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**SUPERIOR-COLLEAGUES RELATIONSHIP, REWARD, WORK-LIFE
BALANCE AND JOB ENGAGEMENT AMONG MALAYSIAN PUBLIC
INSTITUTIONS OF HIGHER LEARNING'S LECTURERS IN KELANTAN**



**Thesis Submitted to
School of Business Management,
Universiti Utara Malaysia,
in Partial Fulfillment of the Requirement for the Master of Sciences (Management)**



**Pusat Pengajian Pengurusan
Perniagaan**
SCHOOL OF BUSINESS MANAGEMENT
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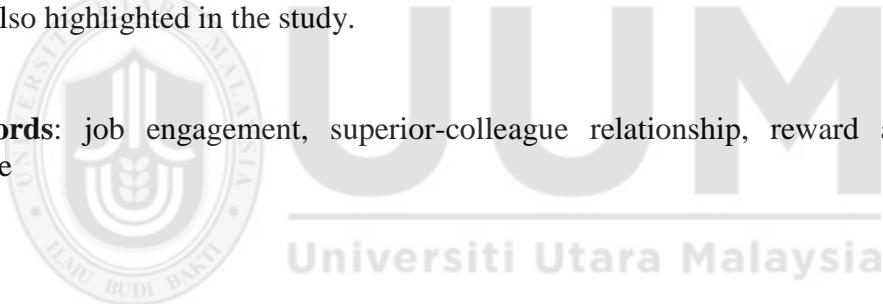
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ABSTRACT

This study aims to examine the superior-colleague relationship, appreciation to work/reward, work-life balance and job engagement among higher education lecturers in Kelantan. Based on the existing literature review conducted, a conceptual framework was developed. A social exchange theory was used to explain the relationship among the constructs considered in this conceptual model. The study used a survey design which was aided by the use of questionnaires. A sample of 302 lecturers of Malaysian public institutions of higher learning in Kelantan was drawn through a simple random sampling. Lecturers at Universiti Malaya, Universiti Malaysia Kelantan, Polytechnic, Matriculation and Universiti Teknologi Mara have been chosen as the unit of analysis for this study. The data collected is tested for its reliability, and then further analyzed using bootstrapping to test hypotheses. The researcher used Statistical Package for the Social Science (SPSS) and Partial Least Square (PLS) to test the data. The findings of this study revealed that the superior-colleague relationship has a significant relationship with job engagement. Similarly, reward was found to be significantly related to job engagement. While, work-life balance was not found to be significant to job engagement. Finally, recapitulation of the study, discussion, limitations and suggestions for future research were also highlighted in the study.

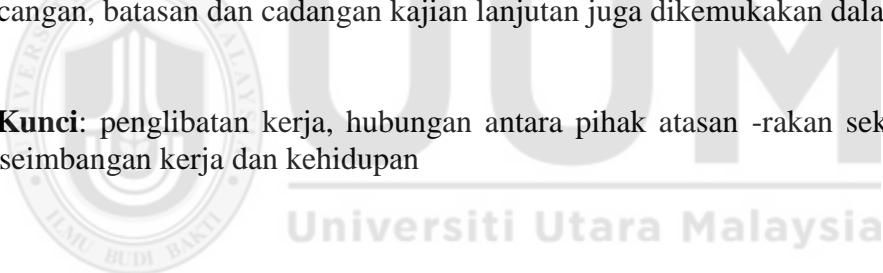
Keywords: job engagement, superior-colleague relationship, reward and work-life balance



ABSTRAK

Tujuan kajian ini adalah untuk mengkaji hubungan pihak atasan- rakan sekerja, penghargaan kepada kerja/ganjaran, keseimbangan kerja dan kehidupan dan penglibatan kerja di kalangan pensyarah institut pengajian tinggi awam di Kelantan. Berdasarkan kajian literatur yang sedia ada dijalankan, kerangka konseptual telah dibina. Teori pertukaran sosial telah digunakan untuk menjelaskan hubungan antara konstruk dalam model konseptual ini. Kajian ini menggunakan reka bentuk kajian yang dibantu dengan menggunakan soal selidik. Sampel kajian terdiri daripada 302 pensyarah institusi pengajian tinggi awam di Kelantan telah diambil melalui persampelan rawak mudah. Pensyarah di Universiti Malaya, Universiti Malaysia Kelantan, Politeknik, Matrikulasi dan Universiti Teknologi Mara telah dipilih sebagai unit analisis bagi kajian ini. Data yang dikumpul diuji untuk kebolehpercayaan, dan kemudian dianalisis menggunakan bootstrap bagi menguji hipotesis. Penyelidik menggunakan Statistical Packaged for the Social Science (SPSS) and Partial Least Square (PLS) untuk menguji data. Dapatkan kajian ini menunjukkan bahawa hubungan pihak atasan- rakan sekerja mempunyai hubungan yang signifikan dengan penglibatan kerja. Demikian juga, ganjaran didapati berkait rapat dengan penglibatan kerja. Manakala, keseimbangan kerja dan kehidupan didapati tidak signifikan kepada penglibatan kerja. Akhir sekali, rekapitulasi kajian, perbincangan, batasan dan cadangan kajian lanjutan juga dikemukakan dalam kajian ini.

Kata Kunci: penglibatan kerja, hubungan antara pihak atasan -rakan sekerja, ganjaran dan keseimbangan kerja dan kehidupan



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Alhamdulillah with the will of Allah, I have successfully completed this thesis. Without the strength given to me, I would not be able to complete this study on time given. This thesis is prepared to fulfill the partial requirements for the Master Science Management, from School of Business Management, Universiti Utara Malaysia.

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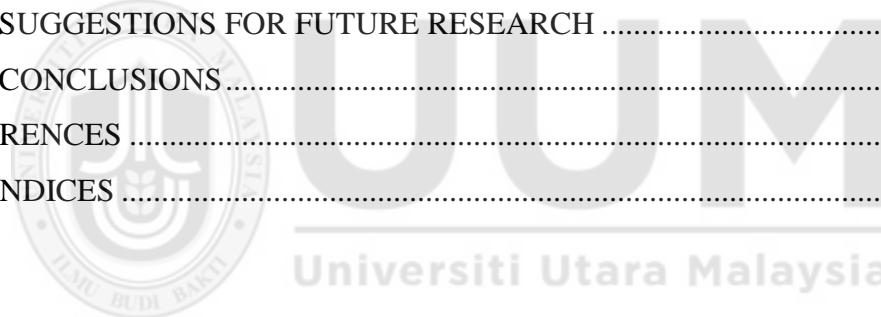
Thank you.

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LIST OF ABBREVIATIONS

JE	Job Engagement
SCR	Superior-colleague Relationship
R	Reward
WLB	Work-life Balance
UUM	Universiti Utara Malaysia
UMK	Universiti Malaysia Kelantan
UM	Universiti Malaya
UiTM	University Teknologi Mara
RO	Research Objective
RQ	Research Question
SET	Social Exchange Theory
IV	Independent Variable
DV	Dependent Variable
SPSS	Statistical Package for Social Science
PLS	Partial Least Squares
EFA	Exploratory Factor Analysis
CR	Composite Reliability
AVE	Average Variance Extracted
CA	Cronbach Alpha

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- Appendix A Questionnaire
- Appendix B Letter Of Data Collection
- Appendix C Cronbachs Alpha
- Appendix D Latent Variable Correlations
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- Appendix G AVE
- Appendix H Composite Reliability
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- Appendix J Path Coefficients
- Appendix K Inner Model T-Statistic
- Appendix L Total Effects (Mean, STDEV, T-Values)

CHAPTER 1

INTRODUCTION

1.1 INTRODUCTION

This chapter discusses the background of the study, which provides a broad discussion on the scope of the study, research problem as well as the objectives of the study. The researcher focus on job engagement among the lecturers of Malaysian public institutions of higher learning in Kelantan.

1.2 BACKGROUND TO THE STUDY

The purpose of this research is attempting to study job engagement among lecturers in Kelantan. This research aims to examine the factor that influences job engagement who are working under the same faculty of Malaysian public institutions of higher learning in Kelantan.

Generally, work engagement is a higher level of latent constructs consisting of multiple dimensions, including energy, loyalty, and excitement in his or her task (Bakker et al, 2008; Schaufeli et al, 2002,2009a, b). Vigor refers “abundant amount of energy and mental resilience while working, the willingness to invest our time and energy in order to complete the task given, and persistence even in the face of difficulties,” while dedication have features by “being strongly engaged in one’s work and experiencing a sense of significance, enthusiasm, inspiration, pride, and challenge,” whereas absorption refers to the “being fully concentrated and happily engrossed in one’s work, whereby time passes quickly and one has difficulties with detaching oneself from work” (Schaufeli et al, 2006, p. 702).

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