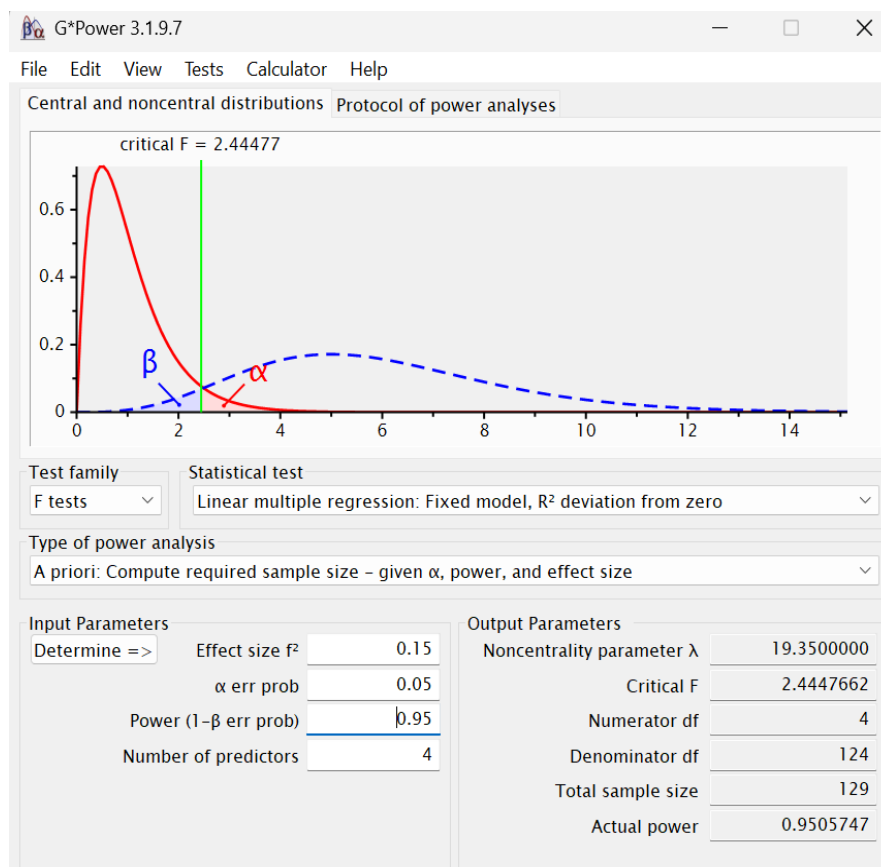
The term of sample size refer to the quantity of participants selected from target population, which must be calculated to avoid untrustworthy results while balancing time and resources (Ahmed, 2024). In this study, sample size was determined using G-Power software to conduct statistical tests, calculate the minimum sample size requirements (Faul Franz, 2009).

Figure 3.1 illustrates the result of the G-Power. F-test was selected, linear multiple regression analysis was used as the statistical test, and the required

sample size was calculated using power analysis. The model included 4 predictors as the study examined four independent variables. Thus, the analysis showed that a minimum 129 respondents is required. However, a larger sample size of 200 respondents is targeted to ensure sufficient data for analysis and support a more reliable finding valid conclusion (Memon et al., 2020).

In this research, each respondent represents an employee who experiences and opinion regarding company benefits can provide valuable information. These individual perspectives help to capturing the workforce diversity and support analysis of the relationships between company benefits and turnover intention (Andrade, 2020).

**Figure 3.1: Determination of Sample Size**



Adapted from: G-Power software version 3.1.9.4

### **3.3 Data Collection Methods**

A strategic approach to data collection is the sources used to collect data from target population when conducting research. Primary data are used to assure sufficient data and sources to properly conduct the investigation.

#### **3.3.1 Primary Data**

Primary data is the original data information that is collected and acquired for the first time (Mazhar et al., 2021). Questionnaire, interview, or experiment represent the methods employed for data procurement. The data was collected using an online questionnaire survey that developed through Google Forms and distributed to multiple social media platforms such as WhatsApp, Microsoft Teams, and WeChat. These platforms have been chosen as employees are frequently use in their daily life (Kasim et al., 2022). Therefore, using multiple platforms provide an effective way to reach diverse respondents quickly and easily.

### **3.4 Research Instrument**

Research instrument is a designed tool used to collect data, measure variables, and test hypotheses to ensure the validity and reliability (Nuryanto et al., 2025).

#### **3.4.1 Questionnaire Design**

Questionnaire survey is primary instrument exercise in this research designed to collect quantitative data relevant to research objectives and

hypotheses (Taherdoost, 2022). It consists of total of 30 questions in three main sections. Section A gathers respondents' demographic information, such as gender, employment type, salary, working experience and marriage status. Section B measures the independent variables related to company benefits such as financial, non-financial benefits, work-life balance, and career development benefits. Section C focuses on the dependent variables related to job outcomes. All items were measured using a Likert scale with the option ranging from “strongly disagree” to “strongly agree”, allowing respondents to indicate the extent of their agreement with each statement.

### **3.4.2 Pilot Test**

A preparatory assessment was essential to conduct before the data collection to evaluate the reliability, clarity and overall consistency of each questionnaire items (Kunselman, 2024). It is aimed to refining research instruments, understanding issues, and confirming the feasibility of the research design (Khanal & Chhetri, 2024). The pilot study involved 30 sets questionnaires to Malaysian individuals who are currently employed. The results of pilot test were analysed using reliability analysis and Cronbach's alpha coefficient to assess the reliability and validity of each construct.

### **3.4.3 Origin of Construct**

A structured survey was developed to ensure alignment with the objectives and maintain clarity and consistency. The table below lists the items derived from several scholarly publications.

**Table 3.1: Origin of Construct Measurement**

<b>Variables</b>	<b>Items</b>	<b>Source</b>
<b>Financial Benefits</b>	I am satisfied with my overall compensation.	(Alpern et al., 2013)
	My work is evaluated based on a fair system of performance standards	(Alpern et al., 2013)
	I am satisfied with the health benefits that I am provided against my job description.	(Nisar & Siddiqui, 2019)
	My performance bonus reflects the quality of my work.	(Amiruddin & Rodzalan, 2024)
	The allowances I receive is commensurate to my job.	(Amiruddin & Rodzalan, 2024)
<b>Non-Financial Benefits</b>	My company's work environment is good and highly motivating.	(Swamy, Nanjundeswaraswamy, & Rashmi, 2015)
	There is a harmonious relationship with my colleagues.	(Swamy, Nanjundeswaraswamy, & Rashmi, 2015)
	My company promotes teamwork and collaboration.	(Altassan, 2024)
	The transparency of rules in my company is really making my work easier	(Czerw, 2019)
	My colleagues provide support when I encounter difficulties at work	(Czerw, 2019)

<b>Work-Life Balance</b>	Flexible working arrangements help me organize my work in a better way	(Nisar & Siddiqui, 2019)
	I feel comfortable and relaxed in my job	(Kakemam et al., 2018)
	I feel it is hard to take time off from work to take care of personal or family	(Swamy, Nanjundeswaraswamy, & Rashmi, 2015)
	I feel the relation between my work and my non-work life is optimal	(Wepfer et al., 2018)
	Next to my work, I have enough resources (such as time and energy) left for my non-work life	(Wepfer et al., 2018)
<b>Career Development Benefits</b>	I'm provided with all training necessary for me to perform my job.	(Alpern et al., 2013)
	My company offer adequate opportunities to develop my professional skills.	(Alpern et al., 2013)
	I feel encouraged by my supervisor to offer suggestions and improvements.	(Alpern et al., 2013)
	I have access to mentorship or coaching programs.	(Altassan, 2024)
	I know how to search for developments in my area of work	(Akkermans et al., 2012)
<b>Job Outcomes</b>	I will probably look for a new job in the next year	(Javed et al., 2014)

I spoke with colleagues about the negative aspects of my work.	(Koopmans et al., 2014)
I was able to perform my work well with minimal time and effort.	(Koopmans et al., 2014)
I am satisfied with my performance because it is mostly good	(Javed et al., 2014)
My performance is better than that of my colleagues with similar qualifications	(Javed et al., 2014)

---

Source: Developed for the research.

## **3.5 Construct Measurement**

The measurement involved nominal, ordinal, and Likert scales to measure the research constructs, including both independent and dependent variables.

### **3.5.1 Nominal Scale**

Nominal scale is a lowest measurement stage to categorize information without quantitative value, order or ranking (Idika et al., 2023). It was used to measure categorical demographic variables such as gender, employment type, and marital status. These types of measurements regarding to demographic profiles are detailed in Section A.

For Example:

Gender:

- a) Male
- b) Female

### **3.5.2 Ordinal Scale**

Ordinal scale is the natural order among the categories, only that one is higher or lower than another. The ordinal scale was applied to demographic variables that involve ranking or ordered categories, such as age group and years of working experience. This scale allows comparison of respondents based on relative position but does not assume equal intervals between categories.

For Example:

Work Experience in Current Organisation:

- a) Less than 1 year
- b) 1-3 years
- c) 4-6 years
- d) More than 6 years

### **3.5.3 Likert Scale**

It is rating scale to measure respondents' opinions or perceptions. It converts into quantitative data to analysis the opinion level using the options range from “Strongly Agree” to “Strongly Disagree”, turning subjective feelings into quantifiable data for statistical analysis (Joshi et al.,

2015). Hence, Likert scale was applied to measure all variables including company benefits, job outcomes.

Example of Likert Scale:

No.	Questionnaire	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	I am satisfied with my overall compensation.	1	2	3	4	5

### **3.6 Proposed Data Analysis Tool**

The Statistical Package for the Social Sciences (SPSS) was utilized to process the collected data and test the hypotheses, including Descriptive analysis, Reliability test, Multiple regression analysis, Multicollinearity test, and Pearson correlation.

#### **3.6.1 Descriptive Analysis**

The study utilizes descriptive statistics as a procedure to describe the research context and summarize key characteristics of data reliably (Kaur et al., 2018). It enables researchers to organise and interpret data by presenting respondent information in a structured and meaningful way. Descriptive analysis is applied in this study to examine respondents' demographic profiles and allows multiple responses to be easily interpretable results. Due to its flexibility and adaptability, descriptive analysis remains a valuable method for providing an interpretation of data structure.

### **3.6.2 Reliability Analysis**

Reliability analysis assesses the stability and consistency of measuring tool across time. The analysis was performed using SPSS to measurement items for each construct. Cronbach's alpha coefficient is commonly adopted as a primary measure of reliability indicator.

Table 3.2: Range of Reliability and Coefficient of Cronbach's Alpha

<b>No</b>	<b>Coefficient of Cronbach's Alpha</b>	<b>Reliability Level</b>
<b>1</b>	More than 0.9	Excellent
<b>2</b>	0.80 - 0.89	Good
<b>3</b>	0.70 - 0.79	Acceptable
<b>4</b>	0.6 - 0.69	Questionable
<b>5</b>	0.5 - 0.59	Poor
<b>6</b>	Less than 0.59	Unacceptable

Adapted from: Arof, K. Z. M., Ismail, S., & Saleh, A. L. (2018). Contractor's Performance Appraisal System in the Malaysian Construction Industry: Current Practice, Perception and Understanding. *International Journal of Engineering & Technology*, 7(3.9), 46.

Table 3.2 above shows that the Cronbach's alpha value with a minimum coefficient of 0.6 is generally required to avoid variables correction or elimination. Reliability levels above 0.90 are categorized as excellent. Between 0.80 and 0.89 indicates Good, 0.70 and 0.79 are acceptable, 0.60 and 0.69 are questionable, 0.50 and 0.59 Poor, and below 0.50 are unacceptable. Besides, Hair et al. (2019) further emphasize that higher alpha values indicate greater consistency among items, which making the instrument suitable for further analysis.

### 3.6.2.1 Reliability Result for Pilot Test

According to Tate et al. (2023), reliability result for pilot test was conducted to refine research questionnaire and ensure clear, reliable and consistent data collection before full distribution to the target population.

Table 3.3: Reliability Test Result for the Pilot Test (N=30)

<b>Variable</b>	<b>Items</b>	<b>Cronbach's Alpha</b>	<b>Reliability Level</b>
<b>Financial Benefits (FB)</b>	5	0.844	Good
<b>Non-Financial Benefits (NFB)</b>	5	0.790	Acceptable
<b>Work-Life Balance (WLB)</b>	5	0.898	Good
<b>Career Development Benefits (CDB)</b>	5	0.775	Acceptable
<b>Job Outcome (JO)</b>	5	0.876	Good

Source: Data generated from SPSS software

Table 3.3 shows the reliability result for pilot test generated from SPSS, all variables exceed the minimum validation level of 0.70, indicating their reliability. Hair et al. (2019) stated that a Cronbach's Alpha value above 0.70 is considered as acceptable, 0.80 and above represent good for research.

Work-Life Balance (WLB) showed the highest reliability with a Cronbach's Alpha of 0.898, followed by Job Outcome (JO) at 0.876, and Financial Benefits (FB) at 0.844, all indicating good reliability. Both non-Financial Benefits (NFB) and Career Development Benefits (CDB) also indicated as acceptable reliability, with a coefficient of 0.790 and 0.775. Thus, all constructs are reliable and accurate for further analysis.

### **3.6.3 Multiple Regression Analysis**

Multiple regression analysis is a simple method used to measure the efficient relationships between dependent and independent variables (Uyanık & Guler, 2013). The following equation represents the independent (X) and dependent variables (Y):

$$Y = B_0 + B_1X_1 + B_2X_2 + B_3X_3 + B_4X_4 + e$$

Y= Job Outcome

$B_0$ = constant

$X_1$ = Financial Benefits

$X_2$ = Non-Financial Benefits

$X_3$ = Work-Life Balance

$X_4$ = Career Development

$e$ = Error

### **3.6.4 Multicollinearity Test**

Multicollinearity Test will conduct to ensure model stability and avoid biased regression results. All Tolerance value of the variable should achieve the value above 0.10 and VIF value below 5. When VIF is 1, means the variables are not correlated with each other.

### **3.6.5 Pearson Correlation Coefficient**

The Pearson Correlation ( $r$ ) is generally developed to examine the strength of linear relationships between company benefits and job outcome.

Table 3.4: Size and Interpretation of Pearson Correlation Coefficient

<b>Size of Correlation</b>	<b>Interpretation</b>
0.90 - 1.00 (-0.90 to -1.00)	Very high positive (negative) correlation
0.70 - 0.90 (-0.70 to -0.90)	High positive (negative) correlation
0.50 - 0.70 (-0.50 to -0.70)	Moderate positive (negative) correlation
0.30 - 0.50 (-0.30 to -0.50)	Low positive (negative) correlation
0.00 - 0.30 (0.00 to -0.30)	Negligible correlation

Adapted from: Yadav, S. (2018). Correlation Analysis in Biological Studies. *Journal of The Practice of Cardiovascular Sciences*, 4(2), 116-121.

Figure 3.4 shows that correlation coefficient ( $r$ ) ranges from -1 to +1, where a value closer to 1 indicates a stronger relationship, while 0 indicates no correlation.

### **3.7 Data Collection Procedure**

Data collection procedure is focus on gather and measure data on variables. This section includes checking data for mistakes editing, coding, transcribing data, and finally cleaning up the data.

### **3.7.1 Data Checking**

After collecting the responses from target respondents, data will be verified for accuracy and completeness. Incomplete and invalid responses will be thoroughly reviewed and remove from further analysis. This step ensured that only valid data will be included in the analysis.

### **3.7.2 Editing Data**

Data editing process involved checked and modifying the responses for accuracy. Incorrect information or inaccurate will identified and corrected accordingly. This process helped to improve data clarity and reduce mistakes before analysis data.

### **3.7.3 Data Coding**

The data coding is converting responses into numerical values such as for Likert-scale items. All response option will be coded consistently using SPSS software to improve data entry and analysis efficiency. This step ensured that all variables have been formatted for statistical processing.

### **3.7.4 Data Transcribing**

Data transcription involved transferring information from the online survey platform into an Excel sheet and then importing the coded data to

the SPSS for the analysis steps. This process is encouraged to double-check for accuracy during the transfer process, which can confirm that data is complete and correctly recorded.

### **3.7.5 Data Cleaning**

The last process for identify and remove errors from dataset such as incorrect data, missing values, and duplicate records is cleaning data (Cherekar, 2024). This process is important to ensured that data meets the analysis requirement and improving overall data quality and reliability of research findings.

## **3.8 Summary**

In short, the method applied in this study including the research design, sampling design, research instrument, data collection procedures, and proposed data analysis techniques. Descriptive quantitative approach was adopted to collect data by distributing a structured questionnaire to Malaysians' employees. The chapter explained the procedures of data reliability and validity including pilot test, reliability analysis, and multiple regression analysis. Overall, the methodology described provides an appropriate framework for dealing with the research objectives and testing the hypotheses.

## **CHAPTER 4: DATA ANALYSIS**

### **4.0 Introduction**

This chapter demonstrates the evaluation and interpretation based on sample of 200 Malaysians' employees. Statistical Package for the Social Sciences (SPSS) was used to analyse the data, which facilitated the transformation of raw responses into statistical insights. Both descriptive, reliability analysis, and inferential analyses were conducted to examine the relationships between the dependent and independent variables.

### **4.1 Descriptive Analysis**

This section focuses on analysis demographic characteristics based on frequency and percentage analysis. Tables are commonly used to organize this information, allowing easier interpretation, and better identification.

#### **4.1.1 Demographic Background of Participants**

The results of a total 200 respondents' background involved in this study illustrated in Table 4.1. This analysis includes gender, employment type, monthly income level, work experience within the current organization, and marital status.

**Table 4.1: Respondents' Demographic Result**

<b>Items</b>	<b>Sample (N=200)</b>	<b>Percentage (%)</b>	
<b>Gender</b>	Female	119	59.5%
	Male	81	40.5%
<b>Employment Type</b>	Full-time employee	115	57.5%
	Part-time employee	48	24%
	Contract employee	12	6%
	Intern	25	12.5%
<b>Monthly Income Level</b>	Below RM2,000	73	36.5%
	RM2,000- RM3,999	85	42.5%
	RM4,000- RM5,999	35	17.5%
	RM6,000- RM7,999	5	2.5%
	Above RM8,000	2	1%
	<b>Work Experience in Current Organization</b>	Less than 1 year	85
1-3 years		86	43%
4-6 years		24	12%
More than 6 years		5	2.5%
<b>Marriage Status</b>	Single	178	89%
	Married	22	11%

Source: Developed for the research.

Based on result from table above, among the 200 respondents, the sample of gender shows that 119 (59.5%) of the population are female, while 81 (40.5%) are male. Regarding marital status, a significant majority of the participants are single, accounting for 179 respondents (89%) of the total sample, while only 22 respondents (11%) are married. This suggests that the respondent pool is primarily composed of single individuals.

In terms of employment status, more than half of the individuals were full-time employees, representing 115 respondents (57.5%), followed by part-time employees at 48 respondents (24%), interns and contract employees comprise the remaining 25 respondents (12.5%) and 12 respondents (6%).

The result of income level indicate that most respondents fall within the lower-to-middle brackets. The largest group earns between RM2,000 and RM3,999, consist of 85 persons who captured 42.5% of the total, followed by those earning below RM2,000, with 73 persons (36.5%). High-income earners are less represented in this study, with only 5 respondents (2.5%) of the total sample earning between RM6,000 and RM7,999, and 2 respondents (1%) earning RM6,000 or above.

When examining responder's work experience in current organization, the data indicates a relatively junior workforce; 86 respondents (43%) have been with their company for 1 to 3 years, 85 respondents (42.5%) have less than one year of experience, and 24 (12%) working for 4-6 years. A smaller proportion of respondents has remained with their current employer for more than 6 years, which only 5 respondents or 2.5% of the total. Collectively, these figures provide solid understanding of the group's background for the subsequent inferential analysis.

## 4.2 Reliability Analysis

Based on Andersson et al. (2024), reliability analysis refers to the statistical assessment to evaluate the consistency, stability, and dependability of measurement instrument when using a questionnaire surveys. The most common method to determine reliability in quantitative research is through an internal consistency method, with Cronbach's Alpha ( $\alpha$ ).

Table 4.2 Reliability Statistics

<b>Variable</b>	<b>Items</b>	<b>Cronbach's Alpha</b>	<b>Reliability Level</b>
<b>Financial Benefits (FB)</b>	5	0.821	Good
<b>Non-Financial Benefits (NFB)</b>	5	0.766	Acceptable
<b>Work-Life Balance (WLB)</b>	5	0.852	Good
<b>Career Development Benefits (CDB)</b>	5	0.803	Good
<b>Job Outcome (JO)</b>	5	0.896	Good

Source: Data generated from SPSS software

As shown in the Table 4.2 above, all variables achieved a Cronbach's Alpha value significantly higher than 0.70. According to Hair et al. (2019), a Cronbach's Alpha value above 0.70 is considered acceptable, above 0.80 is good, and above 0.90 is excellent reliability. Job Outcome demonstrated the highest alpha value of 0.896, followed by Work-Life Balance at 0.852. The independent variables Financial Benefits and Career Development Benefits showed high reliability with values of 0.821 and 0.803, which are categorized as good. Finally, Non-Financial Benefits is acceptable reliability variable, having an alpha value of 0.766 within the range of 0.70 - 0.79. These results indicate that the questionnaire is reliable. Hence, the data is suitable for further inferential analysis.

### 4.3 Inferential Analysis

Inferential analysis is a statistical approach used to generate findings about a broader population based on sample data. The purpose is to perform hypothesis testing to determine if observed patterns are statistically significant (Sand, 2022). This is achieved through structured tables and figures, such as multiple regression and correlation matrices to interpret the relationships between variables.

#### 4.3.1 Multiple Regression Analysis

Multiple linear regression analysis examines the efficient relationship between dependent and independent variable (Uyanik & Guler, 2013).

##### 4.3.1.1 Model Summary

Model Summary is to determine the degree to which the independent variables explain the variance in the dependent variable (Alamri et al., 2024). Correlation Coefficient (R) measure the strength of relationship between variables, ranging from -1 to +1, while R Square represents the proportion of the variance in dependent variable that is predictable from the independent variables (Janse et al., 2021).

Table 4.3: Model Summary

Model	R	R Square	Adjusted R-Square	Std. Error of the Estimate
1	0.571 <sup>a</sup>	0.326	0.312	0.79546

a. Predictors: (Constant), Financial Benefits, Non-Financial Benefits, Work-Life Balance, Career Development Benefits

Source: Data generated from SPSS

According to Table 4.3, the correlation coefficient (R) is 0.571, representing a moderate relationship between the independent variables (FB, NFB, WLB, CDB) and the dependent variable (JO). A correlation coefficient between 0.40 and 0.60 is considered to represent a moderate relationship (Schober et al., 2018). The R Square value is 0.326, which means 32.6% of the variance in the job outcomes is explained by these four predictors. This indicates that approximately 67.4% of the variance is influenced by other factors not included in this specific model.

#### 4.3.1.2 ANOVA Analysis

ANOVA is a statistical method used to test whether there are significant differences between the means of multiple groups by comparing between-group variance and within-group variance using the F-ratio (Kim, 2017).

Table 4.4: ANOVA Analysis

<b>Model</b>		<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
<b>1</b>	Regression	59.673	4	14.918	23.577	0.001
	Residual	123.386	195	0.633		
	Total	183.059	199			

- a. Dependent Variable: JO
- b. Predictors: (Constant), CDB, NFB, WLB, FB

Source: Data generated from SPSS

The result in Table 4.4 shown the P-value of 0.001 is lower than the alpha value of 0.05. Besides, the F-statistic of 23.577 is significant. This model in turn is used for this study to explain independent variables and

dependent variable relationships clearly. Therefore, the result indicating a relationship between the independent variables and the dependent variable.

#### 4.3.1.3 Multiple Regression Coefficient Analysis

Table 4.5: Multiple Regression Coefficient Analysis

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	-0.663	0.586		-1.130	0.260
	FB	0.405	0.127	0.245	3.198	0.002
	NFB	0.380	0.156	0.179	2.442	0.016
	WLB	0.343	0.087	0.294	3.952	0.001
	CDB	-0.062	0.103	-0.041	-0.607	0.545

a. Dependent Variable: Job Outcome

Source: Data generated from SPSS

Table 4.5 shows, FB, NFN, WLB, and CDB are significant positive influence on job outcome, as their significance level (p-value) are lower than the alpha value of 0.05. In contrast, Career Development Benefits indicating no significant relationship with Job Outcome in this study, as its p-value of 0.545 exceeds the 0.05 significance level. According to Janse et al. (2021), the decision rule for hypothesis testing is that if the p-value is less than 0.05, the relationship between variables is statistically significant, and the hypothesis is supported. Contrary, insignificant multiple regression

results often arise from multicollinearity and sensitivity to sample size or variable, which impact on inflate p-values (Ziglari, 2024).

Multiple Linear Regression Equation:

$$Y = B_0 + B_1X_1 + B_2X_2 + B_3X_3 + B_4X_4 + e$$

Y= Job Outcome

$B_0$ = constant

$X_1$ = Financial Benefits

$X_2$ = Non-Financial Benefits

$X_3$ = Work-Life Balance

$X_4$ = Career Development

e= Error

$$JO = -0.663 + 0.405(FB) + 0.380(NFB) + 0.343(WLB) - 0.062(CDB)$$

Based on the result, Work-Life Balance (WLB) have the highest beta coefficient value of 0.343. This indicated that assuming all other variables remain constant, for every one unit increase in WLB, JO is predicted to increase 0.343 units. The second strongest predictor is Non-Financial Benefits (NFB), having an unstandardized coefficient of 0.380, while Financial Benefits (FB) is the third highest contributor to the variation in job outcomes, with unstandardized coefficient of 0.405.

Among the independent variables examined, Career Development Benefits (CDB) have the least unstandardized coefficient, which is -0.062. This implies that CDB do not have a meaningful predictive relationship with Job Outcome within this specific sample.

#### **4.4 Multicollinearity Test**

Multicollinearity is assessed using the Tolerance value and the Variance Inflation Factor (VIF). Multicollinearity is considered not a significant concern if the Tolerance value is greater than 0.10 and the VIF is less than 5 to ensure the stability of the regression model and avoid biased results (Hair et al., 2019).

Table 4.6: Multicollinearity Test

<b>Statistic</b>	<b>Collinearity Tolerance</b>	<b>Statistics VIF</b>
<b>FB</b>	0.589	1.699
<b>NFB</b>	0.641	1.560
<b>WLB</b>	0.623	1.605
<b>CDB</b>	0.750	1.333

Source: Data generated from SPSS

A multicollinearity test was performed to ensure that the independent variables include FB, NFB, WLB and CDB are not highly correlated with one another. This analysis aims to identifies strong correlations among independent variables, as they can inflate standard errors, lead to unstable estimates and making significant variables appear statistically insignificant (Shrestha, 2020).

As shown in Table 4.6, the Tolerance values for all variables range from 0.589 to 0.750, which are greater than 0.10. Next, the VIF values for all variables range between 1.333 and 1.699, which are significantly less than 5.0. These results shows that there is no multicollinearity issue among the independent variables in this study. Therefore, the regression model remains reliable.

## 4.5 Pearson Correlation Analysis

Pearson correlation analysis was conducted to examine the strength of linear relationships between job outcome and various company benefits.

Table 4.7: Pearson Correlation

	<b>FB</b>	<b>NFB</b>	<b>WLB</b>	<b>CDB</b>	<b>JO</b>
<b>FB</b>	1	0.571***	0.504***	0.345***	0.482***
<b>NFB</b>		1	0.433***	0.314***	0.434***
<b>WLB</b>			1	0.480***	0.476***
<b>CDB</b>				1	0.241***
<b>JO</b>					1

\*\*\* Correlation at 0.001 (2-tailed)

Source: Data Generated from SPSS

According to the results in Table 4.7, FB ( $r = 0.482$ ,  $p < 0.001$ ) has the low positive correlation with job outcome. WLB at  $r = 0.476$ ,  $p < 0.001$  have a low positive relationship with job outcome. NFB also showed a low positive correlation of  $r = 0.434$ ,  $p < 0.001$  with job outcome. Lastly, CDB has the negligible correlation coefficient of  $r = 0.241$ ,  $p < 0.001$ , but it remains statistically significant, indicating a weak but positive relationship with the dependent variable. Overall, the findings shows that all tested independent variable are positively linked to job outcomes.

## 4.6 Conclusion

In summary, the result shows the data analysis and interpretation of the research outcomes. The following Chapter 5 will cover the finding's discussion, implications, limitations, and provide guidance for future research.

## **CHAPTER 5: DISCUSSION, CONCLUSION AND IMPLICATIONS**

### **5.0 Chapter Overview**

Based on the analysis of finding presented in previous chapters, the final chapter will discuss the limitations, implications and provide suggestions for future investigations.

### **5.1 Discussions of Major Findings**

Statistical analysis was conducted based on a sample of 200 respondents from Malaysians' employee to investigate the determinants of the company benefits on job outcomes. The analysis followed a descriptive and preliminary testing in SPSS. This study tested the hypotheses to determine whether financial benefits, non-financial benefits, work-life balance, and career development has a significant impact on job outcome, which will be illustrate in the finding.

Table 5.1: Summary of Hypothesis Testing Results

<b>Hypotheses</b>	<b>Significant Level (p-value)</b>	<b>Result</b>
H1: There is a positive relationship between financial benefits and job outcomes.	$0.002 < \alpha 0.05$	Supported

H2: There is a positive relationship between non-financial benefits and job outcomes.	$0.016 < \alpha 0.05$	Supported
H3: There is a positive relationship between work-life balance and job outcomes	$0.001 < \alpha 0.05$	Supported
H4: There is a positive relationship between career development benefits and job outcomes.	$0.545 > \alpha 0.05$	Unsupported

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Source: Developed for the research

The hypothesis testing results summarised in Table 5.1 above.

### **5.1.1 Financial Benefits (FB) and Job Outcomes**

RO1: To determine the relationship between financial benefits on job outcomes among Malaysians' employees.

RQ1: How do financial benefits influence job outcomes among Malaysians' employees?

H1: There is a positive relationship between financial benefits and job outcomes.

The significant value of financial benefits is 0.002, which is less than the alpha value of 0.05, indicating that H1 is supported. Financial benefits, such as salary, bonuses, and allowances are the main drivers in determining employee's performance and turnover intention. Therefore, financial benefits are critical predictor for achieving positive job outcomes in the Malaysian workforce context.

According to Okoye and Ghapar (2024), the study suggests that financial rewards have a positive impact on employee performance. Fair compensation is important to retain talent and maintain high productivity. The labour compensation is primary motivator that directly affect the level of loyalty and commitment from the employee towards the organization (Pang and Lu, 2018). Hence, providing competitive financial packages can effectively align employee expectations with corporate goals.

### **5.1.2 Non-Financial Benefits (NFB) and Job Outcomes**

RO2: To examine the relationship between non-financial benefits on job outcomes among Malaysians' employees.

RQ2: How do non-financial benefits influence job outcomes among Malaysians' employees?

H2: There is a positive relationship between non-financial benefits and job outcomes.

Based on Table 5.1, the validity of H2 is supported, with the significant value of 0.016 non-financial benefits, which is less than 0.05 level of the alpha value. This evidence suggests that provision of well-being support and a positive work environment are significantly influence employee's perception of the roles. Non-monetary rewards are contributing to effectively enhances the overall quality of job outcomes within the organization.

Apart from salary, other aspects like supportive working environment and psychological well-being are essential for sustaining high performance while reducing turnover intentions among employees (Peemaneet et al.,

2026). Moreover, creating a healthy business environment characterised by trust and empathy can also act as motivator for employee and help align themselves with the company goals (Isa et al., 2023). Hence, supportive cultures is a strategic tool to enhance team and individual performance while reducing employee turnover.

### **5.1.3 Work-Life Balance (WLB) and Job Outcomes**

RO3: To investigate the relationship between work-life balance on job outcomes among Malaysians' employees.

RQ3: How do work-life benefits influence job outcomes among Malaysians' employees?

H3: There is a positive relationship between work-life balance and job outcomes.

The facts indicate that, there is a strong relationship between work-life balance and job outcomes. The association between two variable is found when determined through multiple linear regression analysis. The p-value of work-life balance is less than 0.001, which is lower than the alpha value of 0.05, that means maintaining a healthy balance between work responsibilities and personal life contributes to improved job outcomes. Therefore, H3 is supported.

The findings suggest that employees that can be flexible to balance their personal commitments and work duties often have stronger intentions to stay and they will be more engaged with their organizations (Ismail & Michael, 2023). A flexible scheduling through time and location helps employees for balanced lifestyle, to minimize burnout and achieve better

performance (Hutabarat, 2023). As a result, when an individual feel that personal time is respected by their organization, employees are showing higher loyalty and engagement.

From my standpoint, work-life balance has become a growing factor influencing on job outcomes in today's work environment. Employees nowadays are increasingly valuing in manage personal and professional responsibilities, which directly impacts their motivation, engagement, and overall performance. Hence, employees are more likely to feel satisfied and committed when organizations support work-life balance.

#### **5.1.4 Career Development Benefits (CDB) and Job Outcomes**

RO4: To assess the relationship between career development benefits on job outcomes among Malaysians' employees.

RQ4: How do career development benefits influence job outcomes among Malaysians' employees?

H4: There is a positive relationship between career development benefits and job outcomes.

The findings of this study indicate that career development benefits do not have a significant influence on job outcomes among Malaysian employees. The p-value for CDB is 0.545 greater than alpha value of 0.05, indicating that it is not a key determinant of job outcomes in this context. This is due to the lack of alignment with employees' immediate needs and career goals. The individuals nowadays tend to have a short-term reward over long-term career growth like flexible working schedule, which reduces the perceived

relevance and impact of career development benefits on job outcomes. Hence, H4 will be rejected.

According to Herdiani and Surya (2024), career development was not significantly on job satisfaction because contract employee prioritises immediate rewards and work-life balance over long-term career growth, which is perceived as limited and less relevant due to the lack of stable career paths. Furthermore, Ekene et al. (2025) found that career development has an insignificant relationship in the study as it functions as a secondary factor with weak direct impact, limited by inconsistent implementation, low employee prioritisation, and perceived unfairness promotion opportunities. Therefore, RO4 has been achieved as the analysis confirms that the relationship between career development benefits and job outcomes do not statistically influence job outcomes among Malaysians' employees.

## **5.2 Theoretical and Managerial Implications**

The findings provide both theoretical understanding of employee behaviour and practical management of human resources within organizations in Malaysia. By integrating key factors such as work-life balance, and career development benefits with the analysis, the study facilitate a comprehensive perspective on the determinants of job outcomes in Malaysia. This results present valuable insights for organizations, particular human resource department to better align their management practices with employees' needs. This study also contributing to the broader academic discourse by highlighting the different impacts of each factor in influencing job outcomes within the Malaysian context.

### **5.2.1 Theoretical Implications**

Theoretical supports are presented for understands of job outcomes among Malaysians' employees by reinforcing both JD-R Theory and Herzberg's Two-Factor Theory. The findings emphasize that job outcomes are significantly influenced by the organizational resources like financial compensation, non-financial rewards, and work-life balance. Employees perceive adequate benefits, they are better to manage job demands such as high volume of work and time pressure. As a result, the finding confirms that providing sufficient resource allow individual to achieve higher levels of motivation and performance, aligns with the core principles of the JD-R model.

Moreover, this research provides new insights on how company benefits relate to the overall quality of job outcomes within the Malaysian workforce. Most past research focused on individual factors, like the variable of salary or work-life balance, while this study integrates these factors into a single framework of employee motivation.

### **5.2.2 Managerial Implications**

From practical perspective, the results indicate that financial benefits, non-financial rewards, and work-life balance are crucial to optimize job outcomes. Malaysian company can adopt better welfare packages to foster a more motivating work environment. This is important to address the increasingly demanded by the younger workforce like Gen Z. For example, flexible working hours or hybrid work and competitive allowances can influence employees perform in their roles and reduce turnover intention.

Additionally, practitioners should cultivate a healthy work environment through team-building activities and recognition programs. Implementing this environment ensures that the organization not only attracts talent but also sustains a high-performing culture where employees feel valued and empowered to achieve better professional results. Furthermore, the study suggests that practitioners should re-evaluate career development programs to ensure align with the employees' immediate needs and clear promotion paths rather than functioning as secondary or disconnected factors.

### **5.3 Limitations of the Study**

The first weaknesses identified in current study involves the target population was primarily concentrated on employees in the early stage of their careers, with limited representation from senior positions. Majority of the participants have less than three years of work experience and earned lower income levels. Early-career employees described as individuals with minimal work experience and still in the early stages of their career development process (Wang et al., 2019). Due to the accessibility of the sampling procedure, the majority of those respondents were less experienced employees and may not fully represent perspectives across all organizational levels. This is because individuals occupying different positions in hierarchy have different expectations, responsibilities, and resources, which affect their job outcomes differently. Consequently, the findings may not fully represent the senior management or experienced executives' perspective.

A second significant limitation is the limited geographical reach as most of the data collected from respondents are mainly form Klang Valley area. It was challenging

to reach a broader demographic across East Malaysia or rural states due to the time constraints. Therefore, the findings potentially reflect an urban perspective on company benefits, which might not accurately represent the diverse employees' cultural background in different geographical settings across Malaysia.

Finally, limitation is insignificance of independent variable which is career development benefits showed have no significant relationship with job outcomes. This limitation suggests that the study did not fully capture underlying factors that could affect these relationships. This lack of significance may be due to the younger employees often prefer immediate rewards like financial stability and work-life balance over long-term career growth.

## **5.4 Recommendations for Future Research**

Several suggestions are proposed for future academic to address the limitations. First, future researchers should broaden the demographic diversity by targeting a more balanced population across different hierarchical levels. For example, incorporate with higher proportion of senior-level employees and managers. Demographic expansion may allow for a comparative analysis of how benefits influence job outcomes across different career stages. Hence, understanding the needs of multigenerational workforce from junior staff to manager may provide a more holistic view of organizational behaviour and assist in the development of more tailored HR strategies.

Second, future research is recommended to extend the geographical scope of data collection beyond the Klang Valley area. This may help researchers to determine the variations in cultural and demand for specific company benefits across different regional in Malaysia. Therefore, this may increase the generalizability of the

findings and understanding of how company benefits influence job outcomes in different environments.

Last but not least, future studies are encouraged introducing moderating or mediating variables such as organizational support, employee motivation, fairness to better understand of the conditions under which CDB are significant in influencing job outcomes. These factors may affect how employees perceive, value, and engage with development opportunities within an organization. For instance, employees that perceive strong organizational support and fair career development practices tend to respond positively, thereby strengthening their impact on job outcomes. Therefore, incorporating these variables in future research would offer a more comprehensive explanation of the relationship between CDB and job outcomes.

## **5.5 Conclusion**

This study achieved the objective of examined the influence of company benefits involved financial, non-financial benefits, work-life balance and career development on job outcomes among Malaysians' employees. Based on the result, the variables financial benefits, non-financial, work-life balance are significantly related to job outcomes, whereas career development benefits do not show a statistically significant effect in the regression model despite their positive correlation. Lastly this chapter addresses limitations in research and further provides recommendations to future studies for improvement in these areas.

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## APPENDICES

### Appendix 1.0: Questionnaire

# The Influence of Company Benefits on Job Outcomes among Malaysians' Employees

Dear Respondents,

I am Khong Yuee Ching, a final year undergraduate student from Universiti Tunku Abdul Rahman (UTAR), who enrolled in Bachelor of International Business (Honours) at Faculty of Accountancy and Management (FAM). I am currently conducting my Final Year Project, titled The Influence of Company Benefits on Job Outcomes among Malaysians' Employees.

The survey consists of three (3) sections in this questionnaire. The purpose of this survey is to understand how company benefits, including financial benefits, non-financial benefits, work-life balance, and career development, influence job performance. Your participation will provide valuable insights for this study.

Your participation is voluntary. All the data collected will be kept strictly confidential and used for academic purposes only. Individual responses will not be shared. The survey will take approximately 10–15 minutes to complete.

If you have any questions or inquiries regarding the questionnaire, please feel free to contact me at Khong Yuee Ching (cissnei2001@utar.my).

Thank you for your time and contribution.

\* Indicates required question

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## PERSONAL DATA COLLECTION

Personal data refers to any information which may directly or indirectly identify a person which could include sensitive personal data and expression of opinion.

### I. Acknowledgement of Notice: \*

*Mark only one oval.*

- I have been notified and hereby understood, consent and agreed to the notice above.
- I disagree, my personal data will not be processed.

### Section A: Demographic Section

Please select one answer or fill in the blanks provided for each of the following.

2. 1. Gender \*

*Mark only one oval.*

Male

Female

3. 2. Employment Type \*

*Mark only one oval.*

Full-time employee

Part-time employee

Contract employee

Intern

Other:  
\_\_\_\_\_

4. 3. Monthly Income Level \*

*Mark only one oval.*

Below RM2,000

RM2,000-RM3,999

RM4,000-RM5,999

RM6,000-RM7,999

Above RM8,000

5. 4. Work Experience in Current Organization \*

*Mark only one oval.*

- Less than 1 year
- 1-3 years
- 4-6 years
- More than 6 years

6. 5. Marriage Status \*

*Mark only one oval.*

- Single
- Married

**Section B: Company Benefits**

Please carefully rate your agreement level by selecting the most appropriate option on the following statements.

(1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5= Strongly Agree)

7. 1. Financial Benefits \*

Mark only one oval per row.

	1. Strongly Disagree	2. Disagree	3. Neutral	4. Agree	5. Strongly Agree
<b>I am satisfied with my overall compensation.</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>My work is evaluated based on a fair system of performance standards.</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>I am satisfied with the health benefits that I am provided against my job description.</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>My performance bonus reflects the quality of my work.</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>The allowances I receive are commensurate with my job.</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. 2. Non-Financial Benefits \*

Mark only one oval per row.

	1. Strongly Disagree	2. Disagree	3. Neutral	4. Agree	5. Strongly Agree
<b>My company's work environment is good and highly motivating.</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>There is a harmonious relationship with my colleagues.</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>My company promotes teamwork and collaboration.</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>The transparency of rules in my company makes my work easier.</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>My colleagues provide support when I encounter difficulties at work.</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

9. 3. Work-Life Balance \*

Mark only one oval per row.

	1. Strongly Disagree	2. Disagree	3. Neutral	4. Agree	5. Strongly Agree
<b>Flexible working arrangements help me organize my work in a better way.</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>I feel comfortable and relaxed in my job.</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>I feel it is hard to take time off from work to take care of personal or family matters.</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>I feel the relation between my work and my non-work life is optimal.</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Next to my work, I have enough resources (such as time and energy) for my personal life.</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. 4. Career Development Benefits \*

Mark only one oval per row.

	1. Strongly Disagree	2. Disagree	3. Neutral	4. Agree	5. Strongly Agree
<b>I'm provided with all training necessary for me to perform my job.</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>My company offer adequate opportunities to develop my professional skills.</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>I feel encouraged by my supervisor to offer suggestions and improvements.</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>I have access to mentorship or coaching programs.</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>I know how to search for developments in my area of work.</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Section C: Job Outcome

Please carefully rate your agreement level by selecting the most appropriate option on the following statements.

(1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5= Strongly Agree)

11. Job Outcome \*

Mark only one oval per row.

	1. Strongly Disagree	2. Disagree	3. Neutral	4. Agree	5. Strongly Agree
I will probably look for a new job in the next year.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I spoke with colleagues about the negative aspects of my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I was able to perform my work well with minimal time and effort.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am satisfied with my performance because it is mostly good.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My performance is better than that of my colleagues with similar qualifications.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Thank you for your participation

Your participation in this survey is greatly appreciated.

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Google Forms

Appendix 2.0: Official Ethical Approval Letter



**UNIVERSITI TUNKU ABDUL RAHMAN** DU012(A)

Wholly owned by UTAR Education Foundation Co. No. 578227-M

Re: U/SERC/78-669/2026

7 January 2026

Dr Yeong Wai Mun  
 Head, Department of International Business  
 Faculty of Accountancy and Management  
 Universiti Tunku Abdul Rahman  
 Jalan Sungai Long  
 Bandar Sungai Long  
 43000 Kajang, Selangor

Dear Dr Yeong,

**Ethical Approval For Research Project/Protocol**

We refer to your application for ethical approval for your students' research project from Bachelor of International Business (Honours) programme enrolled in course UKMZ3016. We are pleased to inform you that the application has been approved under Expedited Review.

The details of the research projects are as follows:

No.	Research Title	Student's Name	Supervisor's Name	Approval Validity
1.	The Impact of AI Such as ChatGPT on Students' Learning and Daily Life	Chin Yin Tong	Dr Eaw Hooi Cheng	7 January 2026 – 6 January 2027
2.	Factor that Influences User Trust in Platform-based Business	Nicholas Tang Kien Yuan	Dr Jayamalathi a/p Jayabalan	
3.	Do Students Prefer Working with Flexible Hours and Locations or Fixed Working Hours and Location	Tan Song Ze	Dr Kalaivani a/p Jayaraman	
4.	Factors of E-commerce That Influence Customer Satisfaction Among Gen Z in Malaysia	Yap Chen Khai	Dr Komathi a/p Munusamy	
5.	A Case Study of Patient Satisfaction in a Private Clinic in Negeri Sembilan	Liew Xin Yee	Ms Lim Yee Wui	
6.	The Influence of Trend Culture on Gen Z's Purchase Decision for Collectible Items	Peggy Loh Zi Xuan	Dr Foo Meow Yee	
7.	Determinants of In-game Purchase Intention Among Malaysian Youth Online Gamers	Lim Jing Hao	Dr Yeong Wai Mun	
8.	Consumer Buying Behaviour Towards Consumer Products in Malaysia	Tee Xin Zhuen	Dr Foo Meow Yee	
9.	The Impact of Micromanagement on Employee Performance Among Sales Agents in Malaysia	Chen Yu Wen Sharen	Dr Jayamalathi a/p Jayabalan	
10.	Drivers of Generation Z Consumers' Purchase Intention Toward Green Skin Care Products	Lee Ken Hau	Dr Malathi Nair a/p G Narayana Nair	
11.	The Influence of Company Benefits on Job Outcomes Among Malaysians' Employees	Khong Yuee Ching	Dr Omar Hamdan Mohammad Alkharabsheh	
12.	The Influence of Organizational Communication, Coworker Support, and Job Stress with the Mediating Role of Job Satisfaction on Employees' Motivation	Phun Yan Jun	Ms Hooi Pik Hua @Rae Hooi	

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**Website:** www.utar.edu.my



No.	Research Title	Student's Name	Supervisor's Name	Approval Validity
13.	The Impact of Brand Equity Dimensions on Brand Loyalty Among Generation Z in the Sports Footwear Industry	Ng Zhen Yang	Dr Malathi Nair a/p G Narayana Nair	7 January 2026 – 6 January 2027
14.	The Influence of Social Media Influencers on Malaysian Consumers' Purchase Intention Toward International Brands	Lim Wei Qi	Dr Foo Meow Yee	
15.	A Study of Reverse Logistic and Its Role in Brand Image and Customer Perception	Chang Kar Tung		
16.	The Role of Cross-Border E-Commerce Does Promote Buying Intentions for Consumers	Ho Jia Rok		
17.	Understanding the Influence of Online Scams on Consumer Purchase Intentions Among Malaysian Social Media Users	Aw Yong See Win	Dr Choo Siew Ming	
18.	Exploring the Intention of Reside in Retirement Villages Among Gen Z in Malaysia	Teo Yi Qi	Ms Goh Poh Jin	
19.	The Influence of Brand Trust on Young Adults' Preferences for Malaysia-Based Coffee Brands	Liau Wei Sim	Dr Malathi Nair a/p G Narayana Nair	
20.	Factors Influencing Malaysian Consumers' Purchase Intention Toward International Beauty Products	Tan Sze Wing	Dr Foo Meow Yee	
21.	Consumer Choice of Sustainable Mobility: A Study of Determinants Influencing Electric Vehicle Purchase Intention	Shao Yuhao	Ms Goh Poh Jin	
22.	The Impact of Product Variety, Promotions, Accessibility, Mall Cleanliness & Maintenance on Shoppers' Revisit Intention in Urban Shopping Malls: A Functional Value Analysis	Tan Yue Wey	Dr Choo Siew Ming	
23.	Young Consumers' Purchase Intention Toward Green Products in Malaysia: Drivers and Challenges in Green Marketing	Chin Zhi Qian		
24.	Chasing the Surprise: Understanding What Drives Impulse Buying in Blind Box Market Among Malaysian Generation Z	Tan Zung Yan	Ms Tai Lit Cheng	
25.	The Impact of Job Performance, Job Satisfaction Skills Development and AI Adoption on Employee Commitment	Hoo Yuan Yien	Dr Omar Hamdan Mohammad Alkharabsheh	
26.	Independent Journeys: Investigating the Key Determinants of Gen Z Female Travelers' Solo Travel Intentions	Chong Wai Sam	Ms Goh Poh Jin	
27.	Understanding Generation Z Consumer Behavior: The Role of Data-Driven Marketing in Shaping Customer Engagement in Online Shopping	Audrey Chong Jia Wen	Dr Choo Siew Ming	
28.	The Influence of Job Characteristics on Meaningful Work and Quiet Quitting in Multinational Corporations	Dominic Koh Wen Cong	Dr Low Mei Peng	
29.	Determinants of Entrepreneurial Intentions Among Female University Students	Victoria Wee Yuet Fang	Dr Kalaivani a/p Jayaraman	
30.	Factors that Influence the EV Purchase Intention: The Moderating Role of Incentive Policy	Kuan Jo Yin	Ms Goh Poh Jin	
31.	Understanding the Dynamics of Short-Form Video Marketing: An Analysis of Purchase Intention Among Young Consumers in Malaysia	Chia Zhi Han	Dr Choo Siew Ming	
32.	Psychological Stress Among Gen Z Malaysian Students Preparing for International Education Abroad	Dania Natasya BInti Nagayaya	Dr Malathi Nair a/p G Narayana Nair	

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No.	Research Title	Student's Name	Supervisor's Name	Approval Validity
13.	The Impact of Brand Equity Dimensions on Brand Loyalty Among Generation Z in the Sports Footwear Industry	Ng Zhen Yang	Dr Malathi Nair a/p G Narayana Nair	7 January 2026 – 6 January 2027
14.	The Influence of Social Media Influencers on Malaysian Consumers' Purchase Intention Toward International Brands	Lim Wei Qi	Dr Foo Meow Yee	
15.	A Study of Reverse Logistic and Its Role in Brand Image and Customer Perception	Chang Kar Tung		
16.	The Role of Cross-Border E-Commerce Does Promote Buying Intentions for Consumers	Ho Jia Rok		
17.	Understanding the Influence of Online Scams on Consumer Purchase Intentions Among Malaysian Social Media Users	Aw Yong See Win	Dr Choo Siew Ming	
18.	Exploring the Intention of Reside in Retirement Villages Among Gen Z in Malaysia	Teo Yi Qi	Ms Goh Poh Jin	
19.	The Influence of Brand Trust on Young Adults' Preferences for Malaysia-Based Coffee Brands	Liau Wei Sim	Dr Malathi Nair a/p G Narayana Nair	
20.	Factors Influencing Malaysian Consumers' Purchase Intention Toward International Beauty Products	Tan Sze Wing	Dr Foo Meow Yee	
21.	Consumer Choice of Sustainable Mobility: A Study of Determinants Influencing Electric Vehicle Purchase Intention	Shao Yuhao	Ms Goh Poh Jin	
22.	The Impact of Product Variety, Promotions, Accessibility, Mall Cleanliness & Maintenance on Shoppers' Revisit Intention in Urban Shopping Malls: A Functional Value Analysis	Tan Yue Wey	Dr Choo Siew Ming	
23.	Young Consumers' Purchase Intention Toward Green Products in Malaysia: Drivers and Challenges in Green Marketing	Chin Zhi Qian		
24.	Chasing the Surprise: Understanding What Drives Impulse Buying in Blind Box Market Among Malaysian Generation Z	Tan Zung Yan	Ms Tai Lit Cheng	
25.	The Impact of Job Performance, Job Satisfaction Skills Development and AI Adoption on Employee Commitment	Hoo Yuan Yien	Dr Omar Hamdan Mohammad Alkharabsheh	
26.	Independent Journeys: Investigating the Key Determinants of Gen Z Female Travelers' Solo Travel Intentions	Chong Wai Sam	Ms Goh Poh Jin	
27.	Understanding Generation Z Consumer Behavior: The Role of Data-Driven Marketing in Shaping Customer Engagement in Online Shopping	Audrey Chong Jia Wen	Dr Choo Siew Ming	
28.	The Influence of Job Characteristics on Meaningful Work and Quiet Quitting in Multinational Corporations	Dominic Koh Wen Cong	Dr Low Mei Peng	
29.	Determinants of Entrepreneurial Intentions Among Female University Students	Victoria Wee Yuet Fang	Dr Kalaivani a/p Jayaraman	
30.	Factors that Influence the EV Purchase Intention: The Moderating Role of Incentive Policy	Kuan Jo Yin	Ms Goh Poh Jin	
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**Appendix 3.0: Pilot Test Results**

Financial Benefits

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.844	.848	5

Non-Financial Benefits

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.790	.794	5

Work-Life Balance

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.898	.901	5

Career Development Benefits

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.775	.771	5

Job Outcome

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.876	.880	5

## **Appendix 4.0 Reliability Test Results**

### Financial Benefits

#### **Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.821	.822	5

### Non-Financial Benefits

#### **Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.766	.767	5

### Work-Life Balance

#### **Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.852	.857	5

### Career Development Benefits

#### **Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.803	.803	5

Job Outcome

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.896	.900	5

**Appendix 5.0 Multiple Linear Regression Analysis Results**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.571 <sup>a</sup>	.326	.312	.79546

a. Predictors: (Constant), CDB, NFB, WLB, FB

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	-.663	.586		-1.130	.260	-1.819	.494		
	FB	.405	.127	.245	3.198	.002	.155	.655	.589	1.699
	NFB	.380	.156	.179	2.442	.016	.073	.687	.641	1.560
	WLB	.343	.087	.294	3.952	<.001	.172	.514	.623	1.605
	CDB	-.062	.103	-.041	-.607	.545	-.265	.140	.750	1.333

a. Dependent Variable: JO

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	59.673	4	14.918	23.577	<.001 <sup>b</sup>
	Residual	123.386	195	.633		
	Total	183.059	199			

a. Dependent Variable: JO

b. Predictors: (Constant), CDB, NFB, WLB, FB

**Appendix 6.0 Pearson Correlation Result**

		<b>Correlations</b>				
		FB	NFB	WLB	CDB	JO
FB	Pearson Correlation	1	.571 <sup>***</sup>	.504 <sup>***</sup>	.345 <sup>***</sup>	.482 <sup>***</sup>
	Sig. (2-tailed)		<.001	<.001	<.001	<.001
	N	200	200	200	200	200
NFB	Pearson Correlation	.571 <sup>***</sup>	1	.433 <sup>***</sup>	.314 <sup>***</sup>	.434 <sup>***</sup>
	Sig. (2-tailed)	<.001		<.001	<.001	<.001
	N	200	200	200	200	200
WLB	Pearson Correlation	.504 <sup>***</sup>	.433 <sup>***</sup>	1	.480 <sup>***</sup>	.476 <sup>***</sup>
	Sig. (2-tailed)	<.001	<.001		<.001	<.001
	N	200	200	200	200	200
CDB	Pearson Correlation	.345 <sup>***</sup>	.314 <sup>***</sup>	.480 <sup>***</sup>	1	.241 <sup>***</sup>
	Sig. (2-tailed)	<.001	<.001	<.001		<.001
	N	200	200	200	200	200
JO	Pearson Correlation	.482 <sup>***</sup>	.434 <sup>***</sup>	.476 <sup>***</sup>	.241 <sup>***</sup>	1
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	
	N	200	200	200	200	200

\*\*\*. Correlation at 0.001(2-tailed)