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# THE RELATIONSHIP BETWEEN JOB DEMANDS, JOB RESOURCES AND WORK ENGAGEMENT AMONG ADMINISTRATIVE STAFFS IN PUBLIC UNIVERSITY.



MASTER OF HUMAN RESOURCES MANAGEMENT UNIVERSITI UTARA MALAYSIA

# THE RELATIONSHIP BETWEEN JOB DEMANDS, JOB RESOURCES AND WORK ENGAGEMENT AMONG ADMINISTRATIVE STAFFS IN PUBLIC UNIVERSITY.

# By



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



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## **ABSTRACT**

Work engagement become very crucial in today's organization. There are quite number of organizations which are strive and implement work engagement in their workplace environment. Hence this study investigates the relationship between Job Demands (workload, work pressure), Job Resources (autonomy and supervisor support) and work engagement. A total of 200 questionnaires was personally distributed to respondents from 9 faculties of administrative staffs in Universiti Pendidikan Sultan Idris (UPSI) which in charge of students. Out of 200 questionnaires distributed, only 178 were returned, representing a response rate of 89.5%. Hypotheses for the relationship were tested using multiple regression analyses. Results showed that work pressure, autonomy and supervisor support was significantly positive related to work engagement. Implications of the findings, potential limitations, and directions for future research are discussed.

**Keywords:** Work Engagement, Workload, Work Pressure, Autonomy, Supervisor Support



# **ABSTRAK**

Keterlibatan kerja menjadi sangat penting dalam organisasi pada masa kini. Terdapat sebilangan besar organisasi yang berusaha dan melaksanakan keterlibatan bekerja dalam persekitaran tempat kerja mereka. Oleh itu kajian ini adalah untuk mengkaji hubungan antara Permintaan Kerja (bebanan kerja, tekanan kerja), Sumber Kerja (autonomi, sokongan penyelia) dan Keterlibatan kerja. Sebanyak 200 set soal selidik telah diedarkan secara peribadi kepada responden yang terdiri daripada staf pentadbiran dari 9 fakulti di Universiti Pendidikan Sultan Idris (UPSI) yang menguruskan para pelajar. Daripada 200 set soal selidik yang diedarkan, hanya 178 set sahaja yang dikembalikan. Hipotesis terhadap hubungan yang dikaji menggunakan analisis korelasi berganda. Keputusan menunjukkan tekanan kerja, autonomi dan sokongan penyelia adalah positif dengan keterlibatan kerja. Implikasi dapatan kajian, limitasi kajian, dan cadangan bagi kajian susulan dibincangkan dalam kajian ini.

Kata kunci: Keterlibatan Kerja, Bebanan Kerja, Tekanan Kerja, Autonomi, Sokongan Penyelia



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# CHAPTER 1

### INTRODUCTION

# 1.0 Introduction of the study

In view of today's competing and dynamic climate of work demands, various organizations are facing with greater challenges in attracting and retaining talented employees, which are critical in determining an organization's performance and sustainable competitive advantage. Besides, it is also equally important for an organization to prepare an avenue that allows employees to unleash their full potential and be engaged in their work. (Ng, 2015).

Quite a number of researches in organizational behaviour have explained that enhancing human potential is very important in improving organizational performance (e.g. Luthans & Youssef, 2007; Bakker & Schaufeli, 2008). The increased attention on positive organizational behaviour, such as work engagement inspires scholars to continuously emphasize on theory building and perform relevant research in relation to this area.

# 1.1 Background of the study

The concept of work engagement becomes a fundamental area of concern among the leader and manager not only incorporate context but also in academic context. According to De Braine and Roodt (2011) dedicated employees normally are enthusiastic, full of inspiration and have a clear identification towards their work. This group of employees usually being highly engaged in their job tasks.

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