

**DETERMINANTS OF EMPLOYEE ENGAGEMENT IN FARLEY SIBU SDN  
BHD**

**BY**

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**In Fulfillment of the Requirement for the Master Degree of Human Resource  
Management**

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## ABSTRAK

Tujuan kajian ini ialah menilai dan menambah pengetahuan tentang faktor yang mempengaruhi komitmen pekerja di Farley Sibu Sdn Bhd. 107 pekerja Farley Sibu Sdn. Bhd. telah menyertai dalam kajian ini. Data yang didapati dianalisis menggunakan SPSS versi 17. Analisis SPSS mendapati terdapat hubungan antara tiga pembolehubah tidak bersandar iaitu kepimpinan transformasi, pembangunan kerjaya dan budaya organisasi dengan pembolehubah bersandar iaitu komitmen pekerja. Dalam tiga pembolehubah tidak bersandar, kepimpinan transformasi adalah faktor yang mempengaruhi komitmen pekerja di Farley Sibu Sdn. Bhd. Oleh itu, beberapa cadangan telah diberikan untuk mengatasi masalah komitmen pekerja di Farley Sibu Sdn. Bhd.

Kata kunci: komitmen pekerja, kepimpinan transformasi, pembangunan kerjaya, budaya organisasi

## **ABSTRACT**

The purpose of this study is to examine and gain a better understanding of the drivers that influence the employee engagement in Farley Sibu Sdn. Bhd. 107 employees of Farley Sibu Sdn. Bhd. were participated in this study. Data were gathered through questionnaire analyzed by using Statistical Package for Social Science(SPSS) version 17. Throughout the statistical analysis – correlation analysis, it is found that there is a significant relationship between the three independent variables namely transformational leadership, career development and organization culture with the dependent variables – employee engagement. Among all three independent variable, transformational leadership is found to be the most important drivers in influencing the employee engagement in Farley Sibu Sdn. Bhd. Based on these findings, recommendations and suggestions were made to the management Farley Sibu Sdn. Bhd.

Key words: Employee Engagement, Transformational Leadership, Career Opportunities, Organization Culture

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## **LIST OF ABBREVIATIONS**

SET	Social Exchange Theory
MLQ	Multifactor Leadership Questionnaire
ORC	Opinion Research Corporation
SPSS	Statistical Package for the Social Science

## **CHAPTER 1**

### **INTRODUCTION**

#### **1.1 Background of the study**

Globalization has changed the business industry and society. Competition has raised high and the organizations are racing in the marketplace to increase its profit. In order to survive in the globalized world, global leader has built various strategies to compete in the marketplace. The strategies adopted are not only focused on increasing sales or service but are also related to retaining talented who have high performance and high competence in workplace (Berger & Berger 2004). Employee engagement has emerged as a critical driver of business success in today's competitive marketplace. Employee engagement is defined as the extent that an employee believes in the mission, purpose, and values of an organization. It demonstrates commitment through their actions as employees and their attitude towards the employer and customers (Stockley, 2007).

The field of employee engagement is important to highlight because it is a dominant source of competitive advantage and thus able to solve challenging organizational problems such as increase organization performance and productivity. Research has suggesting that organization with high levels of employee engagement report positive organizational outcomes (Kular, Gatenby, Ress, Soanneet & Truss, 2008; Harter, Schmidt & Keyes, 2003; Shuck & Wollard, 2010).

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