

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.



**EMPLOYEE ENGAGEMENT OUTCOMES AT THE
ORGANIZATIONAL LEVEL WITHIN THE MALAYSIA
SME BUSINESS**



SAFIAH RASHID

UUM
Universiti Utara Malaysia

**DOCTOR OF BUSINESS ADMINISTRATION
UNIVERSITI UTARA MALAYSIA
May 2017**

**EMPLOYEE ENGAGEMENT OUTCOMES AT THE
ORGANIZATIONAL LEVEL WITHIN THE MALAYSIA SME
BUSINESS**



By
SAFIAH RASHID

UUM
Universiti Utara Malaysia

**Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business,
Universiti Utara Malaysia,
in Partial Fulfilment of the Requirement for the
Doctor of Business Administration**



OTHMAN YEOP ABDULLAH GRADUATE SCHOOL OF BUSINESS
UNIVERSITI UTARA MALAYSIA

PERAKUAN KERJA TESIS / DISERTASI
(Certification of thesis / dissertation)

Kami, yang bertandatangan, memperakukan bahawa
(We, the undersigned, certify that)

SAFIAH BINTI RASHID

calon untuk Ijazah **DOCTOR OF BUSINESS ADMINISTRATION**
(candidate for the degree of)

telah mengemukakan tesis / disertasi yang bertajuk:
(has presented his/her thesis / dissertation of the following title):

**EMPLOYEE ENGAGEMENT OUTCOMES AT THE ORGANIZATIONAL LEVEL
WITHIN THE MALAYSIA SME BUSINESS**

seperti yang tercatat di muka surat tajuk dan kulit tesis / disertasi.
(as it appears on the title page and front cover of the thesis / dissertation).

Bahawa tesis/disertasi tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu dengan memuaskan, sebagaimana yang ditunjukkan oleh calon dalam ujian lisan yang diadakan pada:

08 Mei 2017.

(That the said thesis/dissertation is acceptable in form and content and displays a satisfactory knowledge of the field of study as demonstrated by the candidate through an oral examination held on:

08 May 2017.

Pengerusi Viva : **PROF. DR. KALSOM BT. KAYAT**
(Chairman for Viva)

Tandatangan
(Signature)

Pemeriksa Luar : **ASSOC. PROF. DR. NORMALA DAUD**
(External Examiner)

Tandatangan
(Signature)

Pemeriksa Dalam : **ASSOC. PROF. DR. NORSIAH BT MAT**
(Internal Examiner)

Tandatangan
(Signature)

Tarikh: **08 May 2017**
(Date)

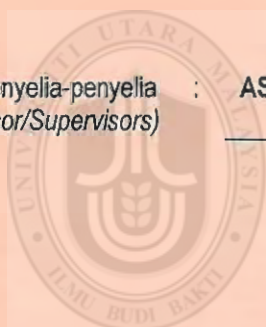
Nama Pelajar : SAFIAH BINTI RASHID
(Name of Student)

Tajuk Tesis / Disertasi : EMPLOYEE ENGAGEMENT OUTCOMES AT THE ORGANIZATIONAL
(Title of the Thesis / Dissertation) LEVEL WITHIN THE MALAYSIA SME BUSINESS

Program Pengajian : DOCTOR OF BUSINESS ADMINISTRATION
(Programme of Study)

Nama Penyelia/Penyelia-penyelia : ASSOC. PROF. DR. MOHD. AMY AZHAR MOHD. HARIF
(Name of Supervisor/Supervisors)

Tandatangan
(Signature)



Universiti Utara Malaysia

PERMISSION TO USE

In presenting this dissertation in partial fulfilment of the requirements for a Post Graduate degree from the Universiti Utara Malaysia (UUM), I agree that the Library of this university may make it freely available for inspection. I further agree that permission for copying this dissertation in any manner, in whole or in part, for scholarly purposes may be granted by my supervisor or in their absence, by the Dean of Othman Yeop Abdullah Graduate School of Business where I did my dissertation. It is understood that any copying or publication or use of this dissertation parts of it for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to the UUM in any scholarly use which may be made of any material in my dissertation.

Request for permission to copy or to make other use of materials in this dissertation in whole or in part should be addressed to:



Dean of Othman Yeop Abdullah Graduate School of Business
Universiti Utara Malaysia
06010 UUM Sintok
Kedah Darul Aman

UUM
Universiti Utara Malaysia

ABSTRACT

Employee engagement has been acknowledged to help produce superior performance outcomes at the organizational level, but studies related to employee engagement outcomes are insufficient and there are limited investigations of this phenomenon in the context of Malaysia SME business. This gap was the impetus for the present research in identifying the factors of employee engagement at the organizational level. This research was guided by the following research problem: “how and why the factors of employee engagement outcomes at the organizational level could be established within the Malaysia SME business?” The synthesis of literature on employee engagement outcomes at the organizational level produced three research issues. In order to investigate these issues, a qualitative study was conducted and the respondents were identified using the snowballing sampling technique. 12 convergent interviews were conducted to confirm the factors of employee engagement outcomes at the organizational level. The data were then analysed using the content analysis technique. The research findings confirmed 11 factors of employee engagement, i.e. employee retention, profitability, absenteeism, customer satisfaction, productivity, customer loyalty, organizational performance, self-efficacy of manager, advocacy of organization, business growth, and satisfaction of business partner. The satisfaction of business partner is a new emerging factor which demonstrates the present research’s contribution to the body of knowledge. The results for the second and the third research issues suggested nine core factors and two non-core factors respectively. The contribution of this theory-building research is in the development and confirmation of the revised conceptual framework about the factors of employee engagement outcome at the organizational level, including the core factors and the non-core factors. Also, the present research provides methodological, theoretical, practical, and policy implications. The revised conceptual framework built from theories and empirical research provides the foundation for future research.

Keywords: employee engagement, qualitative, convergent interview, SME

ABSTRAK

Penglibatan pekerja telah diakui dapat meningkatkan kecemerlangan prestasi di peringkat organisasi. Walau bagaimanapun, kajian berkaitan dengan hasil penglibatan pekerja adalah tidak mencukupi dan kajian ke atas fenomena ini dalam konteks perniagaan Perusahaan Kecil dan Sederhana (PKS) di Malaysia juga terhad. Jurang yang dinyatakan tersebut adalah dorongan utama kepada penghasilan kajian ini dalam mengenalpasti faktor-faktor hasil penglibatan pekerja di peringkat organisasi. Kajian ini dijalankan berpandukan kepada permasalahan kajian berikut: “bagaimanakah dan mengapakah faktor-faktor hasil penglibatan pekerja di peringkat organisasi dapat diperkukuhkan dalam perniagaan PKS di Malaysia?” Sintesis literatur tentang hasil penglibatan pekerja di peringkat organisasi menghasilkan tiga isu kajian. Bagi mengkaji ketiga-tiga isu kajian tersebut, maka kajian kualitatif telah dijalankan dan responden kajian telah dikenalpasti dengan menggunakan teknik pensampelan bola salju. Sebanyak 12 wawancara tumpu telah dijalankan untuk mengesahkan faktor-faktor hasil penglibatan pekerja di peringkat organisasi. Data kemudiannya dianalisa dengan menggunakan teknik *content analysis*. Penemuan kajian ini mengesahkan bahawa terdapat 11 faktor bagi penglibatan pekerja iaitu pengekatan pekerja, keuntungan, ketidakhadiran, kepuasan pelanggan, produktiviti, kesetiaan pelanggan, prestasi organisasi, efikasi sendiri pengurus, sokongan organisasi, pertumbuhan perniagaan, dan kepuasan rakan kongsi perniagaan. Faktor-faktor yang dinyatakan ini juga adalah jawapan kepada isu kajian yang pertama. Faktor kepuasan rakan kongsi perniagaan adalah penemuan baharu yang juga merupakan sumbangan utama kajian ini kepada badan pengetahuan. Manakala bagi isu kajian kedua dan ketiga pula penemuan kajian mendapati terdapat sembilan faktor utama dan dua faktor bukan teras. Sumbangan kajian dari segi pembinaan teori adalah dalam pengukuhan dan pengesahan rangka kerja konseptual yang telah disemak semula tentang faktor-faktor hasil penglibatan pekerja di peringkat organisasi, termasuklah faktor-faktor utama dan faktor-faktor bukan teras. Kajian ini juga menyediakan implikasi metodologi, teori, praktikal, dan dasar. Rangka kerja konseptual yang disemak semula ini dibina berasaskan teori dan kajian empirikal telah menyediakan asas untuk kajian masa hadapan.

Kata kunci: penglibatan pekerja, kualitatif, wawancara tumpu, PKS

ACKNOWLEDGEMENT

First and foremost, I would like to express my utmost gratitude to Allah SWT for the gifts of strength, patience, perseverance, and endurance to complete this challenging yet rewarding journey.

I would also like to express my heartfelt gratitude to my supervisor, Associate Prof Dr Mohd Amy Azhar Haji Mohd Harif for his remarkable guidance and professional supervision throughout the 20 months journey in the effort to complete this dissertation. His profound insight and intellectual advice helped sharpen my ideas and developed a good thinking process in regard to this chosen subject matter.

Upon the demanding processes of publishing this dissertation, next, I would like to exhibit deepest gratefulness to my family, especially my husband, Abdul Razak Hamid, and my four precious children, Ikhwan, Sarah, Iman, and Hasya for their unconditional love, understanding, continuous prayers, and never-ending support. Their priceless sacrifices had greatly helped me throughout the struggle of completing this dissertation.

Moreover, I am indebted to the respondents who participated in this research for their valuable time, and also for sharing their countless experience and knowledge.

In addition, I must thank several people, particularly my colleagues and researchers around the world who physically and virtually assisted me by providing treasured literature and inputs, opinions, feedbacks, and constructive comments in the pursuit of a doctorate degree.

Finally, an utmost appreciation is dedicated to all above for the sincere support and love I received since the first day I started this meaningful journey of seeking and enhancing knowledge.

TABLE OF CONTENTS

	Page
TITLE PAGE	i
CERTIFICATION OF THESIS WORK	ii
PERMISSION TO USE	iii
ABSTRACT	iv
ABSTRAK	v
ACKNOWLEDGEMENTS	vi
TABLE OF CONTENTS	vii
LIST OF TABLES	xii
LIST OF FIGURES	xiv
LIST OF ABBREVIATIONS	xvi
LIST OF PUBLICATIONS	xvii
LIST OF PAPER IN CONFERENCE PROCEEDINGS	xviii
LIST OF CONFERENCE ATTENDED AND PAPER PRESENTED	xix
LIST OF ONE-TO-ONE DISCUSSION WITH EXPERTS	xx
CHAPTER 1: INTRODUCTION	1
1.0 Introduction	1
1.1 Background of Research	2
1.2 Research Problem	8
1.3 Justifications of Research	11
1.4 A Glimpse on the Research Issues and the Research Objectives	13
1.5 Research Methodology	16
1.6 Delimitations of Research and their Justifications	18
1.7 Outlines of Dissertation	19
1.8 Conclusion	22

TABLE OF CONTENTS (continued)

	Page
CHAPTER 2: LITERATURE REVIEW	23
2.0 Introduction	23
2.1 Evolution of Employee Engagement Research	24
2.2 Definition of Employee Engagement	29
2.3 Related Theories of Employee Engagement	38
2.3.1 Social Exchange Theory (SET)	39
2.3.2 Job-Demand Resources Model (JD-R)	41
2.3.3 Synthesis of SET and JD-R Model	43
2.4 Employee Engagement Outcome	44
2.5 Employee Engagement Outcome at the Organizational Level in Business	46
2.6 An Overview of the Small and Medium Enterprises (SMEs) in Malaysia	57
2.7 Employee Engagement Outcome at the Organizational Level in SMEs	63
2.8 Preliminary Conceptual Framework	65
2.9 Research Issues	68
2.10 Conclusion	70
CHAPTER 3: RESEARCH METHODOLOGY	72
3.0 Introduction	72
3.1 Research Approach	73
3.2 Justifications of Qualitative Approach for this Research	74
3.3 Nature of Convergent Interviewing	77
3.3.1 Process of Convergent Interviewing	78
3.3.2 Strengths and Weaknesses of Convergent Interviewing	80
3.3.3 Validity and Reliability of Convergent Interviewing Findings	84

TABLE OF CONTENTS (continued)

	Page
3.4 Implementations of Convergent Interviewing Technique	87
3.4.1 Population and Sample Selection	88
3.4.2 Sample Size	91
3.4.3 Interview Protocol	92
3.4.4 Labelling Convention for Respondents	94
3.5 Data Analysis Technique	95
3.5.1 Preparation Phase	97
3.5.2 Organizing Phase	97
3.5.3 Research Findings Phase	98
3.5.4 Reporting Phase	100
3.6 Ethical Considerations	101
3.7 Conclusion	102
CHAPTER 4: DATA ANALYSIS	103
4.0 Introduction	103
4.1 Research Setting	104
4.1.1 Snowballing of Respondents for the Research	104
4.1.2 Profiles of the Respondents	107
4.2 Data Analysis Process	114
4.3 Findings on Research Issues	116
4.3.1 Research Issue 1: What are the Factors of Employee Engagement Outcome at the Organizational Level within the Malaysia SME Business?	116
4.3.2 Research Issue 2: What are the Core Factors of Employee Engagement Outcome at the Organizational Level within the Malaysia SME Business?	125

TABLE OF CONTENTS (continued)

	Page
4.3.3 Research Issue 3: What are the Non-Core Factors of Employee Engagement Outcome at the Organizational Level within the Malaysia SME Business?	133
4.4 Summary and Conclusion	141
CHAPTER 5: CONCLUSION AND IMPLICATIONS	143
5.0 Introduction	143
5.1 Conclusions on the Three Research Issues	146
5.1.1 Research Issue 1: What are the Factors of Employee Engagement Outcome at the Organizational Level within the Malaysia SME Business?	148
5.1.2 Research Issue 2: What are the Core Factors of Employee Engagement Outcome at the Organizational Level within the Malaysia SME Business?	159
5.1.3 Research Issue 3: What are the Non-Core Factors of Employee Engagement Outcome at the Organizational Level within the Malaysia SME Business?	170
5.2 Conclusions on the Research Problem	173
5.3 Research Implications	179
5.3.1 Implications for Methodology	180
5.3.2 Implications for Theory	181
5.3.3 Implications for Practice	181
5.3.4 Implications for Policy	184
5.4 Limitations	187
5.5 Directions for Further Research	188
5.6 Conclusion	189

TABLE OF CONTENTS (continued)

	Page
REFERENCES	192
 APPENDICES	 221
Appendix 1 Interview Invitation Letter	221
Appendix 2 Interview Protocol	223
Appendix 3 Modified Interview Protocol	227
Appendix 4 Consent to Participate in a Research Project	232
Appendix 5 Seven Steps to Facilitate Effective Communication	234
Appendix 6 Results of the Convergent Interviews	235



UUM
Universiti Utara Malaysia

LIST OF TABLES

	Page
Table 1.1 : SMEs contribution to Malaysia economy 2005-2020	4
Table 1.2 : SMEs contribution to GDP, employment and exports in Asia, 2011	5
Table 2.1 : Analysis of the articles on employment engagement and author's background	31
Table 2.2 : Synthesis of definitions of employee engagement by academics and practitioners	35
Table 2.3 : Analysis of the articles on employee engagement outcome at the organizational level	47
Table 2.4 : Synthesis of factors of employee engagement outcome at the organizational level	50
Table 2.5 : SMEs definition in Malaysia	58
Table 2.6 : Number of establishments by sector and percentage share to the total SMEs and establishments	60
Table 2.7 : Number of establishments and percentage share of SMEs by firm size	61
Table 2.8 : Percentage share of SMEs by state in 2003 vis-à-vis 2010, per cent	62
Table 2.9 : List of research issue for this research	71
Table 3.1 : Four validity and reliability measures for evaluating the quality of qualitative research	87
Table 3.2 : Summary of the data collection technique, population, sample selection and sampling technique	92
Table 4.1 : Summary of respondents' profiles	108
Table 4.2 : Analysis of the factors of employee engagement outcome at the organizational level within Malaysia SME business	117
Table 4.3 : Analysis of the core factors of employee engagement outcome at the organizational level within Malaysia SME business	126

LIST OF TABLES (continued)

	Page
Table 4.4 : Analysis of the non-core factors of employee engagement outcome at the organizational level within Malaysia SME business	134
Table 5.1 : Conclusions for each research issue of this research	147



LIST OF FIGURES

	Page
Figure 1.1 : Flow of Chapter 1	1
Figure 1.2 : Formation process of research issues	15
Figure 1.3 : Organization structure of dissertation	21
Figure 2.1 : Flow of Chapter 2	23
Figure 2.2 : Milestones of literature review, Box A	25
Figure 2.3 : Evolution of employee engagement research	26
Figure 2.4 : Milestones of literature review, Box B	29
Figure 2.5 : Three components of employee engagement and its combination	38
Figure 2.6 : Social Exchange Theory (SET) of employee engagement	41
Figure 2.7 : Job Demands-Resources (JD-R) model of employee engagement	42
Figure 2.8 : Related theories of employee engagement and its outcome	43
Figure 2.9 : Milestones of literature review, Box C	44
Figure 2.10 : Two-window employee engagement outcome, Box D	45
Figure 2.11 : Funnel approach for the preliminary conceptual framework construction	66
Figure 2.12 : Preliminary conceptual framework of this research	67
Figure 3.1 : Flow of Chapter 3	72
Figure 3.2 : Flow diagram of research plan and convergent interviewing	74
Figure 3.3 : Three stages of convergent interviewing process	80
Figure 3.4 : Convergent interviewing process	82
Figure 3.5 : Snowball sampling process for this research	90
Figure 3.6 : Flow of interview protocol	93
Figure 3.7 : Labelling convention for taped recording of the interview	94
Figure 3.8 : Labelling convention for respondents	95

LIST OF FIGURES (continued)

	Page
Figure 3.9 : Four phases of data analysis	96
Figure 4.1 : Flow of Chapter 4	103
Figure 4.2 : Snowballing of respondents for this research	106
Figure 4.3 : Data analysis process	115
Figure 4.4 : Summary of the data analysis to answer the three research issues of this research	142
Figure 5.1 : Flow of Chapter 5	145
Figure 5.2 : Preliminary conceptual framework versus findings of this research	175
Figure 5.3 : Revised conceptual framework based on findings of this research	179



UUM
Universiti Utara Malaysia

LIST OF ABBREVIATIONS

ASTD	: The American Society for Training and Development
BNM	: Bank Negara Malaysia
ETP	: Economic Transformation Programme
GDP	: Gross Domestic Product
CLC	: The Corporate Leadership Council
HDC	: Human Development Capital
HRDF	: Human Resources Development Fund
HRM	: Human Resource Management
IES	: Institute for Employment Studies
PKS	: Perusahaan Kecil dan Sederhana
MECD	: Ministry of Entrepreneur and Co-operative Development
MIDA	: Malaysia Industrial Development Authority
MIDF	: Malaysia Industrial Development Finance Berhad
NSDC	: National SME Development Council
NTP	: National Transformation Programme
OECD	: Organization for Economic Co-operation and Development
PNS	: Perbadanan Nasional Berhad
R&D	: Research and Development
SMEs	: Small and Medium Enterprises
SMECorp.	: Small and Medium Enterprises Corporation Malaysia
SME OJT	: SME “On-the-Job”
SMETNA	: SME Training Needs Analysis

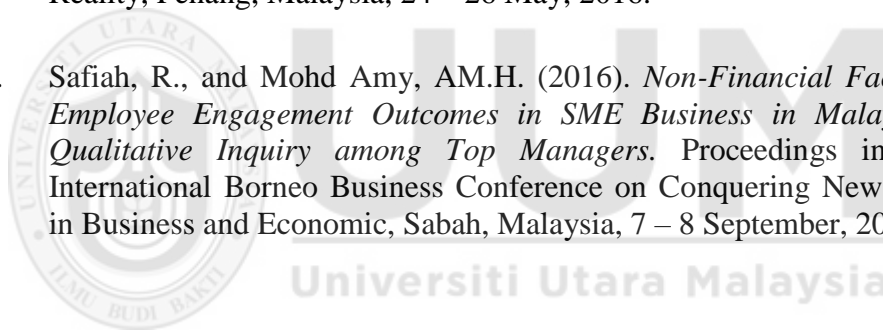
LIST OF PUBLICATIONS

1. Safiah, R., and Mohd Amy, AM.H. (2015). Exploring the Vital Factors Influenced by Outcomes of Employee Engagement: A Qualitative Study among CEO in Malaysia's SME. *International Journal of Operations and Logistics Management*, 4(4), 242-252. Available at www.absronline.org/journals
2. Safiah, R., and Mohd Amy, AM.H. (2016). Influential Financial Factors of Employee Engagement Outcomes within SMEs Business in Malaysia: A Qualitative Study. *Journal of Business Management and Accounting (JBMA)*, Forthcoming Issue of JBMA.



LIST OF PAPERS IN CONFERENCE PROCEEDINGS

1. Safiah, R., and Mohd Amy, A.M.H. (2015). *Employee engagement: a qualitative research on critical factors within Malaysia's SME business*. Proceedings in the 2015 1st Asia Pacific Conference on Contemporary Research, Kuala Lumpur, Malaysia, 3 – 4 October, 2015.
2. Safiah, R., and Mohd Amy, AM.H. (2015). *Exploring the Vital Factors Influenced by Outcomes of Employee Engagement: A Qualitative Study among CEO in Malaysia's SME*. Proceedings in the International Conference on New Trends in Multidisciplinary Research and Practice, Istanbul, Turkey, 4 – 5 November, 2015.
3. Safiah, R., and Mohd Amy, AM.H. (2016). *Influential Financial Factors of Employee Engagement Outcomes within SME Business in Malaysia: A Qualitative Study*. Proceedings in the 2nd Qualitative Research Conference on “Qualitative Research: Exploring the Hidden Reality, Penang, Malaysia, 24 – 26 May, 2016.
4. Safiah, R., and Mohd Amy, AM.H. (2016). *Non-Financial Factors of Employee Engagement Outcomes in SME Business in Malaysia: A Qualitative Inquiry among Top Managers*. Proceedings in the 7th International Borneo Business Conference on Conquering New Height in Business and Economic, Sabah, Malaysia, 7 – 8 September, 2016.



LIST OF CONFERENCES ATTENDED AND PAPERS PRESENTED

1. 1st Asia Pacific Conference on Contemporary Research (APCCR-2015)
3rd & 4th October 2015
Arena Star Hotel, Kuala Lumpur, Malaysia.
Paper Title:
“Employee Engagement: A Qualitative Research on Critical Factors within Malaysia’s SME Business”
2. International Conference on “New Trends in Multidisciplinary Research and Practice 2015” (NTMRP-2015)
4th & 5th November 2015
Elite World Prestige Hotel, Istanbul, Turkey.
Paper Title:
“Exploring the Vital Factors Influenced by Outcomes of Employee Engagement: A Qualitative Study Among CEO in Malaysia’s SME”
3. Qualitative Research Conference on “Qualitative Research: Exploring the Hidden Reality” (QRC) 2016
24th & 26th May 2016
Park Royal, Penang, Malaysia.
Paper Title:
“Influential Financial Factors of Employee Engagement Outcomes within SME Business in Malaysia: A Qualitative Study”
4. International Borneo Business Conference on “Conquering New Height in Business and Economic (IBBC 2016)
7th & 8th September 2016
University Sabah Malaysia (UMS), Sabah, Malaysia
Paper Title:
“Non-Financial Factors of Employee Engagement Outcomes in SME Business in Malaysia: A Qualitative Inquiry Among Top Managers”

LIST OF ONE-TO-ONE DISCUSSIONS WITH EXPERTS

1. Assistant Prof Dr Nurita Juhdi
Kulliyah of Economics and Management Sciences
International Islamic University Malaysia, Gombak, Selangor, Malaysia
On 3rd March 2015, 25th May 2016, and 27th December 2016
2. Abdul Aziz Mohamed
Senior Lecturer
Faculty of Business Technology and Accounting
UNITAR International University, Kelana Jaya, Selangor, Malaysia
On 7th April 2015 and 13th September 2016
3. Emy Ezura Abd. Jalil
Lecturer
College of Business,
Universiti Utara Malaysia, Sintok, Kedah, Malaysia
On 3rd & 4th October 2015
4. Mostefa Abdelhadi
Lecturer
Faculty of Business, Education, Law and Arts
University of Southern Queensland, Toowoomba, Australia
On 3rd & 4th October 2015
5. Nihar Amoncar
Lecturer/Postgraduate Academic Assistant
Faculty of Business and Society
University of South Wales, Wales, UK
On 3rd & 4th October 2015
6. Dr Sharina Tajul Urus
Senior Lecturer
Faculty of Accountancy
Universiti Teknologi Mara (UiTM)
Puncak Alam, Kuala Selangor, Selangor, Malaysia
On 24th May 2016

CHAPTER 1: INTRODUCTION

1.0 Introduction

This chapter presents the overview of this research. It provides the background of research, the main problem to be addressed, and the rationale undertaking this research. It also outlines the organization of this dissertation. Figure 1.1 shows the sequence of sections of this chapter.

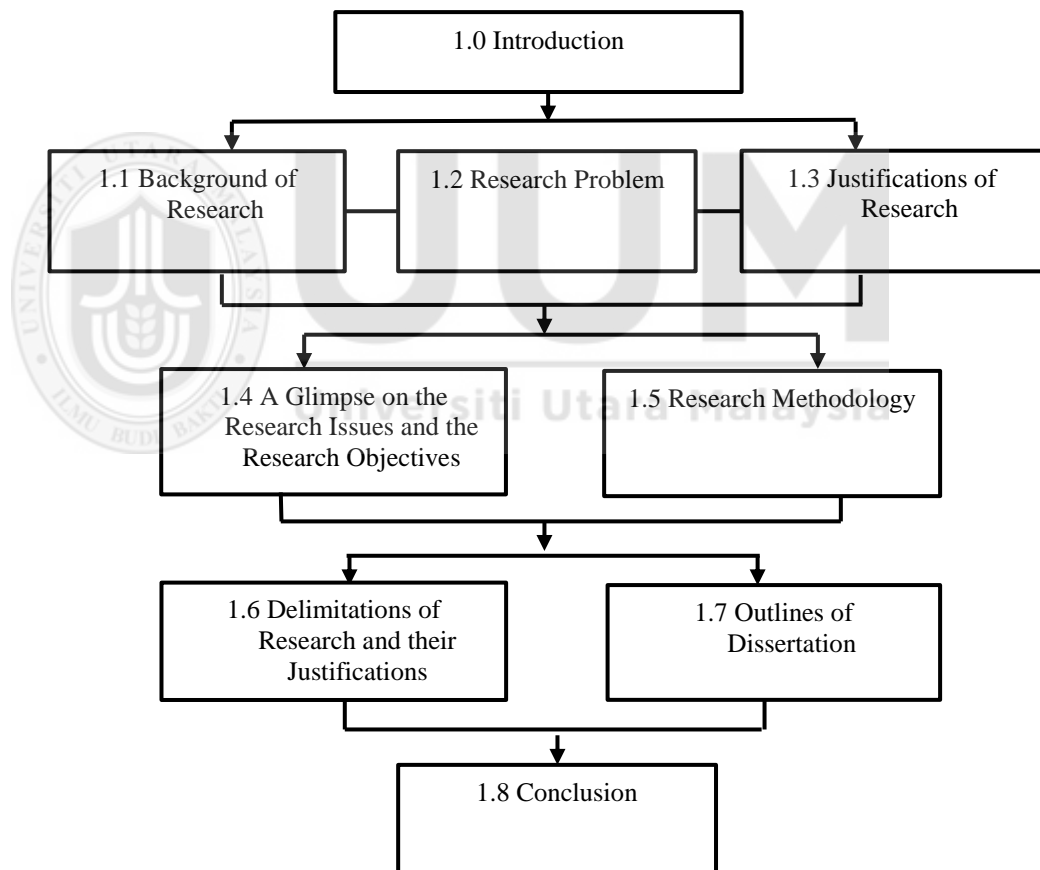


Figure 1.1
Flow of Chapter 1

Source: developed for this research

The contents of
the thesis is for
internal user
only

REFERENCES

- Aaker, D.A., and Day, G.S. (1990). *Marketing research* (4th ed.). New York, NY: John Wiley.
- Abduljlil, F.M., Yazam, M., and Ahmid, K.B. (2011). The mediating effect of HRM outcomes (employee retention) on the relationship between RRM practices and organizational performance. *International Journal of Human Resource Studies*, 2(1), 75-79.
- Abu-Jarad, I.Y., Yusof, N., and Nikbin, D. (2011). A review paper on organizational culture and organizational performance. *International Journal of Business and Social Science*, 1(3), 26-46.
- AbuKhalifeh, A.N., and Mat Som, A.P. (2013). The antecedents affecting employee engagement and organizational performance. *Asian Social Science*, 9(7), 41-46.
- Acosta, H., Salanova, S., and Llorens, S. (2012). How organizational practices predict team work engagement: A role of organizational trust. *Ciencia and Trabajo*, 7-15.
- Acs, Z.J. (1999). The new American evolution. In Z.J. Acs (Ed.). *Are small firms important?* Boston, Massachusetts: Kluwer Academic, 1-30.
- Agarwal, U.A. (2014). Linking justice, trust, and innovative behaviour to work engagement. *Personnel Review*, 43(1), 41-73.
- Ahlowalia, S., Tiwary, D., and Jha, A. (2014). Employee engagement: A structured theoretical review. *The International Journal of Business and Management*, 2(6), 309-317.
- Al-Ansari, Y., Pervan, S., and Xu, J. (2013). Innovation and business performance of SMEs: The case of Dubai. *Education, Business and Society: Contemporary Middle Eastern Issues*, 6(3), 162-80.

- Albdour, A.A., and Altarawneh, I.I. (2014). Employee engagement and organizational commitment: Evidence from Jordan. *International Journal of Business*, 19(2), 192-212.
- Albrecht, S.L. (Ed.). (2010). *Handbook of employee engagement: Perspectives, issues, research and practice*. Glos, England: Edward Elgar.
- Albrecht, S.L. (2012). The influence of job, team and organizational level resources on employee well-being, engagement, commitment and extra-role performance: test of a model. *International Journal of Manpower*, 33(7), 840-853.
- Albrecht, S.L., Baker, A.B., Gruman, J.A., Macey, W.H., and Saks, A.M. (2015). Employee engagement, human resource management practices and competitive advantage: an integrated approach. *Journal of Organizational Effectiveness: People and Performance*, 2(1), 7-35.
- Alfes, K., Truss, C., Soane, E., Rees, C., and Gatenby, M. (2013). Linking perceived supervisor support, perceived human resource management practices and individual performance: the mediating role of employee engagement. *Human Resource Management*, 52(6), 839-859.
- Alias, N.E., Mohd Noor, N., and Hassan, R. (2014). Examining the mediating effect of employee engagement on the relationship between talent management practices and employee retention in the information and technology organizations in Malaysia. *Journal of Human Resources Management and Labor Studies*, 2(20), 227-242.
- Al-Shuaibi, A.S.I., Subramaniam, C., and Mohd. Shamsudin, F. (2014). The mediating influence of job satisfaction on the relationship between HR practices and cyberdeviance. *Journal of Marketing and Management*, 5(1), 105-119.
- Anderson, E.W., and Sullivan, M.W. (1993). The antecedents and consequences of customer satisfaction. *Marketing Sciences*, 12, 125-143.
- Arksey, H., and Knight, P. (1999). *Interviewing for Social Scientist*. London, UK: Sage Publications.
- Armstrong, J. (1985). *Long range forecasting: From crystal ball to computer* (2nd ed.). New York, NY: John Wiley.

- Atkinson, R., and Flint, J. (2001). *Accessing hidden and hard-to-reach populations: snowball research strategies*. UK: Social Research Update.
- Bakker, A.B., and Demerouti, E. (2007). The job demands-resources model: state of the art. *Journal of Managerial Psychology*, 22(3), 309-328.
- Bakker, A.B., and Demerouti, E. (2008). Towards a model of work engagement. *Career Development International*, 13(3), 209-223.
- Bakker, A.B., and Leiter, M.P. (Eds.). (2010). *Work engagement: A handbook of essential theory and research*. New York, NY: Psychology Press.
- Bakker, A.B., and Schaufeli, W.B. (2008). Positive organizational behaviour: engaged employees in flourishing organizations. *Journal of Organizational Behaviour*, 29, 147-154.
- Balakrishnan, C., Mashtan, D., and Chandra, V. (2013). Employee retention through employee engagement: A study at an Indian International Airport. *International Journal of Business and Management Invention*, 2(8), 9-16.
- Bandura, A. (1977). *Social learning theory*. Englewood Cliffs, NJ: Prentice Hall.
- Bandura, A. (1986). *Social foundations of thought and action: a social cognitive theory*. Englewood Cliffs: NJ: Prentice Hall.
- Bandura, A. (1997). *Self-efficacy: The exercise of control*. New York, NY: W.H. Freeman.
- Bank Negara Malaysia. (2005). *Status and performance of small and medium enterprises*, 19-35.
- Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 1(17), 99-120.
- Bates, S. (2004). Getting engaged. *HR Magazine*, 49(2), 44-51.

- Baumruk, R. (2004). The missing link: The role of employee engagement in business success. *Workspan*, 47, 48-52.
- Beaver, G., and Hutchings, K. (2005). Training and developing an age diverse workforce in SMEs: the need for a strategic approach. *Education and Training*, 47(8/9), 592-604.
- Bei, L.T., and Chiao, Y.C. (2001). An integrated model for the effects of perceived conduct, perceived service quality, and perceived price fairness on customer satisfaction and loyalty. *Journal of Consumer Satisfaction Dissatisfaction and Complaining Behaviour*, 14, 125-140.
- Bellenger, D.N., Bernhart, K.L., and Goldstucker, J.L. (1989). Qualitative research technique: focus group interviews. In T.J. Hayes and C.B. Tatham (Eds), *Focus Group Interviews: A Reader*. Chicago, Illinois: American Marketing Association.
- Bhatnagar, J. (2007). Talent management strategy of employee engagement in India ITES employees: Key to retention. *Employee Relations*, 29(6), 640-663.
- Biernacki, P., and Waldorf, D. (1981). Snowball sampling: problems and techniques of chain referral sampling. *Sociological Methods and Research*, 10(2), 141-163.
- Bigsten, A., and Gebreeyesus, M. (2007). The small, the young, and the productive: Determinants of manufacturing firm growth in Ethiopia. *Economic Development and Cultural Change*, 55, 813-840.
- Blau, P. (1964). *Power and exchange in social life*. NY: John Wiley and Sons.
- Bonoma, T.V. (1985). Case-research in marketing: problems and opportunities and a process. *Journal of Marketing Research*, XXII, 199-208.
- Bowen, G.A. (2005). Preparing a qualitative research-based dissertation: Lesson learned. *The Qualitative Report*, 10(2), 208-222.
- Boz, I., Ayan, A., Eskin, I., and Kahraman, G. (2014). The effect of the level of self-monitoring on work engagement and emotional exhaustion: A

research on small and medium size enterprises. *Procedia-Social and Behavioural Sciences*, 150, 1080-1089.

Brink, H.I.L. (1993). Validity and reliability in qualitative research. *Curationis*, 16(2), 35 - 38.

Browell, S. (2003). *Staff retention in a week*. London, UK: Hodder and Stoughton.

Cardon, M.S., and Stevens, C.E. (2004). Managing human resources in small organizations: What do we know? *Human Resource Management Review*, 14, 295-323.

Carpentar, C., and Suto, M. (2008). *Qualitative research for occupational and physical therapists: a practical guide*. Oxford, London: Blackwell.

Carson, D., Gilmore, A., Perry, C., and Gronhaug, K. (2001). *Qualitative marketing research*. London, UK: Sage Publications.

Cavanagh, S. (1997). Content analysis: concepts, methods and applications. *Nurse Researcher*, 4, 5-16.

Chan, J.K.L. (2009). The empirical evidence of human resource practices by SMEs in accommodations: issues of training, benefits and staff retention. *TEAM Journal of Hospitality and Tourism*, 6(1), 46-60.

Chat-Uthai, M. (2013). Leveraging employee engagement surveys using the turnover stimulator approach: a case study of automotive enterprises in Thailand. *International Journal of Business and Management*, 8(6), 16-21.

Cheema, S., Akram, A., and Javed, F. (2015). Employee engagement and visionary leadership: impact on customer and employee satisfaction. *Journal of Business Studies Quarterly*, 7(2), 139-148.

Cheng, C.C., Chiu, S.I., Hu, H.Y., and Chang, Y.Y. (2011). A study on exploring the relationship between customer satisfaction and loyalty in the fast food industry: with relationship inertia as a mediator. *African Journal of Business Management*, 5(13), 5118-5126.

- Choi, B.P. (2010). The U.S. property and liability insurance industry: Firm growth, size, and age. *Risk Management and Insurance Review*, 13(2), 207-224.
- Choo, L.S., Mat, N., and Kandayah, J. (2011). Perceptions of authentic leadership and its impact on employee engagement: A case of Malaysia semiconductor manufacturing firm. *Elixir Management Arts*, 41, 5871-5876.
- Churchill, G.A. Jr., and Suprenant, C. (1982). An investigation into the determinants of customer satisfaction. *Journal of Marketing Research*, 19, 491-504.
- Coad, A., and Rao, R. (2008). Firm growth and R&D expenditure. *Economics of Innovation and New Technology*, 19(2), 127-145.
- CLC. (2004). *Driving performance and retention through employee engagement*. Washington, DC: Corporate Executive Board.
- Creswell, J.W. (2007). *Qualitative inquiry and research design: Choosing among five traditions*. Thousand Oaks, CA: Sage Publications.
- Crook, T.R., Todd, S.Y., Combs, J.G., and Woehr, D.J. (2011). Does human capital matter? A meta-analysis of the relationship between human capital and firm performance. *Journal of Applied Psychology*, 96(3), 443-456.
- Cropanzo, R., and Mitchell, M.S. (2005). Social exchange theory: an interdisciplinary review. *Journal of Management*, 31, 874-900.
- Culnan, M., and Blair, J. (1983). Human communication needs and organizational productivity: The potential impact of office automation. *Journal of American Society for Information Science*, 34(3), 215-221.
- Czarnowsky, M. (2008). *Learning's role in employee engagement: An ASTD research study*. Alexandria, VA: American Society for Training and Development.
- Dalton, D.R., and Mesch, D.J. (1991). On the extent and reduction of avoidable absenteeism: An assessment of absence policy provisions. *Journal of Applied Psychology*, 76, 810-817.

- Daud, N., and Mohamad, P.N. (2010). Exploring human resource practices in small and medium-sized enterprises in Malaysia: An empirical analysis. *2010 International Conference on Education and Management Technology*, Cairo, 426-430. DOI: 10.1109/ICEMT.2010.5657625
- Davies, A., and Crane, A. (2010). Corporate social responsibility in small-and medium-size enterprises: Investigating employee engagement in fair trade companies. *Business Ethics: A European Review*, 19(2), 126-139.
- Deci, E.L., and Ryan, R.M. (1989). *Intrinsic motivation and self-determination in human behaviour*. NY: Plenum.
- Deci, E.L., and Ryan, R.M. (2000). The “what” and “why” of goal pursuits: human needs and the self-determination of behaviour. *Psychological Inquiry*, 11, 227-268.
- DeConinck, J.B. (2010). The influence of ethical climate on marketing employees’ job attitudes and behaviours. *Journal of Business Research*, 63(4), 384-391.
- Demerouti, E., Bakker, A.B., Nachreiner, F., and Schaufeli, W.B. (2001). The job demands-resources model of burnout. *Journal of Applied Psychology*, 86, 499-512.
- Delery, J.E., and Doty, D.H. (1996). Modes of theorizing in strategic human resource management: Tests of universalistic, contingency, and configurational performance predictions. *Academy of Management Journal*, 36, 802-835.
- Denzin, N.K., and Lincoln, Y.S. (2011). *Handbook of Qualitative Research*. Newbury Park, UK: Sage Publications.
- De Ruyter, K., and Scholl, N. (1998). Positioning qualitative market research: reflections from theory and practice. *Qualitative Market Research: An International Journal*, 1(1), 7-14.

- Dick, B. (1990). *Convergent interviewing* (3rd ed.). Interchange resource document. Chappel Hill, QLD: Interchange
- Dick, B. (1998). *Convergent interviewing: A technique for qualitative data collection*. Retrieved from www.aral.com/au/resources/iview.html.
- Dollard, M.F., and Bakker, A.B. (2010). Psychological safety climate as a precursor to conducive work environments, psychological health problems and employee engagement. *Journal of Occupational and Organizational Psychology*, 83, 579-599.
- Dragan, I., and Isaic-Maniu, A. (2013). Snowball sampling completion. *Journal of Studies in Social Sciences*, 5(2), 160-177.
- Droege, S.B., and Hoobler, J.M. (2003). Employee turnover and tacit knowledge diffusion: A network perspective. *Journal of Managerial Issues*, 15(1), 50-64.
- Dyer, L., and Reeves, T. (1995). Human resource strategies and organizational performance: what do we know and where do we need to go? *International Journal of Human Resource Management*, 6(3), 656-671.
- Elo, S., and Kyngäs, H. (2008). The qualitative content analysis process. *Journal of Advanced Nursing*, 62(1), 107-115.
- Fauzi, N.F., Ahmad, F., and Gelaidan, H.M. (2013.) The employee retention status in paddy and rice industry in Malaysia. *Middle-East Journal of Scientific Research*, 18(5), 642-650.
- Flemming, J.H., and Asplund, J. (2007). *Human sigma*. New York, NY: Gallup Press.
- Flick, U. (2002). *An introduction to qualitative research* (2nd ed.). London, UK: Sage Publications.
- Fornell, C. (1992). A national customer satisfaction barometer: The Swedish experience. *Journal of Marketing*, 56(1), 6-21.

- Frank, F.D., Finnegan, R.P., and Taylor, C.R. (2004). The race for talent: Retaining and engaging workers in the 21st century. *Human Resource Planning*, 27(3), 12-25.
- Frederickson, B.L. (2001). The role of positive emotions in positive psychology: the broaden-and-build theory of positive emotion. *American Psychologist*, 56, 218-226.
- Freeney, Y., and Fellenz, M.R. (2013). Work engagement, job design and the role of the social context at work: Exploring antecedents from a relational perspective. *Human Relations*, 66(11), 1427-1445.
- Gable, G.G. (1994). Integrating case study and survey research methods: an example in information systems. *European Journal of Information Systems*, 3(2), 112-126.
- Gangai, K.N. (2014). Absenteeism at workplace: What are the factors influencing to it? *International Journal of Organizational Behaviour and Management Perspectives*, 3(4), 1258-1265.
- Ganiyu, R.A., Uche, I.I., and Elizabeth, A.O. (2012). Is customer satisfaction an indication of customer loyalty? *Australian Journal of Business and Management Research*, 2(7), 14-20.
- Ghafoor, A., Qureshi, T.M., Khan, M.A., and Hijazi, S.T. (2011). Transformational leadership, employee engagement and performance: mediating effect of psychological ownership. *African Journal of Business Management*, 5, 7391-7403.
- Gonring, M.P. (2008). Customer loyalty and employee engagement: An alignment for value. *Journal of Business Strategy*, 29(4), 29-40.
- Gorgievski, M.J., Moriano, J.A., and Bakker, A.B. (2014). Relating work engagement and workaholism to entrepreneurial performance. *Journal of Managerial Psychology*, 29(2), 106-121.
- Gray, D. (2004). *Doing research in the real world*. London, UK: Sage Publications.

- Griffeth, R.W., and Hom, P.W. (2001). *Retaining valued employees*. Thousand Oaks: Sage Publications.
- Griffin, B.L., Hall, N., and Watson, N. (2005). Health at work in small and medium sized enterprises: Issues of engagement. *Health Education, 105*(2), 126-141.
- Gruman, J.A., and Saks, A.M. (2011). Performance management and employee engagement. *Human Resource Management Review, 21*, 123-136.
- Guest, D., Michie, J., Sheehan, M., Conway, N., and Methochi, M. (2000). *Human resource management and performance: first findings from the future work study*. Chartered Institute of Personnel Development Issue Series, CIPD, London.
- Gummersson, E. (2000). *Qualitative methods in management research* (2nd ed.). Thousand Oaks, CA: Sage Publications.
- Gupta, P., Guha, S., and Krishnaswami, S. (2013). Firm growth and its determinants. *Journal of Innovation and Entrepreneurship, 2*(1), 1-14.
- Guthrie, J., Yongvanich, K., and Ricceri, F. (2004). Using content analysis as a research method to inquire into intellectual capital reporting. *Journal of Intellectual Capital, 5*, 282-293.
- Habaradas, R.B. (2008). SME development and technology upgrading in Malaysia: lesson for the Philippines. *Journal of International Business Research, 7*(1), 89-116.
- Hackman, J.R., and Oldham, G.R. (1980). *Work redesign*. Reading, MA: Addison-Wesley.
- Hair, J.F., Bush, R.P., and Ortinau, d.J. (2009). *Marketing research in a digital information environment* (4th ed.). Boston, MA: McGraw Hill.
- Hakanen, J., Bakker, A.B., and Schaufeli, W.B. (2006). Burnout and work engagement among teachers. *The Journal of School Psychology, 43*, 495-513.

- Hakeem, I., and Gulzar, S. (2014). Employee engagement: An integrated theoretical review. *Abhinav National Monthly Refereed Journal of Research in Commerce and Management*, 3(6), 84-94.
- Halstead, D., Hartman, D., and Schmidt, S.L. (1994). Multisource effects on the satisfaction formation process. *Journal of the Academy of Marketing Science*, 22, 114-129.
- Handa, M., and Gulati, A. (2014). Employee engagement. *Journal of Management Research*, 14(1), 57-67.
- Handcock, M.S., and Gile, K.J. (2011). *On the concept of snowball sampling*. *Sociological Methodology*, 41(1), 367-371.
- Harter, J.K., Schmidt, F.L., and Hayes, T.L. (2002). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: a meta-analysis. *Journal of Applied Psychology*, 87, 268-279.
- Hashim, M.K., and Wafa, S.A. (2002). *Small and medium sized enterprises in Malaysia development issues*. Kuala Lumpur, Malaysia: Prentice Hall.
- Hastings, K. (2000). *Evolution of international and marketing channels: An Australia-Asia perspectives*. Unpublished PhD Dissertation, Faculty of Business, University of Southern Queensland, Australia.
- Healy, M., and Perry, C. (2000). Comprehensive criteria to judge validity and reliability of qualitative research within the realism paradigm. *Qualitative Market Research*, 3(3), 118-126.
- Heger, B.K. (2007). Linking the employment value proposition (EVP) to employee engagement and business outcomes: Preliminary findings from a linkage research pilot study. *Organizational Development Journal*, 25(2), 121-233.
- Hendricks, V.M., Blanken, P., and Adriaans, N. (1992). *Snowball sampling: a pilot study on cocaine use*. Rotterdam: IVO.
- Henry, L. (2013). Intellectual capital in a recession: Evidence from UK SMEs. *Journal of Intellectual Capital*, 14(1), 84-101.

- Heryati, P., and Ramadhan, A.S. (2012).the influence of employee satisfaction in supporting employee work performance and retention moderated by the employee engagement factor of an institution. *International Journal of Economics and Management*, 6(1), 191-200.
- Hewitt Associates LLC. (2004). *Research brief: Employee engagement higher double digit growth companies*. Retrieved from www.hewitt.com.
- Hill, R., and Stewart, J. (2000). Human resource development in small organizations. *Journal of European Industrial Training*, 24, 105-117.
- Hobfoll, S.E. (1989). Conservation of resources: a new attempt at conceptualizing stress. *American Psychologist*, 44, 513-524.
- Homburg, C., and Giering, A. (2001). Personal characteristics as moderators of the relationship between customer satisfaction and loyalty: An empirical analysis. *Psychology and Marketing*, 18(1), 43-66.
- Hoon, S.J., Kolb, J.A., Hee, L.U., and Kyoung, K.H. (2012). Role of transformational leadership in effective organizational knowledge creation practices: mediating effects of employees' work engagement. *Human Resource Development Quarterly*, 23(1), 65-101.
- Hsieh, H.F., and Shannon, S.E. (2005). Three approaches to qualitative content analysis. *Qualitative Health Research*, 15, 1277-1288.
- Huselid, M.A. (1995). The impact of human resource management practices on turnover, productivity, and corporate financial performance. *Academy of Management Journal*, 38(3), 635-672.
- Hussain, I.A., Yunus, N., Ishak, N.A., and Daud, N. (2013). The influence of intention to leave towards employee engagement among young bankers in Malaysia. *International Journal of Business and Management*, 8(14), 89-97.
- Huynh, K.P., and Petrunia, R.J. (2010). Age effects, leverage, and firm growth. *Journal of Economic Dynamics and Control*, 34(5), 1003-1013.
- Jauhari, V., Sehgal, R., and Sehgal, P. (2013). Talent management and employee engagement: Insights from Infotech Enterprises Ltd. *Journal of Services Research*, 13(1), 161-186.

- John, J. (2011). An analysis on the customer loyalty in telecom sector: Special reference to Bharath Sanchar Nigam Limited, India. *African Journal of Marketing Management*, 3(1), 1-5.
- Jones, J.R., and Harter, J.K. (2005). Race effects on the employee engagement-turnover intention relationship. *Journal of Leadership and Organizational Studies*, 11(2), 78-88.
- Jose, G., and Mampilly, S.R. (2012). Satisfaction with HR practices and employee engagement: A social exchange perspectives. *Journal of Economics and Behavioral Studies*, 4(7), 423-430.
- Juhdi, N., Pa'wan, F., and Hansaram, R.K. (2012). HR practices and turnover intention: The mediating roles of organizational commitment and organizational engagement in a selected region in Malaysia. *The International Journal of Human Resource Management*, 24(15), 3002-3019.
- Kahn, W.A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33(4), 692-724.
- Kaiser, K. (2010). Protecting respondent confidentiality in qualitative research. *Qualitative Health Research*, 19(11), 1632-1641.
- Kamil, B.A.M., Abdul Hamid, Z., Hashim, J., and Omar, A. (2013). A study on the implementation of talent management practices at Malaysian companies. *Asian Journal of Business and Management Sciences*, 1(4), 147-162.
- Kaplan, M., Ogut, E., Kaplan, and Aksay, K. (2012). The relationship between job satisfaction and organizational commitment: The case of hospital employees. *World Journal of Management*, 4(1), 22-29.
- Kapoor, S., and Meachem, A. (2012). Employee engagement: A bond between employee and organization. *Amity Global Business Review*, 7, 14-21.
- Karatepe, O.M. (2012). High-performance work practices and hotel employee performance: the mediation of work engagement. *International Journal of Hospitality Management*, 32, 132-140.

- Kataria, A., Rastogi, R., and Garg, P. (2013). Organizational effectiveness as a function of employee engagement. *South Asian Journal of Management*, 20(4), 56-73.
- Kishore, K., Majumdar, M., and Kiran, V. (2012). Innovative HR strategies for SMEs. *IOSR Journal of Business and Management*, 2(6), 1-8.
- Khalique, M., Isa, A.H.B.A., Shaari, J.A.N., and Ageel, A. (2011). Challenges faced by the small and medium enterprises (SMEs) in Malaysia: An intellectual capital perspective. *International Journal of Current Research*, 3(6), 398-340.
- Klein, W. (1986). Missed work and lost hours, May 1985. *Monthly Labour Review*, 109(11), 26-30.
- Koh, Y., Lee, S., and Boo, S. (2009). Impact of brand recognition and brand reputation on firm performances: U.S.-based multinational restaurant companies' perspective. *International Journal of Hospitality Management*, 28, 620-30.
- Kular, S., Gatenby, M., Rees, C., Soane, E., and Truss, K. (2008). *Employee engagement: A literature review*. Kingston Business School: Working Paper Series, 19.
- Leaker, D. (2008). Sickness absence from work in UK. *Office of National Statistics*, 2(11), 18-22.
- Lebans, M., and Euske, L. (2006). A conceptual and operational delineation of performance. *Business Performance Measurement*. London: Cambridge University Press.
- Leiter, M.P., and Bakker, A.B. (2010). Work engagement: state of the art. In A.B. Bakker and M.P. Leiter (Eds.), *Work engagement: A handbook of essential theory and research*. New York: Psychology Press.
- Leiter, M.P., and Maslach, C. (1998). Burnout. In H. Friedman (Ed.), *Encyclopaedia of mental health* (pp. 202-215). New York, NY: Academic Press.
- Liamputtong, P. (2013). The science of words and the science of numbers: research methods as foundations for evidence-based practice in health.

In P. Liamputtong (Ed.), *Research method in health: foundations for evidence-based practice* (pp. 8-21). Australia: Oxford University Press.

Lincoln, Y. S. (1990). The making of a constructivist: A remembrance of transformation past. In E. Guba (Ed.), *The paradigm dialog* (pp.67-87). Newsbury Park, CA: Sage Publications.

Lincoln, Y.S., and Guba E.G. (1985). *Naturalistic Inquiry*. Berverly Hills, CA: Sage Publications.

Little, B., and Little, P. (2006). Employee engagement: Conceptual issues. *Journal of Organizational Culture, Communications and Conflict*, 10(1), 111-120.

Llorens, S., Bakker, A.B., Schaufeli, W.B., and Salanova, M. (2006). Testing the robustness of the job demands-resources model. *International Journal of Stress Management*, 13, 378-391.

Lockwood, N.R. (2007). Leveraging employee engagement for competitive advantage: HR's strategic role. *HR Magazine*, 52(3), 1-11.

Luthans, D., and Peterson, A.J. (2002). Employee engagement and manager self-efficacy. *Journal of Management Development*, 21(5), 376-387.

Macey, W.H., and Schneider, B. (2008). The meaning of employee engagement. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 1, 3-30.

Macey, W.H., Schneider, B., Barbera, K., and Young, S.A. (2009). *Employee engagement: Tools for analysis, practice, and competitive advantage*. London, England: Blackwell.

Mahotra, N., Hall, J., Shaw, M., and Openheim, P. (2002). *Marketing research: An applied orientation* (2nd ed.). Sydney, AU: Prentice-Hall.

Malik, S.Z., and Khalid, N. (2016). Psychological contract breach, work engagement and turnover intention. *Pakistan Economic and Social Review*, 54(1), 37-54.

- Marchington, M., and Grugulis, I. (2000). "Best practice" human resource management: Perfect opportunity or dangerous illusion? *International Journal of Human Resource Management*, 11(4), 905-925.
- Marimuthu, M., Arokiasamy, L., and Ismail, M. (2009). Human capital development and its impact on firm performance: Evidence from developmental economics. *The Journal of International Social Research*, 2(8), 265-272.
- Marthichhio, J.J., and Jimeno, D. (2003). Employee absenteeism as an affective event. *Human Resource Management Review. Special Issue: Methodological Issues in Absenteeism Research and Human Resource Management and Entrepreneurship*, 13, 227-241.
- Martins, E.C., and Hester, W.J.M. (2012). Organizational and behavioral factors that influence knowledge retention. *Journal of Knowledge Management*, 16(1), 77-96.
- Maslach, C., and Leiter, M.P. (1997). *The truth about burnout*. San Francisco, U.S.A.: Jossey Bass.
- Maslach, C., and Leiter, M.P. (2008). Early predictors of job burnout and engagement. *Journal of Applied Psychology*, 93(3), 498-512.
- Maslach, C., Schaufeli, W.B., and Leiter, M.P. (2001). Job burnout. *Annual Review of Psychology*, 52, 397-422.
- Mason, C.M., and Griffin, M.A. (2003). Group task satisfaction: Applying the construct of job satisfaction to groups. *Small Group Research*, 33, 271-312.
- Matin, H.Z., Razavi, H.R., Azimy, L., and Emamgholizadeh, S. (2014). Is stress management related to workforce productivity? *Iranian Journal of Management Studies*, 7(1), 1-19.
- Mayring, P. (2000). Qualitative content analysis. *Forum: Qualitative Social Research*, 1(2). Retrieved January 31, 2016 from <http://www.qualitative-research.net/index.php/fqs/article/view/1089/2385>
- McBain, R. (2007). The practice of engagement. *Strategy HR Review*, 6(6), 16-19.

- McCain, G.C. (1988). Content analysis: a method for studying clinical nursing problems. *Applied Nursing Research*, 1(3), 146-150.
- McDaniel, C., and Gates, R. (1991). *Contemporary Market Research*. St. Paul, MN: West Publishing.
- McPhail, J. (2003). *Research methodology study book*. Toowoomba, Qld: Distance Education Centre.
- Merrill, R.M., Aldana, S.G., Pope, J.E., Anderson, D.R., Coberley, C.R., and Grossmeier, J.J. (2012). Self-rated job performance and absenteeism according to employee engagement, health behaviours, and physical health. *Journal of Occupational and Environmental Medicine*, 55(1), 10-18.
- Miles, I., and Evans, J. (1987). *Demystifying social statistics*. London, UK: Pluto.
- Miles, M.B., and Huberman, A.M. (1994). *Qualitative data analysis: An expanded sourcebook* (2nd ed.). Thousand Oaks, CA: Sage Publications.
- Miller, H.S. (2014). *The 10 best practices for enhance employee engagement*. The Henry Miller Group LLC, 1-18.
- Mobley, W. (1982). *Employee turnover: Causes, consequences, and control*. Reading, MA: Addison-Wesley.
- Mohd Harif, A.A., Chee, H.H., and Md Zali, S.K. (2011). Business financing for Malaysian SMEs: What are the banks' determining factors? *World Review of Business Research*, 1(3), 78-101.
- Mohd Harif, A.A., Chee, H.H., and Ahmad, M.I. (2013). The financial and non-financial performance indicators of paddy farmers' organizations in Kedah. *World Review of Business Research*, 3(1), 80-102.
- Morgan, D.L. (1997). *Focus Group as Qualitative Research* (2nd ed.). Thousand Oaks, CA: Sage Publications.

- Morgan, D.L., and Kreugar, R.A. (1993). When to use focus groups and why. In D.L. Morgan (Ed.), *Successful focus groups: Advancing the state of the art*. Newbury Park, CA: Sage Publications, Inc.
- Mozammel, S., and Haan, P. (2016). Transformational leadership and employee engagement in the banking sector in Bangladesh. *The Journal of Developing Areas, suppl. Special Issue on Dubai Conference*, 50(6), 43-55.
- Muhammad, M.Z., Char, A.K., Yaso', N.R., and Hassan, Z. (2010). Small and medium enterprises (SMEs) competing in the global business environment: A case of Malaysia. *International Business Research*, 3(1), 66-75.
- Mullins, L.J. (2013). *Management and organizational behaviour* (10th ed.). Harlow, UK: Pearson Education Limited.
- Muthuveloo, R., Basbous, O.K., Teoh, A.P. and Choi, S.L. (2013). Antecedents of employee engagement in the manufacturing sector. *American Journal of Applied Sciences*, 10(12), 1546-1552.
- Nadim, A.G., and Khan, M.A. (2013). The moderating role of employee engagement on the relationship of determinants of job satisfaction, and job satisfaction itself. *Business and Management Review*, 2(11), 1-12.
- Nair, G.S., and Reige, A. (1995). *Using convergent interviewing to develop the research problem of a postgraduate thesis*. Proceedings in Marketing Educators and Researchers International Conference, Griffith University, Gold coast, Australia, 496-508.
- Nakagawa, R. (2012). The policy approach in promoting small and medium sized enterprises in Japan. *International Business and Economics Research Journal*, 11(10), 1087-1098.
- Neuman, W.L. (2006). *Social research methods* (6th ed.). Boston, USA: Pearson Education.
- Newman, D., and Harrison, D. (2008). "Been there, bottled that: Are state and behavioural work engagement new and useful construct "wines". *Industrial and Organizational Psychology*, 1, 31-36.

- Niresh, J.A., and Velnampy, T. (2014). Firm size and profitability: A study of listed manufacturing firms in Sri Lanka. *International Journal of Business and Management*, 9(4), 57-64.
- Normah, M.A. (2007). SMEs: building blocks for economic growth. *Department of Statistics Malaysia*, 1, 1-13.
- NSDC. (2010). *SME Annual Report 2009/2010*. Transformation to the New Economic Model, N.S.D. Council, Kuala Lumpur.
- NSDC. (2013). *Guidelines for New SME Definition*. SME Corp. Malaysia Secretariat to the National SME Development Council
- OECD. (2013). *Economic outlook for Southeast Asia, China, and India 2014: Beyond the middle-income trap*. OECD. Retrieved from [www.oecd.org/site/seao/Poket %20Edition%20SAE\) 2014.pdf](http://www.oecd.org/site/seao/Poket%20Edition%20SAE%202014.pdf).
- Okeye, P.V.C., and Ezejiofor, R.A. (2013). The effect of human resources development on organizational productivity. *International Journal of Academic Research in Business and Social Sciences*, 3(10), 250-268.
- Oliver, R.L. (1980). A cognitive model of antecedents and consequences of satisfaction decisions. *Journal of Marketing Research*, 17, 460-469.
- Oliver, R.L. (1997). *Satisfaction: A behavioural perspectives on the consumer*. New York, NY: McGraw Hill.
- Omar, S.S., Arokiasamy, L., and Ismail, M. (2009). The background and challenges faced by the small medium enterprises. A human resource development perspective. *Journal of Business and Management*, 4(10), 192-199.
- Othman, N., and Mohd Nasurdin, A. (2011). Work engagement of Malaysian nurses: Exploring the impact of hope and resilience. *International Journal of Social, Management, Economics and Business Engineering*, 5(12), 351-355.
- Padgett, D.K. (1998). *Qualitative methods in social work research: Challenges and rewards*. Thousand Oaks, CA: Sage Publications.

- Padgett, D.K. (2008). *Qualitative methods in social work research*. Los Angeles, USA: Sage Publications.
- Pălălaioa, W. (2011). The analysis of profitability in the iron and steel industry. *Economy Transdisciplinary Cognition*, 14(1), 215-227.
- Palinkas, L.A., Horwitz, S.M., Hoagwood, K., Green, C.A., Wisdom, P.A., and Duan, N. (2013). *Purposeful sampling for qualitative data collection and analysis in mixed method implementation research*. New York: Springer Science and Business Media.
- Patton, M.Q. (1990). *Qualitative evaluation and research methods*. Beverly Hills, CA: Sage Publications.
- Patton, M.Q. (2002). *Qualitative research and evaluation methods*. Thousand Oaks, CA: Sage Publications.
- Patton, E., and Johns, G. (2007). Women's absenteeism in the popular press: Evidence for a gender specific absence culture. *Human Relations*, 60, 1579-1612.
- Perry, C. (1998). Process of case study research methodology for postgraduate research in marketing. *The European Journal of Marketing*, 32(9/10), 785-802.
- Platis, C., Reklitis, P., and Zimeras, S. (2015). Relation between job satisfaction and job performance in healthcare services. *Procedia-Social and Behavioural Sciences*, 175, 480-487.
- Poon, J.M.L. (2013). Relationships among perceived career support, affective commitment and work engagement. *International Journal of Psychology*, 48(6), 1-8.
- Popli, S., and Rizvi, I.A., (2015). Exploring the relationship between service orientation, employee engagement and perceived leadership style: A study of managers in the private service sector organizations in India. *The Journal of Services Marketing*, 29(1), 70-79.

- Pugh, S. D., and Dietz, J. (2008). Employee engagement at the organizational level of analysis. *Industrial and Organizational Psychology*, 1, 45-48.
- Radam, A., Abu, U.M., and Abdullah, A.M. (2008). Technical efficiency of SMEs in Malaysia: A stochastic frontier production model. *International Journal of Economics and Management*, 2(2), 395-408.
- Ram, P. (2013). Relationship between job satisfaction and job performance in the public section: A case study for India. *International Journal of Academic Research in Economics and Management Sciences*, 2(2), 16-35.
- Ram, P., Bhargavi, S.G., and Prabhakar, G.V. (2011). Work environment, service climate, and customer satisfaction: Examining theoretical and empirical connections. *International Journal of Business and Social Science*, 2(20), 121-132.
- Ramirez, Y., and Nemhard, D. (2004). Measuring knowledge worker productivity: A taxonomy. *Journal of Intellectual Capital*, 5(4), 602-628.
- Rao, S., and Perry, C. (2003). Converging interviewing to build a theory in under-researched areas: principles and an example investigation of Internet usage in inter-firm relationships. *Qualitative Market Research: An International Journal*, 6(4), 236-247.
- Reichheld, F.F., and Sasser, W.E. (1990). Zero defections: Quality comes to services. *Harvard Business Review*, 68, 105-111.
- Ricardo, R., and Wade, D. (2001). *Corporate performance management: How to build a better organization through measurement driven strategies alignment*. Boston, MA: Butterworth Heinemann.
- Rich, B.L. (2006). *Job engagement: Construct validation and relationships with job satisfaction, job involvement and intrinsic motivation*. Unpublished doctoral dissertation, University of Florida, Tallahassee, FL.
- Richman, A. (2006). Everyone wants an engaged workforce how you can create it? *Workspan*, 49, 36-39.

- Riege, A., and Nair, G. (2004). The diversity of converging interviewing: applications for early researchers and postgraduate students. *The Marketing Review*, 4(1), 73-85.
- Robbins, S.P. (2003). *Organizational behaviour* (10th ed.). Upper Saddle River, NJ: Prentice-Hall.
- Robertson, I., and Cooper, C.L. (2010). Full engagement: The integration of employee engagement and psychological well-being. *Leadership and Organization Development Journal*, 31(4), 324-336.
- Robertson-Smith, G., and Markwick, C. (2009). *Employee engagement: A review of current thinking*. Brighton, UK: Institute for Employee Studies (IES).
- Robinson, D., Perryman, S., and Hayday, S. (2004). *The drivers of employee engagement*. Brighton, UK: Institute for Employment Studies.
- Rothbard, N.P. (2001). Enriching or depleting? The dynamics of engagement in work and family roles. *Administrative Science Quarterly*, 46, 655-684.
- Rubel, M.R.B., and Mui, D.H.K. (2013). Perceived support and employee performance: the mediating role of employee engagement. *Life Science Journal*, 10(4), 2557-2567.
- Russel, J.A. (1980). A circumplex model of affect. *Journal of Personality and Social Psychology*, 39(6), 1161-1178.
- Russel, J.A. (2003). Core affect and the psychological construction of emotion. *Psychological Review*, 110, 145-172.
- Saks, A.M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21(7), 600-619.
- Salanova, M., Agut, S., and Peiró, J.M. (2005). Linking organizational resources and work engagement to employee performance and customer loyalty: the mediation of service climate. *Journal of Applied Psychology*, 90(6), 1217-1227.

- Salleh, A.S., and Ndubisi, N.O. (2006). An evaluation of SME development in Malaysia. *International Review of Business Research Papers*, 2(1), 1-14.
- Samad, N.A. (2007). Positioning Malaysian SMEs in the global. *Proceedings of Persidangan Kebangsaan IKS 2007*, Kota Kinabalu, Malaysia: Universiti Utara Malaysia.
- Sanda, A., and Ntisful, A. (2013, September). Dynamics of employee retention among SMEs in a developing economy. *Proceedings of the 2013 International Conference on Business Administration, Marketing and Economics*, Venice, IT.
- Sandelowski, M. (1995). Sample size in qualitative research. *Research in Nursing and Health*, 18, 179-183.
- Sarwar, S., and Abugre, J. (2013). Does provision of feedback increase work engagement and reduce cynicism among employee? *The Business and Management Review*, 3(4), 20-31.
- Schaufeli, W.B. (2013). What is engagement? In C. Truss, K. Alfes, R. Delbridge, A. Shantz, and E. Soane (Eds.), *Employee engagement in theory and practices*. London, UK: Routledge.
- Schaufeli, W.B., and Bakker, A.B. (2004). Job demands, job resources, and their relationship with burnout and engagement: a multi-sample study. *Journal of Organizational Behavior*, 25, 293-315.
- Schaufeli, W.B., and Bakker, A.B. (2010). Defining and measuring work engagement: Bringing clarity to the concept. In A. B. Bakker and M.P. Leiter (Eds.), *Work engagement: A handbook of essential theory and research* (p.10). New York, NY: Madison Avenue.
- Schaufeli, W.B., Bakker, A.B., and Van Rhenen, W. (2009). How changes in job demands and resources predict burnout, work engagement, and sickness absenteeism. *Journal of Organizational Behavior*, 30, 893-917.
- Schaufeli, W.B., Martinez, I.M., Pinto, A.M., Salanova, M., and Bakker, A.B. (2002). Burnout and engagement in university students a cross-national study. *Journal of Cross-Cultural Psychology*, 33(5), 464-481.

- Shmailan, A.S. (2016). The relationship between job satisfaction, job performance and employee engagement: An explorative study. *Business Management and Economics*, 4(1), 1-8.
- Seiling, J.G. (2001). Organizational advocacy. *The Journal for Quality and Participation*, 24(1), 42-45.
- Sekaran, U. (2006). *Research Method for Business: A Skill Building Approach*. Chichester, UK: John Wiley.
- Shah, S.H.A., and Ali, A.R.M. (2011). *Entrepreneurship* (2nd ed.). Shah Alam, Malaysia: Oxford Fajar.
- Sharma, J., and Magotra, I. (2013). Employee absenteeism in manufacturing industry of Jammu: An analysis of precursors. *International Journal of Information, Business and Management*, 5(2), 175-193.
- Shipman, M.D. (1997). *The limitations of social research* (4th ed.). New York: NY: Longman.
- Shuck, B., and Reio, G. (2013). Employee engagement and well-being: A moderation model and implications for practice. *Journal of Leadership and Organizational Studies*, 21(1), 43-58.
- Shuck, B., Reio, G., and Rocco, T.S. (2011). Employee engagement: An examination of antecedents and outcome variables. *Human Resource Development International*, 14, 427-445.
- Shuck, B., and Wollard, K. (2010). Employee engagement and HRD: A seminal review of the foundations. *Human Resource Development Review*, 9(1), 89-110.
- Shuck, B., Zigarmi, D., and Owen, J. (2015). Psychological needs, engagement, and work intention: A Bayesian multi-measurement mediation approach and implications for HRD. *European Journal of Training and Development*, 39(1), 2-21.
- Shusha, A. (2013). The role of psychological engagement in relationship between perceived organizational support and withdrawal behaviour and intentions: An empirical study on small industries in Egypt. *International Journal of Business and Management*, 8(16), 22-29.

- Singh, R., and Mohanty, M. (2012). Impact of training practices on employee productivity: A comparative study. *Interscience Management Review*, 2(2), 87-92.
- Slåtten, T., and Mehmetoglu, M. (2011). Antecedents and effects of engaged frontline employees: a study from the hospitality industry. *Managing Service Quality: An International Journal*, 21(1), 88-107.
- SME Corp Malaysia. *Programmes*. Retrieved from www.smecorp.my/vn2/programmes.
- SME Corp Malaysia. *Economic Census 2011 Profile of SMEs*. Retrieved from <http://www.smecorp.gov.my/index.php/en/policies/2015-12-21-09-09-49/sme-statistics>
- Soanne, E., Shantz, A., Alfes, K., Truss, C., Rees, C, and Gatenby, M. (2013). The association of meaningfulness, well-being, and engagement with absenteeism: a moderated mediation model. *Human Resource Management*, 52(3), 441-456.
- Srivastava, A.K. (2008). Effect of perceived work environment on employees' job behavior and organizational effectiveness. *Journal of Indian Academy of Applied Psychology*, 34(1), 47-55.
- Stake, R.E. (1994). Case studies. In N.K. Denzin and Y.S. Lincoln (Eds), *Handbook of Qualitative Research*. Thousand Oaks, CA: Sage Publications.
- Strauss, A., and Corbin, J. (1990). *Basics of Qualitative Research: Grounded Theory Procedures and Techniques*. Thousand Oaks, CA: Sage Publications, Inc.
- Suharti, L., and Suliyanto, D. (2012). The effect of organizational culture and leadership style toward employee engagement and their impacts toward employee loyalty. *World Review of Business Research*, 2(5), 128-139.
- Sulea, C., Virga, D., Maricutoiu, L., Schaufeli, W., Dumitru, C.Z., and Sava, F.A. (2012). Work engagement as mediator between job characteristics

and positive and negative extra-role behaviours. *Career Development International*, 17(3), 188-207.

Sundaray, B.K. (2011). Employee engagement: A drivers of organizational effectiveness. *European Journal of Business and Management*, 3(8), 53-59.

Swarnalatha, C., and Prasanna, T.S. (2013). Employee engagement: A review of literature. *International Journal of Management Research and Development*, 3(1), 52-61.

Swetha, G., and Kumar, D.P. (2014). Implications of employee engagement on critical business outcomes: An empirical evidence. *IOSR Journal of Humanities and Social Science*, 1, 60-68.

Szymanski, D.M., and Henard, D.H. (2001). Customer satisfaction: A meta-analysis of the empirical evidence. *Journal of the Academy of Marketing Science*, 29(1), 16-35.

Tee, C. W. (2013). Talent retention: the pressures in Malaysia SMEs. *American Journal of Economics*, 3, 35-40.

Thomas, A., and MacDiarmid, A. (2004). Encouraging employee engagement. *CMA Management*, 78(4), 14-15.

Tladinyane, R., and van der Merwe, M. (2016). Career adaptability and employee engagement of adults employed in an insurance company: an exploratory study. *SA Journal of Human Resource Management*, 14(1), 1-9.

Towers Perrin. (2003). *Working today: Understanding what drives employee engagement*. Towers Perrin. Available at www.towersperrin.com.

Towers Perrin. (2007). *Closing the engagement gap: A road map for driving superior business performance*. Retrieved from www.towersperrin.com.

Towers Watson (2012). *Engagement at risk: Driving strong performance in a volatile global environment*. Retrieved from www.towerswatson.com.

- Trochim, W.M. K., and Donnelly, J.P. (2008). *The Research Method Knowledge Base*. Mason, OH; Cengage Learning.
- Truss, C., Shantz, A., Soane, F., Alfes, K., and Delbridge, R. (2013). Employee engagement, organizational performance and individual well-being: Exploring the evidence, developing the theory. *International Journal of Human Resource Management*, 24(14), 2657-2669.
- Tse, D.K., and Peter, C.W. (1988). Models of customer satisfaction formation: An extension. *Journal of Marketing Research*, 25, 204-212.
- Ugheoke, S.O., Mohd Isa, M.F., and Wan Mohd Noor, W.S. (2015). Antecedents of strategic human resource management practices on intangible firm performance: Analytical investigation on SMEs. *Asian Social Science*, 11(13), 33-44.
- Vaijayanthimala, P., and Vijakumar, A. (2014). Analysis of operating performance of Indian cement industry. *International Journal of Innovative Research and Development*, 3(5), 88-100.
- Wafa, S.A., Noordin, R., and Kim-Man, M. (2005). Strategy and performance of small and medium-size enterprises in Malaysia. *Proceedings of the International Conference in Economics and Finance (ICEF)*, Labuan, Malaysia: University Malaysia Sabah.
- Waiyahong, N. (2012). Information provision for Thai small and medium sized enterprises (SMEs). *Asia Pacific Journal of Library and Information Science*, 2(2), 117-125.
- Waldman, J.D., and Arora, S. (2004). Measuring retention rather than turnover: A different and complementary HR calculus. *Human Resource Planning*, 27(3), 6-9.
- Walsh, G., Evanshitzky, H., and Wunderlich, M. (2008). Identification and analysis of moderator variables: Investigating the customer satisfaction-loyalty link. *European Journal of Marketing*, 42(9), 977-1004.
- Wang, H.J., Lu, C.Q., and Siu, O.L. (2014). Job insecurity and job performance: the moderating role of organizational justice and the mediating role of work engagement. *Journal of Applied Psychology*, 100(4), 1249-1258.

- Wang, Y. (2011). Antecedents and consequences of employee engagement: A case study of five-star hotels, Malaysia. *TEAM Journal of Hospitality and Tourism*, 8(1), 30-43.
- Welch, M. (2011). The evolution of the employee engagement concept: Communication implications. *Corporate Communications: An International Journal*, 16(4), 328-346.
- Westbrook, R.A., and Oliver, R.L. (1991). The dimensionality of consumption emotion patterns and customer satisfaction. *Journal of consumer Research*, 18, 84-96.
- White, G.I., Sondhi, A.C., and Fried, D. (2003). *The analysis and use of financial statements* (3rd ed.). Hoboken, NJ: John Wiley.
- Woodward, T. (1997). *Identifying and Measuring customers-based brand equity and its elements for a service industry*. Unpublished doctoral dissertation. Queensland University of Technology, Brisbane, Australia.
- Xanthopoulou, D., Bakker, A.B., Demerouti, E., and Schaufeli, W.B. (2007). The role of personal resources in the job demand resources model. *International Journal of Stress Management*, 14(2), 121-141.
- Xanthopoulou, D., Bakker, A.B., Demerouti, E., and Schaufeli, W.B. (2009). Reciprocal relationships between job resources, personal resources, and work engagement. *Journal of Vocational Behavior*, 74, 235-244.
- Xu, J., and Thomas, H.C. (2011). How can leaders achieve high employee engagement? *Leadership and Organizational Development Journal*, 32(4), 399-416.
- Yahya, A.Z., Othman, M.S., and Shamsuri, A.L.S. (2012). The impact of training on Small and Medium Enterprises (SMEs) performance. *Journal of Professional Management*, 2(1), 14-25.
- Yazdanfar, D. (2013). Profitability determinants among micro firms: Evidence from Swedish data. *International Journal of Managerial Finance*, 9(2), 150-160.
- Yin, R.K. (1994). *Case study research: Design and methods*. Applied social research methods (2nd ed.). Thousand Oaks, CA: Sage Publications.

- Yong, S.M., Suhaimi, M.N., Abdullah, S.S., Abdul, S.R., and Nik Mat, N.K. (2013). Employee engagement: A study from the private sector in Malaysia. *Human Resource Management Research*, 3(1), 43-48.
- Young, R.L. (2011). *Engagement: Defining and measuring the construct*. Unpublished doctoral dissertation, University of Alabama, Melbourne, USA.
- Zigarmi, D., Nimon, K., Houson, D., Witt, D., and Diehl, J. (2009). Beyond engagement: Toward a framework and operational definition for employee work passion. *Human Resource Development Review*, 8(3), 300-326.
- Zhu, W., Avolio, B.J., and Walumba, F.O. (2009). Moderating role of follower characteristics with transformational leadership and follower work engagement. *Group and Organization Management*, 34, 590-619.



UUM
Universiti Utara Malaysia

APPENDICES

Appendix 1: Interview Invitation Letter

Safiah Rashid

(Matric No.: 92778)

Othman Yeop Abdullah Graduate School of Business (OYAGSB)

Universiti Utara Malaysia (UUM)

06010 Sintok, Kedah

Tel: 012 305 7432

Email: safiah_rashid@yahoo.com

<Interviewee Name>

<Address>

Date:

Dear Sir/Madam,

Research Project Title:

The Factors of Employee Engagement within Malaysia SME Business: An Exploratory Qualitative Inquiry

I am undertaking a research project in partial fulfillment of the requirements for the Doctor of Business Administration (DBA) in Human Resource in the Othman Yeop Abdullah (OYA) Graduate School of Business at UUM under the supervision of Associate Professor Dr Mohd Amy Azhar Haji Mohd Harif.

I am conducting interviews to investigate employee engagement within Malaysia SME business. This research aims to better understand the top manager's experiences and perceptions in relation to employee engagement outcome at the organizational level. Employee engagement can be defined as "an individual employee's positive work-related state characterized by combination of or more component namely cognitive, emotional, and behavioral components directed toward desired organizational outcomes".

Therefore, I would like to invite the top manager of SMEs in Malaysia preferable the Chief Executive Officer (CEO), the Chief Financial Officer (CFO) or the Head of Human Resource to participate in this research. Participation in this research is entirely voluntary. The participant may withdraw from this research project at any time without giving a reason. He/she also has the option to withdraw any input that may identify him/her.

The interview consists of a set of questions which will take approximately 30 minutes. The participant will be required to answer questions in regards to his/her experiences in his/her job on employee engagement practices and outcomes in the company. The participant will also be asked for some demographic information.

The participant input consists of vital information regarding the participant experiences on employee engagement outcome at the organizational level in his/her company. The participant's permission will be asked to tape record the interview session, to enable me to accurately document the information the participant convey. If at any time during the interview, the participant wishes to discontinue the use of the recorder or the interview itself, he/she is free to do so.

All data collected in the interview is confidential and anonymous. For the secrecy of the company and the participant, the company and the participant name will be disguised in the final research report along with any other significant details, in order to achieve anonymity.

At the conclusion of this research project, a summary of the results and associated reports (only a summary of the participant company) will be made available should the participant request for it. The final results of the interview will be reported in a dissertation to be submitted for Ms. Safiah's DBA degree, and as appropriate, in papers for presentation at conferences or for publication in scientific journals.

Should you require any clarification and/or additional information, please do not hesitate to inform me at safiah_rashid@yahoo.com or by calling or Whatsapp me at **012 3057432**.

To participate in this research project, kindly contact the researcher at the above mentioned contact information. The date, time and venue of the interview will be set according to the participant preference. The consent form will be signed by the participant before the interview session.

I would like to thank you in advance for your consideration to participate in this research project.

Thank you.

Yours sincerely,

Safiah Rashid

Appendix 2: Interview Protocol of Convergent Interview



Safiah Rashid

Doctor of Business Administration (DBA)

Universiti Utara Malaysia (UUM)

Tel: 012 3057432

safiah_rashid@yahoo.com

Employee Engagement Outcome at Organizational-Level within Malaysia SME Business

Interview Protocol of Convergent Interview

Date :...../...../..... Time :.....am/pm
Company :.....
Interviewee :.....
Position :.....

Introduction

Dear Participant,

Thank you for taking the time to participate in this research project. This interview will take approximately 30 minutes. You will be required to answer questions in regards to your experiences in your job and the human resource practice in your company.

Purpose of the Research Project

This research project investigates employee engagement within Malaysia SME business. This research aims to better understand the top manager's experiences and perceptions in relations to employee engagement outcome at the organizational level.

Ethical Concerns

All data collected in this interview is confidential and anonymous. For the safety benefits of your company and yourself, the company and your name will be disguised in the final research report along with any other significant details, in order to achieve anonymity.

Your permission to tape record this interview is required. The recorded interview will assist me with my data analysis. Please note that you are free to push “pause” button of the tape recorder at any time during the interview and you can terminate the interview at any time that you wish.

Do you have further question regarding the aim or procedure of this interview?

Benefits Associated with Participation

There is no direct benefits for participating in this research project but your input will provide vital information regarding the specific outcomes of employee engagement in Malaysia’s SME business.

The final results of the interview will be reported in a dissertation to be submitted for Ms. Safiah’s DBA degree, and as appropriate, in papers for presentation at conferences or for publication in scientific journals.

Your cooperation and generosity in participating in this study is highly valued and appreciated.

Thank you,

Safiah Rashid
92778
DBA

Interview Questions

Question 1:

Can you please tell me about your experience in getting your employees engage with their work/tasks?

.....

.....

.....

.....

Question 2:

Tell me briefly how employee engagement assists your organization?

.....

.....

.....

.....

.....

Question 3:

What are the employee engagement outcome at the organizational level in your organization?

.....

.....

.....

.....

.....

Question 4:

From the factors that you have mentioned, which can be classified as core factors?

.....

.....

.....

Question 5:

From the factors that you have mentioned, which can be classified as non-core factors?

.....

.....

.....

.....

.....

Question 6:

Who else should I talk to about this topic?

.....

.....

.....

Question 7: Closing Question

What other questions that I should have asked you that I did not ask?

.....

.....

.....

.....

Thank you for your valuable time.

Appendix 3: Modified Interview Protocol of Convergent Interview



Safiah Rashid

Doctor of Business Administration (DBA)

Universiti Utara Malaysia (UUM)

Tel: 012 3057432

safiah_rashid@yahoo.com

Employee Engagement Outcome at Organizational-Level within Malaysia SME Business

Interview Protocol of Convergent Interview

Date :...../...../..... Time :.....am/pm

Company :.....
Universiti Utara Malaysia

Interviewee :.....

Position :.....

Introduction

Dear Participant,

Thank you for taking the time to participate in this research project. This interview will take approximately 30 minutes. You will be required to answer questions in regards to your experiences in your job and the human resource practice in your company.

Purpose of the Research Project

This research project investigates employee engagement within Malaysia SME business. This research aims to better understand the top manager's experiences and perceptions in relations to employee engagement outcome at the organizational level.

Ethical Concerns

All data collected in this interview is confidential and anonymous. For the safety benefits of your company and yourself, the company and your name will be disguised in the final research report along with any other significant details, in order to achieve anonymity.

Your permission to tape record this interview is required. The recorded interview will assist me with my data analysis. Please note that you are free to push “pause” button of the tape recorder at any time during the interview and you can terminate the interview at any time that you wish.

Do you have further question regarding the aim or procedure of this interview?

Benefits Associated with Participation

There is no direct benefits for participating in this research project but your input will provide vital information regarding the specific outcomes of employee engagement in Malaysia’s SME business.

The final results of the interview will be reported in a dissertation to be submitted for Ms. Safiah’s DBA degree, and as appropriate, in papers for presentation at conferences or for publication in scientific journals.

Your cooperation and generosity in participating in this study is highly valued and appreciated.

Thank you,

Safiah Rashid
92778
DBA

Interview Questions

Question 1:

Can you please tell me about your experience in getting your employees engage with their work/tasks?

.....

.....

.....

.....

Question 2:

Tell me briefly how employee engagement assists your organization?

.....

.....

.....

.....

.....

Question 3:

What are the employee engagement outcome at the organizational level in your organization?

.....

.....

.....

.....

.....

Question 4:

From the factors that you have mentioned, which can be classified as core factors?

.....

.....
.....

Question 5:

From the factors that you have mentioned, which can be classified as non-core factors?

.....
.....
.....
.....
.....

Question 6:

Do you agree that business partners' satisfaction is the employee engagement outcome at the organizational level?

Can this factor be classified as core factor?

.....
.....
.....

Question 7:

Do agree that the following factors are not the employee engagement outcome at the organizational level and why?

- (1) Employee retention;
- (2) Absenteeism;
- (3) Customer loyalty; and
- (4) Advocacy an organization.

Which factors can be classified as core factor(s) and non-core factor(s)?

.....
.....
.....
.....

Question 8:

Who else should I talk to about this topic?

.....

.....

.....

Question 9: Closing Question

What other questions that I should have asked you that I did not ask?

.....

.....

.....

.....



UUM

Thank you for your valuable time.

Universiti Utara Malaysia

Appendix 4: Consent to Participate in a Research Project Form



Consent to Participate in a Research Project Universiti Utara Malaysia

Title of the Research: **Employee Engagement Outcome at the
Organizational level within Malaysia SME
Business**

Investigator:

Name: Safiah Rashid

School: Othman Yeop Abdullah Graduate School of Business
(OYAGSB)

Tel: 012 305 7432

Email: safiah_rashid@yahoo.com

Supervisor:

Name: Associate Prof Dr Mohd Amy Azhar Mohd Harif

School: College of Business

Tel: 019 555 9939

Email: amyazhar@uum.edu.my

Dear Participant,

Thank you for taking the time to participate in this research project. This interview will take approximately 30 minutes. You will be required to answer questions in regards to your experiences in your job and the human resource practice in your company.

Purpose of the Research Project

This research project investigates employee engagement outcome within Malaysia SME business. This research aims to better understand the top manager's experiences and perceptions in relations to employee engagement outcome at the organizational level.

Ethical Concerns

All data collected in this interview is confidential and anonymous. For the safety benefits of your company and yourself, the company and your name will be disguised in the final research report along with any other significant details, in order to achieve anonymity.

Your permission to tape record this interview is required. The recorded interview will assist me with my data analysis. Please note that you are free to push “pause” button of the tape recorder at any time during the interview and you can terminate the interview at any time that you wish.

Benefits Associated with Participation

There is no direct benefits for participating in this research project but your input will provide vital information regarding the specific outcomes of employee engagement in Malaysia’s SME business.

The final results of the interview will be reported in a dissertation to be submitted for Ms. Safiah’s DBA degree, and as appropriate, in papers for presentation at conferences or for publication in scientific journals.

Voluntary Consent by Participant

By signing below, you indicate that:

- This study has been explained to you;
- You have read this document or it has been read to you;
- Your questions about this research project have been answered;
- You are entitled to a copy of this form after you have read and signed it;
- You voluntarily agree to participate in the research entitled: *Employee Engagement Outcome at the Organizational level within Malaysia SME Business*

Participant’s Name: _____

Position: _____

Participant’s Signature: _____

Date: _____

Time: _____

Appendix 5: Seven Steps to Facilitate Effective Communication

Step 1 Contacting the respondents	<ul style="list-style-type: none"> ▪ The potential respondents will be contacted. ▪ An overview of the research will be explained, purpose of the interview will be clarified. ▪ If agreed to participate, the venue and time will be decided (Carson et al, 2001).
Step 2 Time and setting	<ul style="list-style-type: none"> ▪ The length of the interview session will be informed. ▪ Face-to-face interviews will be carried out. ▪ Confirmation of the interview time will be confirmed the day prior to the scheduled interview.
Step 3 Establishing rapport and neutrality	<ul style="list-style-type: none"> ▪ Clarification of the preliminary issues will be made at the start of the interview session (Carson et al, 2001). ▪ A briefs explanation on the aim of the research will be given after the researcher introducing herself. ▪ Confidentiality and anonymity of the interviews will be informed. ▪ Permission to tape record the interview will be sought.
Step 4 Opening question	<ul style="list-style-type: none"> ▪ To start the interview with opening question (Nair & Reige, 1995).
Step 5 Probe questions	<ul style="list-style-type: none"> ▪ Probe questions will be prepared based on the input from the first interview for the subsequent interview based on the proceeding interview.
Step 6 Inviting a summary	The researcher starts closure by: <ul style="list-style-type: none"> ▪ inviting the interviewee to highlight the key points; ▪ indicating their relative priority and then questions to indicate priority (Dick, 1990),
Step 7 Concluding the interview	<ul style="list-style-type: none"> ▪ The interviewer will summarize the interview. ▪ End the session ends by thanking the interviewee for the cooperation given and offering a copy of the data analysis. ▪ Reassure the interviewee of the confidentiality and anonymity of the interview.

Source: adaptation from Dick (1990) and developed for this research


Appendix 6: Results of Convergent Interviews

Respondent	Questions				
	Q3	Q4	Q5	Q6	Q7
	What are the employee engagement outcome at the organizational level in your organization?	From the factors that you have mentioned, which can be classified as core factors?	From the factors that you have mentioned, which can be classified as non-core factors?	Do you agree that business partners' satisfaction is the employee engagement outcome at the organizational level? Can this factor be classified as a core factor?	Do you agree that the following factors are not the employee engagement outcome at the organizational level and why? (1) Employee retention; (2) absenteeism; (3) customer loyalty; (4) advocacy of an organization. Which factors can be classified as core factor(s) and non-core factor(s)?
R01SEC01	<ul style="list-style-type: none"> • Give us confidence to embark into new business • Confidence in the staff, the staff can do the task • Profit is good • Customer satisfaction increase, no complaints • Productivity increase 	<ul style="list-style-type: none"> • Business growth • Profitability • Customer satisfaction • Productivity 	<ul style="list-style-type: none"> • Manager self-efficacy 		
R02SEC02	<ul style="list-style-type: none"> • No problem with absenteeism • Employee retention is one of the outcomes • Customer satisfied with our service • Profitability of the company • Productivity increase, less mistakes • Business grow • Working environment is good and harmonious 	<ul style="list-style-type: none"> • Customer satisfaction • Profitability • Productivity • Organizational performance 	<ul style="list-style-type: none"> • Employee retention • Absenteeism • Business growth 		
R03SEC03	<ul style="list-style-type: none"> • Productivity increase • Having engaged employees, customers will be happy and less customer complaints • Harmonious working environment, employees get along very well • Business growth or continuity of business • Profitability is the ultimate outcome, no leakages • Business partners are satisfied 	<ul style="list-style-type: none"> • Productivity • Customer satisfaction • Profitability • Business growth • Organizational performance • Business partner satisfaction 	<ul style="list-style-type: none"> • None 		
R04SEC04	<ul style="list-style-type: none"> • No problem on relationship with 	<ul style="list-style-type: none"> • Customer satisfaction • Business growth 	<ul style="list-style-type: none"> • Absenteeism • Organizational 		

	customers <ul style="list-style-type: none"> • With employee engagement, no problem with absenteeism • Have a harmonious situation in the office • Business is able to continue and grow • A better productivity, mistakes are reduced • Sales increase, better financial result 	<ul style="list-style-type: none"> • Productivity • Profitability 	performance		
R05SEC05	<ul style="list-style-type: none"> • Embark into new business and able to grow • Contributes to profitability of the company, sales increase • Able to work independently and committed • No major complaints from the clients • Less employee turnover • No problem with absenteeism • Good working environment 	<ul style="list-style-type: none"> • Business growth • Profitability, sales • Productivity is core • Organizational performance 	<ul style="list-style-type: none"> • Customer satisfaction • Employee retention • Absenteeism 		
R06SEC06	<ul style="list-style-type: none"> • They embark on the activities or tasks and you can see the output • Business able to grow • The result of having engaged employee is the bottom line • Our business partners are happy and received less complaints from them • Working environment is good and employees are happy 	<ul style="list-style-type: none"> • Productivity • Profitability is a critical success factor • Business partner satisfaction • Organizational performance 	<ul style="list-style-type: none"> • Business growth 		
R07SEC07	<ul style="list-style-type: none"> • Even when given the task even though more they are willing to do • Bottom line or financial result is the ultimate business goal • Company can expand rapidly • Do not have to monitor them even though they work until morning • Harmonious working environment is the factor 	<ul style="list-style-type: none"> • Productivity yes • Profitability • Organizational performance 	<ul style="list-style-type: none"> • Business growth 	<ul style="list-style-type: none"> • Agree • Yes 	<ul style="list-style-type: none"> • Disagree. Only employee retention is the outcome. Other factors are not important • Core factors: employee retention
R08MAC01	<ul style="list-style-type: none"> • Business growth is important to the 	<ul style="list-style-type: none"> • Business growth • Customer satisfaction 	<ul style="list-style-type: none"> • None 	<ul style="list-style-type: none"> • Yes • Yes, is the outcome 	<ul style="list-style-type: none"> • Not agree. • None are core factors

	<ul style="list-style-type: none"> company Employees make the customer happy, give something extra to customers Profit is very important, know how to collect money and bring back to business They are committed to you Willing to learn new things Ability to close deal and bring back to business Harmonious working environment 	<ul style="list-style-type: none"> Profitability Productivity Organizational performance 			<ul style="list-style-type: none"> Non-core factors: customer loyalty; Manager self-efficacy; advocacy of an organization
R09SEC08	<ul style="list-style-type: none"> Good financial standing, sales increase Employees understand how to run the business, how the outlet can be managed, how what the organization wants from them 	<ul style="list-style-type: none"> Profitability Organizational performance 	<ul style="list-style-type: none"> None 	<ul style="list-style-type: none"> Of course I agree Business partner satisfaction is very important 	<ul style="list-style-type: none"> Disagree All factors i.e. Employee retention, Customer loyalty, Absenteeism and Advocacy of an organization are core factors Customer loyalty is very important
R10SEC09	<ul style="list-style-type: none"> Get satisfaction from customers Better workplace environment, happier time in the workplace Getting the bottom line, profitability, sales target 	<ul style="list-style-type: none"> Profitability 	<ul style="list-style-type: none"> Customer satisfaction Organizational performance 	<ul style="list-style-type: none"> Agree Yes 	<ul style="list-style-type: none"> Yes and No Core factors: employee retention; Customer loyalty; and Advocacy of an organization Employee retention is crucial Non-core factors: Absenteeism because absenteeism is a subjective term because of mobile technology
R11SEC10	<ul style="list-style-type: none"> Clients are happy, satisfied, they give more jobs to us Employees are productive Obviously, money matters in term of cash flow, profitability 	<ul style="list-style-type: none"> Customer satisfaction Productivity Profitability 	<ul style="list-style-type: none"> None 	<ul style="list-style-type: none"> Yes Yes, a core factor 	<ul style="list-style-type: none"> Depends Core factors are only employee retention, Customer loyalty and Advocacy of an organization Clients will look for us when they require our service Absenteeism is not applicable due to usage of technology in communication
R12SEC11	<ul style="list-style-type: none"> Engaged employees engaged more with clients and make clients happy 	<ul style="list-style-type: none"> Customer satisfaction Profitability 	<ul style="list-style-type: none"> None 	<ul style="list-style-type: none"> I agree Of course business partner satisfaction 	<ul style="list-style-type: none"> I disagree Core factor(s): employee retention;

	<ul style="list-style-type: none"> • Give prosperity, financial returns to the firm 			is the core factor, partners have less stress and give support to the organization	Customer loyalty; Advocacy of an organization <ul style="list-style-type: none"> • With employee engagement, there is high employee retention • Engaged employees able to service client with their best ability • Non-core factor(s): Absenteeism
--	--	--	--	--	--

Legend:  The question was not asked at this stage of interview



UUM
 Universiti Utara Malaysia



UUM

Universiti Utara Malaysia