The copyright © of this thesis belongs to its rightful author and/or other copyright owner. Copies can be accessed and downloaded for non-commercial or learning purposes without any charge and permission. The thesis cannot be reproduced or quoted as a whole without the permission from its rightful owner. No alteration or changes in format is allowed without permission from its rightful owner.
STRATEGIES THAT INFLUENCE EMPLOYEE ENGAGEMENT: A STUDY
OF THE JORDANIAN ELECTRIC POWER COMPANY LIMITED (JEPCO)

MOHAMMAD SAQR ATIEH ALQUABEH

(817472)

Thesis Submitted to Othman Yeop Abdullah Graduate, College of Business,
Universiti Utara Malaysia, in Partial Fulfillment of the Requirement for the Master
of Human Resource Management
PERMISSION TO USE

In presenting this dissertation in partial fulfillment of the requirements for a post graduate degree from the Universiti Utara Malaysia (UUM), I agree that the Library of this university may make it freely available for inspection. I further agree that permission for copying this dissertation in any manner, in whole or in part, for scholarly purposes may be granted by my supervisor or in their absence, by the Dean of Othman Yeop Abdullah Graduate College of Business Universiti Utara Malaysia where I did my dissertation. It is understood that any copying or publication or use of this dissertation parts of it for financial gain shall not be allowed without my written authorization. It is also understood that due recognition shall be given to me and to the UUM in any scholarly use which may be made of any material in my dissertation.

Request for permission to copy or to make other use of materials in this dissertation/project paper in whole or in part should be addressed to:

Dean of Othman Yeop Abdullah Graduate,  
College of Business Universiti Utara Malaysia  
06010 UUM
ABSTRACT

Nowadays, the importance of retaining and attracting skilled Employees for the success of organization was recognized by business leaders. Therefore, organizations have progressively centered on Employee engagement in the last two decades as an approach to augment the skills and abilities of human resource. The increased focus on employee engagement was not surprising due to the benefit attached with it were clear. Furthermore, recent research has found that employee engagement not only enhance their job performance but is also helpful in skills up gradation. The purpose of this study is to examine and gain a better understanding of the strategies that influence the employee engagement in JEPCO. This study was done among 108 staffs in JEPCO. The data were collected through questionnaires and analyzed by using (SPSS). Throughout the statistical analysis – correlation analysis, it is found that there is a significant relationship between the three independent variables namely Employee Communication, Rewards system and leadership support with the dependent variables, Employee Engagement. Among all three independent variable, leadership support is found to be the most independent variable in driving the employee engagement in JEPCO.

ABSTRAK

Kepentingan mengekalkan dan menarik Pekerja mahir untuk kejayaan sesuatu organisasi telah diiktiraf oleh pemimpin perniagaan. Oleh itu, organisasi telah beransur-ansur tertumpu kepada penglibatan pekerja dalam dua dekad yang lalu sebagai satu pendekatan untuk meningkatkan kemahiran dan kebolehan sumber manusia. Tumpuan lebih kepada penglibatan pekerja tidak mengejutkan kerana manfaat yang dilaminkan dengan ia adalah jelas. Tambahan pula, penyelidikan baru-baru ini telah mendapati bahawa penglibatan pekerja bukan sahaja meningkatkan prestasi kerja mereka tetapi juga membantu dalam kemahiran penggredan. Tujuan kajian ini adalah untuk mengkaji dan mendapatkan pemahaman yang lebih baik terhadap strategi yang mempengaruhi penglibatan pekerja dalam JEPCO. Kajian ini dijalankan di kalangan 108 kakitangan di JEPCO. Data yang telah dikumpulkan melalui soal selidik dan dianalisis dengan menggunakan (SPSS). Sepanjang analisis statistik - analisis korelasi, didapati bahawa terdapat hubungan yang signifikan antara ketiga-tiga pembolehubah bebas iaitu pekerja Komunikasi, sistem Ganjaran dan sokongan kepimpinan dengan pembolehubah bersandar, Employee Engagement. Antara ketiga-tiga pembolehubah bebas, sokongan kepimpinan didapati pembolehubah yang paling bebas dalam memacu penglibatan pekerja dalam JEPCO.
ACKNOWLEDGEMENT

First and foremost I would like to thank Allah swt. In the process of putting this thesis together I realized how true this gift of writing is for me. You give me the power to believe in my passion and pursue my dreams. I could never have done this without the faith I have in you, the Almighty.

My deepest gratitude is to my Supervisor Dr. Mohammed Siam. I have been amazingly fortunate to have a supervisor who gave me the freedom to explore on my own and at the same time the guidance to recover when my steps faltered. Do teach me how to question thoughts and express ideas. His patience and support helped me overcome many crisis situations and finish this thesis. I hope that one day I would become as good an advisor to my students as Don has been to me. I consider it an honour to work under the supervision of Dr. Mohammed Siam.

Most importantly, none of this would have been possible without the love and patience of my family. I share the credit of my work with my wife and kids, my immoderate family to whom this thesis is dedicated to, has been a constant source of love, concern, support, and strength all these years. I would like to thank my wife KHALEDHAH for her understanding and love during the past few years. Her support and encouragement was in the end what made this thesis possible. My kids, AYHAM, GANA, LAMAR, SIWAR and YOUSEF, receive my deepest gratitude and love for their dedication and the many years of support during my study. I would like to express my heart-felt gratitude to my family. My extended family has aided and encouraged me throughout this endeavour.

I am also thankful to the academic staff, and also system staff who maintained all the needed help in my paper work so efficiently that I never had to worry about following the secretarial work. I do not envy their job. I feel that they are the greatest system administrators in the world.

Finally, many friends have helped me stay sane through these difficult years. Their support and care helped me overcome setbacks and stay focused on my graduate study. I greatly value their friendship and I deeply appreciate their belief in me. I am also grateful to the Malaysian people whom helped me adjust to a new country.
# TABLE OF CONTENTS

| PERMISSION TO USE | i |
| ABSTRACT | ii |
| ABSTRAK | iii |
| ACKNOWLEDGEMENT | iv |
| TABLE OF CONTENTS | v |
| LIST OF TABLES | viii |
| LIST OF FIGURE | ix |

## CHAPTER ONE
INTRODUCTION

1.1 BACKGROUND OF THE STUDY 1
1.2 PROBLEM STATEMENT 7
1.3 RESEARCH QUESTIONS 9
1.4 OBJECTIVES 10
1.5 SIGNIFICANCE OF STUDY 10
1.6 DEFINITION OF TERMS 11
1.7 ORGANIZATION OF THE CHAPTERS 12

## CHAPTER TWO
LITERATURE REVIEW

2.1 INTRODUCTION 14
2.2 DEFINITION OF EMPLOYEE ENGAGEMENT 14
2.3 DRIVERS OF EMPLOYEE ENGAGEMENT 17
2.4 SOCIAL EXCHANGE THEORY SET 20
2.5 EMPLOYEE ENGAGEMENT AND ORGANIZATIONAL PERFORMANCE 21
2.6 WHAT IS EMPLOYEE ENGAGEMENT? 23
2.7 EMPLOYEE ENGAGEMENT STRATEGIES 26
2.8 CONCLUSIONS 41

## CHAPTER 3
RESEARCH METHODOLOGY

3.1 INTRODUCTION 43
3.2 THEORATICAL FRAMEWORK & HYPOTHESIS 43
3.3 RESEARCH DESIGN 45
3.4 SOURCES OF DATA 45
3.5 POPULATION AND SAMPLING 46
3.6 MEASUREMENT ITEMS 47
3.7 DATA COLLECTION METHOD 49
3.8 DATA COLLECTION METHOD 50
3.9 DATA ANALYSIS TECHNIQUE 51
3.10 CONCLUSION

## CHAPTER FOUR
FINDINGS & DISCUSSION

4.1 INTRODUCTION 52
4.2 OVERVIEW OF COLLECTED DATA 53
CHAPTER 5
DISCUSSION, RECOMMENDATION, AND CONCLUSION

5.1 INTRODUCTION
5.2 DISCUSSION
   Objective 1: To examine the relationship between employee communication and employee engagement in the Jordanian Electric Power Company Limited (JEPCO).
   Objective 2: To discuss the relationship between recognition and rewards strategy and employee engagement in JEPCO.
   Objective 3: To review the relationship between leadership style and employee engagement in the Jordanian Electric Power Company Limited (JEPCO).
   Objective 4: To identify which variable (communication, reward system, leadership style) is the critical driver of Employee Engagement in the Jordanian Electric Power Company Limited (JEPCO).

5.3 LIMITATION OF THE STUDY
5.4 RECOMMENDATION FOR FUTURE RESEARCH
5.5 CONCLUSION
## LIST OF TABLES

3.1 Measurement Items 47  
3.2 Design of the questionnaires 48  
4.1 Responses Rate 53  
4.2 Respondents Profile 54  
4.3 Reliability Analysis 55  
4.4 Descriptive Statistics 56  
4.5 Inter correlations of the Major Variables 58  
4.6 Results of Regression Analysis 61  
4.7 Summary of Findings 62

## LIST OF FIGURE

3.1 The framework of study structured by the researcher 44
CHAPTER 1
INTRODUCTION

1.1 BACKGROUND OF THE STUDY

Historically, the importance of retaining and attracting skilled employees for the success of organization was recognized by business leaders. Then, organizations have progressively centered on employee engagement (EE) in the last two decades as an approach to enhance the skills and abilities of human resource. The increased focus on employee engagement was not surprising due to the benefit attached with it were clear. Furthermore, recent research has found that employee engagement’s engagement not only enhance their job performance but is also helpful in skills raise. Additionally, employee engagement also results in organizational profit, customer satisfaction and employee income and productivity. Thus, organizations which do not focus on employee engagement suffer through the bottom line and competitive disadvantage (SHRM Foudtion, 2016; Trussa et al., 2013).

Everything in this world is bound to change, as well as a change in an organization is a certain thing that will happen. In the aspect of this change, an organization requires a powerful strategy to pass the transition successfully. The engagement paradigm is a powerful alternative approach to the variations in the organization or company. This paradigm produces an organization with people who know about the organization and enthusiastic to performance. Furthermore, a business that focuses on employee engagement develop the ability to face not only the present problems and challenges but also the future challenges well because it involves all elements in it to contribute (Axelrod, 2002; Hendrayati, 2015).
The contents of the thesis is for internal user only
References

Aniruddha Limaye, Razeyeh Jalali and Divya Martyn (2013), Building a High Performance Workforce : A Study on Rewards and Recognition practices in India.


Conrad, C. (1994) *Strategic Organizational Communication: Towards the Twenty*


