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A STUDY ON RELATIONSHIP BETWEEN EMPLOYEE ENGAGEMENT AND
EMPLOYEE COMMITMENT ON JOB PERFORMANCE AMONG NON-ACADEMIC
STAFF



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ABSTRAK

Kajian ini dijalankan adalah untuk melihat isu mengenai tahap prestasi kerja di kalangan pekerja bukan akademik di Universiti Utara Malaysia. Tujuan utama kajian ini adalah untuk mengenal pasti sebarang hubungan antara penglibatan pekerja, komitmen pekerja dan prestasi kerja. Kajian ini dijalankan dengan menggunakan kaedah kuantitatif iaitu data dikumpul dengan menggunakan set borang soal selidik. Set soal selidik digunakan bagi mendapatkan maklum balas daripada responden. Sampel kajian ini terdiri daripada pekerja Universiti Utara Malaysia seramai 60 responden telah terlibat dalam kajian ini terdiri daripada Pusat Pengajian Pasca siswazah Othman Yeop Abdullah, Pusat Pengajian Pasca Siswazah Awang Had Salleh dan Pusat Pengajian Perniagaan. Hasil kajian menunjukkan bahawa terdapat hubungan positif di antara penglibatan pekerja dan komitmen pekerja dengan prestasi kerja. Hal ini menunjukkan bahawa pekerja menunjukkan prestasi yang bagus semasa bekerja di Universiti Utara Malaysia. Walaubagaimanapun masih terdapat ruang untuk menjalankan penyelidikan tambahan bagi mengisi jurang yang belum diselesaikan dalam kajian ini. Hasil kajian ini telah memberi faedah kepada Universiti Utara Malaysia terutamanya pihak pengurusan khususnya kepada pusat pengajian berkaitan dalam mengetahui tahap prestasi kerja mereka untuk bersaing dengan university tempatan dan antarabangsa. Cadangan-cadangan di dalam bab akhir mengusulkan kajian selanjutnya di masa hadapan.

ABSTRACT

This study was conducted to gain view on the issue of job performance among non-academic staff in a University Utara Malaysia. The main objective of this study is to determine the relationship between employee engagement, employee commitment and job performance. This study utilized method where data was collected using a set of questionnaire. Survey questionnaires were distributed in order to obtain feedback from respondents. Samples of this research were non-academic staff in Universiti Utara Malaysia where a total of 60 respondents from three schools which is Othman Yeop Abdullah, Graduate School of Business, Awang Had Salleh, Graduate School of Arts and Sciences and School of Business Management took part in the survey. The findings showed that there is a positive significant relationship between employee engagement, employee commitment with job performance. It is discovered that, employees show their best performance while doing their work in Universiti Utara Malayssia. Thus, it emphasizes that there is still a need to conduct additional research to fill the gaps that not were solved in the current study. The findings of this study is of immerse benefits to the Universiti Utara Malaysia and will enable to gain better competitive advantage to be able to compete among local and international university. Furthermore, in the final chapter, some recommendations were provided for future use to any researcher in this academic field.

Keywords: Employee engagement, employee commitment, job performance.

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Thank you.



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CHAPTER 1

INTRODUCTION

1.1 Background of the Study

In today's globalization era and rapid changing working environment, job performance has become an important criterion to determine an organization's reputation, employees' job efficiency and outcome. To cope with this situation, employees need to enhance skills and knowledge parallel with the changing in order to keep competitively with others and also becoming knowledgeable worker. On the other hand, many employer or organization also emphasized their employees to be more effective in performs their work because, the effectiveness of employees in perform their work or in completing their task not only increases the productivity of their organization, but also can bring their organization to success (Kahn, 2011).

Based on the previous research, it stated that after Malaysia economy had shown negative growth since last three quarters of the year 2009, finally gross domestic product (GDP) in Malaysia had growth of 4.5% (Malaysia Productivity Corporation, 2010). However, compared to others countries, Malaysia Productivity Corporation describe that productivities growth of Malaysia has shown negative growth which is negative 1.84%. In this globalization era, many sectors have to compete to improve their performance in order to increase country's productivity growth.

In order to ensure that the employee performs better, there are some criteria or element that employer and employee must notice or practice in their daily work life.

As an example, their working environment, leadership style, reward, motivation and so on. However, in this study, employee engagement and employee commitment has become the major concern to see their relationship with job performance. Three schools in University Utara Malaysia which is Othman Yeop Abdullah, Graduate School of Business, Awang Had Salleh, Graduate School of Arts and Sciences and School of Business Management has been selected as research area.

Engagement to the work means that the employees understanding their role in an organization. Not just that, employees also being sighted and energized on where it fits in the organization's purpose and objectives. Besides that, they must be committed on what they are doing to ensure that they can complete their task on the time. Vance (2006) stated that companies will have a crucial competitive advantage if the employees are engaged in their work and committed to their organizations. It also will result to higher productivity and lower employee turnover. Thus, it is not surprising that organizations of all sizes and types have invested substantially in policies and practices that foster engagement and commitment in their workforces (Jr & Kid, 2006).

Even though the words "engagement" and "commitment" are interchangeably, but it has difference meaning. So that the purpose of this study is to broaden the body of knowledge and give clearly explanation regarding the differences between employee engagement and employee commitment and also their relationship on job performance.

Employee engagement is refer to the individual's involvement and their satisfaction with, as well as enthusiasm for work (Harter, Schmidt, & Hayes, 2002). An engaged employee will aware of his or her responsibility in the business goals and indirectly

will motivate his or her colleagues alongside for the success of the organizational goals (Anitha, 2014). On the other hand, McBain (2007) state that employee engagement as the discretionary effort of an individual is prepared to put in organization.

According to Bratton and Gold (2010), employee commitment is relative to the workers' attachment to or participation in the organizations in which they employed. The study of employee commitment is important because noted that employees with sense of employee commitment are less likely to engage in withdrawal behavior such as absenteeism and more willing to accept change (Dordevic, 2004). Hence, employees who develop a high level of employee commitment tend to be highly satisfied and are fulfilled by their jobs (Irefin & Mechanic, 2014).

Job performance is one of the most important activities that can reflects both; the goals and the means possible to achieve it and represents the better efficiency or reaching out the employee desired level of achievement in organization. Besides, job performance is the ability of subordinates to achieve the expected results of performance (Abdel-Razek, 2011).

1.2 Statement of Problem

High distinct performance is needed for organizations or institutions to achieve their goals. Besides that organizations or institutions require high performers in order to meet their expectations, to extend excellent services, and ultimately to achieve competitive advantage (Albrecht, 2012). However, employers are sometimes baffled when their employees under-perform and others resign and leave the organization (Yee, 2012). This issue will bring a big trouble to the employer, because low job performance or productivity will lead to organizational downfall. So, the study was conducting in order to find out the reason or factors that actually drive employees to perform their best.

Based on the personal experience and survey from students there were several issues that makes student feel unsatisfied when they make a deal with non-academic staff. The main issue was about the employee job performance which was the lateness of these staff in processing their documents and forms. Students complained that they need to wait until three or four days to receive the feedback or to get their document. The researcher's observation found that, the main cause that lead to this problem due to employee lack of engagement and commitment on their job. As steps to identify this problem, the researcher comes out with the study to examine the issue. However, there were some arguments by other researchers about this variables relationship.

According to (Demerouti & Cropanzano, 2010), they argue that engagement can lead to enhanced performance as a result of various factors. This statement was supported by another study. Chughtai and Buckley (2011) state that, most of these studies have only investigated the direct effects of employee engagement on various

performance outcomes and as a result have failed to explicate how and why engagement influences performance. However, Anitha (2014) stated that, there are growing number of studies arriving at a positive relationship between engagement and individual performance. Despite the enormous advances in understanding how best to conceptualize measure and manage engagement, recent research and reviews of the state of play of employee engagement have identified a number of issues yet to be fully resolved (Albrecht, 2012).

On the other hand, Van, Gelderen & Bik (2016) found that organizational commitment is generally positively related to attendance and negatively related to employee job turnover. However, they also suggested that the relationship between commitment and performance was only moderate and that the potential negative effects due to this relationship. In order to find the evidence about these statements, a study has been conducted.

1.3 Research Objectives

The research objectives of this study are:

1. To identify the relationship between employee engagement and job performance.
2. To identify the relationship between employee commitment and job performance.

1.4 Research Questions

The research questions in this study are:

1. Is there any relationship between employee engagements and job performance?
2. Is there any relationship between employee commitments and job performance?

1.5 Scope of Study

This study aims to examine these following scopes of the study:

The non-academic staff from three schools in University Utara Malaysia (UUM) which is Othman Yeop Abdullah, Graduate School of Business, Awang Had Salleh, Graduate School of Arts and Sciences and School of Business Management was choosing as respondents for this study. This is because there is no previous research has been conducted to study the relationship between employee engagement and employee commitment with job performance focuses in these three schools. On the other hand, the reason why the researcher was chose the respondents from non-academic staff because they are spending their whole day doing the administrative job, besides they also interact with diversity of people from many positions such as academic staff, top management and students.

1.6 Significance of the Study

Researchers believe this study will bring many benefits and advantages to both the institutions and employees' as follows:

1.6.1 Theoretical Contributions

From the theoretical perspectives, this study offered the knowledge of importance of job performance among the employees, in any organization, especially in University Utara Malaysia. This study also emphasized on the importance of having good performance in organization. Furthermore, this study will be focus on the relationship between the employee engagements, employee commitment on job performance among the non-academic staff.

Besides it also give clearly explanation about the employee engagement and employee commitment. So that the employee will not get confuse between these two variables. Employees are part of the institutions. They are responsible in order to bring the institutions for future success. They will be able to cope with the Employee Engagement and Employee Commitment thus allowing them to improve their job performance.

1.6.2 Practical Contributions

A lot of initiatives to improve employees' job performance and services in the institutions and organizations have been done, in order to serve the people and satisfying their needs.

This study will be using the quantitative and survey method. Thus, the result can give a great reference for the practitioners, especially for the organization or institutions; in order to improve their performance, for instance, improving the working environment as well as improving their productivity

1.7 Definition of Key Terms

1.7.1 Employee Engagement

Employee engagement has been defined as the cognitive, emotional and behavioral energy of an employee that directs toward positive organizational outcomes (Shuck & Wollard, 2010). Besides that, Anitha (2014) stated that employee engagement also was defined as the level of commitment and involvement of employee towards their organization and its value. Meanwhile Gubman (2004) defined engagement as a heightened personal attachment to the organization.

1.7.2 Employee Commitment

Employee commitment is defined as the relative strength of an individual's identification with and commitment to an organization (Schyns, 2007) and also can be described as a multidimensional work attitude that concerns the bond between the employee and their employing organization (Swales, 2006). In other words, commitment releases employee resources, thereby reinforcing performance.

1.7.3 Job Performance

Job performance is one of the most important activities that reflect both the goals and the means necessary to achieve it and represents the specialist efficiency or reaching out the desired level of achievement in organization. Besides, job performance is the ability of subordinates to achieve the expected results of performance (Abdel-Razek, 2011). Chen & Silverthorn

(2005) summarize that job performance as the tools to measures the level of achievement of business and social objectives and responsibilities from the evaluator perspective.

1.8 Organization of the Study

This study was divided into five chapters. Chapter one consists of background of the study, where to give the view of what study will be conducted. Next is statement of problem, followed by research objectives, research questions, scope of the study, significance of the study divided into two; theoretical and practical contributions, limitations of the study, definitions of key terms, and organization of the thesis.

Chapter two is about literature review. Each variable from previous study was present and elaborate in literature review.

Chapter three is about methodology. Research design is the first item in this chapter. Research design was explanation about the type of study will be conducted either in quantitative research or qualitative research. Next items is research framework which is the figure of the connection between two variables, follows by populations, sampling frame and sampling techniques, sample size, unit of analysis, data collection procedure, instrument, variable measurement and the last one data analysis techniques.

All the findings and data analysis were discussed in chapter four.. After the distribution of the questionnaire, all the data was analyzed to find the result either the result will be appear as expected based on the study.

Finally is chapter five. Chapter five explained the whole conclusion about the study.

Besides, it also about our recommendations or suggestions to organization involved.



CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

The literature review discusses previous studies which were conducted by other scholar about relationship between employee engagement, employee commitment and job performance in the organization. The researcher proposed employee engagement and employee commitment as independent variables and job performance as dependent variables. The employees are the main asset for any organization, whether it is a private or public. Elements such as engagement, commitment, responsibility, trust and good relationship or social exchange within the organization are crucial for the organization to achieve its organizational objectives and goals, such as improving the productivity as well as it effectiveness and efficiency of its operation and management, as a whole.

This chapter also reviews the previous study that similar with this topic from any relevance aspect. In addition, this study determined the importance of employee engagement and employee commitment towards job performance.

2.2 Job Performance

As a dependent variable, job performance is most important and has been studied widely by many scholars. Rurkkhum (2012) stated that job performance as the element that producing good or service because it involved behaviors or human activities. Moreover, job performance also is an important factor for individual work effectiveness evaluation that is resulted from human behavior (Jarunee Saetang, 2010). According to their better performance, employees are promising to received bonuses and get offer for promotion. Chen & Silverthorn (2005) summarize that job performance is the tools to measures the level of achievement of business and social objectives and responsibilities. However, Wang (2010) stated that, job performance as transformation activities that assure organizational operation and production which related to traditional content of performance appraisal.

Furthermore, (Lee, Tan, & Javalgi, 2010) revealed that there are two types of job performance which is in role performance that related to behavior towards prescribed tasks, duties and responsibilities as formally documented in the job description while employees' creativeness and problem solving skills in the workplace refers as innovative job performance. Meanwhile, Sonnentag, Volmer and Spychala (2010) said that job performance has to consider as multidimensional concept which is task performance and contextual performance.

Task performance refers to the actions that are part of the formal reward system and addresses the requirement as specified in job description where in general, task performance consists of activities that transform materials into good. Different from task performance, contextual performance is includes activities that are not formally part of the job description. Demonstrating extra effort, following organizational

rules and policies, helping and cooperating with others are the example of contextual performance. Thus Chen & Silverthorn (2005) summarize that job performance as the tools to measures the level of achievement of business and social objectives and responsibilities from the perspective of the judging party.

Furthermore, Borman and Motowidlo (1993) also have their own opinion in distinguished between two types of job performance which is task performance and contextual performance. Task performance represents those things that are “typically on a job description and involve the transformation of materials into goods and services such as sales or operating manufacturing equipment”. Contextual performance refers to the “behavior that contributes to organizational effectiveness through its effects on the psychological, social, and organizational context of work” (Jr & Kid, 2006).

According to Oyetunji (2013), the most important focus of administrators and academicians as one of the ways of improving effectiveness in the organization and schools respectively are job performance. The more they focus and the more they put their effort, the best performance they can do. Besides that, Vigoda (2000) has mentioned that, job performance also can be referred as employee’s or individual’s job assignment whereby they carry out their duties and responsibilities on that task.

Moreover, the idea of "performance" includes two concepts. The first one is efficiency that relations inputs with outcomes, and effectiveness that links outcomes with the anticipated outcomes or goals. The word "performance" raises the concepts of "attainment," "accomplishment," and "the execution of a task" (Chen & Silverthorne, 2005).

Schaufeli and Salanova (2007) revealed that, the increasing of performance was driven by the increasing of level employee engagement and commitment as well. It means that, higher performance will leads to greater demonstration of personal idea, higher attendance and lower turn over rate. Vance (2006) added that similarity of engagement to some aspects of commitment would seem to make intuitive sense that this variables also worksto bring about the business performance.

Job performance in Malaysia has been studied a decade ago by Muhammad Rais, (1995) in his article “Improving the Efficiency of the Public Sector: A Case Study of Malaysia”. In this study, Rais (1995) was highlighted about common criticism of the public towards the public sector’s poor quality of service rendered by the client or counter service staff. On the other hand, as mentioned before although the GDP percent had growth, compared to other countries, this GDP still shows negative growth, (Malaysian Productivity Corporation, 2010). The reseacher conclude that Malaysia still need an improvement on their job performance and what factors that influence in increasing the job performance.

Number of studies have employed the use of job performance as an outcome to determine empirical research construct. However, relatively limited effort utilized in verifying the performance concept. Campbell, McCloy, Oppler and Sager (1993) defined performance as “what the organization hires one to do, and do well.”. Hence, job performance is what a staff member implements and achieves in the job setting. The organizations need and cherish staff member who perform better because employees was the asset of organization.

2.3 Employee Engagement (EE)

The concept of employee engagement is not entirely new. Different terminology and slightly different definitions has been using or studied by many researchers and organizations (Lockwood, 2007). Markos & Sridevi (2010) defined employee engagement as a positive attitude held by the employee towards the organization and its value where they are aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization. Engaged employees demonstrate high levels of motivation at their work (Bakker, S & Llorens, 2006). An engaged employee is one who is energetic and enthusiastic about his or her job and cannot detach his or herself from it. The employee engagement is view as a positive fulfilling work related state of mind.

Based on report “Trends In Asia Pacific Employee Engagement” in 2013, the Asia-Pacific region, employee engagement has increased for the first time in two years equaling the global average of 61% in 2013. Asia Pacific employee engagement levels ranged from 34% in Japan to 71% in Indonesia. Besides that six out of eleven countries experienced improvement in year 2011 to 2012 employee engagement scores. Malaysia was also highlighted in the survey among countries with substantial increases in employee engagement levels (6%). The report mentioned the rise to the country’s new political stability, along with increased spending on people-related programs, for Malaysia’s positively impacted engagement levels (McLagan, Radford & Dewan, 2013).

According to (Demerouti & Cropanzano, 2010), usually engaged employees are likely to experience positive emotions such as happiness and enthusiasm where they are tend to integrate diverse ideas better, because this positive emotions lead to

wider range of thought and actions (Fredrickson, 2001). Besides, it also encourages them to perform better. J. (2014) stated that, there are three types of people in engagement context which is engaged employees who are consistently strive to give excellence within their roles, not engaged employees who are not concentrate about the goal of organization but only focus on the tasks spelled out to them and the third one is actively disengaged employees who are known as dangerous individual because he or she not only do not perform well, but also demotivate the performer in the organization.

On the other hand, (Shuck & Wollard, 2010) stated that the employee engagement literature stream has emphasized the cognitive, emotional and behavioral, thus can distinctly influence employee performance. This statement supported by many researchers. For example, Jones and Harter (2005) in his study have reported that employee engagement is a multidimensional concept with cognitive (or rational), emotional (or affective), and behavioral components. Cognitively engaged employees share a coupled purpose with their organization; understand it and willing to consider making a personal investment of the resources. After their investment, employees are now willing to involve those personal resources where they are in line with organization's vision and mission and act positively which is behavioral engagement by fully giving their knowledge, skill and abilities towards their job and organization (Shuck & Wollard, 2010).

(Saks, 2006) state that employee engagement as the degree which an individual is attentive and absorbed in the performance of their roles. Besides that, Saks (2006) also categorizes employee engagement into job engagement and organizational engagement which mean the greater an employee's engagement, the more likely he

or she is to go the extra mile and deliver excellent on-the-job performance. In addition, engaged employees may be more likely to commit to staying with their current organization.

Furthermore, (Albrecht, 2012) defined employee engagement as a worker who is fully involved in and enthusiastic about his or her work. This statement was supported by Crawford (2006). Crawford stated that, engagement as the measure of the energy and passion that workers have for their organization. Besides that he also defined engagement as “an innate human desire to contribute something of value in workplace” (Bary & Morris, 2008).

Engagement occurs when employees know what to expect and they have the resources to complete their work. This will make them participate in opportunities for growth and feedback, and feel that they contribute significantly to the organization (Harter, Schmidt, & Hayes, 2002). Thus they are emotionally connected to others and cognitively vigilant to the direction of the team. In addition, being engaged in their work, employees find meaning and excitement in the jobs they perform. Wagner & Harter (2006) in their study stated that “engaged employees’ average 27% less absenteeism than employees who are disengaged.”

According to (Vance, 2006), employees who are engaged in their work and committed to their organizations give companies crucial competitive advantages such as including higher productivity and lower employee turnover. On the other hand, employee engagement is derived from work that stretches a person without psychologically or emotionally defeating him or her, clear goals, unbiased and unambiguous feedback, and a feeling of control over what happens at work (Shuck & Wollard, 2008).

2.4 Employee Commitment (EC)

Employee commitment is important because high levels of commitment lead to several favorable organizational outcomes. It reflects the extent to which employee's identify with and organization and is committed to its goals. Biljana Dordevic (2004) stated that the commitment of employees is an important issue because it may be used to predict employee's performance, absenteeism and other behaviors.

Rajendran, Muthurveloo and Raduan Che Rose (2005) opined that the organizational commitment is the subset of employee commitment, which comprised to work commitment, career commitment and organizational commitment and also added greater the organizational commitment can aid higher productivity.

Lee, Tan, & Javalgi, (2010) stated that employee commitment seems to be a crucial factor in achieving organizational success. Usually the employee who is highly committed will know as organizational asset where they will contribute their time and energy and also become creatively involved to the pursuit of organizational mission and values and constantly think about ways to do their job better (Irefin & Mechanic, 2014).

Meanwhile (Lee & Chen, 2013) state that employee commitment is multi-dimensional in nature, where it was encompassing workers' loyalty, their willingness to exert more effort on behalf of the organization, adherence to organizational values, and desire to remain in the organization. Employee commitment is highly influenced by the level of motivation, which is essential in evoking a positive employee attitude towards the job and (Morrison & Robinson,

2003) stated that without motivation, the workers feel short-changed; they feel as if they have nothing much to work for. Meyer and Allen was introduced an employee commitment's theories. In this approach, employee commitment has three multidimensional components namely: affective commitment, continuance commitment, and normative commitment.

According to Meyer and Allen affective commitment, which relates to emotional attachment, is normally linked to a favorable working environment and relationships with the other employees. As example, employees will be more motivated to doing their job because they feel comfortable with their environment and they do not have problem to interact with each other. Normative commitment, on the other hand, is related to obligation where employees may feel they owe the organization for being given a job when they need it most so this is indirectly will makes employees to appreciate their employer by giving full commitment on doing their job for organization to success. Finally, continuance commitment relates to such terms of employment as job contracts, which refers to whether employees feel they must continue working in organization or not (Taormina, 2013).

Some experts defined commitment as both a willingness to persist in a course of action and reluctance to change plans, often owing to a sense of obligation to stay the course. People are simultaneously committed to multiple entities, such as economic, educational, familial, political and religious institutions. In addition, they also commit themselves to specific individuals, including their spouses, children, parents and siblings, as well as to their employers, co-workers, supervisors and customers (Albrecht, 2012).

Employees with strong affective commitment would be motivated to higher levels of performance (Oyetunji, 2013). Furthermore, employees who are involved in their organization are committed presumably want to maintain membership in the organization and exert efforts on its behalf (Scarborough & Somers, 2007). Besides uncommitted employees not only had the lowest level of acceptance of organizational values, but they also felt alienated from the organization. Hence, organizations are the source of motivation for their employees who reciprocated it with performance level (Awang, Ibrahim, Mohd Nor, Mohd Razali, Mat Arof, & Abdul Rahman, 2015).

Employee commitment also known as is the psychological attachment felt by a person for the organization. Committed individuals believe in, and accept, organizational goals and values. They want to remain in the organization and commit themselves to provide quality service on behalf of the organization (He, Li, & Lai, 2011). Schaufeli and Salanova (2007) revealed that when engagement level increases the level of organizational commitment increases as well. Moreover, it also enhances job satisfaction, higher performance and reveals a greater demonstration of personal ideas, higher attendance and lower turnover rates, improved health and security, proactive behavior and learning motivation.

Furthermore, employee commitment is about an employee's loyalty to the organization, the willingness to exert effort on behalf of the organization, the degree of goal and value congruency between the employee and the organization, and the employee's desire to remain employed by the organization. In addition, committed employees will provide a competitive advantage among industry (Shafer, Poon, & Tjosvold, 2013).

As can be see, employee commitment refers to the strength of a person's desire to remain working for an organization due to his or her belief that it may be costly to leave. Thus, the longer people remain in their organization, the more they stand to lose what they have invested in the organization over the years. In addition, it also the strength of people's desires to continue working for an organization because they agree with its underlying goals and values (Awad & Alhashemi, 2012). Besides that employees' feelings of obligation to stay with the organization because of pressures from others, concerned about what they would think of them for leaving.



CHAPTER 3

METHODOLOGY

3.1 Introduction

As outlined in Chapter 1 this chapter describes on the research design, sampling plan and the instrument used to generate data and answers all the research questions. Besides that it also contain full explanation of the sampling frame and sampling technique which are being used, unit of analysis, survey instrument, validity and reliability of the instruments, data collection procedures and plan for data analysis.

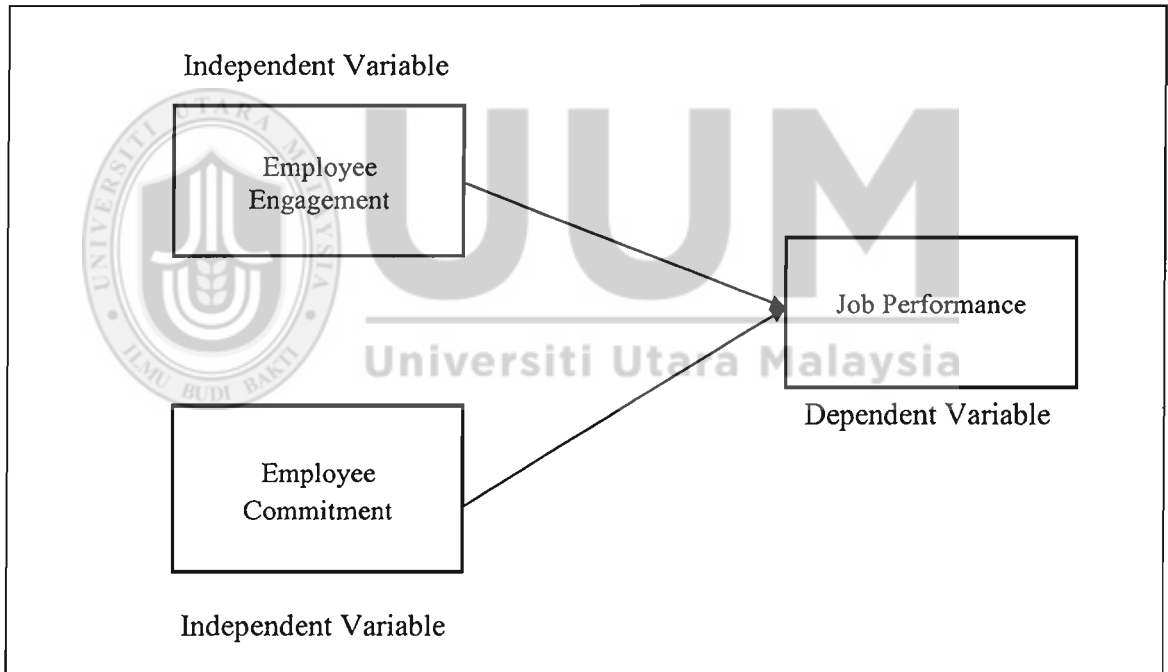
3.2 Research Design

This study is a non-experimental nature of research that is quantitative research. As indicated by Salkind (2012), this type of research includes a various techniques or methods that describe relationships between variables. Salkind (2012) added that this research provided some explanation as to how two or more things are related to one another. Besides, it also describes in effect, what this variables share or have in common, and how well a specific outcome might be predicted by one or more information.

3.3 Research Framework

The conceptual framework shows relationship between employee engagement and employee commitment and job performance. There are two independent variables which are employee engagement and employee commitment. Dependent variable is job performance. Conceptual framework will encourage and assist the researchers to discuss and conduct the study to answer the research objective.

Figure 3.1 *Conceptual Framework*



Adapted from: Elif Ongel, (2012) *The Relationship Between Employee Engagement And Organisational Performance: Implementations Of Organisations. The International Journal of Social Sciences.*

3.4 Population

The population of this study was the total number of non-academic staff in three schools which is Othman Yeop Abdullah, Graduate School of Business, Awang Had Salleh, Graduate School of Arts and Sciences and School of Business Management in Universiti Utara Malaysia. This is because they were interact with diversity of people from many positions in their routine job. From the lists that were obtained from the organization, it was found that there was a total of non-academic staff in this three schools were 60 staff.

3.5 Respondent Survey

Since the total number of non-academic staff in this three schools which is Othman Yeop Abdullah, Graduate School of Business, Awang Had Salleh, Graduate School of Arts and Sciences and School of Business Management in Universiti Utara Malaysia were only 60, the researcher has changed this study into survey method. It means that, all the 60 non-academic staff was involved in this study as a respondent.

3.6 Unit of Analysis

This study focuses on how the relationship of employee engagement and employee commitment on non-academic staff job performance. The unit of analysis for this study was limited to 60 respondents. Furthermore this unit analysis was the non-academic staff in Othman Yeop Abdullah, Graduate School of Business, Awang Had Salleh, Graduate School of Arts and Sciences and School of Business

Management in University Utara Malaysia. In order to get information, a set of questionnaire is used to get information and data from the respondent.

3.7 Data Collection Procedure

The researcher used a set of questionnaires to collect the data in this research. The questionnaires were distributed to 60 respondents which is non-academic staff. After getting the approval letter from the Coordinator Programmed of Master in Human Resource Management the questionnaire were distributed to the respondents. The cover letter explained the purpose of the research as well as ensures the confidentiality of the responses. The collection data procedure involves non-academic staff in Othman Yeop Abdullah, Graduate School of Business, Awang Had Salleh, Graduate School of Arts and Sciences and School of Business Management. The staff was given one week to answer the questionnaire. The researcher left the questionnaire to each school and collected after one week. This was to given the employee enough time to answer the questionnaire.

Table 3.1 *Data Collection Process*

Date	Procedures
15 March 2016	Construct the questionnaire
3 April 2016	Approval the questionnaire from supervisor
24 April 2016	Send application letter as permission for distributing the questionnaire
3 May 2016	Get the official letter that given from OYA UUM allowed collecting data
5 May 2016	Distribute questionnaires to the respondents and conducted was one week in the period of study
15 May 2016	Complete distribute questionnaires and questionnaires were returned Available data were analyze

3.8 Instrument

The items in the questionnaire were developed based on the literature review. The questionnaire will consist of several sections namely Section A that require demographic information of respondents such as gender, age, length of service and level of education. Section B consist 10 items of employee engagement. Section C consist of 8 items of employee commitments and Section D consist of 8 items of job performance. The design of the questionnaire will be closed-ended questions with a

fixed range of possible answers as well as a 5 point like scale with the following value; “1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree”.

3.9 Variable Measurement

Measurement of the variable in the research framework is an integral part of the research and an important aspect of the research design. Using these variables, it will help the researcher to test hypotheses and answer research questions (Sekaran & Bougie, 2013). Moreover, a variable is also can be defined as anything that varies or changes in value (Zikmund, 1994).

According to Sarankatos (2005), a measurement was made to facilitate adequacy, uniformity, comparison, consistency, accuracy and precision during the process of description and assessment concept. Thus, the three variables were tested in this study; Employee Engagement, Employee Commitment and Job Performance using five-point likert scale range from 1= strongly disagree to 5= strongly agree.

Table 3.2 *Employee Engagement*

Section	Scale Items	Operational Definitions	Source(s)
B	1. I have clear understanding of what is expected to me	<ul style="list-style-type: none"> • Employee engagement has been defined as the cognitive, emotional and behavioral energy of an employee that directs toward positive organizational outcomes (Shuck & Wollard, 2010). • Gubman (2004) defined engagement as a heightened personal attachment to the organization. • Employee engagement also was defined as the level of commitment and involvement of employee towards their organization and its value (Anitha, 2014). 	<ul style="list-style-type: none"> • Karen Ruedinger, (2012)
	2. I have good understanding of the organization goal and objective		
	3. I will ensure that I complete my task on time		
	4. I have access to the information in order to do my job well		
	5. I get sense of accomplishment from my work		
	6. I know clearly whether I am making progress		
	7. I feel I am contributing towards organization goal		
	8. I have very clear job description for my role		
	9. I look forward to coming to work everyday		
	10. I rarely think about leaving this organization		

Table 3.3 *Employee Commitment*

Section	Scale Items	Operational Definitions	Source(s)
C	<ul style="list-style-type: none"> • I am willing to put effort beyond normally expected • I feel very high loyalty to this organization • I would accept any type of job assignments • I am proud to tell I am part of this organization • I really care about fate of this organization • I extremely glad I choose the organization to work • I found that my values and organization's values are similar • I feel working in this organization is the best decision 	<ul style="list-style-type: none"> • Employee commitment is defined as the relative strenght of an individual's identification with and commitment to an organization (Schyns, 2007) • Multidimensional work attitude that concerns the bond between the employee and their employing organization (Swaites, 2006). • Commitment of employees is an important issue because it may be used to predict employee's performance, absenteeism and other behaviors (Biljana Dordevic, 2014) 	<ul style="list-style-type: none"> • Dixit and Bhati (2012)

Table 3.4 *Job Performance*

Section	Scale Items	Operational Definitions	Source(s)
D	<ul style="list-style-type: none"> • I fulfill the responsibilities stated in job description • I perform task that are expected • I attend meeting that are not compulsory, but consider important • I meet formal requirement of the job • I involve in activities that are relevant to yearly performance assessment • I am aware how behavior affects other people's job • I am confident that if I do job honestly, I will rewarded • I take steps to avoid problems with other coworkers 	<ul style="list-style-type: none"> • Job performance is the ability of subordinates to achieve the expected results of performance (Abdel-Razek, 2011). • Chen & Silverthorn (2005) summarize that job performance as the tools to measures the level of achievement of business and social objectives and responsibilities from the perspective of the judging party. 	<p>Sivasubramanian and Umaselvi (2010)</p>

3.10 Pilot Test

The questionnaire would be test for face and content validity. Face validity was built through discussion with faculty members and colleagues who had knowledge and expertise in the field of study. The purpose of establishing face validity was to check for errors and ambiguity.

Besides, the content validity would be established by using a panel of experts consisting of people from the industries who had a strong background in administrative management. The questionnaire was distributed to a total of not more than 60 respondents. The pilot study involved 10 respondents from part-time postgraduate student Universiti Utara Malaysia, Sintok, Kedah. The purpose of the pilot study was to ensure that the respondents understood the items in the questionnaire, to clarify any ambiguity as well as to estimate the amount of time required to respond to the questionnaire. The respondents that had participated in the pilot test were not included in the actual study. After going through the reliability and validity of the instrument, the instrument would be ready to be distributing to the actual respondents.

Table 3.5 *Rules of Thumb about Cronbach's Alpha Coefficient Size*

Alpha Coefficient Range	Strength Association
0-0.59	Worst
Alpha Coefficient Range	Strength Association
0.6-0.69	Acceptable
0.7-0.79	Good
0.8-0.89	Very Good
0.9-0.99	Excellent
1.0	Perfect

3.11 Data Analysis Techniques

The data will be analyzed using statistical software SPSS version 21. The researchers used both descriptive and inferential statistics. The descriptive statistics included mean, percentage, variance and frequency. Whereby for inferential relationship the researchers will use Pearson product moment coefficient correlation to compute mean of independent variables and mean from dependent variable to analyze the relationship between this two variables. It measures reliability that range from zero (0) to one (1) and the value of 0.6 to 0.7 are considered as lowest limit of acceptable, while the value from 0.7 to 0.8 are considered as adequate and the value above 0.8 means that the reliability result is high and very good. Also using various techniques such as descriptive statistics (frequencies, percentage, means and standard deviation) and testing hypothesis (reliability and correlations) will help to get the results.

Table 3.6 *Data Analysis Plan*

Research Question	Test
Is there any relationship between employee engagement and job performance	Multiple Regression and Correlation
Is there any relationship between employee commitment and job performance	Multiple Regression and Correlation

3.12 Hypotheses

Research Question 1:

Is there a relationship between employee engagement and job performance?

H₀ There is no significant relationship between employee engagement and job performance.

H₁ There is a significant relationship between employee commitment and job performance.

Research Question 2:

H₀ There is no significant relationship between employee commitment and job performance.

H₁ There is a significant relationship between employee commitment and job performance.

CHAPTER 4

RESULT AND DATA ANALYSIS

4.1 Introduction

This chapter discusses about the result of the study based on the descriptive of correlation analysis. The result will also comprise of alternate hypotheses testing on the relationship between employee engagement and employee commitment, towards job performance.

4.2 Survey Return Rate

The questionnaire was distributed to 60 respondents which comprises of non-academic staff in three school which is Othman Yeop Abdullah, Graduate School of Business, Awang Had Salleh, Graduate School of Arts and Sciences and School of Business Management in Universiti Utara Malaysia. However, researcher only able to gain cooperation from 55 non-academic staff to respond to the questionnaires distribute by the researcher. The percentage of the response was 91.6%.

4.3 Descriptive Analysis

Descriptive statistics was 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.

4.4 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, length of service and their level of education. 60 questionnaires were distributed but only we only received 55 responses from the respondent. The result of the analysis is based on the data collected from 55 of non-academic staff from three schools which is Othman Yeop Abdullah, Graduate School of Business, Awang Had Salleh, Graduate School of Arts and Sciences and School of Business Management in Universiti Utara Malaysia, Sintok, Kedah.



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4.5 Demographic

Table 4.1 *Gender*

	Frequency	Percent (%)
Male	27	49.1
Female	28	50.9
Total	55	100.0

Table 4.3.1 shows the frequency of respondent's gender. The total number for Male respondents is 27 whereby the percentage is 49.1%. Meanwhile the total number for Female respondents is 28 whereby the percentage is 50.9%. Therefore, the percentage for female respondents is higher than male respondents.

Table 4.2 *Age*

	Frequency	Percent (%)
20-30 years	15	27.3
31-40 years	26	47.3
41-50 years	13	23.6
51-60 years	1	1.8
Total	55	100.0

Table 4.3.2 shows the frequency of respondent's age. From the age 20-30 years the percentage is 27.3%, age 31-40 years old the percentage is 47.3%, age 41-50 years the percentage 23.6 and 51-60 years the percentage is 1.8%. Therefore the percentage of respondents age 31-40 years higher than age 51-60 years.



Table 4.3. *Length of Service* Malaysia

	Frequency	Percent (%)
1-5 years	8	14.5
6-10 years	17	30.9
11-15 years	18	32.7
16-20 years	11	20.0
21 years above	1	1.8
Total	55	100.0

Table 4.3.3 shows the total frequency length of service of respondents. The total number of respondents that serves from 1-5 years the percentage is 14.5%, 6-10 years 30.9%, 11-15 years 32.7%, 16-20 years 20.0% and the last one 21 years and above 1.8%. Therefore, the respondents that serves

between 11-15 years shows the higher percentage than respondents that serves in 21 years and above.

Table 4.4 *Level of Education*

	Frequency	Percent (%)
SPM	19	34.5
Diploma	26	47.3
Bachelor Degree	9	16.4
Master	1	1.8
PhD	-	-
Total	55	100.0

Table 4.3.4 shows the frequency of respondent's level of education. The total number of respondents that have SPM is 19 whereby the percentage is 34.5%, Diploma 26 respondents whereby the percentage 47.3%, Bachelor Degree 9 respondents whereby the percentage is 16.4% and Master 1 respondents whereby the percentage is 1.8%. Therefore the percentage of respondents that have Diploma is higher than the respondents that have Master.

4.6 Reliability Analysis

The criteria for evaluating of the measurements are the reliability of the data score.

Table 4.5 *The value of Cronbach's Alpha between Variables*

Variables	Number of Items	Cronbach's Alpha
Employee Engagement	10	0.913
Employee Commitment	8	0.914
Job Performance	8	0.838

Table 4.4 shows the reliability analysis of the independent variables and the dependent variables. The value of cronbach's alpha for the first variable is 0.913 which mean excellent same goes to the second variables employee commitment, the value of cronbach's alpha 9.14. The value cronbach's alpha for dependent variables is 0.838 which good

4.7 Descriptive Statistics

Table 4.6 *Descriptive Statistics of Variables*

	Min	Max	Mean	Std. Deviation	Skewness	Kurtosis
Employee Engagement	30	50	42.21	5.459	-.399	-.299
Employee Commitment	24	40	32.83	4.202	-.277	-.220
Job Performance	23	40	32.05	3.648	-.359	.500

Table 4.5 shows the descriptive statistics for each variable. It indicates the Maximum, Minimum, Mean (M), Standard Deviation, Skewness and Kurtosis for the information about variable. The highest mean was employee engagement (M = 42.21, SD = 5.459). The lowest mean was employee commitment (M = 32.83, SD = 4.202). Thus mean value above 3.00 indicated that the respondent are fulfill the requirements with the current situation in general.

4.8 Correlation Analysis

The correlation analysis is to measures the strength of the linear relationship between numerical variables, which is independent variables and dependent variables. This situation is to shows the strength of the linear relationship that exists between the two numerical variables.

Table 4.7 *Correlation between Employee Engagement and Job Performance*

		Employee Engagement	Job Performance
Employee Engagement	Pearson Correlation	1	.366**
	Sig. (2-tailed)		.006
	N	55	55
Job Performance	Pearson Correlation	.366**	1
	Sig. (2-tailed)	.006	
	N	55	55

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

Table 4.6.1 shows the correlations analysis between employee engagement and job performance. The result indicated that there was significant relationship exists between employee engagement and job performance ($r = 0.000$, $p < 0.05$). Therefore, employee engagement is associated with job performance. As so null hypothesis was rejected.

Table 4.8 *Correlation between Employee Commitment and Job Performance*

		Employee Commitment	Job Performance
Employee Commitment	Pearson Correlation	1	.740**
	Sig. (2-tailed)		.000
	N	55	55
Job Performance	Pearson Correlation	.740**	1
	Sig. (2-tailed)	.000	
	N	55	55

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

Table 4.6.2 shows the correlation analysis between employee commitment and job performance. The result indicated that, there was significant relationship exist between employee commitment and job performance ($r = 0.000$, $p < 0.05$). Therefore, employee commitment is associated with job performance. A null hypothesis is rejected.

4.9 Regression

Regression analysis is a measurable instrument for the analyzed of connections between variables. The researcher looks to find out the causal effect of one variable upon another. The researcher reported the multiple regression results between the employee engagement and employee commitment on job performance.

Table 4.9 *Regression Between Employee Engagement and Job Performance*

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.366 ^a	.134	.117	3.42769

- a. Predictors: (Constant), Employee Engagement
 b. Dependent variable, Job Performance

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	96.137	1	96.137	8.183	.006 ^b
1	Residual	622.700	53	11.749		
	Total	718.836	54			

- a. Dependent Variable: Job Performance
 b. Predictors: (Constant), Employee Engagement

The table 4.7.1 shows that, employee engagement is significant whereby R square indicate the 0.366. Meanwhile ANOVA table indicate that there is significant relationship between employee engagement and job performance among non-academic staff which is represented ($F = 8.813, p < 0.05$).

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	21.736	3.637		5.977	.000
	EE	.244	.085	.366	2.861	.006

- a. Dependent Variable: Job Performance

Table coefficients indicate that the regression of the variables followed by the testing the hypothesis:

H1: There is significant relationship between employee engagement and job performance.

Table 4.10 *Regression Between Employee Commitment and Job Performance*

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.740 ^a	.547	.539	2.47785		
a. Predictors: (Constant), Employee Commitment						
b. Dependent: Job Performance						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	393.429	1	393.429	64.079	.000 ^b
1	Residual	325.408	53	6.140		
	Total	718.836	54			

a. Dependent Variable: Job Performance

b. Predictors: (Constant), Employee Commitment

Table 4.7.2 shows that employee commitment is significant whereby the R square indicate the 0.740. Meanwhile the ANOVA indicate that there is relationship between employee commitment and job performance among non-academic staff which is represented ($F = 64.07, p < 0.05$).

Model		Coefficients ^a			t	Sig.
		Unstandardized		Standardized		
		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	10.962	2.656		4.127	.000
	EC	.642	.080	.740	8.005	.000

a. Dependent Variable: Job Performance

Table coefficients indicate that the regression of the variables followed by the testing the hypothesis:

H1: There is significant relationship between employee commitment and job performance.



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CHAPTER 5

CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter concludes of the study conducted on the relationship between employee engagement, employee commitment and job performance among non-academic staff in University Utara Malaysia.

5.2 Discussion

The purpose of this study is to identify the relationship between employee engagement and employee commitment with job performance.

- 1. There is significant relationship between employee engagements with job performance.**

Yes. It can be concluded that there is relationship between employee engagements with job performance. This shows that employee engagement can give impact to the employees' job performance. This is because, once the employee engaged to their work, they will know what is expected to them and they will perform well. Furthermore, it was supported by scholar from previous study. Saks (2006) stated those employees that are engaged to their job will more likely for he or she to go the extra mile and deliver excellent on the job performance. In addition, Markos and Sridevi (2010) also stated

that employee engagement as a positive attitude held by the employee towards the organization and its value where they are aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization.

Therefore, the hypothesis 1 is supported with independent variable and dependent variable.

2. There is significant relationship between employee commitment with job performance.

Yes. It can be conclude that there is relationship between employee commitment and job performance. Employee commitment also can give impact on job performance. When employee committed to do their job, they will fully give attention or focus 100% on their work by ensuring that their job done on time. Besides that, they also will find the best way to solve any problem related to their task and indirectly they also will bring their organization to success. Moreover, it was supported by scholar whereby Schoemmel & Jonsson (2014) stated that all the forms of commitment, for example, normative or continuative commitment, affective commitment (AC) has been found to correlate the most strongly with organizationally relevant outcomes such as performance, retention and organizational citizenship. In addition, according to Ireffin & Ali Mechanic (2014) usually the employee who is highly committed will know as organizational asset where they will contribute their time and energy and also become creatively

involved to the pursuit of organizational mission and values and constantly think about ways to do their job better.

Therefore, the hypothesis 1 is supported with independent variable and dependent variable.

5.3 Limitations of the Study

This study was limited only to non-academic staff in the three schools which is Othman Yeop Abdullah, Graduate School of Business, Awang Had Salleh, Graduate School of Arts and Sciences and School of Business Management. All the respondents were given one week to answer the questionnaire. The most challenging part was when some respondents did not give full cooperation in answering the questionnaire. That is why the total questionnaire received was less than it was distributed

5.4 Recommendation

There are a few suggestions suggested by researcher:

1. Job Characteristics

It is well-known that in order to make improvement on job performance, 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. Besides that, it is well known that the employee 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 employee engagement plays an important role in job performance. Using the knowledge received, the organization should ensure that they create a job that may challenge the employee's capabilities. In addition, 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.

2. Used for future research

Based on the result received, we found that the employees in these three schools were engaged and committed to their work. So that the researcher would like to suggest that if this research can useful for future. For example they can change the respondents of this study from non-academic staff to top management. This is because, top management is the main heart or leader in organization Beside that, the future researcher can broaden the scope of this study not only in one organization or institutions, but they can choose more than one organization and make comparison between them.

3. Organizational Support

The organization should show a full support to their employee because 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.

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.

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.

5.5 Conclusion

As the conclusion, it shows that there are relationship between employee engagement, employee commitment and job performance. Employee who are really engaged to their work, and understand their job description will give more effort in order to achieve their organization goals and objective. Same goes to the employee commitment. Employees that committed to their job, not only will contribute more effort but they also will work hard to bring their company to be success.

On the other hand, it is also believed that all variables used are suitable for administrative related work. Hence the organization can use the result retrieved from the study in order to improve their management and to ensure their employee engagement since if the employees are engaged to the company, their sense of motivation and commitment will increase and it will improve the company performance.



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