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**A STUDY ON FACTORS INFLUENCING EMPLOYEE ENGAGEMENT IN
THE INSURANCE COMPANY**

By

LIYANA BT AZIZ



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



Othman Yeop Abdullah
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ABSTRACT

Employee Engagement is an important factor in achieving organizational and individual goals. In this study, organizational communication, job satisfaction and pay and benefits was treated as independent variables. While a dependent variable is employee engagement. This research aims to identify a study on factors influencing employee engagement in insurance company.

The research conducted using survey method and a total of 103 questionnaires were distributed to the employees in the insurance company. The results were analyzed by using Statistical Package for Social Science (SPSS) Version 22.0. From the data analyzed, the results revealed that the three factors which are the organizational communication, job satisfaction and pay and benefits have a significant relationship to employee engagement of the respondents. The limitations of the present study and some suggestions for future research and to further to improve the employee engagement among the employees in the the insurance company are highlighted and discussed.

Keywords: Employee Engagement, Organizational Communication, Job Satisfaction, Pay and benefits, insurance company.



ABSTRAK

Penglibatan Pekerja merupakan faktor penting dalam mencapai matlamat organisasi dan individu. Dalam kajian ini, komunikasi organisasi, kepuasan kerja dan gaji dan faedah dianggap sebagai pemboleh ubah bebas. Walaupun pemboleh ubah bergantung ialah penglibatan pekerja. Kajian ini bertujuan untuk mengenal pasti faktor-faktor yang mempengaruhi penglibatan pekerja di syarikat insuran.

Kajian yang dijalankan menggunakan kaedah tinjauan dan sejumlah 103 soal selidik telah diedarkan kepada pekerja di syarikat XY. Keputusan nya dianalisis dengan menggunakan Sistem *Statistical Package for Social Science (SPSS)* Versi 22.0 Dari data dianalisis, keputusan nya menunjukkan bahawa ketiga-tiga faktor yang merupakan komunikasi organisasi, kepuasan kerja dan gaji serta manfaat mempunyai hubungan yang signifikan dengan penglibatan pekerja responden. Batasan kajian dan beberapa cadangan untuk penyelidikan masa depan dan untuk meningkatkan lagi penglibatan pekerja di kalangan pekerja di syarikat insuran diserlahkan dan dibincangkan.

Kata Kunci: Penglibatan Pekerja, Komunikasi Organisasi, Kepuasan Kerja, Gaji dan Manfaat, syarikat insuran



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“In the name of Allah, Most Gracious, Most Merciful”

Praise to Allah Almighty, for the blessing and for giving me the ability and strength to start and complete this study and this research paper. It is undeniable that without His consent, I certainly could not accomplish this study. This research paper is a result of determination, continuous and persistent effort and support from many individuals.

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TABLE OF CONTENT

Contents	Page
DECLARATION	ii
PERMISSION TO USE	iii
ABSTRACT	iv
ABSTRAK	v
ACKNOWLEDGEMENT	vi
TABLE OF CONTENTS	vii
LIST OF TABLES	xii
LIST OF FIGURES	xiv

CHAPTER 1: INTRODUCTION

1.1 Introduction	1
1.2 Background of the Study	2-4
1.3 Problem Statement	4-8
1.4 Research Questions	8
1.5 Research Objectives	9
1.6 Significant of the Study	9-10
1.7 Scope and Limitation of the Study	10-11
1.8 Definition of Key Terms	11-12
1.9 Organization of The Research	12-13

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction	14
2.2 Employee Engagement	14-21
2.3 Organization Communication and Employee Engagement	21-24
2.4 Job Satisfaction and Employee Engagement	24-26
2.5 Pay and benefits and Employee Engagement	27-30
2.6 Conclusion	30

CHAPTER 3: RESEARCH METHODOLOGY

3.1	Introduction	31
3.2	Research Framework	31
	3.2.1 Independent Variable	31
	3.2.2 Dependent Variable	32
3.3	Research Design	32-33
3.4	Operational Definition	33
	3.4.1 Organization Communication	34
	3.4.2 Job Satisfaction	34-35
	3.4.3 Pay and benefits	35
3.5	Measurement of Variables/Instrumentation	35-36
	3.5.1 Questionnaire Design	36-38
3.6	Data Collection	39
	3.6.1 Population and Sampling of the Study	39-40
	3.6.2 Sampling Technique	40-41
3.7	Techniques of Data Analysis	41-42
	3.7.1 Reliability Analysis	42
	3.7.2 Pearson's Correlation Analysis	43-44
	3.7.3 Multiple Regressions Analysis	44-45
3.8	Conclusion	46

CHAPTER 4: RESULTS AND DISCUSSION

4.1	Respondent Profile	47
4.2	Demographic Profile	47-50
4.3	Reliability Analysis	50-51
4.4	Pearson's Correlation Analysis	51-54
4.5	Multiple Regression Analysis	54-56
4.6	Conclusion	57

CHAPTER 5: DISCUSSION AND CONCLUSION

5.1	Introduction	58
5.2	Summary of Results	58
5.3	Discussion	58-63
5.4	Implication	64-65
5.5	Recommendations for Future Research	65-66
5.6	Conclusion	66-67

REFERENCES	68-75
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APPENDIX A – Questionnaire

APPENDIX B – Statistical Data Analysis



LIST OF TABLES

Table 3.1	Design of Questionnaire	37
Table 3.2	Summary of Sources of Researched Variables Measurement	38
Table 3.3	Total Population	39
Table 3.4	Determining of Sample Size (Krejcie & Morgan (1970)	40
Table 3.5	Stratified Sampling	41
Table 3.6	Interpreting the Cronbach's Alpha Value	43
Table 3.7	The Interpretation of the Strength of the Correlation according to "Guilford's Rules of Thumb"	44
Table 4.1	Respondents Profile	48
Table 4.2	Reliability Analysis	50
Table 4.3	Correlation Analysis	52
	(a) Multiple Regression Analysis for Predictor Against Employee Engagement in the Insurance Company	55
	(b) Multiple Regression Analysis based on Variance Contribution	56

LIST OF FIGURES

Figure 1.1	Employee Engagement Clusters – Willis Tower Watson’s Global Workforce Study 2010	5
Figure 1.2	Employee Engagement Segments – Willis Tower Watson’s Global Workforce Study 2014	6
Figure 3.1	Research Framework	32



CHAPTER 1

INTRODUCTION

1.1 Introduction

This research focuses on the factors that influence employee engagement in the insurance company namely; organizational communication, job satisfaction and pay and benefits.

Markos and M. Sandhya (2010), the literatures indicate that employee engagement is closely linked with organizational performance outcomes. Companies with engaged employees have higher employee retention as a result of reduced turnover and reduced intention to leave the company, productivity, profitability, growth and customer satisfaction. Most researches emphasize merely the importance and positive impacts of employee engagement on the business outcomes, failing to provide the cost-benefit analysis for engagement decisions. In contrast, Markos and M. Sandhya revealed that companies with disengaged employees suffer from waste of effort and bleed talent, earn less commitment from the employees, face increased absenteeism and have less customer orientation, less productivity, and reduced operating margins and net profit margins.

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APPENDIX A
QUESTIONNAIRE





UNIVERSITI UTARA MALAYSIA (KL CAMPUS)

QUESTIONNAIRES

Research Title:

“A Study on Factors Influencing Employee Engagement in the Insurance Company”

Dear Sir/Madam,

The purpose of the research is to identify the factors that influencing employee engagement in the insurance company. This questionnaire is prepared to complete the above research to fulfil the requirement of thesis.

This questionnaire is divided into five (5) sections. Section A is about **respondent background**. Section B is about **employee engagement**, section C is about **organizational communication**, section D is about **job satisfaction** and section E is about **pay and benefits**. Please read the question carefully before you answer it. I would very please if you can the answer the questionnaire as honestly as possible. There is no wrong and right answer. For your information, all your answers will be kept private and confidential. The data obtained will be used for academic purposes only.

Thank you for your time answering this questionnaire and your cooperation is highly appreciated. Please do not hesitate to contact me at +6012-2865213 should you need further clarification.

Please return the completed questionnaire at your earliest convenience.

Sincerely,

LIYANA BINTI AZIZ
Master of Human Resource Management
College of Business

SECTION A:

RESPONDENT BACKGROUND / LATAR BELAKANG RESPONDEN

Questions below are about your background. Please tick (/) in the appropriate box.
Soalan – soalan di bawah adalah mengenai latar belakang anda. Sila tandakan (/) di kotak yang berkenaan.

1. Gender / *Jantina:*

Male / *Lelaki*

Female / *Perempuan*

2. Age / *Umur:*

Below 25 years old / *Bawah 25 tahun*

26 to 35 years old / *26 hingga 35 tahun*

36 to 45 years old / *36 hingga 45 tahun*

46 to 55 years old / *46 hingga 55 tahun*

56 years old and above / *56 tahun keatas*

3. Academic Qualifications / *Kelayakan Akademik:*

Secondary / *Sekolah Menengah*

Master / *Sarjana*

Diploma / *Diploma*

PHD / *Doktor Falsafah*

Degree / *Sarjana Muda*

Others / *Lain -lain*

4. Job Category / *Kategori Jawatan:*

Non-Executive / *Bukan Eksekutif*

Management / *Pengurusan*

Executive / *Eksekutif*

5. Nationality / *Kewarganegaraan:*

Malaysian / *Warganegara*

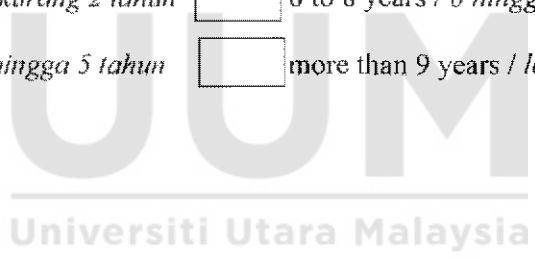
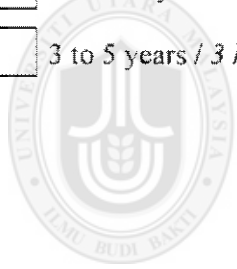
Non - Malaysian / *Bukan Warganegara*

6. Department / *Jabatan*:

- Administration / *Pentadbiran*
- Finance / *Kewangan*
- Facultative & Treaty / *Fakultatif dan Treti*
- Information Technology / *Teknologi Maklumat*
- Compliance / *KomunikasiKorporat*
- Accounts/ *Akaun*
- Human Resource/ *SumberManusia*

7. Length of Service / *TempohPerkhidmatan*:

- Below 2 years / *kurang 2 tahun* 6 to 8 years / *6 hingga 8 tahun*
- 3 to 5 years / *3 hingga 5 tahun* more than 9 years / *lebih 9 tahun*



SECTION B:

EMPLOYEE ENGAGEMENT/ PENGLIBATAN PEKERJA

Please indicate the extent of your agreement with the given statement in this section on a 5-point scale. Please circle the chosen number as your answer based on the following:
(Sila nyatakan tahap persetujuan anda dengan pernyataan yang diberikan dalam bahagian ini pada skala 5 mata. Sila bulatkan nombor yang dipilih sebagai jawapan anda berdasarkan perkara berikut):

1	2	3	4	5
Strongly disagree / <i>Sangat tidak bersetuju</i>	Disagree / <i>Tidak bersetuju</i>	Uncertain / <i>Tidak pasti</i>	Agree / <i>Setuju</i>	Strongly agree / <i>Sangat bersetuju</i>

1.	Time passes quickly when I perform my job. <i>Masa berlalu begitu pantas apabila saya menjalankan tugas.</i>	1	2	3	4	5
2.	I often think about other things when performing my job. <i>Saya selalunya memikirkan perkara lain semasa menjalankan tugas.</i>	1	2	3	4	5
3.	I am rarely distracted when performing my job. <i>Saya jarang terganggu apabila menjalankan tugas.</i>	1	2	3	4	5
4.	Performing my job is so absorbing that I forget about everything else. <i>Saya terlalu asyik dengan kerja saya sehingga saya terlupa perkara lain.</i>	1	2	3	4	5
5.	My own feelings are affected by how well I perform my job. <i>Perasaan saya dipengaruhi oleh bagaimana saya melaksanakan tugas saya.</i>	1	2	3	4	5
6.	I really put my heart into my job. <i>Saya bekerja dengan sepenuh hati.</i>	1	2	3	4	5
7.	I get excited when I perform well in my job. <i>Saya menjadi teruja apabila saya dapat melaksanakan tugas saya dengan baik.</i>	1	2	3	4	5
8.	I often feel emotionally detached from my job. <i>Saya sering merasakan emosi saya terpisah dengan tugas.</i>	1	2	3	4	5
9.	I stay until the job is done. <i>Saya akan tunggu sehingga kerja selesai.</i>	1	2	3	4	5
10.	I exert a lot of energy performing my job. <i>Saya menggunakan banyak tenaga semasa melaksanakan tugas saya.</i>	1	2	3	4	5
11.	I take work home to do. <i>Saya bawa balik kerja ke rumah.</i>	1	2	3	4	5

12.	I avoid working overtime whenever possible. <i>Saya mengelak untuk bekerja lebih masa.</i>	1	2	3	4	5
13.	I avoid working too hard. <i>Saya mengelak bekerja terlalu kuat.</i>	1	2	3	4	5

SECTION C:

ORGANIZATIONAL COMMUNICATION/ KOMUNIKASI ORGANISASI

Please indicate the extent of your agreement with the given statement on a 5-point scale.
(Please circle your answer).

*Silanyatakan tahap persetujuan anda dengan pernyataan yang diberikan pada skala 5 mata.
(Silabulatkan jawapan anda).*

Give Statement

Your Responses

Beri Kenyataan

Jawapan Anda

1.	There is good communication between various departments of the company. <i>Terdapat komunikasi yang baik antara pelbagai jabatan di dalam syarikat.</i>	1	2
2.	I am kept well informed about what the company is doing. <i>Saya sentiasa diberitahu tentang apa yang syarikat lakukan.</i>	1	2
3.	The company does a job of keeping me informed about matters affecting me. <i>Syarikat melakukan tugas dengan baik dan memaklumkan perkara yang melibatkannya.</i>	1	2
4.	I have the opportunity to contribute my views before changes are made which effect my job. <i>Saya mempunyai peluang untuk menyumbang pandangan saya sebelum perubahan itu dibuat yang akan memberi kesan kepada kerjasaya.</i>	1	2
5.	I am able to speak up and challenge the way things are done at the company. <i>Saya dibenarkan untuk bersuara dan melakukan sesuatu yang mencabar perkara-perkara yang dilakukan di dalam syarikat.</i>	1	2

SECTION D:

JOB SATISFACTION/ KEPUASAN KERJA

Please indicate the extent of your agreement with the given statement on a 5-point scale.
(Please circle your answer).

*Silanyatakan tahappersetujuanandadenganpernyataan yang diberikampadaskala 5 mata.
(Silabulatkanjawapananda).*

Give Statement
Beri Kenyataan

Your Responses
JawapanAnda

1.	I am satisfied with the work of my job. <i>Saya berpuashatidenganhasilkerjasaya.</i>	1	2	3	4	5
2.	I am satisfied with my co-workers. <i>Saya berpuashatidenganrakankerjasaya.</i>	1	2	3	4	5
3.	I am satisfied with my supervision. <i>Saya berpuashatidenganpenyeliaan yang diberi.</i>	1	2	3	4	5
4.	I am satisfied with my pay. <i>Saya berpuashatidengangajisaya.</i>	1	2	3	4	5
5.	I am satisfied with the promotional opportunities. <i>Saya berpuashatidenagnpeluangkenaikanpangkat yang diberi.</i>	1	2	3	4	5

SECTION E:

PAY AND BENEFITS/ GAJI DAN FAEDAH

Please indicate the extent of your agreement with the given statement on a 5-point scale.

(Please circle your answer).

Silanyatakantahappersetujuanundadenganpernyataan yang diberikan padaskala 5 mata.

(Silabulatkanjawapananda).

Give Statement

Your Responses

Beri Kenyataan

JawapanAnda

1.	The pay offered by this organization is good compared to other organizations. <i>Gaji yang ditawarkanolehorganisasiiniadalahbaikberbandingdenganorganisasi lain.</i>	1	2	3	4	5
2.	The pay I receive commensurate the work I do. <i>Gaji yang sayaterimasetimpaldengankerja yang sayalakukan.</i>	1	2	3	4	5
3.	The main reason I stay in this organization is because of the pay. <i>Sebabutamasayamasihkekaldalamorganisasiiniadalah kerana gaji.</i>	1	2	3	4	5
4.	The pay I receive is adequate to cover my expenditure. <i>Gaji yang sayaperolehimencukupiuntukperbelanjaansaya.</i>	1	2	3	4	5
5.	I am satisfied with my total benefits package (holiday entitlement, leisure and facilities) <i>Saya berpuashatidenganpakejfaedah (kelayakancuti, riadahdankemudahan yang lain)</i>	1	2	3	4	5