



RELATIONSHIP BETWEEN JOB DEMAND AND JOB RESOURCES ON EMPLOYEES'
WORK ENGAGEMENT IN HVAC INDUSTRY IN MALAYSIA

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in partial fulfilment of the requirements for the degree
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University Utara Malaysia

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DECLARATION

I declare that the substance of this project paper has never been submitted for any degree or post graduate program and qualifications.

I certify that all the supports and assistance received in preparing this project paper and all the sources abstracted have been acknowledged in this stated project paper.

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ABSTRAK

Penglibatan pekerja telah menjadi satu isu perdebatan dalam iklim ekonomi semasa, terutama apabila syarikat-syarikat kehilangan bakat yang kritikal di zaman apabila mereka perlu untuk mengekalkan modal pengetahuan mereka jika mereka ingin kekal berdaya saing semasa kelembapan ekonomi. Kajian ini telah dijalankan untuk mencapai dua objektif: a) untuk mengkaji hubungan antara Tuntutan Pererjaan (beban kerja dan tekanan kerja) dengan penglibatan kerja dan b) untuk mengenal pasti hubungan antara Sumber Pekerjaan (maklum balas prestasi, sokongan daripada rakan-rakan sekerja dan bimbingan penyelia) dengan penglibatan kerja. Oleh itu, kajian ini telah dijalankan di kalangan 135 kakitangan Industri HVAC di Malaysia. Data dikumpulkan melalui soal selidik dan dianalisis dengan menggunakan Pakej Statistik untuk Sains Sosial (SPSS) versi 19. Hasil keputusan dari Korelasi Pearson menunjukkan bahawa hanya Sumber Pekerjaan yang mempunyai hubungan bermakna dengan penglibatan kerja dimana $p < 0.01$. Bagaimanapun, Tuntutan Pekerjaan mempunyai hubungan yang negatif dengan penglibatan kerja tetapi ia adalah tidak bermakna kerana $p > 0.05$. Regresi juga menunjukkan bahawa 76.8% daripada perbezaan persepsi penglibatan kerja telah dijelaskan oleh maklum balas prestasi, sokongan dari rakan-rakan sekerja dan bimbingan penyeliaan. Oleh itu, adalah penting bagi organisasi untuk memberi tumpuan yang lebih dalam memberi penekanan kepada peranan penting yang dimainkan oleh sumber pekerjaan terhadap peningkatan penglibatan pekerja dalam Industri HVAC di Malaysia.

ABSTRACT

Employee engagement has become a contentious issue in the current economic climate, especially when companies lose critical talent in times when they most need to retain their knowledge capital if they are to remain competitive during an economic downturn. The present study was conducted to achieve two objectives: a) to examine the relationship between Job Demand (work load and work pressure) and work engagement; and b) to identify the relationship between Job Resources (performance feedback, support from colleagues and supervisory coaching) and work engagement. Therefore, the survey was conducted among 135 exempt staff of HVAC Industry in Malaysia. Data were gathered through questionnaires and was being analyzed by using Statistical Package for Social Science (SPSS) version 19. Furthermore, the result from the Pearson Correlation Coefficient shows that only Job Resources has a significant relationship with work engagement. which $p < 0.01$. Anyway, job demands has negative relationship with work engagement but it is not significant since the $p > 0.05$. Linear regression also shows that 76.8% of the variance of the perception of work engagement was explained by performance feedback, support from colleagues and supervisory coaching. Thus, it is crucial for the organization to put a great emphasize on the significant roles played by job resources to increased employees engagement in HVAC Industry in Malaysia.

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CHAPTER 1

INTRODUCTION

1.0 INTRODUCTION

The road to recovery from the global recession is proving to be long, winding, and rocky. While some indicators are showing slow signs of improvement, the outlook for 2012 remains uncertain with forecasts for slow growth. The global recession has taken its toll on employees as pay freezes, benefit cuts, and layoffs permeate the workforce, making it more difficult to maintain high levels of engagement. Against this backdrop, it is more important than ever for employers to develop and maintain a highly engaged workforce (AON Hewitt - 2012 Trends in Global Employee Engagement). The dramatic effect of the global economy over the past 20 years have had significant implications for commitment and trust between employers and employees and indirectly to the employee engagement. For instance, increasing of global competition, scarce and costly resources, high labour costs, consumer's demands for higher quality and cheaper price and further more the investor pressures for greater returns on equity have prompted organizations to restructure themselves. At some companies, restructuring has meant reductions in staff and in layers of management (Robert, 2006). Human resource impacts to the economic also include changes in employment (including skill retention), employability, earnings, family income and other indicators of human economic well-being.

The behaviours of engaged employees demonstrate lead to positive outcomes in key business drivers like customer satisfaction, increased sales, and other positive extra-role behaviours. Indeed, Aon Hewitt's research 2012 has repeatedly shown that highly engaged

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