

**EMPLOYEE ENGAGEMENT:
PRIVATE VS. GOVERNMENT SECTOR**

**NADIA
RAIHANA**

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NADIA RAIHANA BINTI YUSOF

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**EMPLOYEE ENGAGEMENT:
PRIVATE VS. GOVERNMENT SECTOR**

**By
NADIA RAIHANA BINTI YUSOF**

**Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business,
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ABSTRACT

Nowadays, employee's engagement plays a vital role in an organization performance. It is crucial for the employer to know that it is not entirely depends on the employees alone to drive the employee engagement. The whole organizations including the top management must play their part in order to improve the organization's employee's engagement. Hence, this study was conducted due to the rising problem of employee engagement especially generation y. The research was conducted in Klang Valley's Universities. A number of 224 respondents were chosen from the populations. The independent variables that are being used in the research is perceived organization support, rewards and recognition, perceived supervisor support and lastly job characteristics. The results were retrieved by using descriptive analysis, regression analysis, reliability analysis and correlation analysis. For the government sector, the results indicate that there is a significance relationship between independent and dependent variables. However, for the private sector, we found that there is no significance relationship between the independent and dependent variables. Hence the researcher believe that there is another variable that may act as the factor of engagement for private sector.

Keyword: engagement, support, reward, job

ABSTRAK

Pada masa kini, penglibatan pekerja memainkan peranan yang penting dalam prestasi organisasi. Ia adalah penting bagi majikan untuk mengetahui bahawa ia tidak sepenuhnya bergantung kepada pekerja sahaja untuk memacu penglibatan pekerja. Organisasi keseluruhan termasuk pengurusan atasan perlu memainkan peranan mereka untuk meningkatkan penglibatan pekerja organisasi itu. Oleh itu, kajian ini telah dijalankan berikutan masalah yang semakin meningkat terutamanya generasi y. Kajian ini dijalankan di Universiti Lembah Klang. Sebanyak 224 responden telah dipilih daripada populasi. Pembolehubah bebas yang digunakan dalam kajian ini dilihat sokongan organisasi, ganjaran dan pengiktirafan, sokongan penyelia dilihat dan ciri-ciri kerja akhir sekali. Keputusan telah diambil dengan menggunakan analisis deskriptif, analisis regresi, analisis kebolehpercayaan dan analisis korelasi. Bagi sektor kerajaan, keputusan menunjukkan bahawa terdapat hubungan yang signifikan antara pembolehubah bebas dan bersandar. Walau bagaimanapun, bagi sektor swasta, kami mendapati bahawa terdapat hubungan yang signifikan antara pembolehubah bebas dan bersandar. Oleh itu penyelidik percaya bahawa terdapat satu lagi pembolehubah yang boleh bertindak sebagai faktor penglibatan sektor swasta.

Kata Kunci: Pampasan, Kerja

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CHAPTER 1

INTRODUCTION

1.1 BACKGROUND OF THE STUDY

Nowadays, most of the organizations are aware of employee engagement in their organization. It is crucial for the organization to retain their employees especially their key employee. Most organization has their own strategy to tackle their employees. Years before, we can see that employee's engagement in an organization regardless government sector or private sector is higher since due to the older generation which is baby boomer where they are well known for their loyalty towards their organization. It is common for baby boomers generation to work at the same workplace for more than 10 years. However, the new generation, which is generation y, will not hesitate to jump to a new organization if the organizations are able to provide the better opportunity and benefit regardless whether it is government or private sector.

According to www.engageforsuccess.org, 2014, employee engagement is a workplace method that is designed in order to ensure that their employees are dedicated to their organization's goals and values and also motivated to contribute to the organization's performance, and are able at the same time to enhance their own sense of belonging.

There are huge differences between attitude, behavior and results in terms of engagement. An employee might feel vanity and devotion (attitude); be a great supporter of their company to clients, or go the extra mile to finish their task (behavior). Outcomes may include lower accident rates, higher efficiency, fewer conflicts, more novelty, low turnover and reduced illness rates. But we believe all three factors, attitudes, behaviors and outcomes – are part of the engagement story. There is a virtuous circle when the pre-conditions of engagement are met when these three aspects of engagement trigger and reinforce one another.

An engaged organizations will have a solid and unpretentious values, with a perfect indication of trust and fairness that are based on mutual reverence, where two way promises and commitments between employers and employees are understood, and fulfilled. Although enriched performance and productivity is the heart of engagement, it will not be achieved by a mechanical method which tries to extract discretionary effort by manipulating employees' engagement and emotions. Employees see through such attempts very quickly; they lead instead to cynicism and disillusionment. By contrast, engaged employees freely and willingly give discretionary effort, not as an 'add on', but as an integral part of their daily activity at work.

There are vast differences between baby boomer generation and millennial generation or also known as generation Y. It is well known by other that baby boomer generation tend

to be more loyal toward their organization and willing to work longer hours compared to generation Y. So who is Generation Y? Generation Y are made up of people born between 1977-1995. They're currently in their 20's and 30's, and even though there are plenty of stats and studies around this generation, the corporate world has been slow to adapt.

According to Forbes.Com, (2011), organization all around the world are dealing with a high turnover rates for generation Y employees. Seventy percent (70%) of generation y's employees change their job to another within the first two years of joining the employment. There are a lot of reasons of why they change their job frequently.

When the employees leave the organization, the turnover rate will be increase hence it will certainly affect the organization performance and outcome. Forbes.Com, (2011) forecast that for the next 3 years, as many as seventy five percent (75%) of the key employee will leave the organization for a better and greener working environment. Years before the rates of employee's engagement are higher in government sector compared to private sector. However, nowadays, the younger generation tends to jump from one place to another regardless from government sector to private sector or the other way around. Hence it is crucial for the employee to know what makes the younger generation keeps on hopping from one job to another.

Nowadays, employee's engagement plays a vital role in an organization performance. So what is engagement? A lot of definition of engagement can be derived from various sources and researches. According to W.H. Macey & B. Scheider (2008), the definition of engagement can be also linked or attribute to old folks theory which mention employee engagement is the most desirable condition and enable the organization to have its purpose, engagement towards their job, have passion and enthusiasm and energy in order to enhance the organization performance. Kahn (1990), believed that engagement as connecting organization members to their roles. In engagement, employee would show how they felt about something emotionally, tangibly and cognitively during work performance. The cognitive factors concern on what are the employee's perception towards the organization, employers and working condition. The emotional factors concern on how the employees feels about the three factors and whether their feelings are positive or negative. And lastly, the physical aspect stresses on how far does the employee are willing to exert their energy in order to perform their given task. Thus, according to Kahn (1990), engagement means to be emotionally as well as physically present when performing its work task or organization roles.

It is crucial for the employer to know that it is not entirely depends on the employees alone to drive the employee engagement. The whole organizations including the top management must play their part in order to improve the organization's employee's engagement. In order for the engagement to truly work, the employees must be happy so

that they will be able to produce high quality output. In another word, employee must be happy and satisfied in order for them to be productive.

The millennial generation's perception and expectation toward their job are totally different compared to the older generation. We are well aware that the older generation engagement rate is higher in government sector compared to private sector. However, since the new generation has a totally different expectation and preferences, the rate of engagement between private and government sectors is unknown.

According to Sarah Schulman, (2005), the new generation that just enter the job market will come with a certain set of expectation as they have been mold by a modern way of gaining new information since they were small such as by using twenty four hours mass media, blogging and social networking web sites such as Instagram, Facebook, Tweeter and etc . Hence this kind of exposure enables them to be more open and outspoken. When they have more information and more choices, they tend to have more solid academic background and have more sense of missed opportunity. Every decision has a clear trade off and they put their alternative decision or opportunities further out of reach. Hence it makes the younger generation constantly looking for a job that can add as just many chances as it takes away such as fortuity to learn a new things, to meet a new people, work in a totally new fields and take calculated risk. In term of organization perception, this will mean as valuing flexibility, creativity and personal development.

However in term of prospective employees, this will mean as continual reflection and willingness to modify their perception and assumptions.

The researcher main objective to conduct this study is to determine what is the rate of employee engagement between private and government sector since the younger generation have different value and perception towards their job. The researcher also wanted to find out the main reason of the employee engagement by using 4 different factors which are job characteristics, perceived organization support, perceived supervisor support and rewards and recognition. These factors have been used in various different studies. However this study will be the first one to determine the rate of engagement between private and government sector in Malaysia.

1.2 PROBLEM STATEMENT

A problem statement is detailed explanations of the issues that need to be highlight by a problem solving team and should be presented to them before they try to provide an ideas and ways to solve the problem. According to Umar Sekaran and Roger Bougie (2009), problem statement is also being defined as an accurate and precise statement. Besides that it also must be clear so that people will understand the statements. It also must be relevant, logical and interesting.

Nowadays, there are a lot of factors that may effects the rates of employee engagement in either private or public sector. Since nowadays the young generation will not hesitate to change their job once they receive a better job offer, the researcher would like to determine which factor between the 4 factors that most influence factor in employee engagement and the researcher also would like to know between public and private sector, which one has the highest percentage of employee engagements. What makes the researcher insist in using the 4 factors by Maslach et al. (2001) model in because most of the younger generation tend to change their job is because of the 4 factors which is rewards and recognition, supervisor's support, organization's support and lastly job characteristics. For example, in the researcher's experience, most of her clique tends to resign from their organization due to better career opportunity, better benefits and some of it due to their dissatisfaction towards their superior.

1.3 RESEARCH QUESTIONS

To obtain a better insight of the employee engagement for both private and government sector, the questionnaire was designed to answer the following question,

- 1) Are rewards and recognition, supervisor's support, organization's support and job characteristics related to employee engagement toward the organization in government and private sectors?

- 2) Could rewards and recognition, supervisor's support, organization's support and job characteristics influence to employee engagement toward the organization in government and private sectors?
- 3) Is there a difference between private and government sector on employee engagement toward the organization in government and private sectors?

1.4 OBJECTIVES

The objective of this research was to investigate whether the 4 factors that influence employee engagement. Specifically this research formulated;

- 1) To identify the relationship between rewards and employee engagement at government and private sectors.
- 2) To identify the relationship between supervisor's support, and employee engagement at government and private sectors.
- 3) To identify the relationship between organization's support and employee engagement at government and private sectors.

- 4) To identify the relationship between job characteristics and employee engagement at government and private sectors.
- 5) To examine the influence of rewards and recognition, supervisor's support, organization's support and job characteristics on employee engagement in private and government sectors

1.5 SIGNIFICANCE OF STUDY

This study will be benefit to employee and employer for both private and government sector, as it appeared that engagement enable to bring more empathy and passion and was, intuitively, better understood than the associated concept of commitment Robinson et al.(2004).

Today's 'employee' in organizations is treated more than the typical employee. The conventional ways of considering an employee as a mere 'workforce for production' has changed into a more than just a liability. Employees are now as an important asset to the organization. Employee engagement constitutes as the main core of a successful organization. It is suggested as a measurement tool of performance in many organizations (Rajagopal and Abraham, 2007).

However, ‘satisfied’ employees do not necessarily give their best to the organization. Personal satisfaction is an inner feelings that doesn’t relate of have anything to do or contribute in organization result. However, it is clearly important for the organization to ensure the employee do things more than their mere job description or go extra mile to do something. (Robinson, 2003)

Since the details will be extracted from 2 different sectors, employee engagements can be differentiated throughout the 4 drivers which is job characteristics, perceived organizational supports, perceived supervisor support, and reward and recognition.

Employers can take active participation on getting their employee engage with their work hence retain them in the organization, rather than enquiring new hires with high rates of attrition employees. The employer can used the factors that caused the employee to be engaged to try to retain them in the organization by using a new strategy that may attract the employee to stay in the organization

If the employer implement a strategy that revolve around the factors that initiate the engagement, employees will obviously be benefited from this, as they will enjoy all the benefits that are useful for them especially in training and self-development for their career enhancements. Besides that, they will feel much more motivated to work and able to perform better according to their organization goals.

1.6 LIMITATION OF STUDY

1.6.1 Availability of Secondary Data

Most of the data is from secondary data were retrieve from website and journal as researcher's main references. Some of journals are required to register or sign up and some of the journals required money to purchase the journal published.

1.6.2 Time Constraint

The result of questionnaire In order to complete this study, there are limitations that are expected during the research process. Some of the limitations involved are time constraints and monetary costs of research.

The time allocation for doing the project paper is limited. The researcher has limited time to complete the research proposal since there are only less than five months to search the valuable information. Therefore, it's hard to achieve or carried out with a good and comprehensive study. The researcher is also employed. Hence she can only search for information after working hours and during weekends.

To get the respondents to answers the question is also challenging especially the private sector employees as they have a lot of classes to teach and jobs to be done. Hence it is difficult to get them to answer the questions due to their time constraint.

Besides that, monetary cost will be the major limitation to be considered in order to complete the project paper. Much cost involved in this project papers such as surfing the internet to find the information, A4 papers, printing the information and other relevant expenditures..

1.6.3 Time Management

Time management is the most limitation for this study. Time is critical in this study because there are so many things that need to be done in conducting the study such as writing literature review, and conducting surveys. Researcher is also having a commitment as an employee at the company and needs to do assigned tasks and meet the datelines. It is difficult to get full information of this study because researcher is also bound with the employer rules and regulations towards the employees. Therefore, time needs to be planned carefully to meet the timeline in doing the study and a longer period of time is needed in order to gather all the information necessary to conduct more accurate and reliable information and to do write-up for the research

1.6.4 Response Rates

The result of questionnaire might not be as expected. Some of the respondents did not give cooperation to answer the questions and some of respondent did and return back the set of questionnaire that has been distributed to them.

1.7 SCOPE OF STUDY

The study population consists of lecturers from Klnag Valley's Universities. However, only two universities agreed to give permission to the resercher distribute the questionnaire to the lecturers. Hence, the researcher used Politeknik Shah Alam representing the government sector and MSU University representing the private sector. The researcher also chooses to limit the population in order to ensure the results received are concrete and reliable.

1.8 ORGANIZATION OF THE THESIS

This research is structured into five chapters. The contents of each chapters starts with Chapter 1. This chapter provides the background of the study, including problem statements, research question and objective, scope and significance of study and lastly limitation of study. Chapter 2 consist of literature review and displayed theories that

may fortify and support the objective of this study. This chapter also shows the idea and past research from previous scholar.

Chapter 3 consist of the list out the details about research methodology. This chapter display the conceptual framework of this study. Morover, this chapter also provides justificaiton and purpose of the research such as research design, target group, data collection, procedures and so much more. Chapter 4 provides the experimental result from analyzing data which has been retrieved from direct approach survey and other related approaches that was used to gathered to answer all research question. Finally, in Chapter 5, all findings will be aligned according to the research questions. Hence from the findings result, there will be discussion on the implication supported with the recommendation for the future research.

CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

The literature review is a data of published journals and works, including periodicals and books, which discuss the theory and present the result that, are pertinent to the topic studied by the researcher. In this chapter, the LR will elucidate and also support about the theoretical framework chosen by the researcher and it will help to explain about the relationship between Dependent Variable (DV) and Independent Variable (IV). A good literature review enable for the researcher to provide a good and solid foundation for developing her framework.

2.2 DEFINITION OF EMPLOYEE ENGAGEMENT

A lot of studies indicate that organization management's result is being determined by the organization's employee engagement as the engagements are the one that will drives bottom line results. Hewitt Associates LLC, (2005), indicates that there is a strong connection between employee engagements and productivity as the higher the engagement in the organization, the higher productivity, sales, and customer satisfaction and employee retention. The definition of engagement is subjective.

A lot of different definition of engagement can be found from the practice or research driven literatures. Kahn (1990), has define employee engagement as binding the employees to their work roles as in engagement employee will express themselves not only thru physically but also thru cognitive and emotionally during role performances. The cognitive factor of employee engagement is based on the employee's beliefs toward the organization, their working environments and condition and also towards the employer. The emotional factor is based on how they feel or interpret regarding the 3 factors and whether they have negative or positive behaviors toward the employer and organizations. The last factors which id the physical factors concern the physical efforts being used by the employees in order to accomplish their task. Hence according to Kahn (1990), engagement must be emotionally as well as physically present when the employees are completing and performing their work task.

Usually employee engagement is being defined as emotive and rational commitment to the company (Baumruk 2004, and Shaw 2005) or the amount of unrestricted effort that has been showed by the employees in their job (Frank et al 2004). Although it is already been acknowledged by people that employee engagement is a multi-faceted construct as mentioned by Khan, (1990), Truss et al (2006) describe engagement as a desire for work which it is also analogous to three factors that has been mention by Khan, (1990).

Rothbard (2001) similarly define employee engagement as an emotional presence like Kahn (1990), but Rothbard goes advance to the state where it involves two major mechanisms which is attention and captivation. Attention means the ability of one person spend their time to reflect of think about their roles in the organization, while absorption or captivations describe as being enthralled in the role. Schaufeli et al, (2002) define employee engagement as vigor, commitment and raptness. They also mention that engagement is not a temporary state but it is also more tenacious and persistent.

Employee engagement strategies also allow their employee to perform as best as they can and to achieve that, the employee need to know that their effort is being recognize and they also must always feel as if they are part of the family and they are valued by their organization and peers, Engaging is about creating similar veneration and respect in the organization for what the employee are enable to do and excel, give to the right ways and methods, which serve them all as individual employees, as companies and organizations and as customers of public services. We also believe that when the employee engaged, it can be a multiple wins for the individual, company and company as a whole (Macleod, 2009)

2.3 JOB CHARACTHERISTIC

Psychological significance involves a sense of return on investment using the employee's performance (Kahn, 1992). According to Kahn, (1990,1992) a good emotional state can only be attained from job characteristics that may offer a very challenging task which the employee need to use their variety of skills and abilities at the same time to complete their job, personal discretion and also providing a chance for the employee to make an important contribution.

According to Hackman and Oldham (1975), an employee's job must be measured by objective characteristics as it will help the employee to feel motivated and engaged, hence they will feel more satisfied with their job. The more deepened their job is, the higher the sense of motivation and satisfaction achieved by the employee. Hackman and Oldham introduce 5 factors in job characteristics which is skills variety, task identity, task significance, autonomy and lastly feedback. These 5 factors will help the employee to improve their sense of motivation and sense of engagement. Kahn,(1990) said that the job that have high on the five main job characteristics enable to provide the individuals with more space and initiative in order to convey themselves into performing their task and become more engaged. May et al, (2004), initiates that job enhancement is related to the meaningfulness and it will help to mediate the relationship between enrichment and engagement. When Hackman and Oldham (1975) invented this theory, they had two

things in their mind which is to diagnose jobs in order to improve it and to monitor how changes in job design will impact the employee's performance.

The 'Motivating Potential Score' can be used as a function for the five main factors of job characteristics which are autonomy, skill variety, feedback, task identity and task significance. Skill variety is defined as a numbers of skills that is needed in order to ensure the employee are able to perform their task. Feedback is where the employee receives direct information from their supervisors regarding their work performance, their strength and weaknesses. Task identity is task that the employees need to perform from start until the end. It is a task where we can the results of the work. Lastly is the task significance. It is described as the impact that the job has on the lives or work of other individuals. These five characteristics can directly affect the three serious emotional states of the employee which are: experienced meaningfulness of the job, experienced responsibility for the output and knowledge of results (Hackman & Oldham, 1975). In term of the output, these three factors were related to satisfaction, motivation and absenteeism and employee engagement (Hackman & Oldham, 1975).

2.4 PERCEIVED ORGANIZATION AND SUPERVISOR SUPPORT

In order to retain a good employees, employers must always find a way that could meet their employee's needs and to stimulate their creativity while persuade them to do things in accordance to the organization's objective (Kitchen & Daly, 2002). There is one method that has been used by the organization in order to foster satisfied and motivated employees are internal communication or support (Ryynanen et al, 2012). Internal communication plays vital roles in management function due to their ability in providing values to employees and customers (Ryynanen et al, 2012). Furthermore it is crucial for the employers to communicate frequently with their employees in order to develop sense of trust and engagement (Smith, 2011). Communication is not only important but it is also challenging processes which enable to strengthen the relationship between the organization and its stakeholder especially the employees (Gray & Robertson, 2005). Internal organization communication occurs between a top management team and the employees, while internal supervisor communication occurs between the employee and their supervisor. Bennis and Nanus (1985) believe that both types of communication are very crucial for organizations. They also suggest that both organization and supervisor must communicate with their employees regarding company's objective, goals, vision and also regarding employee's specific role related task in a ways which will encourage the employee to respond back with feedback.

Internal communication is considered as one of the main factors of employee engagement (Iyer & Israel, 2012). Trust et al, (2006), found 3 important factors of engagement which is opportunities for employees to give their views and ideas, employee feels that they are well informed and lastly the employee senses that their manager is committed to the organizations. Truss et al, (2006) also believe that a well-informed employee about the company's issues is the major driver for employee engagement. Organization and managers that communicate with their employees on a daily basis will help to initiate a social exchange or also known as the structure of interactions that will produce personal responsibilities, appreciations and also faith (Ruck & Welch, 2012). There is also a theory where internal communication and employee engagement is working through social exchange where the employee will feel obliged to return the benefits that they received (Saks, 2006).

Kossek et al (2011) define perception of supervisor's support as an employee's perception that their employer's or supervisor cares about the employee's well-being. A good and supportive supervisor also including emotional and instrumental support, role model for a good behavior behavior and a inventive work life balance (Hammer et al. 2009). A supervisor will engage in psychological support towards their employees when they began to listen and express to their employees that they care about them. Employees needs a motivation in order for them to increase their efforts and become more innovative in performing their tasks if the supervisor exhibits their individual

consideration towards employees, the employees will likely to perceive the warmth and consideration from their supervisors (Vipra Arora, 2008). Similarly when an employee received a supports from their supervisor, they will feel obligated to pay back their supervisor's kindness by helping them to reach their stated goals (Eisenberger et al. 2002). According to Janssen (2003), he found an evidence that employees will respond more creatively to higher job's demand if they believe that their effort were properly rewarded by their manager and organization. An open conversation with the employers also will enhance the employee's creativity (Tierney et al. 1999).

When a supervisor actively demonstrate on how to balance their work life behavior, they will eventually become a role model to the employee as employee will learn how to rearrange their job effectively in order to achieve the work life balance (Batt & Valcour, 2003). All in all, supervisor plays a vital role in the organization whether or not the employee fell comfortable with balancing their work life responsibilities and felt the sense of engagement (Hammer, et al., 2005)

2.5 REWARDS AND RECOGNITION

According to Scott (2010), he confirms that the total rewards structure, program and policies is indeed will influence employee engagement. He also mention that the organization must encourage manager to improve their employee's engagement by making it a performance criteria and rewarding engagement through incentive programs in order to foster employee engagement and motivation.

According to the United States Office of Personal Management, sometimes the non-monetary recognition can be a very powerful tools in order to promote engagement to the organization and team while it also enable the organization to boost the employee's performance and motivation. While cash bonuses are very beneficial in their own way, however, Jerry McAdams, the co-author of the American Compensation Association's reports states that non-monetary rewards can also improve employee's productivity as well and sometimes it is even better than cash.

Serino (2002) highlights the efficacy or recognition based rewards referring to a research that has been conducted in U.S's bank which mention that the post-performance recognition programme has generated 6.5% higher level of sales per employee. Not only that, Stajkovic & Luthans (2003) has found that by using recognition programs, it has help the organization to increased employee's performance by an average of 17%.

Besides that, McAdams (1995) says that recognition programs also might involve not only non-monetary reward but also monetary nature as well. There are various ways for recognition that may consist of social reinforces such as travel prizes, extra time off, letter of commendation or it can also be verbal appreciation privately or publically. These conclusions are in line with the results of Brun and Dugas (2008), who assert that recognition signifies a reward that is experienced primarily at the figurative level but it also may provide an psychological, and financial value to any extent. McAdams (1995) also believe that non cash recognition awards are not only will enhance the employee's motivation, but they are also economical compared to cash incentives. Jeffrey and Schaffer (2007) also found that the non-tangible rewards are not only better from tangible rewards, but it is also more favored by the employers as they don't need to pay out any cash. Kohn (1993) also believe in the same point as he indicates that employers are turning to recognition method as it can enhance productivity and acknowledge. Not only non-cash recognition is a cost efficient method, but it is also an essential way of getting the employee engaged

Saunderson (2004) found that recognition also act as a vector of motivation for the employees. It also acts as a component of meaningful work, an agent of personal development and a focus for workplace mental health. There are also researches by Brun & Biron et al. (2003) that express the shortage of sense of appreciation among the workforce in the organization may increase risk of psychological distress and it may

result in an antagonism towards the management. Evens (2001) mention that when employers recognize the employee's performance, it can improve employee's engagement and mobilization and it is also plays an important role in organizational change and continuity towards success. De Cenzo (1996) also mentioned that recognition can help to build and bring a good feeling, stout confidence and definitive satisfaction among the employees of the organization.

2.6 CHAPTER SUMMARY

This chapter is important as it is the one that determine this research has a valid and reliable resources. Every theory or research must be verified by previous journals where it can show that the resercher's theory is valid and concise. Hence, this research have 4 factors which is job characheristics, perceived organization support, perceived supervisor support and reward and recognition. According to Kahn, (1990,1992) a good emotional state can only be attained from job characteristics that may offer a very challenging task which the employee need to use their variety of skills and abilities at the same time to complete their job. Kossek et al (2011) define perception of supervisor's support as an employee's perception that their employer's or supervisor cares about the employee's well-being. A good and supportive supervisor also including emotional and instrumental support, role model for a good behavior behavior and a inventive work life balance (Hammer et al. 2009). According to Janssen (2003), he

found an evidence that employees will responded more creatively to higher job's demand if they believe that their effort were properly rewarded by their manager and organization. And lastly According to Scott (2010), he confirms that the total rewards structure, program and policies is indeed will influence employee engagement. He also mention that the organization must encourage manager to improve their employee's engagement by making it a performance criteria and rewarding engagement through incentive programs in order to foster employee engagement and motivation.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 INTRODUCTION

The purpose of this study was to examine the engagement's factors and rates between government and private sector. This study is cross-sectional study as it tries to analyze the connection between independent variables and dependent variables. This chapter is dedicated to drawing the approaches and measures that will be used to assess these relationships.

3.2 THEORATICAL FRAMEWORK & HYPOTHESIS

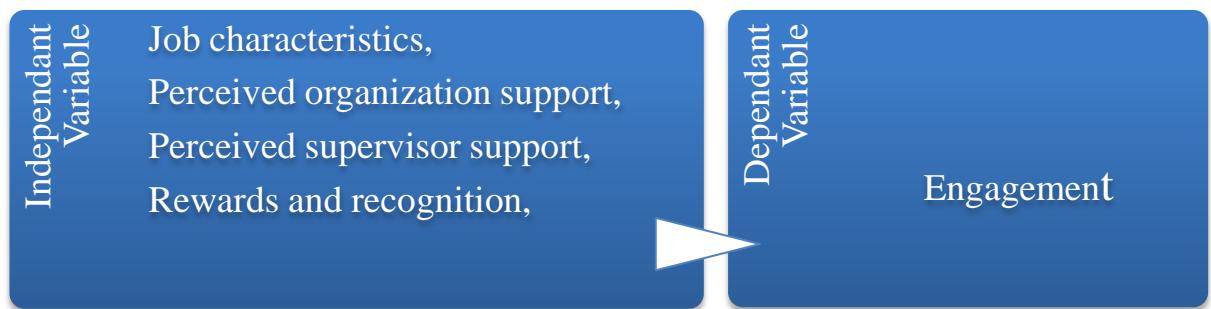


Figure 3.1: Research Framework

3.3 HYPOTHESIS

- H1: Rewards and recognition is related to employee engagement in the private sector
- H2: Rewards and recognition is related to employee engagement in the government sector
- H3: Supervisor's support is related to employee engagement in the private sector.
- H4: Supervisor's support is related to employee engagement in the government sector.
- H5: Organization's support is related to employee engagement in the private sector
- H6: Organization's support is related to employee engagement in the government sector
- H7: Job Characteristics is related to employee engagement in the private sector
- H8: Job characteristics is related to employee engagement in the government sector
- H9: Rewards and recognition, supervisor's support, organization's support and job characteristics have influence on employee engagement in the private sector
- H10: Rewards and recognition, supervisor's support, organization's support and job characteristics have influence on employee engagement in the government sector

3.4 RESEARCH DESIGN

This phase conferred on research design, whether it can be identified as a framework or a plan of study which will be used in collecting and analyzing data where it involves a series of coherent decision making choices. This study is descriptive research which is used to designate something such as market characteristics or functions. Based on the research objective, this research is to determine factors and rates of employee engagements between private versus government sector in the education industry.

The survey research method will be the foundation of research design. Survey method is the most used methods in generating primary data. This research technique is done by gathering information from a sample of people by using a questionnaire or interview. For this study, the researcher gives each respondent a set of questionnaire to be answered. Therefore, the survey instrument is a hard copy questionnaire so that the researcher can distribute to the respondents and also used Google Questionnaire to distribute it to the respondents thru emails.

3.5 POPULATION

The target population is the collecting of elements or objects that possess the information sought by the researcher and about which inferences are to be made. The

population of this research proposal will be lecturers in private and government sectors. The respondents are chosen because they have experience in the industries. Thus, they are the right person to be interviewed. However, researcher will restrict her research by selecting to interview or distribute questionnaires in certain organization in Klang Valley which is Politeknik Shah Alam and also for private sector, the researcher choose MSU University as the researcher enable to gain permission to distribute questionnaires to other universities. As the researchers need to know the data from these organizations in order to make ensure the data received are valid and concise. The researcher chooses only these two organizations is due to time constraint. The researcher has only several months to complete the study, hence, by selecting a certain organization would be the best choice.

There are a few important factors that one might consider in their research, such as the validity, ethics, and reliability of the data. The researcher also needs to create a research questions and also at the same time must know whether they wanted to use probable or non-probable sampling in order to measure the respondent once they receive the result by measuring what need to be include in the surveys. This is followed by research design, which it may be either investigational or pre-investigational. The last two phases are data analysis and lastly writing the research paper, which is organized and calculated carefully into table in order to ensure the only important data are shown.

3.6 SAMPLE SIZE

Sample size is the amount of rudiments included in the study whereby the researcher will examine the sample carefully in order to generate the result and findings for the study. Sample size is important for researchers to use as a guide to make a good decision, hence giving out an excellent recommendation to resolve the problem. However it is difficult to determine the lecturers in private and government industries in Malaysia. According to Sekaran and Bougie (2003), samples sizes must be bigger than 30 and less than 500 and the amount are appropriate for most research. A large sample size could become a problem and the available size for this of population is 224, whereby the respondent's answers were taken through online and non-online. According to Uma Sekaran, out of 500 sample size, 217 respondents are sufficient enough to make the study valid and reliable.

Out of 100 set of total questionnaires that distribute through hands-on, only 75 sets were only able to be collected. The questionnaires were distributed among lecturers in universities. The questionnaires were disseminated on 1 July 2015 and were collected back on the same day. Respondents were given a total of 8 minutes to answer the questionnaire at their expediency. However, only 74 or 74 percent responses gained from respondents who are willing to spend some of their busy time in order to answer the questionnaires. The remaining 26 sets of questionnaires or 26 percent of the

questionnaires weren't able to be collected by the reasercher. In addition, the questionnaire also had been distributed through internet by using Google Questionnaire and a total 150 respondents had been collected. Therefore, it shows that the questionnaires successfully collected 224 respondents.

3.7 QUESTIONNAIRE DESIGN

The survey instruments consist of the (7) page questionnaire (Appendix) with a total of 35 close ended questions. All the measure except for the demographic item was taken from published literature. The questionnaire consists of two section that is section I and II. Section I, ask the respondents to response 4 demographic factors that is gender, age, race, and private or government universities. Section II, of the questionnaire comprised question related to job characteristics, perceived organization support, perceived organization support, rewards and recognition and organization commitment. All of the questions requisite respondents to rate the item based on 5-point Likert scale which range from '1' for strongly disagree, '2' for disagree, '3' for neutral. '4' for agree and '5' for strongly agree. The researchers also used Likert Scale type of questionnaires as it is easier to derive a result by using this type of questionnaire due to the nature of questionnaire itself.

3.8 DATA COLLECTION METHOD

3.8.1 Primary Data

Primary data were obtained by means of questionnaires surveys. There are two reasons why the researcher decided to choose this option. Firstly self-administered questionnaires have the advantage of giving respondent more time to think (Orenstein & Phillips, 1978). Furthermore, it is because of the nature of the sample, which consisted mainly of people who had many demands of their time, hence it was thought that by letting them work on their own speed to answer would be the most appropriate. Secondly, by using questionnaires, the cost would be lesser as most of the questionnaire would be either answered through internet of being handed out by the researcher (Fink & Kosecoff, 1985).

The measurement tool that being used is a questionnaire which designed based on the Survey Questionnaire that was developed by previous scholar. The previous journals can be a very beneficial as a reference for other researcher to used it as their reference in order to create a new questionnaires which we can also clearly believe that the result we obtain are reliable as we have used the previous scholar's result as a bench mark, hence a clear and precise information can be retrieved and it will help to provide whatever information that is necessary for researchers' research The Survey Questionnaires will

be filter out and restructured in order to take the best in suiting up with the researcher's objectives. For the data collection, a convenience sample of 300 respondents is applied. The questionnaires are distributed at various universities and the researcher will distribute the questionnaires at the universities cafes.

3.8.2 Secondary Data

Secondary data represent any data that have been gathered for purposes other than the Zproblem at hand (Malhotra, 2012). Method that was used in retrieveing the necessary data was through library and internet research. Other than that, the other sources for secondary data that were used for this research were from local and international journals, books, websites and other sources in order to strengthen the support and result for this research. Newspaper and magazine were also used for better view about the research topic. In this research, researchers will use the secondary data which are sources collected from other and suitable sources will be used for this research. The researchers obtain external sources such as journals, articles, books, internet sources and other identified sources for this study. Emerald website will be one of the main sources to obtain secondary data.

3.9 DATA ANALYSIS TECHNIQUE

Data processing defined to the organization of information into new and constructive structures. For data collection method, researchers will use the Statistical Package for the Social Sciences (SPSS) to organize the information that researchers will received from the respondents. The data analysis of the present study used SPSS Statistical Software version 17.0 as the main analysis system for this research. The statistical tools adopted in this study were frequency analysis, descriptive statistics and correlation analysis. The data analysis technique used are:

3.9.1 Frequency Distribution

Frequency Distribution is one of data analysis methods. Percentage form was used in order to show the data that has been gathered. Usually, it is used to analyse personal and basic details. It is also called as demographic background (Nor Irwani et al. 2014).

3.9.2 Croanbach's Coefficient Alpha

Cronbach's Coefficient Alpha is an commensurate test of internal consistency reliability. It is also conspicuous because it will help researcher to determined the reliability of the instrument. The value of the Cronbach's Coefficient Alpha will indicate the level of reliability. If the outcome is less than 0.50 that it means that the result is poor. However,

if the result more than 0.5 that the result is consider as good. The Cronbach's Coefficient Alpha reliability level is shown below:

Table 3.2 Croanbach's Coefficient Alpha

1.00	Better
0.80	Good
0.70	Acceptable
0.60 and below	Poor

3.9.3 Descriptive Analysis

The descriptive analysis was used to analyze the mean distribution among the independent variables. The test will enables the researcher to analyze the predilection of respondents towards the research's independent variables. Hence, the mean from each of the independent variables can be determined by using one simple T-test (Sekaran & Bougie, 2003) In this reserche, there are a total of 3 questions that is being used in order to gain information regarding the respondants background which is age, gender and race.

3.9.4 Pearson Correlation's Analysis

Nor Irwani et al., (2014) stated that the Pearson's correlation analysis will shows the interrelation between independent and dependent variables. The correlation coefficient or "r" will determine whether there is a strong positive relationship or strong negative relationship. If $r=1$, means that there is a positive relationship but if it is $r=-1$, it shows that there is a negative relationship between the variables. If the statistical level of significant or "p" shows more than 0.05, then it shows that there is no relationship between the variables.

Table 3.3 Pearson's Correlation Analysis

0.70 and above	Very strong relationship
0.50 – 0.69	Strong relationship
0.30 – 0.49	Moderate relationship
0.10 – 0.29	Low relationship
0.01	Very low relationship

3.9.5 Regression Analysis

Regression analysis was used because it is suitable for this study as it has more than one independent variable that were used in order to clarify the dependent variable. Regression analysis is a multifarious approach that is normally being used in business research which it is demonstrate the relative paramountcy of the independent variables and dependent variable in the prognosis of the dependent variable (Sekaran & Bougie, 2003).

Based in the result retrieved from the findings, for government sector it shows that all of the factors have significance relation with the dependent but for private sector, all of the factor doesnt have any significance relationship with the dependent variable.

3.10 PILOT TEST

The resercher has conducted a pilot test study in order to test the validity and reliability of the data analysis methods for the actual data. This test has being used as the preliminary indicator for the study before the resercher conduct a real research investigation to the actual sample size. For the pilot testing, resercher has distribute 30 sets of questionnaires for both government and private sectors lecturers in Klang Valley.

As a result, the researcher found that she needs to alter the questions and eliminate a few numbers of questions that is not reliable to the respondents and the dependent variable.

3.11 CHAPTER SUMMARY

This Chapter has been introduce and discussed the choice and grounded theory methodology that applied in her study which relates to research framework. The input selected into this study which is job characteristic, perceived organization, perceived supervisor support and lastly rewards and recognition. The researcher have used regression analysis, pearson correlation analysis, cronbach coefficient analysis, and descriptive analysis to generate her findings.

CHAPTER 4

FINDINGS AND DISCUSSION

4.0 INTRODUCTION

This chapter discusses about the result of the study based on the descriptive of an correlation analysis. The result will also comprise of alternate hypotheses testing on the relationship between job characteristics, perceived supervisor support, perceived organization support and reward and recognition which may influenced employee engagement in private and government sector.

The sample size is 500 respondents which comprises of MSU University and Politeknik Shah Alam's lecturer. The researcher only able to gain cooperation from 224 lecturers to respond to the questionnaires distribute by the researcher. According to Umar Sekaran, for 500 population, 217 is the minimum requirement that is acceptable in order to ensure their results is valid which in the researcher's case, she received 224 result which is way more than the minimum requirement.

4.1 DESCRIPTIVE ANALYSIS

Descriptive statistics are used to produce a quantitative description in an easy and manageable form. In this study, the researcher may have to use various ways in order to measure a large numbers of people. Thus, descriptive statistics will be able to assist the researcher to simplify a large amount of data in a practical way. Each descriptive statistics would reduce lots of data into simple summary.

4.2 DESCRIPTIVE ANALYSIS FOR FINDINGS

The questionnaire which is shown in Appendix Two consisted of four questions covering general information and working background of the respondent. The questions consist of gender, age, race and which sector they work with. 300 questionnaires were distributed but only we only received 224 responses from the respondent. The result of the analysis is based on the data collected from 224 lecturers from MSU University and Politeknik Shah Alam

Table 4.1: Background of Respondents

	Government (%)	Private (%)
Gender:		
Male	26.8	33.9
Female	73.2	66.1
Total	100.0	100.0
Age:		
21 – 25 years	5.4	43.8
26 – 30 years	26.8	25.9
31 – 35 years	54.5	25.0
36 – 40 years	12.5	4.5
More than 40 years	0.8	0.9
Total	100.0	100.0
Race:		
Malay	83.0	92.9
Chinese	4.5	2.7
Indian	11.6	2.7
Others	0.9	1.8
Total	100.0	100.0

4.2.1 Gender

Table 3.1 shows that there were 30 male (26.8 percent) and 82 (73.2 percent) females' respondent from government sector have contributed their response to this survey. Other than that, table 4.1B shows that there are 38 (33.9 percent) male respondents and 74 (66.1 percent) females' respondent from private sector. This shows that lecturers at both sectors are aware of the purpose of the study and give a very favorable cooperation during data collection.

4.2.2 Age Group

Table 3.1 indicates the highest respondents from government sector from age group 31-35 years old which consist of 61 respondents while the lowest is from the age of 40 and above which is only 1 (0.9 percent) respondent. Table 3.1 indicates the highest respondents from government sector from age group 21-25 years old which consist of 49 (43.8) respondents while the lowest is from the age of 40 and above which is only 1 (0.9 percent) respondent

4.2.3 Race

Table 3.1 arrays the racial status of the respondent. Referred to table, the highest number of respondent for government sector is Malay which 93 respondent (83.0 percent). For private sector, the amount is 104 respondents which are equivalent 92.4 percent.

Most of the employees in Politeknik Shah Alam and MSU University are Malays, hence that explained why most of the respondents are Malays.

Table 4.2: Employee Engagement Mean Score for Government and PrivateEmployee

	Government (%)	Private (%)
PART B: EMPLOYEE ENGAGEMENT		
I speak highly of this organization to my friends.	3.6071	3.3839
I would be happy to work at my organization until I retire.	3.4732	2.8393
Working at my organization has a great deal of personal meaning to me.	3.5446	3.2143
I really feel that problems faced by my organization are also my problems.	3.2321	2.8929
I feel personally attached to my work organization.	3.3929	2.9821
I feel a strong sense of belonging to my organization.	3.4554	2.9554
I frequently think of quitting my job	3.1607	2.9286
I am planning to search for a new job during the next 12 months.	2.0536	3.3571
Willingly give your time to help others who have work-related problems.	3.6607	3.5357
Adjust your work schedule to accommodate other employees' requests for time off.	3.4375	3.3839
Give up time to help others who have work or non-work problems.	3.6071	3.1875
Willingly to assist others with their duties.	3.7589	3.6339

Table above shows the amount of means for both government and private sector. From the table above, it is clearly shown that the respondents mostly agree that the highest form of engagement that they will do is willing to help others with their duties. The researchers also believe that the reason they willing to assist other are to ensure that their job and their department's job can get to be done. It is important for the employees to cover one job when the other is on leave. The table shows that the mean amount for government sector is 3.7589 and for the private sector are 3.6339.

Table 4.3: Job Characteristic Mean Score for Government and Private Employees

	Government (%)	Private (%)
PART F: JOB CHARACTERISTIC		
Your job permits you to decide on your own how to go about doing the work.	3.3929	3.5357
Your job involves doing a “whole” and identifiable piece of work. That is the job a complete piece of work that has an obvious beginning and end.	3.2768	3.3929
Your job requires you to do many different things at work, using a variety of your skills and talents.	3.7411	3.7321
The results of your work likely to significantly affect the lives or well-being of other people.	3.6518	3.2857
Managers or co-workers let you know how well you are doing on your job.	3.4196	3.2054
Doing the job itself provide you with information about your work	3.5357	3.3482
Performance. That is, does the actual work itself provide clues about how well you are doing –aside from any “feedback” co-workers or supervisors may provide..		

Table 4.6 shows the mean for the last independent variables which is job characteristics.

The factor that received the highest mean is their job requires them to do many things at work using varied skills and talents. Both government and private have the same factors that received the highest score. For government, they achieved 3.7411 and for private sector, they achieved 3.7321. The majority of the respondents believes that if their job requires them to use their skills and talents and have a challenging task, they certainly stay with their organization longer as they believe that they will be more motivated.

Table 4.4: Perceived Organization Support Mean Score for Government and Private Employees

	Government (%)	Private (%)
PART D: PERCEIVED ORGANIZATION SUPPORT		
My organization really cares about my well-being.	3.2589	3.0089
My organization strongly considers my goals and values	3.2589	2.9732
My organization shows little concern for me	2.8661	2.9375
My organization cares about my opinions.	3.1250	3.1429
My organization is willing to help me if I need a special favour.	3.1964	3.0446
Help is available from my organization when I have a problem.	3.1429	3.1875
My organization would forgive a honest mistake on my part	3.1518	3.3571
If given the opportunity, my organization would take advantage of me	3.2054	3.3929

Based on the table above, it shows that both in government sector and private sector have agreed that one of the reasons of why they are not engaged with their company is because they strongly believe that their company will take advantage toward them if there is any opportunity arisen. The mean for government sector is 3.2054 and the mean value for the private sector is 3.3929.

Table 4.5: Perceived Supervisor Support Mean Score for Government and Private Employees

	Government (%)	Private (%)
PART E: PERCEIVED SUPERVISOR SUPPORT		
My supervisor cares about my opinions.	3.3304	3.3393
My work supervisor really cares about my well-being.	3.2946	3.2143
My supervisor strongly considers my goals and values.	3.2500	3.2054

The table above indicates that the highest mean value for perceived supervisor support variables is their supervisor cares about their opinion. The results show that both sectors agreed that the supervisor plays important roles in their engagement as the supervisor listens to them. The lowest means is for factor 3 which is the supervisor considers their goals and values. Both government and private sector rate means for the factors are 3.2500 and 3.2054.

Table 4.6: Rewards and Recognition Mean Score for Government and Private Employees

	Government (%)	Private (%)
PART C: REWARDS AND RECOGNITION		
A pay raise.	4.0893	4.2500
Job security.	4.1429	4.1875
A promotion.	3.7946	4.0446
More freedom and opportunities	3.9911	4.2500
Respect from the people you work with	4.1161	4.3214
Praise from your supervisor	3.7589	3.8661
Training and development opportunities	4.1161	4.0536
More challenging work assignments	3.8214	3.7857
Some form of public recognition (e.g. employee of the month).	3.6161	3.6696
A reward or token of appreciation (e.g. lunch).	3.5089	4.0536

Table 4.2 shows the mean score for government sector and private sector. Both of the sectors have a totally different opinion about reward and recognition. In the private sector, the employees indicate that they prefer to receive a respect from their peers than any other rewards. Recognition is more important for them as it will make them become more motivated to work and to perform on their task. However, for government sector, job securities have the highest amount of mean which is 4.1429. This shows that job security holds the most influence factor that kept the employee to be engaged in the organization.

4.2 RELIABILITY ANALYSIS

In this research, Cronbach's Alpha reliability coefficient was obtained for dependent and independent variable by using Likert Scale's questionnaires. Cronbach's Alpha will able to indicate on how well the item in a set are correlated to one and another. The closer the reliability coefficient to 1.0, the better is the result. However, the reliability which is less than 0.6 are considered as poor. Whilst for 0.61 to 0.70 are considered as good, 0.8 and above will be consider as very good. Consistency will indicate on how well will the item and concept being together as a set. Reliability testing should be done with a purpose to find out whether the data obtained from the survey are reliable or not reliable for this study. The result for both government sector and private sector can be seen as below.

Table 4.7: Reliability test analysis for government sector

No of Item	Study Variable	Cronbach's Alpha	Remarks
12	Engagement	0.863	Excellent
10	Rewards	0.933	Excellent
8	Organization	0.796	Good
3	Supervisor	0.692	Good
6	Job	0.907	Excellent

Table 4.8: Reliability test analysis for government sector

No of Item	Study Variable	Cronbach's Alpha	Remarks
12	Engagement	0.802	Excellent
10	Rewards	0.890	Excellent
8	Organization	0.690	Good
3	Supervisor	0.915	Excellent
6	Job	0.789	Good

Table above shows the results of reliability test analysis for the study's variables. As shown above, the Cronbach's Alpha for government sector is 0.933 for reward and recognition, 0.796 for perceived organization support, 0.692 for perceived supervisor support and 0.907 for job characteristic. As for employee engagement, the reliability is 0.863. For private sector, 0.890 is for rewards and recognition, 0.690 for organization support, 0.917 for job characteristic, 0.915 for supervisor support and 0.801 for employee engagement. Employee engagement is the dependent variables for this research. Since both government and private sector get 0.863 and 0.802, the variables value that has been used is good and able to measure the accurate factors that may influence employee engagement.

The items in the variable are a good and very reliable value since the score is less than 0.6. As a conclusion, other than employee engagement, the Cronbach's Alpha reliability

is coefficient with the others and this shows that the factors are very good and positively correlated to each other.

4.3 INFERENTIAL ANALYSIS

4.3.1 Correlation Analysis

According to Uma Sekaran & Bougie (2003), it is best to use assessments in order to study the relationship between two or more numerical variables. The assessments range from negative (-1) to positive (+1) coefficient value. Usually, the scholar will use Pearson's correlation to interpret the relationship between the independent variables and dependent variables.

Table 4.9: Correlation Analysis for Government Employees

	Engagement	Rewards	Organization	Supervisor	Job
Engagement Pearson Correlation	1	.498 **	.714 **	.714 **	.665 **
Sig. (2-tailed)		.000	.000	.000	.000
N	112	112	112	112	112

**. Correlation is significant at the 0.01 level (2-tailed).

From the table above, there is a positive relationship between the independent variables which is rewards and recognition, job characteristics, perceived organization support,

perceived supervisor support with the dependent variable which is employee engagement. First correlation is between reward and recognition with employee engagement for government sector, the result shows that the R-value is 0.498. This figure indicates that there is a low relationship between the dependent and independent variable.

The second correlation is between employee engagement and perceived organization support and the R-value for the relationship is 0.714, which indicates that they have a strong relationship between independent and dependent variable.

The third correlation is between employee engagements and perceived supervisor support and the R-value of the relationship is 0.714 also, which also shows that they have a strong relationship between independent and dependent variable. Lastly is the relationship between job characteristics and employee engagement which has 0.665 R-value. That also indicates that they have a strong relationship between independent and dependent variable.

Table 4.10: Correlation Analysis for Private Employees

	Engagement	Rewards	Organization	Supervisor	Job
Engagement Pearson Correlation	1	.349 **	.366 **	-.028	-.115
Sig. (2-tailed)		.000	.000	.772	.228
N	112	112	112	112	112

**. Correlation is significant at the 0.01 level (2-tailed).

From the table above, we can see the relationship between the independent variables which is rewards and recognition, job characteristics, perceived organization support, perceived supervisor support and the dependent variable which is employee engagement. First correlation is between reward and recognition with employee engagement for private sector, the result indicates that the R-value for it is 0.349. This figure shows that there is a restrained or very low relationship between dependent and independent variable. The second correlation is between employee engagement and perceived organization support and the R-value is 0.366, which show that they also have a low relationship between independent and dependent variable. However, the third and fourth variables did not have any significance relationship between the independent variables and dependent variable. The R-value for perceived supervisor support is -0.028 also, which also show that they have a low negative relationship between independent and dependent variable. Lastly is the relationship between job characteristics and employee engagement which has -0.115 R-value. That also indicates that they have a very moderate

negative relationship between independent and dependent variable. The overall result of correlation analysis is shown in table 4.10.

Table 4.11: Summary of Correlation Analysis

	Private Sector	Government Sector
Rewards	.349 ^{**}	.498 ^{**}
Supervisor Support	n.a	.714 ^{**}
Organization Support	.366 ^{**}	.714 ^{**}
Job Characteristics	n.a	.665 ^{**}

4.3.2 Regression Analysis

Usually, researcher use regression analysis in order to examine the hypothesis whereby the statistical meaning can be examined and form of the interaction term while it also shown the correlation coefficient and strength between the relationship of dependent and independent variables. Not to mention that the dimension of this study is to explore the factors that may influence employee engagement in private and government sector. The dependent variables for this study are employee engagement, while the independent variable is rewards and recognition, perceived organization support, perceived supervisor support and job characteristic. Linear regression analysis was used in this research in order to clarify the relationship between variables as one model.

Table 4.12: Regression Analysis for Government Employees

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.781 ^a	.610	.595	.38908

a. Predictors: (Constant), Job, Rewards, Supervisor, Organization

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	R	t	Sig.
	B	Std. Error	Beta			
1 (Constant)	.919	.211			4.361	.000
Rewards	.061	.059	.079		1.035	.303
Organization	.100	.130	.106	.610	.771	.443
Supervisor	.319	.094	.406		3.388	.001
Job	.251	.072	.308		3.480	.001

a. Dependent Variable: Engagement

From the table above, the data indicate which variables are important and crucial in explaining the variance of employee engagement. The table shows that the rewards and organization's significance are more than 0.05. Hence it clearly indicates that there is no relationship between employee engagement with rewards and organization support. However, the other two factors which are supervisor support and job characteristic have a strong significance with employee engagement as both factors are less than 0.05 which the value is 0.01. It shows that the variables that are being used in the study are suitable government sector related work.

Table 4.13: Regression Analysis for Private Employees**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.552 ^a	.305	.279	.46307

a. Predictors: (Constant), Job, Rewards, Organization, Supervisor

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	R	T	Sig.
	B	Std. Error	Beta			
1 (Constant)	1.608	.386			4.166	.000
Rewards	.216	.065	.272		3.312	.001
Organization	.507	.098	.485	.305	5.151	.000
Supervisor	-.045	.062	-.073		-.725	.470
Job	-.214	.081	-.265		-2.629	.010

a. Dependent Variable: Engagement

From the table above, the data also indicate which variables are important and crucial in explaining the variance in employee engagement. The table shows that the supervisor's support significance is more than 0.05. Hence it clearly indicates that there is no relationship between employee engagement with rewards and organization support. However, the other two factors which are reward and recognition and organization support have a strong significance with employee engagement as the factors are less than 0.05. The last factors which is job characteristics, since the significance value is more than 0.05, hence there is no relationship between the dependent and independent variables.

4.4 HYPOTHESIS TESTING

Based on the regression analysis table, we can safely said that each sector have their own hypothesis based on the earlier chapter.

Table 4.14 Summary of Hypothesis Testing

Hypothesis	Results
H1: Rewards and recognition is related to employee engagement in the private sector	Accepted
H2: Rewards and recognition is related to employee engagement in the government sector	Accepted
H3: Supervisor's support is related to employee engagement in the private sector.	Rejected
H4: Supervisor's support is related to employee engagement in the government sector.	Accepted
H5: Organization's support is related to employee engagement in the private sector	Accepted
H6: Organization's support is related to employee engagement in the government sector	Accepted
H7: Job Characteristics is related to employee engagement in the private sector	Rejected
H8: Job characteristics is related to employee engagement in the government sector	Accepted
H9: Rewards and recognition, supervisor's support, organization's support and job characteristics have influence on employee engagement in the private sector	Rejected
H10: Rewards and recognition, supervisor's support, organization's support and job characteristics have influence on employee engagement in the government sector	Accepted

CHAPTER 5

CONCLUSION AND RECOMMENDATION

5.0 INTRODUCTION

This study has identified very useful information and recommendation that could be share to other organizations. The details of information and recommendation will cover the areas of findings, namely reward and recognition, job characteristic, perceived supervisor support and perceived organization support.

5.1 RECOMMENDATION

5.1.1 Rewards and Recognition

Based on the study that has been conducted we found that reward are consider as one of the factors that may contribute to the organization especially private sector. Many of the respondents who are working in private sector agree that if their benefits if higher, they would stay in the organization longer. Nowadays, most of the younger generation tends to jump from one company to another due to their benefits given. We were taught that if we want to receive higher salary, we need to change our workplace constantly. However, from the result, we also found out that most of the employee would be more

motivated to stay at the organization longer if their organization or supervisor gives recognition to them. This case also has been supported by Maslach et al. (2001) where he mention that if the organization are lack of rewards and recognition, It may lead to burnout which may cause the employee to leave the organization. However if they receive reward and recognition, they will feel obliged to respond to higher levels of engagement.

We can see from the descriptive that the government sector's employees chose job security as the highest factors that may influence them to stay in the organization. However, for private sector, their highest factor that contribute for them to engage in term of reward is receiving respects from their peers. The result for private sector is totally different from most theory of why generation y tends to stay because most of the theories are due to benefits and monetary value.

Based on the result of engagement for government sector in terms of reward, the engagement is not significant to reward. Employees in the government sector prefer to stay in the organization even though they didn't receive any benefits or recognition. As a proof, most of the employee in government sector stay with the same organization for a long time and majority of the employee stay due to their retirement benefits and also due to their job security. They tend to stay longer in the organization as they know that no

matter happen to the economy, they would not lose their job unlike those who are working in the private sector

Furthermore, a moderate positive significance from correlation analysis is received from government sector. For government sector's officers, rewards and recognition factor doesn't not appeal to them to act as the main reason to for engagement. As for the private sector, the variable doesn't significance at all with the dependent. The researcher might need to explore more on other variables for private sector.

It is recommended for the organization to improve their rewards system especially those factors that have the highest values which is respect and job security as it will certainly improve their employee engagement towards the company. For example, the employer can implement a recognition program whereby they gave rewards and praise to an employee if they achieve something in front of the whole staff. Sometimes this kind of act may improve people perception towards the employee and may also increase the employee sense of appreciation.

5.1.2 Job Characteristic

It is well-known that in order to make improvement on employee's motivation; you need to provide a variety task that may challenge the employee's ability and skills.

According to Kahn (1990), jobs that have a high value of job characteristics that may bring more of themselves to work and be more engaged. Based on the results, government sector agree that if their job characteristics can be improve and enhance, they will more likely to be engaged to the organization.

According to the correlation analysis, job characteristics are the third most important factors that may influence their engagement. The study also believes that job characteristic and employee engagement are interrelated. It is well known that the younger generation prefers to have more challenging work that could test their ability and skills as it could provide them a sense of achievement and fulfillment as they like to test themselves until they reach their maximum limits.

Hence, it is clearly stated that job characteristics play an important role in employee engagement. Using the knowledge received, the organization should ensure that they create a job that may challenge the employee's capabilities. Carolyn A. Martin, (2005) also believe that generation y love to challenge themselves and push their limit. Hence the organization need to implement job enrichment to the employee in order to ensure that they will know they can expect a lot of challenges from the task given and this will keep them motivated. Besides that, by implementing job enrichment system to the organization, not only the organization performance will increase but they also can save a lot of expenses by giving the employee to multi task.

5.1.3 Perceived organization support

Based on the result received, we found out that the employee in private sector agree that if the organization show a little support to them, it will most certainly increase the chances of engagement in the organization. The employee felt like if the organization shows a little attention and being a good supporter to them, they will likely be more motivated to stay in the organization as their sense of belonging in the organization increase. For example, in MSU, most of their lecturers prefer to stay with the organization is because of their excellent organization support. The organization will provides rewards for those employees who manage to

According to Kahn (1990), employees will certainly felt safe in their work environment and more comfortable if it was surrounded by openness and supportiveness. Knowing generation y, there are very open and blunt. So by providing the support in giving their opinion or ideas, not only if will make the employee feels supported but also it can provide a ways for the company to received new ideas.

The organization need to ensure that they provide lots of support to their employees not only for work related matter but also for other things as well. For example, the organization can throw a baby shower party to their pregnant employees just to show how they are happy for the employees. This little gesture sometimes will make the

employees feels appreciated and they will tend to stay in the organization longer. Besides that, the organization also must take the employees opinions or ideas seriously. Sometimes their ideas might be useful. Furthermore it will certainly improve the employee's sense of belonging as they will feel that their opinion matters.

The organization also can also conduct a research and gather all the information regarding the employee's special need. For example, some of the employees want to further their studies but unable to do so since they have financial problem. Hence the organization can step up and provides loans or scholarship to the employees.

Apart from that, the generation y's didn't have the patient like baby boomer to just simply wait to climb the career ladder. Generation y wants to move up their career ladder fast. That is one of the reason of why they always change their workplace. Hence the organization should takes their goal and vision seriously. The organization should help the employee to achieve their goal by giving assistance by providing a career advancement program whereby they can send the employee for a course to improve their skills and to nurture their leadership skills.

5.1.4 Perceived supervisor support

The employees in government sector believe that they will be more motivated and engaged if they received support from their supervisor. Kahn (1990), believe that a supportive and a good interpersonal relationship as well as a very attentive management are able to promote psychological safety. In government sector, the result shown that supervisor support plays a vital rules in employee engagement. One of the respondents even mentions that the reason of why he stays in the organization is because of the supervisor. A study by Maslach et al (2001) supervisor support also can be one of the reasons for burnout. On the contrary, the result for this analysis showed that most of the employee in government sector stays in the organization due to their excellent supervisor support.

Hence in order to make employees become more engaged, the supervisor needs to provide more opportunity for the employee to speak or to throw their ideas. They also should consider the ideas and provide feedback. Usually, even though the employee's ideas cannot be used, the employee will feel motivated as they know their manager give them the opportunity to provide ideas. Besides that, if the manager become more supportive and always have their subordinate's back during happy and hard times, the employees will remember it and they will stay in the organization just for that reason. For example, in Mercedes Benz, their manager is very attentive and supportive to their

subordinate. Hence most of their employee tends to stay in the organization not because of their rewards or benefits but it is for the sake of the manager. The employees are satisfied with their company as long as they knew that their managers are very supportive and will do everything to help them improve in their career.

5.2 CONCLUSION

As a conclusion, this study is being done mainly to investigate what are the actual reasons that determine employee engagement in the organization. The results from the research indicate that the main engagement factor for government sector is job security and supervisor support. The government officer tends to stay in the organization longer as they felt safer there. They know that they will still have their job even if our economies fall.

As for the other factor, the government officers also tends to stay in the organization as they believe that they have the best supervisor support in their organization. Their supervisor always pushes them to improve themselves and to pursue their studies and even to the extent of help them to apply for the government scholarship.

However, for result for private sector is not significance to the variables which is different with government sector. Hence the researcher will try to explore the other variables that may suit with private sector in her next studies.

It is also believe that all variables used are suitable for government related work. Hence the organization can used the result retrieved from the study in order to improve their management and to ensure their employee engagement since if the employee are engaged to the company, their sense of motivation will increase and it will improve the company performance.

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