

**FACTORS THAT INFLUENCE EMPLOYEE ENGAGEMENT: A STUDY OF  
CELESTICA MALAYSIA SDN. BHD.**

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**UNIVERSITI UTARA MALAYSIA**

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**FACTORS THAT INFLUENCE EMPLOYEE ENGAGEMENT: A STUDY OF  
CELESTICA MALAYSIA SDN. BHD.**

**A project paper submitted to the College of Business in partial fulfillment of the  
requirements for the degree of Master of Human Resource Management**

**Universiti Utara Malaysia**

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## **ABSTRACT**

The purpose of this study is to examine and gain a better understanding of the drivers that influence the employee engagement in Celestica Malaysia Sdn. Bhd. This study was done among 97 exempt staffs in Celestica Malaysia Sdn. Bhd. Data were gathered through questionnaires and was being analyzed by using Statistical Package for Social Science (SPSS) version 16. Throughout the statistical analysis – correlation analysis, it is found that there is a significant relationship between the three independent variables namely Employee Communication, Rewards and Recognition and Employee Development with the dependent variables – Employee Engagement. Among all three independent variable, employee development is found to be the most independent variable in driving the employee engagement in Celestica.

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## **CHAPTER 1**

### **INTRODUCTION**

#### **1.1 INTRODUCTION**

In today economic downturn situation, organization started to look into its people asset – internal employee so that they can utilize the human asset to sustain the competitiveness in the industry.

Employees who are engaged in their work and committed to their organizations give companies crucial competitive advantages - including higher productivity and lower employee turnover (Robert, 2006). In addition, engaged employees may be more likely to commit to staying with their current organization (Ramsay & Finney, 2006). Software giant Intuit, for example, found that highly engaged employees are 1.3 times more likely to be high performers than less engaged employees. They are also five times less likely to voluntarily leave the company (Ramsay & Finney, 2006).

Thus, it is not surprising that organizations of all sizes and types have invested substantially in policies and practices that foster engagement and commitment in their workforces (Robert, 2006). Indeed, in identifying the three best measures of a company's health, business consultant and former General Electric CEO Jack Welch recently cited employee engagement first, with customer satisfaction and free cash flow coming in second and third, respectively (Welch & Welch, 2006)

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