

**THE EFFECT OF PERSONAL RESOURCES AND JOB
RESOURCES ON WORK ENGAGEMENT – A STUDY
OF A MULTI-NATIONAL COMPANY
MANUFACTURING UNIT**

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MASTER OF HUMAN RESOURCE MANAGEMENT

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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

By

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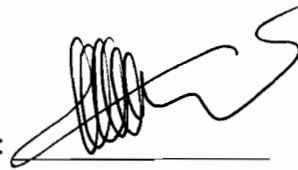
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ABSTRAK

Tujuan kajian ini ialah untuk menyiasat penglibatan pekerja unit-perniagaan dan sumber-sumber yang mempengaruhi kejayaan organisasi. Kajian ini bertujuan untuk menyemak dan memperolehi pemahaman yang lebih baik berhubung faktor-faktor yang mempengaruhi penglibatan kerja di unit perkilangan syarikat multi-nasional yang terletak di Kulim Hi-Tech Park. Hasil dari kajian ini adalah untuk memberi sumbangan kepada literatur kajian dan membantu para pemimpin atasan memberi fokus pada strategi modal insan yang menghasilkan pulangan ke atas pelaburan mereka.

Kajian dibuat keatas 105 kakitangan eksekutif dari unit pengeluaran. Data dikumpul melalui pengedaran soal selidik dan dianalisa menggunakan statistik Package untuk Ilmu Pengetahuan Sosial (SPSS) versi 16. Hasil ujian analisa korelasi mendapati hubungan yang signifikan antara dua pembolehubah bebas iaitu Sumber Peribadi dan Sumber Daya Kerja dengan pembolehubah bersandar, penglibatan kerja. Di antara dua pembolehubah bebas, sumber pekerjaan didapati paling menyumbang dalam mendorong penglibatan bekerja di unit- perniagaan ini.

ABSTRACT

The purpose of this study is to investigate a business-unit work engagement and resources affecting its organizational success. The study is to examine and gain better understanding of the drivers that affects the work engagement at a multi-national company manufacturing unit located at Kulim Hi-Tech Park. The result of this study is to contribute to the research literature and help senior leaders focus on human capital strategies that produce returns on their investments.

This study was done among 105 exempt staff of a manufacturing unit. Data were gathered through hardcopy questionnaires and was being analyzed using Statistical Package for Social Science (SPSS) version 16. Throughout the statistical analysis – correlation analysis, it was found that there is significant relationship between the two independent variables namely Personal Resources and Job Resources with dependent variables of Work Engagement. Among the two independent variables, job resources were found to be the most independent variable in driving the work engagement in this business unit.

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CHAPTER 1

INTRODUCTION

1.1 INTRODUCTION

Why do some employees perform at high levels, whereas others perform at minimum levels of acceptance? Theoretical models and empirical studies concerning between-person differences mainly examine how employees' traits or general tendencies determine their performance (Cropanzano & Wright, 2001).

Similarly, the motivational process of the Job Demand-Resources (JD-R) model, (Bakker & Demerouti, 2007) suggests that job resources are the main initiators of employee's work engagement and consequently of enhanced performance. Job resources refer to physical, social or organizational aspects of the job that are functional in achieving work-related goals, reduce demands and the associated costs, and stimulate personal growth and development (Bakker & Demerouti, 2007).

Work engagement is the level of commitment and involvement which employee has towards their organization and its values. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefits of the organization. The organization must work to develop and nurture engagement, which requires a two-way relationship between employer and employee. Thus, work engagement is a barometer that determines the association of a person with the organization.

Harter, Schmidt & Hayes (2002) found that levels of engagement were positively correlated with business-unit performance (e.g. customer satisfaction and loyalty, unit

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