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**EXAMINING JOB CHARACTERISTICS, REWARD AND RECOGNITION,
WORK-LIFE BALANCE TOWARD EMPLOYEE ENGAGEMENT AMONG
GENERATION Y**

By

UMIKALSOM BINTI OMAR

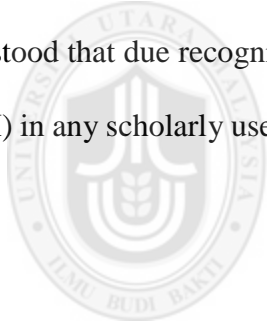


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**Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business
Universiti Utara Malaysia
in Partial Fulfillment of the Requirement for the
Master of Human Resource Management**

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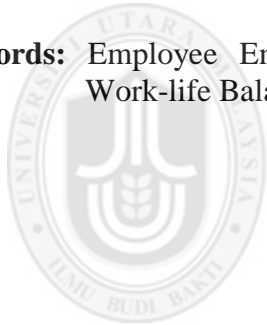
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ABSTRACT

The main aim of this research was to examine the relationship on the factors contributing to the employee engagement among Generation Y, namely; job characteristics, reward and recognition, and work-life balance. The study focused at the employee engagement as an essential and critical aspect in determining and affecting sustainability and success of the company, as it is much relies on its main asset that is the employees. Data were gathered using questionnaires from the respondents who were generation Y employees in the PC Company located at Kuala Lumpur City Centre (KLCC). This study adopted SSPS in analyzing data. The results discovered that job characteristics, reward and recognition, and work-life balance were significantly correlated and contributed to the employee engagement. The study will also benefit the human resource practitioners theoretically and practically by providing direction and suggestions in formulating, designing and implementing the right policies, reward and recognition package and job design for PC Company. Likewise, limitation and recommendations for future research direction were also deliberated in this study.

Keywords: Employee Engagement, Job Characteristics, Reward and Recognition, Work-life Balance



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ABSTRAK

Tujuan utama kajian ini adalah untuk mengkaji hubungan faktor-faktor yang menyumbang kepada penglibatan pekerja di kalangan Generasi Y, iaitu; sifat kerja, ganjaran dan pengiktirafan, dan imbalan kehidupan kerja. Kajian memfokus kepada penglibatan pekerja sebagai satu aspek penting dan kritikal dalam menentukan dan mempengaruhi kelestarian dan kejayaan syarikat, kerana ianya banyak bergantung kepada aset utamanya iaitu pekerja. Data dikumpulkan dengan menggunakan soal selidik daripada responden yang merupakan pekerja generasi Y di Syarikat PC yang terletak di Kuala Lumpur City Centre (KLCC). Kajian ini menggunakan SPSS dalam menganalisis data. Dapatan kajian mendapati bahawa sifat kerja, ganjaran dan pengiktirafan, dan keseimbangan kehidupan kerja memang mempunyai hubungan korelasi yang signifikan dan menyumbang kepada penglibatan pekerja. Kajian ini juga akan memberi manfaat kepada pengamal sumber manusia secara teori dan praktikal dalam merangka, merekabentuk dan melaksanakan polisi-polisi yang betul, pakej ganjaran dan pengiktirafan dan rekabentuk kerja yang sewajarnya bagi Syarikat PC. Begitu juga, limitasi dan cadangan untuk kajian akan datang juga telah dibincangkan dalam kajian ini.

Kata kunci: Penglibatan Pekerja, Sifat Kerja, Ganjaran dan Pengiktirafan, Imbalan Kehidupan Kerja.



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DEDICATION

To my beloved mom

Hajah Asmah binti Awang

To my lovely and understanding husband

Norhaizan bin Ariffin



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To my precious children

Ain Najmin binti Norhaizan

Aiman Najmi bin Norhaizan

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*'In the name of Allah, The Most Gracious and The Most Merciful, and peace be upon
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LIST OF ABBREVIATIONS

CEO	Chief Executive Officer
DV	Dependent Variable
EPS	Earnings per share
Gen	Generation
HPWP	High Performance Work Practices
HR	Human Resource
HRM	Human Resource Management
IV	Independent Variable
KLCC	Kuala Lumpur City Centre
MBI	Maslach Burnout Inventory
N	Symbol for population
SPSS	IBM Statistical Package for the Social Science
UWES	UTRECHT Work Engagement Survey



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CHAPTER 1

INTRODUCTION

1.1 Introduction

This research undertakes a study about job characteristics, reward and recognitions as well as work-life balance toward employee engagement among the Generation Y in the PC Company located at Kuala Lumpur City Centre (KLCC), Malaysia. The need in examining these factors that could affect the employee engagement is crucial for organizational success especially in PC Company. Thus, this chapter provides an overview an overview of the thesis, sets the context of the research with respect to the job characteristics, reward and recognitions, work-life balance and also employee engagement. This was followed by focus of the research and significance of the research which set the scope of the study.

1.2 Background of the Study

The business arena is becoming increasingly competitive and organisations are developing strategies to help establish competitive advantage. In their quest to gain an edge over their competitors, organisations realise the need to shower attention upon the executors of the organisational strategies, which is the employees.

Employee engagement refers to corporate individual members' attachment to their roles (Kahn, 1990). In 1992, Kahn further described employee engagement as behavioural drive into a mental state to be present (Khan, 1992). According to May, Gilson, and Harter

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