

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.



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



By  
ARINA BINTI ALI  
818871  
**UUM**  
Universiti Utara Malaysia

Thesis Submitted to School of Business Management  
Univerisiti Utara Malaysia  
In Fulfillment of the Requirements for the Degree of Master of Human Resource Management



**Pusat Pengajian Pengurusan  
Perniagaan**

**SCHOOL OF BUSINESS MANAGEMENT**

**Universiti Utara Malaysia**

**PERAKUAN KERJA KERTAS PENYELIDIKAN**  
*(Certification of Research Paper)*

Saya, mengaku bertandatangan, memperakukan bahawa  
*(I, the undersigned, certified that)*  
**ARINA BINTI ALI (818871)**

Calon untuk Ijazah Sarjana  
*(Candidate for the degree of)*  
**MASTER OF HUMAN RESOURCE MANAGEMENT**

telah mengemukakan kertas penyelidikan yang bertajuk  
*(has presented his/her research paper of the following title)*

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

Seperti yang tercatat di muka surat tajuk dan kulit kertas penyelidikan  
*(as it appears on the title page and front cover of the research paper)*

Bahawa kertas penyelidikan tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu  
dengan memuaskan.  
*(that the research paper acceptable in the form and content and that a satisfactory knowledge of the field is covered  
by the research paper).*

Nama Penyelia Pertama : **PROF. MADYA DR. KAMAL AB HAMID**  
*(Name of 1<sup>st</sup> Supervisor)*

Tandatangan :   
*(Signature)*

Tarikh : **22 JUN 2015**  
*(Date)*

## PERMISSION TO USE

In presenting this project paper in partial fulfillment of the requirements for a postgraduate degree from University Utara Malaysia, I agree that the University Library make a freely available for inspection. I further agree that permission for copying of this project paper in any manner, in whole or in part, for scholarly purpose may be granted by my supervisor or, in their absence by the Dean of Othman Yeop Abdullah Graduate School of Business. It is understood that any copying or publication or use of this project paper or parts thereof for financial gain shall not be given to me and to Universiti Utara Malaysia for any scholarly use which may be made of any material from my project paper. Request for permission to copy or make other use of materials in this project paper, in whole or in part should be addressed to:



Dean of Othman Yeop Abdullah Graduate School of Business

**UUM**  
Universiti Utara Malaysia  
Universiti Utara Malaysia

06010 UUM Sintok, Kedah Darul Aman

## 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.

## ACKNOWLEDGEMENT

First and foremost, I would like to express my deep gratitude to my supervisor, Dr. Kamal Ab. Hamid. Thanks to him for the continuous strong support and guidance. His guidance, insight and encouragement made writing this study an incredibly enriching learning experience. Besides, he always giving useful feedback as well as valuable suggestions and I are really appreciated from the bottom of my heart. Furthermore, my gratitude goes to my classmates and friends which contributing their idea and necessary information. Moreover, thanks to them for sharing their experience, supporting this initiative and giving their knowledge along the process of doing this research.

Thank you.



**UUM**  
Universiti Utara Malaysia

## CONTENTS

PERMISSION TO USE.....	i
ABSTRAK.....	ii
ABSTRACT.....	iii
ACKNOWLEDGEMENT.....	iv
TABLE OF CONTENT.....	v
LIST OF TABLE.....	vii
LIST OF FIGURE.....	viii
<b>CHAPTER ONE: INTRODUCTION</b>	
1.1. Background of the Study.....	1
1.2. Statement of Problem.....	4
1.3. Research Objectives.....	5
1.4. Research Questions.....	6
1.5. Scope of Study.....	6
1.6. Significance of study.....	6
1.6.1 Theoretical Contributions.....	7
1.6.2 Practical Contributions.....	7
1.7. Definitions of Key Terms.....	8
1.7.1 Employee Engagement.....	8
1.7.2 Employee Commitment.....	8
1.7.3 Job Performance.....	9
1.8. Organization of Study.....	9
<b>CHAPTER TWO: LITERATURE REVIEW</b>	
2.1. Introduction.....	11
2.2. Job Performance.....	12
2.3. Employee Engagement.....	15
2.4. Employee Commitment.....	18
<b>CHAPTER THREE: METHODOLOGY</b>	
3.1. Introduction.....	22
3.2 Research Design.....	22
3.3 Conceptual Framework.....	23
3.4 Population.....	24
3.5. Respondent Survey.....	24
3.6. Unit of Analysis.....	24
3.7. Data Collection Procedure.....	25
3.8. Instrument.....	26
3.9. Variable Measurement.....	27
3.10. Pilot test .....	31
3.11. Data Analysis Techniques.....	32
3.12. Hypotheses.....	33



## CHAPTER FOUR: RESULT AND DATA ANALYSIS

4.1 Introduction.....	34
4.2 Survey Return Rate.....	34
4.3 Descriptive Analysis.....	34
4.4.Descriptive Analysis for Findings.....	35
4.5 Demographic.....	35
4.6 Reliability Analysis.....	38
4.7 Descriptive Statistics.....	39
4.8 Correlation Analysis.....	39
4.9 Regression.....	41

## CHAPTER FIVE: CONCLUSION AND RECOMMENDATION

5.1 Introduction.....	45
5.2 Discussion.....	45
5.3 Limitations of the Study.....	47
5.3 Recommendation.....	47
5.3 Conclusion.....	49

## REFERENCES

## APPENDIX



## LIST OF TABLE

Table 3.1 Data Collection Process.....	26
Table 3.2 Employee Engagement.....	28
Table 3.3 Employee Commitment.....	29
Table 3.4 Job Performance.....	30
Table 3.5 Rules of Thumb about Cronbach's Alpha.....	32
Table 3.6 Data Analysis Plan.....	33
Table 4.1 Gender.....	35
Table 4.2 Age.....	36
Table 4.3 Length of Service.....	36
Table 4.4 Level of Education.....	37
Table 4.5 The Value of Cronbach's Alpha Between Variables.....	38
Table 4.6 Descriptive Statistics of Variables.....	39
Table 4.7 Correlation Between Employee Engagement and Job Performance.....	40
Table 4.8 Correlation between Employee Commitment and Job Performance.....	41
Table 4.9 Regression Between Employee Engagement and Job Performance.....	42
Table 4.10 Regression Between Employee Commitment and Job Performance.....	43



**Universiti Utara Malaysia**

**LIST OF FIGURE**

Figure 3.1 Conceptual Framework..... 23



## 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.

The contents of  
the thesis is for  
internal user  
only

## REFERENCES

- Abdel-Razek, W. A. (2011). Factors affecting the effectiveness of the job performance of the specialists working in the youth care at Helwan University. *World journal of Sport Sciences*, 4(2), 116-125.
- Ajzen, I. Albaraccin, D. Hornik, R. (2007) Prediction and Change of Health Behaviour: Applying the Reasoned Action Approach. *Lawrence Erlbaum Associates Inc., New Jersey*.
- Albrecht, S. L. (2012). The influence of job, team and organizational level resources on employee well-being, engagement, commitment and extra role performance. *International Journal of Manpower*, 33(7), 840-853.
- Ali, N., & Baloch, Q. B. (1999). Predictors of organizational commitment and turnover intention of medical representatives: An empirical evidence of Pakistan companies. *Journal of Managerial Sciences*, 3 263-273.
- Aminah, A. (2008). Direct and indirect effects of work-family conflict on job performance. *The Journal of International Management Studies*, 3, 176-180.
- Arnold, J.; Cooper, C.L.; Robertson, I.T. (1998) *Work Psychology: Understanding Human Behaviour in the Workplace*. 3rd ed. *Pearson Education: Prentice Hall*.
- Awad, T. A., & Alhashemi, S. E. (2012). Assessing the effect of interpersonal communications on employees' commitment and satisfaction. *International Journal of Islamic and Middle Eastern Finance and Management*, 5(2), 134-156.
- Awang, A., Ibrahim, I. I., Mohd Nor, M. N., Mohd Razali, M., Mat Arof, Z., & Abdul Rahman, A. (2015). Academic Factors and Turnover Intention: Impact of Organization Factors. *Higher Education Studies*, 5(3), 24-44.
- Bakker, A. B., Schaufeli, W. B., Leiter, M. P., & Taris, T. W. (2008). Work engagement: An emerging concept in occupational health psychology. *Work and Stress*, 22(3), 187-200.
- Bary, M. L., & Morris, M. L. (2008). The Impact of Employee Engagement Factors and Job Satisfaction On Turnover Intent. *Journal Of Organizational Behavior*, 1-8.
- Barbara L. Frederickson. The Role of Positive Emotions In Positive Psychology. The Broaden-and-Build Theory of Positive Emotions. *Am Psychol*. 2001 Mar; 56(3): 218-226.

- Brandt, J., Krawczyk, M. R., & Kalinowski, M. J. (2008). Personal and work-related predictors of organizational commitment and life satisfaction of Slovak women in higher education. College. *Teaching Methods & Styles Journal*, 4, 7-14.
- Bratton, J., and Gold, J. (2007) Human Resource Management: Theory and Practice, 4th Edition, Houndmills: Macmillan.
- Campbell, J. P., McCloy, R. A., Oppler, S. H., & Sager, C. E. (1993). A Theory of Performance. In N. Schmitt & W. C. Borman (Eds.), *Employee Selection*. New York: Jossey-Bass.
- Chen, J. (2008). The impact of locus of control on job stress, job performance and job satisfaction in Taiwan. *Leadership and Organization Development Journal*, 29, 572-582.
- Chen, J.-C., & Silverthorne, C. (2005). Leadership effectiveness, leadership style and employee readiness. *Leadership and Organization Development Journal*, 26(4), 280-288.
- Chien, M. H. (2004). An investigation of the relationship of organizational structure, employee's personality and organizational citizenship behaviors. *Journal of American Academy of Business*, 5, 428.
- Chughtai, A. A., & Buckley, F. (2011). Work engagement: Antecedents, The Mediating Role of Learning Goal Orientation and Job Performance. *Career Development International*, 16(7), 684-705.
- Cohen, J. R., & Single, L. E. 2001. An examination of the perceived impact of flexible work arrangements on professional opportunities in public accounting. *Journal of Business Ethics*, 32, 317– 328.
- Crawford, N. (2006), "Managing employment engagement", *Canadian Manager*, Vol. 31 No.1, pp. 17-18.
- Demerouti, E., & Cropanzano, R. (2010). From thought to action: Employee Work Engagement and Job Performance. *Journal of Applied Psychology*, 147-163.
- Derr, D. C. (2004). The effects of internal career orientations on organizational citizenship behavior in Thailand. *Career Development International* , 9, 406-423.
- Dixit, V., Bhati, M. (2012). A Study about Employee Commitment and its impact on Sustained Productivity in Indian Auto-Component Industry. *European Journal of Business and Social Sciences*, Vol. 1, No. 6, pp 34 – 51.

- Dordevic, B. (2004). Employee Commitment in Times of Radical Organizational Changes. *Economics and Organisation*, 2, 2, 111-117.
- Dost, Zia-ur-Rehman, M. K., & Tariq, S. (2012, March). Employee Commitment and Their Performance Are Interrelated: A Behavioral Study from Pakistan. *Journal of Business Management*, 1, 1-15.
- Elif Ongel, (2012) The Relationship Between Employee Engagement And Organizational Performance: Implementations Of Organizations. *The International Journal of Social Sciences*, Vol. 25, No 1, pp 1-10.
- Farooq, Mubashar, and Muhammad Aslam Khan. 2011. Impact of training and feedback on employee performance. *Far east journal of psychology and business* 5 (1): 23–33.
- Grover, S. L., & Crooker, K. J. 1995. Who appreciates family-responsive human recourse policies: The impact of family –friendly policies on the organizational attachment parents and non-parents. *Personnel Psychology*, 48, 271-288.
- Gubman, E. (2004) 'HR Strategy and Planning: From Birth to Business Results', HR. *Human Resource Planning*, Vol. 27, Iss.1, pp 13-24.
- Gupta, M., Acharya, A., & Gupta, R. (2015). Impact of Work Engagement on Performance in Indian Higher Education System. *Review of European Studies*, 7, 192-201.
- Gupta, M., Ganguli, S., & Ponnamp, A. (2015). Factors Affecting Employee Engagement in India: A Study on Offshoring of Financial Service. *The Qualitative Report*, 20, 498-515.
- Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business-Unit-Level Relationship Between Employee Satisfaction, Employee Engagement and Business Outcomes. *Journal of Applied Psychology*, 87(2), 268-279.
- He, Y., Li, W., & Lai, K. K. (2011). Service climate, employee commitment and customer satisfaction, evidence from the hospitality industry in China. *International Journal of Contemporary Hospitality Management*, 23(5), 592-607.
- Hunt, S. D., & Morgan, R. M. 1994. Organizational commitment: One of many commitments or key mediating construct? *Academy of Management Journal*, 37: 1568-1587.
- Irefin, P., & Mechanic, M. A. (2014). Effect of Employee Commitment on Organizational Performance in Coca Cola Nigeria Limited Maiduguri, Borno State . *Journal of Humanities and Social Science*, 19(3), 33-44.



- J, A. (2014). Determinants of Employee Engagement and Their Impact on Employee Performance. *International Journal of Productivity and Performance Management*, 63(3), 308-323.
- Jarunee Saetang, K. S. (2010). Factors affecting perceived job performance among staff: a cse study of Ban Karuna Juvenile Vocational Training Centre for Boys. *The Journal of behavioral Science*, 5, 33-45.
- Jones, R.J. & Harter, K.J. (2005). "Race effects on the employee engagement-turnover intention relationship." *Journal of Leadership and Organizational Studies*, 11, 2, 78-88.
- Jr, G. R., & Kid, C. A. (2006). An Exploration of the Impact of Employee Job Satisfaction, Affect, Job Performance, and Organizational Financial Performance: A review of The Literature. *Journal of Applied Psychology*, 4(2), 1-8.
- Kahn, W.A. (1990) 'Psychological conditions of personal engagement and disengagement at work', *Academy of Management Journal*, Vol 33, pp 692-724.
- Kwantes, C. T. (2003). Organizational citizenship and withdrawal behaviors in the USA and India: Does commitment make a difference. *International Journal of Cross Cultural Management*, 3(1), 5.
- Lee, C. C., & Chen, C. J. (2013). The Relationship between Employee Commitment and Job Attitude and Its Effect on Service Quality in The Tourism Industry. *American Journal of Industrial and Business Management*, 3, 196-208.
- Lee, O. F., Tan, J. A., & Javalgi, R. (2010). Goal orientation and Organizational Commitment: Individual Difference Predictors of Job Performance. *International Journal of Organizational Analysis*, 18(1), 129-150.
- Lewin, K. 1943. Defining the "field at a given time." *Psychological Review*, 50: 292-310
- Lockwood, N. R. (2007). Leveraging employee engagement for competitive advantage: HR's strategic role 2007. *SHRM Research Quarterly*. Retrieved March 30, 2007, from [www.shrm.org](http://www.shrm.org)
- Markos, S., & Sridevi, M. S. (2010). Employee engagement: The key to improving performance. *International Journal of Business and Management*, 5(12), 89.
- Mathieu, J. E., & Kohler, S. S. 1990. A cross-level examination of group absence influences on individual absence. *Journal of Applied Psychology*, 75: 217-220.
- McBain, D. R. (2007). The practice of engagement: Research into current employee engagement practice. *Strategic HR Review*, 6(6), 16-19.

- McLagan, Radford & Dewan, (2013). 2013 Trends in Asia Pacific Employee Engagement. *Aon Hewitt Asia Pacific*.
- Meglino, B. M., Ravlin, E. C., & Adkins, C. L. 1989. A work values approach to corporate culture: A field test of the value congruence process and its relationship to individual outcomes. *Journal of Applied Psychology*, 74: 424-432.
- Meyer, J. a., & Allen. (1997). Meaning of commitment. In M. Flemming (Ed.), *Commitment in the workplace*. Thousand Oaks, 1-22.
- Motowidlo, S. J., Borman, W. C., & Schmit, M. J. (1997). A theory of individual differences in task and contextual performance. *Human Performance*, 10, 71-83.
- Muthuveloo, R. and Rose, C. R (2005). Typology of Organizational Commitment. *American Journal of Applied Science*, 2,6,1071078-1081.
- Office of Research, Planning & Effectiveness (2012). *Employee Engagement Survey*. Northwestern Michigan College.
- Parnell, J. A., & Crandell. (2003). Propensity for participative decision-making, job satisfaction, organizational commitment, organizational citizenship behavior, and intentions to leave among Egyptian managers. *Multinational Business Review*, 74, 45.
- Robertson, I.T. Birch, A. J. and Cooper, C. L. (2012) Job and work attitudes, engagement and employee performance: Where does psychological well-being fit in? *Leadership and Organization Journal* 33:3:pp.224-232.
- Robinson, S. L., & Morrison, E. W. 2000. The development of psychological contract breach and violation: A longitudinal study. *Journal of Organizational Behavior*, 21: 525-546.
- Rurkkhum, K. J. (2012). Factors Affecting Job Performance. *Journal of Social Science, Humanities and Arts*, 12(2), 115127.
- Saks, A. M. (2006). Antecedents and Consequences of Employee Engagement. *Journal of Managerial Psychology*, 21(7), 600-619.
- Salkind, N. J. (2012). *Exploring Research* (8 ed.). United States: Pearson.
- Sarantakos, S. (2005). *Social Research*. (3rd ed.). Melbourne: Macmillan Education
- Scarborough, & Somers. (2007). Neural networks in organizational research: Applying pattern recognition to the analysis of organizational behavior. *Organizational Research Method*, 10, 710-712.

- Schaufeli, W. B., & Salanova, M. (2007). Efficacy or inefficacy, that's the question: Burnout and work engagement, and their relationships with efficacy beliefs. *Anxiety, Stress & Coping: An International Journal*, 20 (2), 177-196.
- Schoemmel, K., Jonsson, T. (2014). Multiple Affective Commitments: quitting intentions and job performance, *Employee Relations*, Nr 33, 516-534.
- Scholl, R. W. (1981). Differentiating organizational commitment from expectancy as a motivating force. *Academy of Management Review*, 4, 589-599.
- Schyns, K. F. (2007). Work satisfaction, organizational commitment and withdrawal behaviors. 30, 708-723.
- Sekaran, U., & Bougie, R. (2013). Research methods for business – A skill building approach, 6th edition. West Sussex, United Kingdom: John Wiley & Sons. ISBN: 978-1-119-94225-2
- Shafer, W. E., Poon, M. C., & Tjosvold, D. (2013). Ethical climate, goal interdependence and commitment among Asian auditors. *Managerial Auditing Journal*, 28(3), 217-244.
- Shuck, B., & Wollard, K. (2010). Employee Engagement and HRD: A Seminal Review of the Foundations. *Human Resource Development Review*, 9(1), 89-110.
- Shuck, M. B., & Wollard, K. K. (2008). Employee Engagement: Motivating and Retaining Tomorrow's Workforce. *New Horizons in Adult Education and Human Resource Development*, 22, 48-53.
- Sonnetag, S., Volmer, J., & Spychala, A. (2010). Job Performance. In S. Sonnetag, J. Volmer, & A. Spychala, *Job Performance* (pp. 427-447). Los Angeles: SAGE.
- Sivasubramanian & Umaselvi, (2010). HR Practices and its impact on attitudinal and behavioural outcomes” – Role of POS in ITES Sector, Chennai – An Empirical Study. *International Journal of Business Management and Economics and Information Technology (Accepted)*.
- Swailles, D. B. (2006). Relations, commitment and satisfaction in agency workers. *Employee Relations*, 28, 130-143.
- Tang, D. A.-P. (2008). Job satisfaction and organizational citizenship behavior. *Management Decision*, 46, 933-947.
- Taormina, A. & Wendland, K. (2013). The overarching finite symmetry group of Kummer surfaces in the Mathieu group M24. *Journal of High Energy Physics* 2013(8): 125.

- Van Gelderen, B. R., & Bik, L. W. (2016). Affective Organizational Commitment, Work Engagement and Service Performance Among Police Officers. *Policing: Interbational Journal of Police Strategies and Management*, 39(1), 206-221.
- Vance, R. J. (2006). *Employee Engagement and Commitment. A Guide to Understanding, Measuring and Increasing Engaement in Your Work*. United States of America: Society For Human Resource Management.
- Vigoda, E. (2000). Organizational politics, job attitudes, and work outcomes: Exploration and implications for the public sector. *Journal of Vocational Behavior*, 57, 326-347.
- Wagner, R., & Harter, J. K. (2006). 12: The great elements of managing. Washington, DC: The Gallup Organization.
- Wang, N. T. (2010). FFM measures and job performance in Chinese organizations. *Journal of Chinese Human Resource Management*, 1, 49-55.
- Williams, L. J., & Anderson. (1991). Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors. *Journal of Management*, 17(3), 601-607.
- Yee, S. J. (2012). *A Survey of Factors Influencing Employee Engagement*. Universiti Sains Malaysia.
- Zikmund, W. G. (1994). *Business Research Methods (fourth ed.)*. Orlando, FL: Harcourt Brace College Publishers.