THE INFLUENCE OF HUMAN RESOURCE MANAGEMENT PRACTICES

ON WORK ENGAGEMENT: THE CASE OF LECTURERS IN POLYTECHNIC

TUANKU SYED SIRAJUDDIN

BY

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A Thesis Submitted To

Othman Yeop Abdullah Graduate School of Business

Universiti Utara Malaysia

In Partial Fulfillment Of The Requirement For The Master of Science (Management)

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DECEMBER 2014

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ABSTRAK

Objektif utama kajian ini adalah untuk menentukan pengaruh amalan Pengurusan Sumber Manusia iaitu sokongan kepimpinan dalam dasar-dasar pentadbiran, komunikasi pekerja, pembangunan kerjaya dan ganjaran dan pengiktirafan terhadap penglibatan pekerja. Untuk mencapai objektif, kaedah kuantitatif telah digunakan dan data dikumpulkan melalui soal selidik. Sebanyak 140 soal selidik telah diedarkan kepada 8 jabatan di Politeknik Tuanku Syed Sirajuddin, Arau, Perlis. Hanya 120 soal selidik telah diterima dan digunakan untuk analisis lanjut.

Data dianalisis dengan menggunakan ujian korelasi Pearson, analisis regresi dan ujian frekuensi. Hasil kajian menunjukkan bahawa, terdapat hubungan antara amalan Sumber Manusia dengan penglibatan kerja. Semua pembolehubah bebas secara positif dengan penglibatan pekerja kerana nilai P kurang daripada 0.01 (p <0.01), ia adalah penting.

Akhir sekali, analisis regresi antara amalan Pengurusan Sumber Manusia dan penglibatan kerja menunjukkan bahawa komunikasi pekerja adalah nilai beta yang tertinggi bahawa komunikasi pekerja didapati menjadi faktor yang paling penting dalam menerangkan penglibatan kerja.

Kesimpulannya, didapati bahawa amalan HRM mempunyai pengaruh ke atas penglibatan kerja pekerja. Faktor demografi juga mempengaruhi tahap penglibatan pekerja. Ini menunjukkan bahawa pengurusan perlu membuat perubahan dan penyusunan semula pembangunan secara teratur dalam polisi-polisi amalan pengurusan sumber manusia bagi mencapai tahap pengukuhan dalam penglibatan pekerja di politeknik ini.

ABSTRACT

The main objective of this study is to determine the influence of Human Resources Management (HRM) practices (leadership support in administrative policies, employee communications, career development and rewards and recognitions) on employee work engagement. To attain the objectives, the quantitative method was used and data were collected through questionnaires. A total of 140 questionnaires were distributed to 8 departments in Polytechnic Tuanku Syed Sirajuddin, Arau, Perlis. Only 120 questionnaires were received and used for further analysis.

The data were analyzed using Pearson correlation, regression analysis and frequency test. The findings exhibited that, there were relationship between Human Resource practices with work engagement. All the independent variables are positively correlated with employee engagement since P value less than $0.01(p<0.01)$, it is significant.

Lastly, the regression analysis between HRM practices and work engagement indicated that employee communication is the highest beta value that employee communications were found being the most important factor in explaining work engagement.

In conclusion, it is observed that HRM practices have influence on the employee work engagement. Demographic factors also affect the engagement level of the employees. This shows that employers need to develop a proper and well-structured HRM policies in attaining high work engagement level among the employees.

ACKNOWLEDGMENT

In the name of Allah, the Most Gracious and the Most Merciful

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CHAPTER 1

INTRODUCTION

1.0   Background of Study

The Department of Polytechnic Education is committed to provide quality, efficient and customer-friendly services to the highest level of objectivity, confidentially, integrity and professionalism. The Ministry of Higher Education through the Department of Polytechnic has to ensure that the country's semiprofessional workforce and executive levels must meet the industries' requirements and needs accordingly. In the year 2010, the Ministry of Higher Education in Malaysia has implemented thorough transformation in the technical and polytechnic education system conducted by the Polytechnic Education Department. The transformation plan for the polytechnic education is to upgrade the technical and polytechnic education sector to be the alternative choice for those who want to pursue their higher education in technical and specialized skills.

The Transformation plan will also upgrade the primer polytechnic's to focus on the experts, becoming a centralized repository knowledge in the polytechnic teaching sector and in specialized fields or niche in line with the country development industry. This transformation plan when be implemented will shift polytechnic roles and functions in the higher learning sector and fulfill the needs of human development based on technology and industry. (Mohamed Khaled Nordin 2010).

Nowadays, polytechnics depend on outsourcing man power for work in these areas. Therefore, the implementation of the transformation plan will make the polytechnic to have a competent and committed workforce to implementing the scope of work by the right profession and expertise. The definition of the task is to deliver and expand their knowledge and skills to students through the teaching and learning experience in addition to management duties to another. Advanced career technical education depends a lot on the inspiration and hard work to deliver lectures. The goal is to improve students ' academic performance to ensure the quality of teaching and learning in addition to achieving the vision and mission of the university. Polytechnic lecturers should have the capacity and the ability to carry out a variety of workloads and tasks and that the impact should not affect teaching skills . Mohd Amin (2009), Aminuddin (2007) and Hayati (2006) defined 'workload' as the activities which are related to professional duties and responsibilities carried out the executives regardless of whether they are academic or non-academic staff for the benefits of the organization. Academic tasks are like teaching, doing research and giving consultancy services whilst non-academic work is the workload such as developing the syllabus , managing student's program and being the students' academic advisor.

The lecturers are also one of the success factors of the higher institutions education system. They are the front liners who are setting the goals and objectives of any institutions and making them a reality. According to Robbins et al., (2007) Herzberg proposed in his Motivation Hygiene Theory that if the factors associated with work or outcomes are emphasized, such as promotional opportunities, career advancement, acknowledgement and responsibility and achievement then the individuals will find it intrinsically rewarding. RoU (1992) mentioned that the standard of educational institutions can be improved through knowledgeable, committed and motivated staff. Corcoran et al., (2004) added that the quality of teacher and teaching is the most dominating factor that affects learning at a large scale. Eton (1984) noticed that payments, promotions and salaries have a significant impact on the attitude of teachers towards their work. According to Kayuni & Tambulasi (2007) lack of motivation and commitment can have a negative impact on the students' learning and most importantly it puts the future of the children at stake. A motivated academician is recognized by his high level of commitment, hard work, devotion, dedication and as a source of inspiration through his exemplary character as a teacher is always expected to be a role model for his/her students.

On the importance of delivering motivated lecturers in Higher Education Institutions (HEIs), human resource management (HRM) as specifically stressed with the people management in organizations. HRM actually refer to activities performed by managers to attract, retain and manage the performance of employees that contribute to achieving organizational goals (Jones,George, Hill,2000). Some of existing research studies on Malaysia conclude that HEIs conclude that were more focused on issues of total quality management in different higher education institutions (Ali et al,1999). It has also been proven that HRM practices in organizations are lead by employees' commitment levels (Smeenk et al, 2006).

In turn, organizational commitment has a high impact on critical worker outcomes such as absenteeism, turnover and job performance (Harris,2011).

HRM also refers to the basis of human resource planning, selecting, recruiting, compensating, training, developing and retaining systems and practices. Thus, it will have an impact on its existing and future employees. Good human resource management practices will be able to deliver the organization manpower requirement not only in terms of quantity but most importantly in terms of quality. This is because of the relationship between HRM practices and firm performance is considered as one of the major organizational goals in terms of delivering the effective and competitive human resources to face challenges in the higher education today.

Furthermore, the effective HRM will produce quality and productive employees such as to minimize job dissatisfaction, absenteeism and turnover of employees. The organization must always take the respond to all the challenges of globalization of market production, technological changes, innovation and fluctuation in consumer demands so as to perform more efficiently in productivity. From another perspective, HR practices to their organization are associated with organizational performance such as compensation (Othman,2011), training (Dearden, Reed, & Reenen, 2006).

HR departments of organization support work engagement initiatives by conducting training programs, administering employee performance appraisal and other tools used to gather engagement data of employees. According to Guest (2002), the levels of work engagement which are the effective perception is because of achievement of desired outcomes that related to levels of HRM practices. Engaged workers are as passionate workforce who feels a deep connection in their job which also means they love their job and are passionate with what they are doing.

According to Baker & Demerouti (2008), work engagement also refers to personality variables that show moderate relationship among optimism, self-efficacy and conscientiousness. Crawford (2006) also defined engagement as a measure of the energy and passion employees have for their company.

Thus, HRM practices are one of the major factors to ensure the work engagement that enhancing the performance of employees. These are then aligned towards the key performance indicators that will then aggregate into the desired total organization performance and achievement.

Hence, with regards to the scenario facing Malaysia's higher education sector especially for polytechnic, this paper aims to identify the dimensions of HRM practices with regards to organizational commitment among academics in polytechnic and determine the influence of HRM influence of HRM practices on these organizational commitment levels.

1.1 Problem Statement

The biggest challenge for the polytechnics is to get the work done through their lecturers willingly and efficiently. The implication of the transformation plan will make the polytechnic have a workforce of competent and committed staff to execute the work using the right qualification and expertise. Quality policy department, recognition, collaboration and internationalization are some of the main agenda of this transformation. Recognition programs by Malaysia Qualification Agency (MQA) is another major challenge for polytechnics. All these activities are monitored under the key performance indicators (KPI) by the Ministry of Education. This phenomenon has affected lecturers in polytechnic as well. The lecturers have also focus on administrative workload besides academic work.

Lecturers at polytechnics should have the capacity and ability to work a variety of workloads and task that impact on teaching and learning quality. Academic tasks involves teaching, research and specialist consultancy service while administrative duties more to students affairs management and administration management that supposed done by non-academic support staff.

Polytechnics have a problem with the lack of non-academic support staff which is why lecturers have to do administrative work and thus it increases the workload of lecturers. Meaning that, non - academic task have certain impact towards the effectiveness of teaching and learning quality in overall lecturers generally. Some of roles delegated could not be completed satisfactorily due to sudden changes of instructions from management causes the task to become more difficult.

According to Staff Polytechnic Retention (2013 and 2014) the finding shows that only 6.4% (2013) and 8.1% (2014) for the numbers of lecturers intake , only 20.2% (2013) and 4.9% (2014) for numbers of exits lecturers from the polytechnic. Thus, for total of intake lecturers between years 2013 and 2014 is 14.5% while total of exits lecturers is 25.1%. Therefore, its shows that a higher percentage of lecturers leave as compared to new lecturers a joining the polytechnic. Some of them already leave from polytechnic and decide to move to another job.

According to Staff Polytechnic Statistic (2013), there are 34 general administrative officers (N1) are needed for administrative duties in the polytechnic. Regarding to qualification teaching staff of polytechnic (2010) about 28.37% of master holder that already back from furthering study to start the new task in polytechnic. However, those with a master are still paid as degree holder. In term of reward and recognition, polytechnic still lag behind others universities in their reward salary policies.

These issues address here because of polytechnic still not review the salary increment until now and those become less motivated to work hard and some of them are not engaged at certain job. Poor reward policies in term of salary increments and recognition also must be reviewed to motivate employees and compensate with salary received (Department of Polytechnic Education, 2010).

Jasmi, Zakaria, Bahru, Saud (2010) stated that almost 72% of respondents of polytechnics agreed that there are ambiguous roles and tasks assigned to them which could not be completed. In addition to this statement, 82% agreed that the change of instructions from the higher management occasionally could cause the task become more difficult and challenging. Lecturers' efforts are more recognized when the management tasks are accomplished rather than teaching

and time taken was occupied for the other tasks instead for teaching were agreed by respondents by 70% and 76% respectively.

Thus, proper measures should be implemented to detail out tasks given. Recognition and rewards should be prioritized the contribution towards the academicals achievements rather than other accomplishments or at least they could be complimented each other correspondingly.

It is difficult for every lecturer to be efficient in teaching and concurrently complete other tasks assigned to them especially when they have lack of experience and exposures although most tasks given were usually related to teaching experiences and their fields of expertise.

The level of staff satisfaction at polytechnics nationwide is only around 60-70 percent presently. Meanwhile 30-40 % of the staff is still less satisfied with their working conditions today. Some improvement should be done by the Ministry of Higher Education , Department of Polytechnic and polytechnics to enhance their level of job satisfaction among staff either among staff management , academic and support staff. (Jasmi, Zakaria, Bahru, Saud,2010).

Regarding to Jasmi et al., (2010) stated that in term of promotion, salary increment and incentives rewarded to them is still far behind private institutions. There is no instance reward for achievement done by lecturers instead long process of promotion.

These issues related on transformation of conventional polytechnic towards lecturer and staff because they are part of the success factor of higher institutions' education system. They are also the front liners and managers who are support our organization in making the goal and objectives.

1.2   Research Questions

The study was conducted to answer following questions.

1.2.1   Which variables influence most on work engagement?

1.2.2   Is there a relation between leadership supports in administrative policies with work engagement?

1.2.3   Does career development have relation with work engagement?

1.2.4   Does reward and recognition related to work engagement?

1.2.5   Are communication related to work engagement?

1.3   Research Objectives

The main objective of the study is to determine which independent variables is higher influence on work engagement. The following research objectives are:

1.3.1   To determine the leadership support for administrative policies that influence work engagement

1.3.2   To examine the influence of career development on work engagement

1.3.3   To investigate the influence of reward and recognition on work engagement

1.3.4   To determine the influence of communication on work engagement

1.4   Significance of the Study

Institution

The significance of the study is to help the polytechnic in order to determine the best practices that can contribute to the work engagement among the employees. As stated earlier, human capital is the most important asset of an organization, and to have happy and engaged workers is really crucial in achieving the organization's goals and targets. The HRM policies of the company can be strengthened and restructured according to priorities that will be based on this study. The direction of these practices will also improve the direction of the employees, whereby the employees will understand and respond to the employers' expectations of them accordingly. It will also help the employees to be aware of the importance of work engagement in performing their tasks, and to fully understand their contributions towards the company. The employees will gain awareness on how their happiness affects the company's performance, hence encouraging them to communicate more with the employers. Healthy communication will in turn solve many underlying problems pertaining to the working conditions.

Nationally

Highly motivated lecturers enable students to further their knowledge and this enables the national policy on human resource development to be achieved.

1.5   Term Definition

1.5.1 Leadership support in administrative policies

Organizational climate is set of characteristic of organizations' internal environment results from the interaction outcome of goals, regulation, rules, procedures and policies that applied in the organization (Abdul Razak, W.A,2011)

1.5.2 Career Development

According to Robbins and DeCenzo (1998) defined that career development as designing and supporting learning activities that resulted in a desired level of performance (Robbins and DeCenzo, 1998)

1.5.3   Reward and Recognition

Rewards and recognitions are defined in this study as the appraisal of performances in the form of rewards and recognitions, where an employee who reaches the benchmark of performances set by the employers will get fair recognitions and rewards (Lecky, 1999).

1.5.4   Employee Communication

The communication and information sharing questionnaires was developed by Downs and Hazen (1997) to analyze a stable communication and information sharing; organizational integration (e.g. extent of received information about the work environment), superiors, organizational perspectives and communication climate (e.g. the extent communication motivates workers).

1.6   Scope of study

This study only concentrates on the evaluation of lecturers from Polytechnic Tuanku Syed Sirajuddin (PTSS), Pauh Perlis. There are eight (8) departments in PTSS which are Department of Commerce (JPG), Department of Tourism and Hospitality(JPH), Department of Information Technology & Communication (JTMK),Department of Design and Visual Communication (JRKV), Department of Mathematic, Sains and Communication(JMSK), Department of General Studies (JPA), Department of Electrical Engineering(JKE) and Department of Mechanical Engineering(JKM).

The purpose of this study is to identify the relationship between the three dimensions of human resource practices (HRM) such as leadership support in administrative policies, career development, reward and recognition and employee communication towards work engagement among PTSS lecturers. The researcher has structured this research as quantitative investigation that was primarily based on the questionnaire given to a total 140 respondents from all department in PTSS.

CHAPTER 2

LITERATURE REVIEW

2.0 Introduction

This chapter will present a review of research studies which are related to the hypothesis of this study. This study is going to research about three factors such as leadership support in administrative support, career development, reward and recognition and employee communication with work engagement.

2.1 Human Resource Management (HRM) Practices

Higher Education Institutions (HEIs) mentioned that HRM is refer to the policies and practices involved in carrying out of the people aspects of management that consist of recruiting, screening, training, rewarding and appraising. Historically, high government regulation of higher education industry in Malaysia perceived that extensive research is critically needed in the area of HRM for Malaysian HEIs. Thus, HRM practices should result in attracting and retaining the best faculties which are committed to high quality teaching and research (Harris,2011).

According to Harris (2011) employee participation in making of decision, decentralization of authority and social interaction are the HRM practices are found significant in the context of organizational commitment among academics in a private Malaysian HEI. Furthermore, the three dimensions of HRM practices found that highly significant and positive relationships with academic employees' organizational commitment levels.

Furthermore, researchers such as Cartwright (2007) and Sahney et al (2008) found those higher education institutions' adoption of HRM policies are geared towards quality management systems. Regarding their research on academic institutions in the UK, Holmes and McElwee (1995) suggested that a management style reflecting an individualistic will provide good conditions for quality enhancement to become a success in HEIs. Their view are focused on employees that are resourceful human who have something can contribute to the organizational development and achievement of excellence.

In particularly, Sahney et al (2008) on education institutions in India also address the importance of HRM in HEIs, they argued that only on external customers of the education system such as employers or students, and that more research should be done on the internal customer such as academic employee perspective. This is because employee satisfaction has been shown to be a major contributor to the success of a customer-centric organizational philosophy of any type of organizations.

2.2 Work Engagement

According to Othman (2011) define that work engagement as the level of employee commitment on their work beside they knows exactly to produce the efficient and effective towards high quality performance of company. A person who is fully participating on his or her work considered as engaged employee at work place (Tritch,2003). Fulfilling on works, be positive and work related state of mind that recognized by vigor, dedication and absorption as defined by Schaufeli et al.,(2002) in Othman (2011). Vigor as the high level of energy and mental resillence while working in the difficulty task meanwhile dedication as the worker that strongly involved in work challenges and thus absorption tends to be happy with fully concentrated on their works.

Bakker & Demerouti (2008) proposed the work engagement is positive impact on important organizational outcomes by developing a climate of trust within their organizations. Recently, Bakker & Demerouti (2008) emphasis on their study that engaged employees often experience positive emotions consist of happiness, joy and enthusiasm, experience better health, create their own job and personal resources and transfer their engagement to others.

2.3 HRM Practices and Work Engagement

HRM departments of organization supports work engagement initiatives by conducting training programs, overseeing the metrics used to assess engagement and administering employee performance appraisal and other tools used to gather engagement data of employees. Furthermore, HR roles in organizations' hiring processes present the opportunities to drive engagement by identifying candidates who are likely to become engaged workers. According to Guest (2002), levels of work engagement which is the effective perception is because of achievement of desired outcomes that related to levels of HRM practices. Engaged workers are

as passionate workforce who feels a deep connection in their job where means they love their job and get passionate with what they are doing. A number of studies have shown similar positive relationships between HR practices and various measures of firm performance. MacDuffie (1995) found that HR practices were related to productivity and engagement in how manager develop their strategies to workers become engage in work given. Meanwhile Delery and Doty (1996) found that significant relationships between HR practices and work engagement in sample of bankers.

According to Youndt et al (1996) found that certain combinations of HRM practices were related to the work engagement which is reflections of the employers attitude towards the employees through subconsciously communicate with the workers. The communication carries the message that the company aspire them to be engaged in their works, and for those who comply, will be appreciated and rewarded justly.

2.4 Career Development

The transfer of leadership principles depends on whether the organizations provide their trainees with opportunities and support to organization. In general, organizational transfer climate is defined as environment factors which encourage the use of knowledge, skill and abilities (KSAs) learned in training on the job (Baldwin & Ford, 1988). These include organizations' actions signaling whereby training is important as well as actions offering the amount of control, time, or decision latitude they need (Tannenbaum & Yukl, 1992).

According to Othman (2011) indicated that job satisfaction of employee productivity contributed by effective training with knowledge and skills needed to accomplish the job. Recently, Othman (2011) indicated that objective of training is to improve current job skills and behavior whereas workers are perceives their training being beneficial will more satisfied. Furthermore researcher such as Dearden (2006) found that workers and employer were able to share the benefits from training on productivity. Training and development is a process meant to provide both new and existing employees the knowledge and skills they need to do their current job, as well prepare them for changes on-the-job and also future job demands (G. Dessler, 2011).

Some authors have found its positive relationship with organizational commitment (Pare et al.,2000) while some have found no significant correlation (Igbaria & Wormley, 1992; Shore & Barksdale, 1998). Employment security provided through the formal and appropriate handling of employee grievances have been shown to result in positive influences on organizational commitment levels (Shore & Barksdale, 1998). Research also suggests that job security is positively related to continuance commitment (Chang, 1999; Gellatly, Hunter, Currie, & Irving, 2009; Harley, 2002; R. C. Mayer & F. D. Schoorman, 1998).

2.5 Leadership Support in Administrative Policies

University academic staff holds the most important place in any society because lecturer are the sources of transformation of knowledge. Employee attitude is subject to the outstanding performance of the behaviors that are flexible and dynamic differ from organization to organization depending on the style of management and techniques to get the work done by staff and decision-making process and how the implementation of the decisions that they do have an

effect on the level of motivation employee. Shaheen, Sajid & Batool (2013) stated that most of the university academicians are not satisfied with the administrative policies of their university which is responsible for their low level of motivation and most of them are not motivated and satisfied with their present salary. Most of the academicians felt that they are getting support from university administration in finding career development opportunities but a good number of academicians were not satisfied with the accountability system and placement policies of the university.

2.6 Reward and Recognition

According to Mba & Ph (2009) argued that a successful compensation and benefits program requires knowledgeable managers who can communicate effectively. Compensation refers to all forms of payment made to employees by their employer as a result of their employment relationship (Othman, 2011). Some authors have reported positive influence of compensation on organizational commitment while others have shown no significant influences (Harris, 2011).

However, results generally show that compensation has a strong and significant relationship with both organizational commitment and also normative commitment in particular (Harris,2011). Recently, Harris (2011) defined a compensation refers to all forms of payment made to employees by their employer as aresult of their employment relationship. Furthermore a few researcher   have reported positive influence of compensation on organizational commitment (Lawler & Jenkins, 1992) while others have shown no significant influences (Shore & Barksdale, 1998). However, results generally show that compensation has a strong and significant relationship with both organizational commitment and also normative commitment in particular (Dockel, et al., 2006).

2.7 Employee Communication

Communication, defined as the act of sharing information with others (George & Jones,2008) is perceived from the perspective of HRM as referring to the sharing of information with employees in the organization. Its relationship with organizational commitment has been shown to be significantly positive (Galunic & Anderson,2000). As for performance appraisal, it refers to the evaluation of employee performance relative to set standards (George & Jones, 2008), and its relationship with organizational commitment has been found to be positively significant (Singh, 2000). According to Othman (2011) found that the communication climate of firm is more centrally linked to organizational identification than content of the communication. Recently, Othman (2011) focused the issues of "buddy system" where new employees are assigned to senior staff, they have unlimited employee communication access to the buddy in asking and sharing information. Thus it may result to sharply reduce turnover and enhance the employee's efficiency.

2.8 Demographic Variables

Demographic variables are the characteristic of demographic profile of respondent. The demographic factor are consist of gender, age, marital status, educational qualification, income, length of service and so on. Mean that, the characteristic of human population of the study done by researchers which are structure and change that defined by Schuman and Scott (1999).

2.8.1 Gender

Definition of gender is refer to men and female that both of them are perceptual and constructed socially. According to definition by Bravo-Baumann (2000), he defined that relation of gender is affect to household security, family, production, planning and other aspect of life. Furthermore in context of manufacturing industry, men is prefer to do the technical task or from blue-collar jobs whereas women more to do the managerial and administrative task.

2.8.2 Age

Age is defined as the human period of living that from his birth up until now. Normally, age are divided into some categories such as babies or infant that in range between 0 to 2 years, kids in between age of 2 to 12 years, youth from 13 to 18 years, young adults at age 18 to 30 years, adults at age 30 to 60 years old and lastly senior citizen in between age of 60 years and above.

2.8.3 Academic Qualification

Regarding to Schofield (1999) defined that education has a formative effect on character and mind of a person. Same goes refer to process of transmitting the knowledge, skills and value from one generation to another as proposed by OECD education statistic (2009). Academic qualification can be categorized by higher education that called upgrading and third stage follows the completion of school. Further next education or tertiary stage provide by universities are diploma to degree follow by master degree and PHD.

2.8.4 Department

Department in the company such as administration, finance, human resource, production, information technology departments and others. Meanwhile, for university of school consist of business school, engineering school, information technology school and others.

2.8.5 Length or Services

The service length of company was categorized by below 2 years, 3 to 5 years, 6 to 8 years and more than 10 years. Basically, services length important to work engagement of employees that highly enthusiasm of performing the job and loyalty as to become stay long in company in promoting the work engagement even though it will reduce to fatigue at work place.

2.9 Relationship between employee career development and work engagement

Training and development program for employees are aimed to improve the work engagement and performance of the employees . According to Collin (2000), training is essential to increase productivity and motivation besides inspiring workers by letting them know how important they are. They need to perform their job better and get engaged with each other in the organization. McNamara (1998) addresses the benefits of employee training and development whereby the training can increase job engagement, satisfaction, employee motivation, efficiencies in processes, gain more profit in financial statements , increase capacity to adopt new technologies and methods, increase in product innovations.

2.10   Relationship between employee reward and work engagement

The rewards such as promotion and incentives, or other words are recognitions act as motivation for the employees to give their full commitment and participation physically, mentally and emotionally on his or her work. Thus, to improve work engagement level, rewards and recognitions will also give the employees sense of pride and belonging to the company, and they are also signs of company's value and appreciation towards the good efforts of the employees. These feelings and emotions are obtained through being rewarded and recognized and thus are important in sustaining and increasing their work engagement.

2.11 Relationship between employee communication and work engagement

Communication has a big impact on organizational behaviour. According to Ongori (2007) organization with strong communication systems enjoy high effectiveness in work because employees need information sharing and need to communicate with their co-workers. Employees sometimes want to express some ideas or to clarify some misunderstanding regarding the job. Communication and information sharing are the key to the organizational goal of delivering better, more efficiency that are coordinated around the needs of individuals. The organization has its own objectives, mission, vision goals and targets, and these must be well understood by the employees. For that, effective communication is the only way to convey the messages to the employees which is to know exactly what is happening in the company, what are the expectations, goals and aspirations as well as the company's evaluation of their works. Similarly, the organization needs to know what their employees are expecting and experiencing in their jobs. Thus, Communication and information sharing is an important component of information behaviour because it is important activity in all collaborative in team work as well as workers able to gain some important inputs and sharing a skill and knowledge with other workers and they will enjoy each other's at the workplace.

2.12   Underpinning Theory

Two-factor Theory proposed by Frederick Herzberg explains that certain characteristics of a job can contribute to job satisfaction, while others characteristics are associated with job dissatisfaction. The job characteristics in this regard can be categorized under two factors or constructs, in which what is termed by Herzberg as "Hygiene" and "Motivator".

<u>Motivation-Hygiene Theory of Motivation</u>

Motivation Factors Increase Job satisfaction

- Company policy &administration
- Supervision
- Interpersonal relation
- Working condition
- Salary

- Achievement
- Work itself
- Responsibility
- Advancement
- Growth
- Salary

Hygiene Factors Avoid Job Dissatisfaction
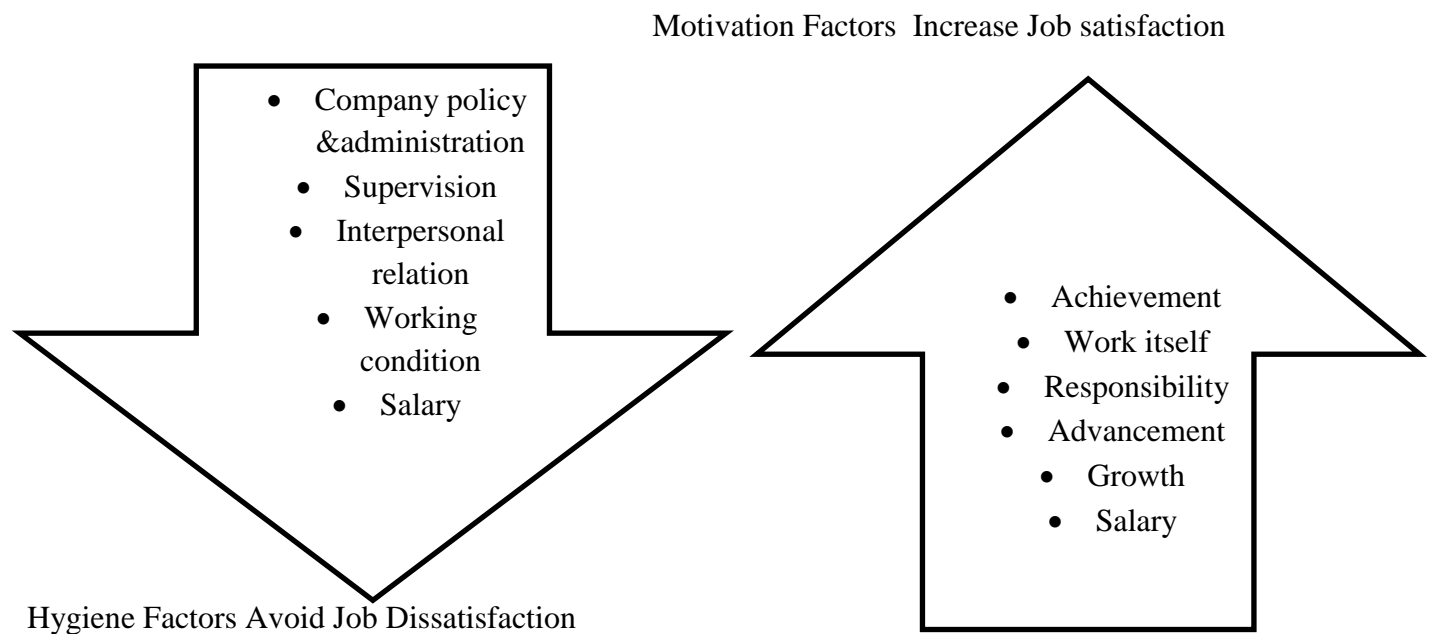
Figure 2.12 : Motivation-Hygiene Theory of Motivation

Hygiene factors are important to employees in order to prevent them from experiencing inconvenience situation at work. Hygiene factors include: Company policy and administration; Wages, salaries and other financial remuneration; Quality of supervision; Quality of co-workers relationship; Working conditions; and Feelings of job security. If these factors are in a state of unfavorable it can cause the occurrence of dissatisfaction with work among employees.

As for motivator factors, the magnitude of these factors is similar to hygiene factors. However, these factors are needed by employees for their personal growth as well as their career development. Motivator factors include: Status; Opportunity for advancement; Gaining recognition; Responsibility; Challenging / stimulating work; Sense of personal achievement; and personal growth in a job. The existence of motivator factors is believed to have a connection with employees' job satisfaction.

From the above explanation on Two-factor theory, it can be said that workers who are dissatisfied tend to restrict productivity, thus they do not actively get involve in their job, while workers who are satisfied with their job will put extra efforts to do a good job and job engagement will be part of the efforts. This situation can be realized if the management of an organization increases the quality of both hygiene and motivator factors.

The theoretical framework of this study which shows the relationship of independent variables (leadership support in administrative policies, career development, rewards and recognition and communication), with dependent variable (work engagement) can be supported by the Two-factor Theory. It can obviously be seen that job satisfaction can be associated with work engagement. Logically, people who have job satisfaction are more likely to engage with their work. While the prime factor behind the occurrence or the enhancement of job satisfaction and work engagement is motivation which is the main issue of Two-factor theory. Finally, in terms of independent variables in theoretical framework of this study, what can be seen is that these variables are consistent with hygiene and motivators factors.

2.13   Conclusion

The review of literature in this chapter provides a comprehensive explanation on all variables which are being focused in this study. Apart from that, in this chapter the analysis and synthesis of previous research findings are also performed with the purpose of establishing a researchable theoretical framework. The following chapter explains the research methodology that is applied in this study.

CHAPTER 3

RESEARCH METHODOLOGY

3.0   Introduction

This study aims to identify the relationship between human resources practices and work engagement. There are three dimensions that measured human resources practices, namely leadership support in administrative support, career development, reward and recognition and employee communication. This chapter presents a description of the research design and method used in this research. It comprises the research design, population and sample, measurement on dependent and independent variables, questionnaires design, administration of questionnaire and data collection.

3.1   Research Framework

This chapter outlines the theoretical framework, research hypotheses, methods of data collection, research sample, research design and the data analysis to be use in this study. This research is aimed to seek for the influence of HR Practices towards work engagement.

This research was adopted from Utrecht Work Engagement Scale (UWES) by Baker, Salanova and Schaufeli (2006) for employee career development, reward and recognition and employee communication with work engagement whereas administrative policies were adopted from Alam & Farid (2011).

The process back to back translation was performed is order to get correct meaning of the items both Malay and English version.

The item of leadership support in administrative policies measured with six (6) elements adopted from Alam & Farid (2011) using five(5) point Likert Scale (1=strongly disagree), (2=disagree), (3=neither agree nor disagree), (4=agree) to (5=strongly agree).

While, the item of career development, reward and recognition and employee communication measured with eighteen (18) items using five(5) point Likert Scale (1=strongly disagree), (2=disagree), (3=neither agree nor disagree), (4=agree) to (5=strongly agree) adopted from Utrecht Work Engagement Scale (UWES) by Baker, Salanova and Schaufeli (2006).

Next the item of work engagement measured with ten(10) items using five(5) point Likert Scale (1=strongly disagree), (2=disagree), (3=neither agree nor disagree), (4=agree) to (5=strongly agree) adopted from Utrecht Work Engagement Scale (UWES) by Baker, Salanova and Schaufeli (2006). The research framework for this study is to show the link between human resource management practices to work engagement as illustrated in diagram 3.1

Independent Variables   **Dependent Variable**

Leadership support in administrative policies Alam & Farid (2011)

Career development Baker, Salanova and Schaufeli (2006).

Work Engagement Baker, Salanova and Schaufeli (2006).

Rewards and recognition Baker, Salanova and Schaufeli (2006).

Communication Baker, Salanova and Schaufeli (2006).
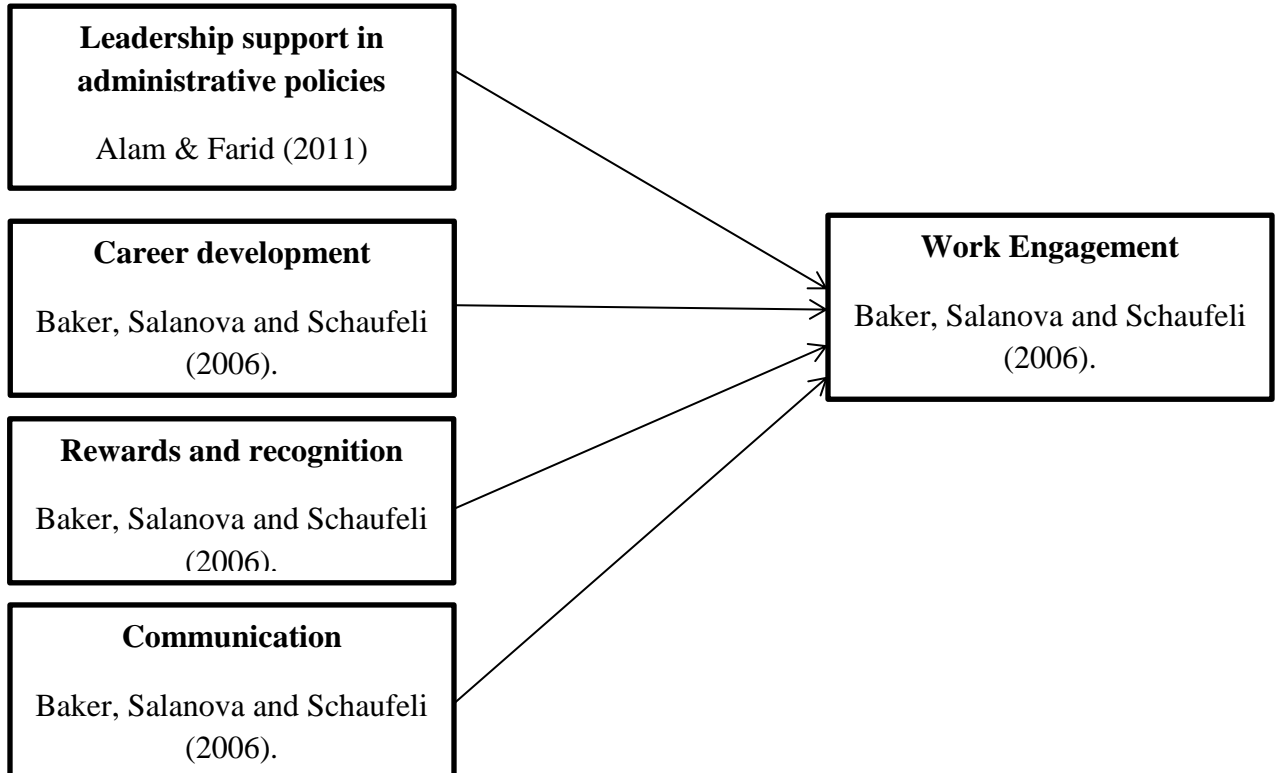
Figure 3.1 Research Framework

3.2 Hypotheses

Hypothesis 1

H1:   There is a significant relationship between leadership support in administrative policies with work engagement

Hypothesis 2

H2:   There is a significant relationship between employee career developments with work engagement

Hypothesis 3

H3:   There is a significant relationship between employee reward and recognition with work engagement

Hypothesis 4

H4:   There is a significant relationship between employee communication with work engagement

3.3   Measurement

Questionnaire is the main tool used to collect data from respondents. The type and design of questionnaire was use base on the needs of the studies that had been carried out. In this study, the questionnaire consists of three sections that are:

Table 3.1 Questionnaire Sections

Sections	Variables
Section A	Demographic
Section B	Work engagement
Section C	Leadership Support in administrative policies
Section D	Employee Career Development
Section E	Employee Reward & Recognition
Section F	Employee Communication

Table 3.2 Distribution of Variables

Variables	Dimensions	Total number of items	Scales	Sources
Human Resource Practices	Leadership Support in administrative policies	6	Likert Scale (1=strongly disagree), (2=disagree), (3=neither agree nor disagree), (4=agree) to (5=strongly agree)	Alam & Farid (2011)
	Employee communication	6	Likert Scale (1=strongly disagree), (2=disagree), (3=neither agree nor disagree), (4=agree) to (5=strongly agree)	Utrecht Work Engagement Scale (UWES) by Baker, Salanova and Schaufeli (2006)
	Employee development	6		
	Rewards and recognitions	6		
Work engagement		10		

3.4   Research Design

The purpose of this study is to identify the relationship between HRM practices (leadership support in administrative support, career development, reward and recognition and employee communication) and work engagement among polytechnic lecturers. The survey study is the best method available for the social researchers in order to collect primary data to describe a population too large to observe directly. Quantitative methods were used in order to identify the relationship between HRM practices and work engagement.

3.5   Multiple Regression

Multiple regression are more sophisticated extension of correlation and useful to explore the predictive ability of set of independent variables on one dependent variable (Hair et al,1998). In order to test the hypotheses developed in the present study, multiple regression analyses were conducted. Therefore, leadership support for administrative policies, career development, reward and recognition and communication on work engagement also examined through analysis.

3.6   Data Analysis

The Statistical Package for the Social Science (SPSS) package was used for the statistical analysis. In addition, the Cronbach alpha coefficients were computed to investigate the consistency and reliability of the instrument. On the other hand, the researcher carried out the Frequency Analysis for the respondent's demographic factor such as, gender, age, marital status, educational level, service duration, post held and job grade. Subsequently, Pearson Correlation Analysis was used to examine the relationship between independent variables which are human

resources practices and the dependent variables which is work engagement. Further to this, Regression Analysis was carried out to determine the significance between both variables.

3.7.1 Unit of Analysis

Unit analysis for this study is an individual, which are lecturers of Polytechnic Tuanku Syed Sirajuddin (PTSS). Unit of analysis refer to from who researcher will collect the data.

3.7.2 Population Frame

The population in this research were academician of PTSS in Arau, Perlis .According to Sekaran (2006), the populations were first divided into meaningful segments; thereafter subjects are drawn in proportion to their original numbers in the population.

3.7.3 Sample Size

In this study, there are 8 departments and the total numbers of academician are 281 lecturers Therefore a total of 140 sets of questionnaire were distributed according to the proportionate sampling of the population.

3.8 Source of data

In order to get the information of this study, the researcher collected the data based on primary data and secondary data. Primary data is refer to questionnaires that prepared set of questions for the respondents answered (Hair, Money, Page and Samouel,2003). For the secondary data, the internet sources such as journal scholar and any references from E-thesis of UUM database are needed in order to prove the argument.

3.9   Administration of questionnaires

For this research, the data was gathered from the questionnaires that directly distributed to the respondents. Basically, the researcher has to get the permission from the Department of Academic Affairs and obtained the total of lecturers of PTSS. Then, the researcher begins to identify the sample size for the distribution of questionnaire after obtaining the exact numbers of academicians. The respondents has answered the questionnaires about 20 minutes in direct personally in turn drew honest and accurate answers.

3.10   Data collection

First of all, in term of data collection for this study was carried out between 20 until 27 October 2014. The researcher has distributed to all departments of PTSS are from different courses and program. The data were collected from the respondents by using the self-administrative techniques. In the processing of collecting the data, there were 120 has been receiving back which is the response rate of 85.7% is achieved. This is because of went for course training, job outstation and missing questionnaires.

3.11   Type of Sampling

This study used the random sampling method where each element in the population has an equal chance of being chosen as a subject in the sample.

3.12 Reliability analysis

The function of reliability test is to analyze the items of variables. The Cronbach alpha test used for the coefficient computation in order to determine the items' reliability. Generally, reliable as considered when Cronbach value is 0.6 and above, then for this study it will be accepted (Sugino,2003)

Table 3.3 Pilot study output

Work engagement (DV)	Cronbach Alpha	N of items
Employee engagement	0.605	10
Human Resource Practices (IV)		
Leadership support in administration policy	0.825	6
Employee communication	0.602	6
Career development	0.814	6
Reward and Recognition	0.765	6

3.13　Pilot Study

Pilot test was tested of draft questionnaires that been distributed to twenty lecturers of Commerce Department in order to test the reliability of questionnaires. In this study, the pilot test may take about two days to complete that made some of changes regarding to comments by respondents. The objective of pilot study is to help in determining the appropriateness of the questionnaires, beside to find the overall on validity and reliability of questions (Sekaran,2003).

Regarding to the result above, it illustrated the Cronbach's alpha for leadership support in administration policy is 0.825 and career development is 0.814, it is good reliability. Meanwhile the Cronbach's alpha for reward is 0.765, employee communication is 0.602 and employee engagement is 0.605 that are acceptable.

3.14　Conclusion

For this chapter 3, the researcher may use the methodology based on research design, sampling technique, unit of analysis has been determined. This research is a quantitative study beside distributed the questionnaires for collecting from the respondent and data analysis tested for demographic factors, descriptive statistic, Cronbach's alpha, correlation and multiple regression. The next chapter will discuss on the finding of the research.

CHAPTER 4

FINDINGS

4.1   Introduction

This chapter presents the data analysis of relationship between HRM practices dimension and work engagement. The researcher focuses on the independent variables of HRM practices namely leadership support in administration policy, employee communication, career development and reward & recognition influence the work engagement as dependent variable. The data analysis results were analyze using statistic of descriptive (frequencies and means), correlation and regression.

4.2   Response rate

A response rate of survey is the result of dividing the number of respondent who were interviewed by the total of respondent in the sample that eligible to involve in interviewed session. In this study, the researcher was distributed to 140 people to answer the questionnaire, but only 120 were returned, thus the response rate is 85.7% which is high and acceptable.

4.3   Reliability analysis

There are four independent variables and one dependent variables were carried out for the reliability analysis. Reliability actually tested for consistency and stability of measurement instrument. Cronbach's alpha is a reliability coefficient that indicates how well the items are positively correlated to another. In this study, the researcher found that reliability result is indicated below in table 4.1. They were all over 0.619 to 0.888. As a measure, if Cronbach's alpha is 0.60 and above, the item scales regarded as reliable (Sekaran,2007). Thus, it can be considered as acceptable and some are good (Sugino,2003).

Table 4.1 Reliability result of Cronbach Alpha

Work engagement (DV)	Cronbach Alpha	N of items
Employee engagement	0.619	10
Human Resource Practices (IV)		
Leadership support in administration policy	0.888	6
Employee communication	0.605	6
Career development	0.825	6
Reward and Recognition	0.804	6

4.4 Descriptive statistic on the respondent's demographic characteristics

According to questionnaires results, the researcher found that majority of the respondents are of 26 to 35 years of age with 58.3%, followed by of 36 to 45 years of age with 31.7%, then for age of 46 to 55 years and below 25 years constitute 5% each. Besides that, only 67 female respondents (55.8%) followed by male respondents was 53(44.2%). In term of academic qualification, most of the respondents have 80(66.7%) of degree holder followed by 40(33.3%) of master holder. Most of the lecturer worked between 6 to 8 years of service with 44(36.7%) followed by more than 10 years of service with 42(35.0%). The full results are shown in table 4.2

Table 4.2 Frequency of Demographic Respondent

Demographic	Characteristic	Frequency	Percentage(%)
Age	below 25	6	5.0
	26 to 35	70	58.3
	36 to 45	38	31.7
	46 to 55	6	5.0
Gender	Male	53	44.2
	Female	67	55.8
Academic Qualification	Degree	80	66.7
	Master	40	33.3
Department	JPG	20	16.7
	JPH	20	16.7

	JRKV	20	16.7
	JTMK	20	16.7
	JMSK	10	8.3
	JPA	10	8.3
	JKE	10	8.3
	JKM	10	8.3
Length of service (years)	below 2 years	6	5.0
	3 to 5 years	28	23.3
	6 to 9 years	44	36.7
	more than 10 years	42	35.0

4.5 Descriptive statistics

Mean and standard deviations results were obtained from variables by using the descriptive analysis. Regarding the table 4.3 shows that, most of the respondents answered 3 to 4 scale for items of variables. The results indicated that most of respondents slightly satisfied with communication, career development and reward whereas some of others slightly dissatisfied with the administrative policy of polytechnic. Communication in the polytechnic seems to be existence in term of good communication among lecturers and management followed by career development programs provide a good training for them to enhance their skills, ability and knowledge. However, in term of leadership support in administration policy are least agreeable by the lecturers.

Table 4.3 Mean and Standard Deviation of the variables

Variables	Engagement	Admin Policy	Communication	Career Development	Reward
Mean	3.2692	3.1958	3.7972	3.6389	3.4736
Std. Deviation	.21878	.66233	.43115	.55816	.55593

4.6   Multiple Regression analysis between HRM practices and work engagement

For this study, the researcher used the multiple regression analysis as to measure how much of the variance in the dependent variable will be examined when all the independent variables are theorized to simultaneously influence it or how well the independent variables predict dependent variable. (Sekaran,2003). In this multiple regression analysis, there are three table for interpret data consist of adjusted R square under the model summary, ANOVA beta and Coefficient. The first thing, the researcher need to checking the adjusted R square as the explanatory power of the model, from 0 to 1.00. Means that, close to 1= model fits data. After that, look at the significance value in the F test under ANOVA beta. If less than 0.05, the relationship is significant.

Table 4.4 Model Summary[b]

Model	R	R Square	Adjusted R Square
1	.427[a]	.182	.154

a. Predictors: (Constant), REWARD, COMM, ADMIN.POLICY, CAREER

b. Dependent Variable: EGG

Table 4.5 ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.037	4	.259	6.403	.000[a]
	Residual	4.658	115	.041		
	Total	5.696	119			

a. Predictors: (Constant), REWARD, COMM, ADMIN.POLICY,

CAREER

Table 4.6 Coefficients Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.426	.173		14.057	.000
ADMIN.POLICY	-.007	.038	-.021	-.180	.857
COMM	.119	.052	.235	2.300	.023
CAREER	.073	.046	.187	1.596	.113
REWARD	.042	.046	.107	.920	.359

**p<.00;Rsquare=0.182;   F value =6.403; Sig F= 0.000; N=120

The table 4.4 indicates that the results of adjusted R square is 0.182(18.2%) of the variance of work engagement have been significantly explained by independent variables which were leadership support in administration policy, employee communication, career development and reward & recognitions. Employee communication were significant with work engagement (p<0.00) at significant level 0.023 as indicated on table 4.6 Employees' communication makes strongest contribution to work engagement. The relationship can be considered strong because it shows that value in the F test is significant when less than 0.05 and close to 1. This regression analysis also provides evidence to support the hypotheses stated on table 4.6

Table 4.7 Summary of overall Hypothesis Testing

Hypothesis	Description	Result
HI	There is a significant relationship between leadership supports in administrative policies with work engagement	Rejected
H2	There is a significant relationship between career developments with work engagement	Rejected
H3	There is a significant relationship between reward and recognition with work engagement	Rejected
H4	There is a significant relationship between communication with work engagement	Accepted

Through the Pearson correlation, relationship between leadership support with work engagement was found significant less 0.05. However, when this variable are tested through multiple regression, it was not significant.

4.7   Conclusion

For the conclusion of the findings, the researcher indicated that communication between lecturers and managements of polytechnic is the most influential HRM practices where the openness and forthright beside done in good job of communicating information to all lecturer. However, some of the lecturers felt that they are getting support from polytechnic administration in finding career development opportunities but a most of number of lecturers were dissatisfied with the accountability system and placement policies of the polytechnic.

In term of reward and recognition, some of them also low level of motivation because lack of good employee benefit plan which is also influence work engagement in polytechnic.

CHAPTER 5

DISCUSSION, RECOMMENDATION AND CONCLUSION

5.1 Introduction

This chapter elaborates the findings of analysis tested and performed, recommendation, and limitation of study and research conclusion. For the part of discussion, the researcher focuses on relationship between HRM practices and demographic variables toward work engagement, conclusion, limitation of the study and future research recommendation. Thus, the discussion part will regard to the main of objectives that which independent variables is higher influence on work engagement. The another objective of this study as following below;

- To determine the leadership support in administrative policies influencing on work engagement
- To examine the employee communication influence on work engagement
- To investigate the career development influence on work engagement
- To determine the rewards and recognitions influence on work engagement

5.2   The relationship between HRM practices and work engagement

Many scholars have been agreed that HRM practices is one of successful factors in company performance. To be more competitive in organization, human resource, financial resource, physical resource and marketing capabilities are required (Fisher, Schoenfeldt and Shaw, 2006). According to Fisher et al.(2006), the strategy of organization is more hard to copied in order to find the unique techniques to attract, retain and motive workers. Human resource management is the process of practices in retaining and motivating the employee to be sustained in organization. This occurs when employee stay long and become engaged with the job, always happy and enjoy with the work because of improvement the HRM practices with employee engagement is related among them. As mentioned earlier in chapter 4, the multi regression result suggests that in order to increase work engagement, the practices of HRM such as are leadership support in administrative policy, career development and reward& recognition of employees should be emphasized and improved.

5.2.1   Relationship between work engagement and leadership support in administration policy

The research indicated that the lack of HRM practices is leadership support in administration policy influence work engagement which is not significant. Employee attitude is subject to the outstanding performance of the behaviours that are flexible and dynamic differ from organization to organization depending on the style of management and techniques to get the work done by staff and decision-making process and how the implementation of the decisions that they do have an effect on the level of motivation employee.(Razak,2011).

In term of leadership support on this study, the researcher focused on transparent performance appraisal system, fair in transparent placement policies and deliver an effective accountability system for academic staff & students. Most of the respondents slightly dissatisfied and disagree with administration policy because of regressed on work engagement in polytechnic. Some of them slightly engaged on their work and become less motivated since polytechnic doesn't deliver an effective accountability system for academic staff and students beside occur unfair in transparent placement policies in polytechnic administration. Furthermore because of more workload in organization, some of lecturers felt bored, stress and demotivated. Thus, their engagement will be decrease since they are unhappy with the administrative policy.

5.2.2 Relationship between work engagement and employee communication

Employee communication which is the most influence to work engagement. This result was proved as displayed in table 4.6. Communication is the process of sharing information through medium of channel between sender and receiver of the message. The main purpose of communication is to convey message to the receiver as well as to obtain and understand the message replied by them. Interactive communication is very important in order to convey the message in the first place. If the employers concerned to the employee, any problem happening in organization will be solved in the right way. At the same time, most of the workers felt motivated and appreciated with their employer who are interested in them and what they have to say.

Openness of communication in the organization is very essential to the workers as well as they have the right to voice up to the employer. Normally, the company's information was treated as basic of knowledge, where the employers tend to hide some issues from the employees

knowledge as to keep protect them from the issues that may worry them. Most of the workers fell that they have to know the good or bad issues because it affect to their future performance and have sense of belongings to the company. The key success for efficient communication is to spread the accurate information as quickly as possible without delay. Thus, to avoid miscommunication among the employees, the company must have a proper procedure channel of communication as to reduce their anxiety and to increase their engagement. Thus, their engagement will be increase since they are happy with the employers that concerned about their problems.

5.2.3 Relationship between work engagements with career development

Career development plays important roles with work engagement by enhancement of career and training program that provide in organization. Training and development program that offered to the employee as to help their in order to increase their performance and to become a motivated person with their job. The program that offered by company toward the long term value of the workers as developing them comes with a cost since they willing bear the cost for the investment and focuses how much value its employees. This is because career development influence employee engagement in providing chance for personal development and produce the most talented employees in organization.

In addition the knowledge, skill and abilities from the training program also help the workers to give full participation with their job beside knowing and understanding what they done is important for them. Furthermore, it is essential to the workers in evaluating their works and recognizes their performance level in term of self-evaluation. Besides that, the employees can also be up to date with latest of technologies that can increase their personal interest. However,

the training program also encourage employees to contribute the input and present a good image to the company in accordance to the advancement industry.

Most of the employees prefer to work in a progressive company that always to improve themselves from time to time in term of pay increments and benefits for the long term which is to make them enjoy their work and lead to better work engagement.

5.2.4   Relationship between reward recognition and work engagement

Reward and recognition are essential in achieving the employee commitment in organization. This is approved by Koyuncu et al (2006), where they found that the experience of working life , particularly , control , reward and recognition at fair value, available predict engagement measures .Others definitions about rewards, it can be the form of payment, bonuses, extra contribution for penchant fund (EPF) and promotion whereas recognitions can be recognize from the superiors and employees awards that desired by that employees.

In term of rewards, when the employer pay the higher value to the employees, it actually based on their performance, then they will create strong relationship between employer and employees that make each other respond towards expectations and desires. Thus, this relationship can have a big impact on the job engagement as the workers have clears the vision and mission in executing their job; to get rewards and recognition which is they fulfil the company's objective. Besides that, in term of promotion, it also big influence towards job engagement in encouraging the workers to work hard to get promoted.

Normally, the reward and recognition from the employer indicate the performance rating of an employee which is the better performance, the better the rewards and recognitions. Therefore, they more participated and motivated on their job accordance the self – assessment that measured

by employer. Job engagement can be attaining through the positive emotions such as commitment and pride are encouraged, then the turnover of employer is reduced and better of health (Robinson,2006). A person who are able to think flexible, open minded, greater self-control and less defensive in work place, that from positive emotions (West,2005).

5.3   Recommendations

 The researcher world like to make recommendations for the practices of HRM on work engagement in polytechnic in order to increase the productivity among the academicians. As proven in findings of research, employee communication seems to be strongest that influence the work engagement among the lecturers whereas lack of career development , reward recognition and leadership support for administration policy.

Therefore, there are several practical implications of this research that need to be enhanced in work engagement. In order to increase the leadership support in work engagement, the polytechnic administration has to change their mind set in managing the tasks and workload managed by the employees . Authorities and delegation of work should be equally distributed among the partners, cooperation and teamwork are encouraged in work culture of the polytechnic. This is to reduce procrastination among the lecturers in carrying out non-academic tasks. In term of reward policies, salary increments and benefit plan should be reviewed as to motivate lecturers.

Career development programs for the lecturers should also be given a great emphasis in improving the HRM policy by training program in order to upgrade the lecturers' skills, knowledge and ability, efficient and innovative features that are required by academic institutions in ensuring the quality of teaching and learning. In addition, English language has

become an important medium of instruction as polytechnics have set their goals to make them open to international students.

5.4   Limitation of the study

In this study, the findings are based on data collection using a questionnaire which may be influenced by response bias, then to avoid the response bias should be minimizing bias that affect the research.

The levels of work engagement among polytechnic lecturer are very subjective regarding to their demographic factors. Next about the time constraint of this research that was conducted in a relatively short period of time in terms of collecting the data for certain privacy and confidentiality of the management.

5.5   Conclusion

The researcher identified that employee communication are most influence and significant relationship with work engagement. Career development and reward & recognition and leadership support for administration support were not significant relationship with the work engagement.

The finding of this research has provided a better understanding of the relationship of the independent variables and dependent variable in enhancing a effectiveness of polytechnic management. Meanwhile, the findings also focus to leadership support, career development and reward and recognition in order to improve the HRM practices among lecturers within the polytechnic as to increase the employee work engagement.

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