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**THE INFLUENCE OF HUMAN RESOURCE MANAGEMENT
PRACTICES ON EMPLOYEE ENGAGEMENT AT PORT KLANG AUTHORITY**

BY

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Thesis Submitted to

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Master of Human Resource Management**



Othman Yeop Abdullah
Graduate School of Business

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ABSTRACT

The aim of the study is to determine the Human Resource Management (HRM) practices, namely supervisory behavior, employee communication and employee development, that influenced employee engagement of the employees at Port Klang Authority (PKA). This quantitative study was conducted among 152 PKA employees. The data were analyzed by using The Statistical Package for Social Sciences (SPSS) version 19. The findings showed that employee development was the only independent variable had a positive and significant impact on employee engagement. Recommendations and implications for future study and practices were also revealed.

Keywords: Human resource management, employee engagement, statistical package social sciences



ABSTRAK

Objektif utama kajian ini adalah untuk mengkaji hubungan di antara amalan Pengurusan Sumber Manusia iaitu tingkah laku penyeliaan, komunikasi dan pembangunan pekerja, pembangunan pekerja, dengan penglibatan pekerja terhadap penglibatan pekerja di Lembaga Pelabuhan Klang (LPK). Untuk mencapai objektif kajian, kaedah kuantitatif telah digunakan dan data dikutip melalui pengedaran soal selidik. Sejumlah 152 soal selidik telah diedarkan. Data dianalisis dengan menggunakan Pakej Statistik untuk Sains sosial (SPSS) versi 19. Dapatan kajian menunjukkan bahawa hanya satu pemboleh ubah bebas iaitu pembangunan pekerja sahaja yang mempunyai hubungan yang positif dan signifikan terhadap penglibatan pekerja. Cadangan dan implikasi untuk kajian dan amalan masa depan juga dibincangkan.



Kata kunci: Pengurusan sumber manusia, penglibatan pekerja, pakej statistik sains sosial

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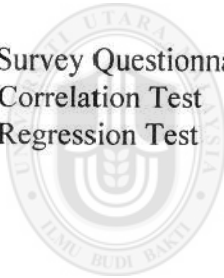
Thank you for all your prayers, patience, support, and word of encouragement for me to keep going till the final end of this journey.

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CHAPTER ONE

INTRODUCTION

1.0 Introduction

This study focused on factors that impact employee engagement at Port Klang Authority (PKA). It also intends to magnify the research on Human Resource Management (HRM) practices that contribute to employee engagement such as supervisory behavior, employee communication and employee development.

This chapter concluded with the background to the research, problem statement, research questions, research objectives, and the significance of the study.

1.1 Background of the study

Human capital plays an important role in a country's economic growth. The significance of human resource in every organization cannot be denied. Human resources also become the strength of pillar of an organization. In fact, the employees are the best source of the organization as they are the most firm asset that can keep away an organization from its challenger. Past research argued that great administration of human asset can boost and maintain excellent of the organization (Khan, 2010). Thus, the important administration of human asset can influence the achievement of the organization.

In describing engagement, Macey and Schneider (2008a p.6) divide engagement into these three parts and suggest that *'attribute engagement'* is a slant to see the world from a specific vantage point and this is imitated in the individual's 'state engagement' which prompts 'behavioral engagement', characterized regarding applying optional exertion.

The HRM study on employee engagement was done at Port Klang Authority (PKA). Port Klang is a Malaysia's Premiere Port. It is a statutory organization established on 1st July 1963, to take over the administration of Port Klang from the Malaysian Railway Administration. Port Klang is located on the west coast of Peninsular Malaysia, about 40 km from the capital city, Kuala Lumpur. It's locally to the primary Klang Valley - the business and modern center of the nation and in addition the nation's most congested area promises that the port assumes an essential part in the financial improvement of the nation.

In view of a Government mandate in 1993, Port Klang is at present being created as the National Load Center and ultimately a center for the region. The port has business networks with more than 120 nations and dealings with more than 500 ports the world over. Its best environmental area makes it the main port of call for ships on the eastbound leg and the keep going port of approach the westbound leg of the Far East-Europe business route.

Effective human resource management can drive organizations to achieve their objective. According to report "Trends In Asia Pacific Employee Engagement" in 2013, the Asia- Pacific region, employee engagement has enlarged for the first time in two

years equalling the world-wide average of 61 % in 2013. Asia Pacific employee engagement levels ranged from 34% in Japan to 71% in Indonesia. Moreover six out of eleven countries experienced development in year 2011 to 2012 employee engagement scores. Malaysia was also emphasized in the study among countries with substantial increases in employee engagement levels (6%). The report mentioned the rise to the country's new political stability, along with increased spending on people-related programs, for Malaysia's positively impacted engagement levels (McLagan, Radford & Dewan, 2013).

1.2 Problem Statement

According to studies conducted on Gen Y (Martin, 2005; Myers & Sadaghiani, 2010; Raman et al., 2011; Solnet & Hood, 2008) they found that Gen Y employees have no passion to their work, no sense of belonging to the organizations and are less responsible. Gen Y believes in continuous learning as they join the workplace and spend most of their time in gaining new experience. Excellent training and development programme attract the employee in organizations. Employees choose to work with strong mentor or leader.

In order to maintain a high output and efficiency of the employees, organizations are now very much concerned with the psychological state of their workers. Currently, organizations expect the employees to be proactive, collaborative, take charge for their own professional improvement, and be committed to high-quality performance. In other words, the organization need engaged employees; those who willing to do more than one

job task which to ensure limited human resources can create extraordinary turnout in terms of both quality and quantity.

Y. Bhg Tan Sri Dato' Seri Kong Cho Ha is our current chairman for PKA. Recently, during Majlis Mesyuarat Bersama Bil 3 2016 between union and management, the union brought up the issue of dissatisfaction among employees in the company. Regarding the problem that arise in the organization, the Chairman recommend by reinforcing human resource practices satisfy employees. Lack of opportunity for advancement, feelings of not being appreciated and uninspired supervision and training is one of problem in this organization.

Chairman noticed that employee tends to quit the job before their retirement age. The employee feels his career path is not developed. Some of them have been attached to one position for long period without any progression. This statement supported by Gurchiek in Mello, (2015), employees who opt for phased retirement show a significant lower probability of ever retiring completely compared those who move from full-time employment to full retirement.

According to Mello (2015) who has been force to leave the organization as well as those who are voluntarily resign, can cause distractions in operation, team work and the performance of the department. Both type of turnover can increase costs for the organization. The disruptions can be short term and long term; the costs include recruiting and training new employee to gain skill and adapt employee job design.

As the demographic composition of the workforce changes, employees motivation and confident also decrease. Thus, human resource department facing problem in

maintain and engaging a changing workforce. Human resource department is responsible to ensure what is most appreciated by workers. In many cases, incentives, benefits policies, and retention strategies for workers have to be revised again by HR. It is not enough simply to recruit potential staff. Companies have to discover that their employees are committed, vibrant and don't leave the company in short time. A serious turnover will overheads and wasting all the training provided for them. According to Gallup 2013 study, only 13% of employees around the world are engaged at work. 24% are "actively disengaged", meaning they are unhappy and unproductive at work.

Whereas study by Decision Wise (2015), based on their studies in 70 countries, 23% of employee fully engaged with their job. As a result, company's income is 33% lower than companies with more engaged employees. Gallup study (in Jostle Report 2014) showed that employee who not engaged cost companies \$450-\$550 billion in lost productivity every year. The phenomenon is referring as engagement gap and it is important for organization to understand what employee engagement is and what's needed to cultivate it.

The responsiveness on the importance of training is lacking among the managers as managers are more worry about the cost reduction and this attitude may decrease employee's job performance since they did not get opportunity to enhance work-related knowledge, skills and abilities (Kum, Cowden & Karodia, 2014; Elnaga & Imran, 2013). Furthermore, Saeed et al. (2013) described that employee will not do much work or take effort to improve their performance if there is no proper performance management

practice in the organization. In essence, there will be less intention among employees to engage in high performance behaviour if their performance is not evaluated.

Based on the Social Exchange Theory, any relationship or situation requires exchange and it is the most basic form of exchange. In organizations, positive exchanges are originated from human resource management practices and employee will respond for it with positive behaviour and attitudes (Cropanzano & Mitchell, 2007). Qureshi (2015) asserted that if an employee is satisfied with the organization human resource practices and the job, the level of performance will increase which will also upgrade the organization's performance. This displays the exchange process whereby, the organization and the employee are equally maximizing their benefits. Commonly employee will reciprocate based on the benefits that they obtained from the organization.

However, there are some employees who are self-motivated. These kinds of employees will proactively get involved to perform the task and tries to improvise themselves from time to time without any instructions or supervision. According to the Self-Determination Theory, proactive employees' proficiencies better sense of self-determination. Parker, Bindl and Strauss (2010) specified that proactive employees will take control of the situations compared to waiting and seeing things to happen. Actually, the traditional theories such as equity theory and goal setting theory suit the passive and reactive employees only (Parker, Bindl and Strauss, 2010).

Lam and Gurland (2008) stated that based on Self-Determination Theory, a proactive employee can perform work better as their behaviour is more focused on self-motivation and self-development. Those employees with proactive personality will

intrinsically motivate themselves and they will focus on self-improvisation to upgrade their performance without considering the external factors and they believe that no other factors can influence their performance except their self-initiative and self-determination (Lam and Gurland, 2008). In the same way, the purpose of this research is also to identify if the influence of the dimensions of human resource management practices which are compensation and benefits, training and development, performance appraisal and achievement and the proactive personality on job performance of banking sector employees.

Even though, there is a lot of research had been done to experiment the factors that influence employee engagement but the studies in other countries may not reflect the influence of the dimensions of human resource management practices on employee engagement in Malaysia setting. Therefore, it is believed this study describe the relationship between human resource management practices (supervisory behavior, employee communication and employee development) with employee engagement and give clearer picture. Hence, it is possible that the right practice in HRM may outcome in a better work engagement among the workers.

1.3 Research Questions

This research aimed to examine the impact of human resource management practices on employee engagement. Therefore, the following are the research questions to be answered:

- (a) Is there a relationship between the supervisory behaviour and employee engagement?
- (b) Is there a relationship between employee communication and employee engagement?
- (c) Is there a relationship between employee development and employee engagement?
- (d) Which factor influence employee engagement the most?

1.4 Research Objectives

The major purpose of this research was to identify the influence of human resource management practices on employee engagement. As a means of completing this purpose, the subsequent objectives were pursued:

- (a) To determine the relationship between the supervisory behaviour and employee engagement.
- (b) To determine the relationship between employee communication and employee engagement.
- (c) To determine the relationship between employee development and employee engagement.
- (d) To identify the most dominant factor which influence employee engagement.

1.5 Significance of Study

The findings of this study will provide useful information on how to engage the employees in organizations. Hence, it will help management level to classify and figure out the factor that lead to the employees' engagement and also help them to form or start a new procedure of human resource management practices, rules or guidance in the organization on how to maintain the valuable employees and make them pleased and convenient with current works. The management levels also able to accomplish their goals, mission and vision of the organization.

PKA will develop greater human resource management policies by reviewing the existence policy and procedures to enhance employee engagement as well as to reduce intention to leave and turnover among the employees. This study is only concerned with the factors that influence human resource management practices on employee engagement. There are many elements that influence their decision in choosing the right path of career according to their qualification, ability and working environment.

1.6 Scope and Limitations of the Study

This study will look into each of the influencing factor individually and analyse it. Due to constraints of time, the information gathered was limited and the study was conducted with tools and methods that were available during this period.

1.7 Definition of Terms

For the purposes of this research, the following words and phrases are well-defined as follows:

1.7.1 Employee Engagement

In this study Employee engagement is a key professional driver for organizational success. Employee engagement is the level of commitment and participation an employee has towards their organization and its worth. Melanie Allen, (2014) expressed that worker engagement is the passionate responsibility employees feel towards their organization and the moves they take to ensure the organization achievement engaged employees attention, responsibility, enthusiasm responsibility and results centre.

1.7.2 Human Resource Management Practices

Human resource management practices are a set of planned practices implemented by an organization to lead and manage human capital to achieve the organizational goals. Example of the dimensions of human resource management practices are such as supervisory behaviour, employee communication and employee development (Dessler, 2010).

1.7.3 Supervisory Behaviour

“In this study, supervisory behaviour is a person in the first-line supervision who monitors and controls employees in their performance of allocated or delegated tasks. Supervisors are usually official to recommend or affect engagement, disciplining, promoting, demanding, rewarding, and other related activities regarding the employees in

their departments”. Strong leaders have a clear visualization of the organizational goals and objectives and do their best to help staff to attain them (CIPD 2006).

1.7.4 Employee Communication

Good communication is always important. Employee communications and consultation are the essence of any business. Employee Communications and Consultation Booklet, (2013) highlighted that whatever the scope, or category of organization individuals need to talk with each other; they have to trade perspectives and thoughts, matter and receive instruction, argue about issues and consider improvements.

1.7.5 Employee Development

In this study, employee development refers to the goals and objectives set by an individual. It begins with self-realization and self-appraisal of one's comforts and abilities. According to Baer, Flexer, Luft and Simmons (2008) an individual's career development is a lifetime method that covers the growth and change process of childhood, the official career education at school, and the maturational procedures that continue during a person's employed adulthood and into retirement.

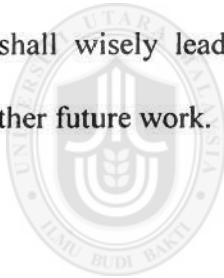
1.8 Organization of the thesis

At the end of this chapter, definition of terms is quoted to highlight the level of understanding of this study.

Chapter Two, Literature Review, This section will critically reviews literature and theories that linked to the topic with supporting facts. Literature that used in this chapter must be related to the research as a base to guide the progress of research framework.

Chapter 3: Methodology, This chapter defines the methods and technique as research framework, research design, and operational definition, measurement of variables, data collection, sampling, data collection procedures and techniques of data analysis.

Chapter 4: Results, This chapter will include well explanations on the evaluation of the survey carried out and emphasize the beneficence from the research. The discussion shall wisely lead to inferences and conclusions as well as extension for possible further future work.



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CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter begins by presenting some empirical research on employee engagement. Albrecht, (2012) defined employee engagement as a worker who is fully involved in and enthusiastic about his or her work.

The basis role of the HRM is from recruiting until developing the employee to make them outstanding. Other than that, scope that are practising in HRM it's like recruiting new people, staffing, upgrading, reimbursement and others which are able to impress and persuade employees acknowledge in work.

Employees' perceptions of HRM practices are important because the implementation of HRM practices by the HRM department or the line managers will affect outcomes, such as better job performance, only if the employees are aware of these practices (Aryee, Walumbwa, Seidu, & Otaye, 2012; Brewster, Gollan, & Wright, 2013; Den Hartog, Boon, Verburg, & Croon, 2013). A Human resource management practice is the best term to determine employee engagement because HRM narrates on executing the human capital.

2.2 Employee Engagement

Employee engagement can be defined in the preliminary term as the level of responsibility and enhancement of an employee that has towards his or her works. A

good employee in a logistic industry is one who gives his entire outstanding performance not only complete, but to perform his task victoriously. The employee knows exactly what is familiar and aims for the anticipation, which in the process will produce very productive, persuasive and high-quality performance and outcome at the end. Due to this, many scholars in human resources management have determine employee engagement in various ways.

Aon Hewitt (2013), reported that four out of every ten employees they surveyed were not engaged, and two out of ten were actively disengaged in order to deliver its purported benefits, engagement needs to be explicitly embedded within an integrated system of HRM policies, practices and procedures (Guest, 2014). Besides that, engagement is something the employee has to offer: it cannot be 'required' as part of the employment contract" (CIPD 2012).

Most academic research on engagement uses the Utrecht Work Engagement Scale (UWES), a brief, valid and reliable questionnaire that is based on the definition of work engagement as a combination of vigor, dedication, and absorption (Schaufeli, 2012) . In context vigor refers the willingness to assign force in one's work, performance that they perform with the high level of energy during working and the habit to remain still during task difficulty or during lack of success. Commitment or in other word dedication cite as to being powerfully interlaced in one's effort and participating an intelligence of implication, passion or interest or even demanding. Absorption or known as incorporation are being completely stuffed and well engaged with one's work and when

the time passed rapidly, and no one has complication with isolate oneself each other (Schaufeli et al., 2012).

The scales used to measure work engagement were designed with 15 questions concerning about strength, commitment, and engagement. From that, UWES is capable to get specific outcome in measuring work engagement and it also can be attached to other variables especially human resource management ethics and tradition. Schaufeli (2014) explains the popularity of work engagement by drawing on two influences. One is the individualization of work, reflecting also a decline in collective activity. The second is the growth of interest among psychologists in general, including work and organizational psychologists and also wider western society in positive psychology

Macey and Schneider (2008) pointed out that employee engagement raises to the firm feelings clutched by employees about their careers and also the encouragement and struggles that they put in their work task. To achieve favourable outcome and unlock achievements in an organization, employee engagement leads to positive employee behaviours in order to achieve it. From the above assertion employees in the organization ready to be engaged but organizations need to generate the optimistic circumstances like healthy working situation and job task base on ability and maturity.

When employees feel committed and management produces the right surroundings it allows the employees to perform in work. The basic condition for feeling attentive is fair guidance breakthrough to an expectation which in turn allows them to feel safe and occupied in their profession and work place. From here, components in HRM

practices are the best way to approach the way contends of work engagement. This study disclose the accuracy the meaning of employee engagement proposed by Schaufeli (2012) and his associates because of the following affirmation: First of all, it detached employee engagement from the linked conception of weakness and assign it as a self-sufficient theory which is essential in its own right.

On the other hand, it enclosed both the efficient and realistic perspective of employee engagement thus it also consists of an active implementation of passions and feelings. Finally, it isolates engagement into three clause that are, strength, commitment, and absorption. These three scopes can be examine or determine individually and permits for more reliable analysis of capability and inadequacy in terms of each face of work engagement. Subsequently, these three elements of employee engagement can be temporarily measured by a valid questionnaire that is the Utrecht Work Engagement Scale (UWES).

Developing engagement among employees is the aim and significant in the organization. Thus it's not about driving them to work tougher, but to grant them the suitable situation and environment to work more efficiently and effectively and at the same time to avoid their negative behaviour in workplace.

2.3 Independent Variables

The independent variables in this study are supervisory behaviour, employee communication and employee development.

2.3.1 HRM Practices

Employees are the major asset of an organization in producing quality and efficient productivity. According to Jeet & Sayeeduzzafar, (2014) human resource management practices are identified as an instrument that carries out fundamental role in attaining organization's goals besides sustaining the competitive advantage in the marketplace. This chapter summarizes the findings of literature related to demographic variables (age, gender, marital status, religion, race, position, and monthly income), human resource management practices (supervisory behavior, employee communication and employee development) and employee engagement. Quresh et.al (2010) emphasize that human resource management practices are the policies and practices obligatory to manage the human resource in an organization in order to achieve its goals and objectives.

Reed Deshler, (2016) stated that when HR plays the role of change transformation agent, they help the organization and its members make real, behavior changes that affect organizational performance. Change management tools are useful, but the real change happens when HR professionals, who understand the business and its people, help leaders put in place the mechanisms that will drive aligned behavior. These encourage value-based communications, share important business insights, put in place processes that support and enable the right performance and ensure members of the organization are aligned and committed (both publically and privately).

According to MacLeod, D., and Clarke, N. (2009), *Engaging for Success: Enhancing Performance Through Employee Engagement*, London: Office of Public

Sector Information) mentioned in their report to the UK government interpret engagement as ‘a workplace method intended to ensure that employees are dedicated to their organization’s goals and values, inspired to contribute to organizational success, and are able at the same time to enhance their own sense of well-being’.

A report by the Society of Human Resource Management (SHRM) in August 2013 found that HR practices contribute main factor for employee engagement. The SHRM Employee Job Satisfaction and Engagement Survey was conducted among 600 U.S employee in October 2013. SHRM in their surveys on human resource (HR) professionals every two years find that job-specific training can help employee improve their skills, enabling them to become more operative and engaged in their roles. Employee’s extended information could lead to enhanced organizational procedures and increased output. 40% of employee agreed job specific training is very important to their job satisfaction.

This description suggests that engagement may mean a variation of things, and not just an optimistic state of mind. Keenoy, T. (2013), ‘Engagement: A Murmuration of Objects,’ in *Employee Engagement in Theory and Practice*, eds. C.Truss, K.Alfes, R.Delbridge, A.Shantz, and E.C.Soane, London: Routledge) further notes, many firms now organize their products and services around the growth and improvement of ‘employee engagement’, proposing that the duration may have been stolen by those with different agendas.

This research will specifically focus on supervisory behavior, communication and training and development, as well as practices of HRM. All in all, the HRM practices act

a primary function in figuring out employee work engagement level. The authority and manager should perceive the influence of the human resources i.e. employees should perceive that the engagement of employees to their work is the stimulation and inspiration for them.

The only way for the company to boost this engagement is through right and appropriate HRM practices, and this study is organized to determine HRM practices that should be concentrating to exaggerate work engagement.

2.3.1.1 Supervisory Behavior

In an organization, supervisors play an important role in structuring the work environment by providing information and feedback to employees as stated by Griffin M.A. Griffin, M.G. Patterson & M.A. West (2001), and by controlling the powerful rewards that acknowledge the employee's personal worth mentioned by V.J. Doby & R.D. Caplan (1995). According to S.J. Wayne, L.M. Shore & R.C. Liden (1997) the social interaction between an employee and his/her immediate supervisor is the primary determinant of an employee's attitude and behavior in the workplace .

Thompson (2011) stated sometimes even the right action seems clear; to do what is right takes great moral courage. Although the leaders face lack simple black-and-white answers challenges. No matter what the case happened, to become a good model for an organization, leaders must set a moral example to others.

In this era, contemporary leaders lack in showing individual support plus possessing an innovative edge. A transformational leadership style ought to have these

qualities aspects and while they are significant factors contributing to organizational effectiveness as well as job satisfaction among employees whereas, they become even extra vital during times of organizational change, Adebayo, D.O, Pillai, R. and E.A. Williams,(2004). During change, transformational leadership is an essential and could influence employee job satisfaction. Transformational leader's will barrier employee distress and job dissatisfaction and give motivation to follower to collaborate and attain better results only if applying their visionary and collective approach.

In order to promote the organization performance transformational leaders create a new and original management understanding to an organization whereby their job is to manage by using their individual special features. Voon, M.L., M.C. Lo, K.S. Ngui and N.B. Ayob, (2011) point out that the transformation happens in the organization has also a positive influence on employees and this will increase employees' job satisfaction. Watson, L., (2009) added that transformational leaders create a safe and soft influence on their followers and provide a high job satisfaction level by supporting followers 'act of making individual choices. Therefore, the transformational leaders encourage and motivate their followers to have creative ideas and give reward if the followers are well performed.

2.3.1.2 Employee Communication

In organization, communication being as essential role in providing a good working and functioning among employees and employers. The information sharing method is main

in executing an organization, and decline of the communication as the primary and first technique of a disaster in an organization.

Communication refers to two way process of communication which share and exchange the information and messages in upwards way which is from employees to employers and downwards way from employers to employees. Managers in tend to share and exchange info with employees about proper terms and circumstances of employment , the job and its achievements, the organization's achievements, development and expectation and modifications to any of the above mentioned matters.

Researchers have shown that the effectiveness of internal communication is a leading guide of organizational success (e.g. Ehling et al., 1992; Ruck and Welch, 2012). Meng and Berger (2012), pinpoint that the ethics created by outstanding internal communications in organizations are often future-oriented, such as issue guidance and potential growth in stakeholder opportunities.

In recent years, as companies have started notice the significance of engaged employees for direct business outcomes such as good achievement, modernization, and productivity (Bakker and Demerouti, 2008), employee engagement has appear as a fundamental concept that impact organizational effectiveness and competitiveness (Morris, 2010).

Communication in a company does not only include the information sharing from the employer to the employee only, but it also includes the communication from the employee to the employer. In most cases, companies who fail to keep their employees positive are those who ignore or block feedbacks, comments and suggestions from the employees. Downward

communication defined as communication of an employer to the employee, but if upward communication its interaction of employees to the employer.

Employees become worried about the future of the organization and will start thinking about leaving the organization when they identify absence of consistent and honest communication (Durkin, 2007) from this viewpoint, Durkin (2007) highlighted that organization should share visibly with all the employees its vision and values and preferably, this should go beyond just making profits. Employees would feel more grateful to make transformation and to ensure that they are adding value to others. The absence or poor communication is conceivably the most mutual problem among companies nowadays.

At Port Klang Authority we have a union called as *Majlis Bersama Jabatan (MBJ)*. The function of this union is to help the employee voice out their problem in the organization. Then the committee members bring all the rising issues to the top management level and discuss how to solve the problems. So there is two way communications between the management and employee. The employee also will feel happy and show more interest towards the organization. The effective communication in a company can be achieved by having the right practices implemented.

2.3.1.3 Employee Development

Human resource management practice is the greatest element to evaluate employee engagement because HRM relay on handling the human capital. Becton & Schraeder (2009) mentioned that the execution of strategic human resource management reinforces the prestige of human resource management in an organization through the

invention and emerging of employee skills. Training and growth is a part of human resource practices, implements to improve or gaining new skills.

Employee development is a very important element in any organization. According to (Barton & Delbridge, 2001) argues that training is one of organized development tactic regarding the behaviour , knowledge and skills design that requisite by person to achieve a task given or job appropriately in human resource practices .

Training is gaining knowledge, skills and abilities from the teaching process while development is the ability of employees to sharpen and perfecting the knowledge, skills and abilities (Dermol & Cater, 2013). Dermol and Cater (2013) added that training and development as learning process that assists an employee to learn and develop their skills and talents besides achieving progressive changes in their on-job performance. Training is also defined as a key to unlock employee's potential by enlarging employees' knowledge and skills in order to close the gaps in employees' performance and productivity. Thus, training and development is the activities organized and provided by the organization to assist the employees to obtain knowledge and skills to produce positive outcomes for current and future job tasks (Bhat, 2014).

2.4 Theories and Model

The researcher had used two theories to understand the link of theoretical paradigm and variables of the study. The researcher had used Social Exchange Theory and Self-Determination Theory in this study. Thus, usage of theory in the research is to relate the discovery of the research with the theory to contribute additional empirical evidence. Other

than that, the researchers also used Determinant of Job Performance Model as a supporting model for this study.

2.4.1 Social Exchange Theory

Social Exchange Theory is identified as the process of exchange between parties upon negotiation. Social Exchange Theory refers to reciprocity whereby when an employee receives good treatment in an organization, the employee tends to perform better for the success of the organization (Cropanzano & Mitchell 2007). Social Exchange Theory also involves the activity of maximizing the profits and benefits that can be achieved particularly in meeting the basic needs of employees. Wikhamn and Hall (2012) stated that reciprocity is the norm that is used to describe the actual motivation behind the employees' behaviour and the reciprocity is universally accepted principle.

Further, supervisory behaviour, employee communication and employee development are interrelated. Essentially, training and development will cultivate new knowledge, skills and abilities of employees besides sharpening the existing knowledge, skills and abilities. Further, employees have the instinct that if they perform well and improve their performance frequently, the chances to get promotion and salary increment.

2.4.2 Self-Determination Theory

Self-Determination Theory is focus to the self-motivation that employees acquire in order to generate new behaviors and apply it for the purpose of improvement (Ryan, Patrick, Deci & Williams, 2008). Thus, Self-Determination Theory is associated with human

motivation and personality. Initially employee self-determination has a strong link with positive job outcomes. Self-determination motivates employees to seek for opportunities and space for improvisation that enhances the employees' performance besides upgrading their existing knowledge, skills and abilities and these are the main feature of the employees with proactive personality. So, it is the main reason that links self-determination with proactive personality (Lam & Gurland, 2008).

2.5 Relationship between employee engagement and independent variables

Supervisory behaviour, employee communication and employee development are the three independent variables used as HRM practices in this study. Chia, (2008) stated that, Human resource role is important in supporting business strategy which affecting organization growth through shaping employees behaviours and successful in that will lead to the employee engagement. Hence, human resource practices play a big role in influencing employee engagement.

2.5.1 Relationship between supervisory behaviour and employee engagement

McPhie et al, (2008) pinpoint that supervisory role is one of the main aspects in endorsing employee engagement. It is stated that relationship between supervisory and employee engagement remain. "According to studies by Wagner & Harter (2006) and McPhie et al (2008) tested that direct supervisor have powerful effect on employee engagement". Supervisor is the first line of the supervision in organization, thus they

have close association with the employees. Therefore, supervisor is bound in transmit organization aims and goals to the employees.

Hill (2009) emphasized that the influence of frontline manager in executing people is most substantial driver of presentation and engagement. The main responsible of supervisor is to keep people they supervise involved. Engaged employee will generate an excellent job performance as well as an excellence of product. Over an unclosed and truthful communications, administrator need to encourage and raise the employee's talent to help them stay persuaded and engaged.

2.5.2 Relationship between employee communication and employee engagement

Communication has a very strong impact in organizational behaviour. Organization with strong communication systems enjoy high effectiveness in work because employees need an information sharing and need to communicate with their peers and supervisor as observed by Ongori (2007) .

The capability to identify significant information, respond consequently and share the information with the applicable individual or group in an organization is a proficiency all staff members in a company must retain. Besides that it is also established in article "Internal Communication" by Val Lawson (2011) that internal communication is the influential tools in organization.

The organization has its own agendas, goals and targets, and these must be well understood by the employees. For that, effective communication is the only way to convey the messages to the employees. Employees also have the right to know what is

happening in the company, what are the expectations, goals and aspirations as well as the company's evaluation of their works. Information such as the working condition of the workers, dissatisfactions over company policies or facilities should be obtained by having an effective communication with the employees.

2.5.3 Relationship between employee development and employee engagement

The connection between engagement and performance at the corporate/work unit level is considerable and extremely generalizable across organizations. As part of human resource practices, training and development is a tool to change or improve the knowledge, skill and attitudes of employees. Besides that, training also may help employees to decrease nervousness of frustration, bought on by work demands that they are not aware with and handle the lacking skill effectively.

Based on the empirical evidence from the research conducted by Tahir et.al (2014), training and development is one of the strongest factor that influence employee performance and productivity. This study was conducted in Pakistan. Based on the discovery of this research, training is very significant for any organization as well-trained employees will be have high self-confidence and will be able to work under minimum supervision and instruction. Likewise, they will be able to make better decision and capable to solve problems effectively. According to Collin (2000), training is vital not only to increase output but also to encourage and motivate workers by letting them know how important their jobs are and giving them all the information they need to achieve those job better and get engage with it.

2.6 Conclusion

This chapter presents a review of literature that focused on the connection between human resource practices and employee engagement. A framework is developed based on the literature review. The following chapter will describe the research methodology that divided of research framework, research design, and operational description, measurement of variable or instrumentation and data gathering.



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CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This section emphasizes on data collection method or the instrument used, population and sampling, pilot study and finally data gathering and data analysis. A descriptive study has been conducted to designate the characteristics of object, people, groups, organizations and environments.

There are two sources of data that is the primary sources and the secondary sources. We have chosen secondary method. We referred the sources of secondary data which is readily available data's and facts from questionnaire survey, statistical statements, and reports.

In this research, employee engagement is choosing as the dependent variable, which is attempted to be explaining by three independent variables which consist of (1) supervisory behavior, (2) employee communication, (3) employee development.

This chapter discloses the research design and method used in this research. It include the research design, population and sample, measurement on dependent and independent variables, questionnaires design, pilot study, administration of questionnaire, data collection, data analysis, factor analysis and reliability analysis.

3.1 Research Framework

The theoretical frameworks for this study are shown as Figure 3.1.

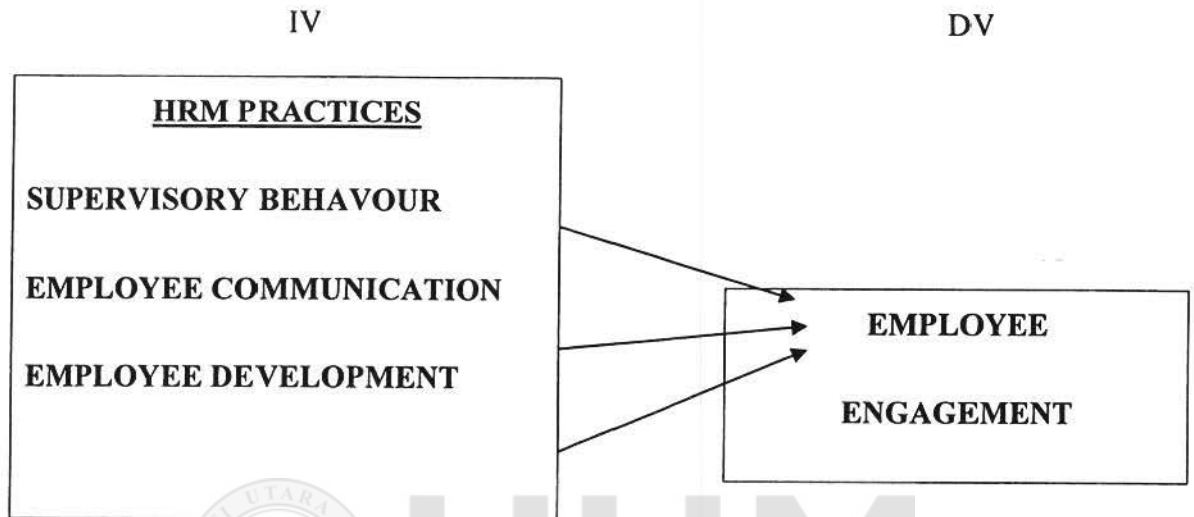


Figure 3.1 Theoretical Framework

3.2 Research Design

The theoretical framework in the research study is significant in order to give a full interpretation on the research objectives and also to deliver information on how the variables must be measured. Basically, the research framework involves of dependent variables (DV) and independent variables (IV). According to Zikmund et al (2010), research design was analyzing the methods that used by researcher to gather compulsory data. The dependent variables are a process consequence or a variable that is predicted or clarified by other variables whereas independent variables are a variable that is predictable to affect the dependent variable in some approach.

In the research study, quantitative analysis was used in order to gain more information from the respondents. The persistence of this study is to investigate the relationship between HRM practices (supervisory behavior, employee communication, and employee development and employee engagement of the workers at PKA.

Employee engagement is the dependent variable of this study. Quantitative methods were used in order to conclude the affiliation between HRM practices and employee engagement to satisfy the collected data were reliable and valid. A set of questionnaire was adopted from previous researchers as an instrument for this research.

Furthermore, quantitative method was used as a part of this research due to the large number of respondents can be covered and conducive with quantitative technique. Thus, this study adopted quantitative research as it acquire survey to comprehend about the effect of human resource practices impact towards employee engagement at Port Klang Authority.

3.3 Operational definition

The following words and phrases are described in this study.

3.3.1 Employee Engagement: Refers to the emotional responsibility that employee's sense towards their organization and the behavior and act they take to assure the organization's achievements.

Human resource practices questions in this study are explained as follows:

Supervisory Behavior: Refer to the individual in the front-line management who observes and sets employees in their performance of allocated or delegated responsibilities.

Employee Communication: Refer to enhance responsibility and to inspire employees to accomplish organizational targets by sharing information among them and strengthen the two way of communication to have an advanced rate of employee job satisfaction.

Employee Development: Refers to increase the ability of employee and organization which he / she works to enhance their knowledge, skills, and their performance in order to develop the organization growth and employee's performance.

3.4 Measurement of Variables/Instrumentation

The questionnaire that used in this research involves of two sections which were section 1 and section 2. Section 1 was place in a way to gather information of the respondent profiles while section 2 was to assemble the information on the three independent variables consist of supervisory behavior, employee communication and employee development and one dependent variable which is employee engagement. Each of these dimensions was adopted from the past research that was presumed to be relevant to this study.

According to (G.Zikmund, J.Babin, C.Carr & Griffin, 2010) minor scale permitted the researcher to plan with allocate a value to a subject for identification and categorization for example name and gender.

The following was the example of the question that was used in the questionnaire:

Gender:

1 Male

2 Female

Ordinal scale is the second scale used in this question. This scale permitted the researcher to give replies by interpreting to any value and amounts. As indicated by Zikmund et al (2010), ordinal scale permitted the gave answers to be set in order to value and amounts.

The last scale measurement was likert scale. This scale empowers the respondents to decide the question and answer in view of either subjective or target criteria. As indicated by Zikmund et al (2010), likert scale was measure agree and disagree. All of the responses in section two were designated through the level of their agreement with each element on a five point Likert scale that are; 1(strongly disagree), 2(disagree), 3(moderate), 4(agree) to 5(strongly agree). The questionnaires was adopted from Rosmawati, 2011.

Table 3.1: Sources of questions showed as below:-

Items	Number of questions	Sources
Supervisory behavior	5	Rosmawati, 2011
Employee Communication	5	Rosmawati, 2011
Employee Development	5	Rosmawati, 2011
Employee Engagement	5	Rosmawati, 2011

3.5 Data Collection

The data are collected by using primary data through survey conducted by distributing a set of questionnaire to the respondents. The questionnaire will be personally overseen and collected. This technique is chosen to order to explain any portion of the questionnaire that might not be understood by the respondents. A set of structured questionnaire are set based upon the objective of study and given to an example of population selected which from the 10 departments.

Basically, the respondent is selected among Middle management employees (executives) in Port Klang Authority and the data will be collected from Muslim and Non-Muslim such as Malay, Chinese and Indian. About 150 questionnaires were circulated to the respondents.

3.6 Population and sample

A suitable sampling design and sampling size helps the scholar to allure results that would be conclude to the population of awareness. In this study, 10 departments were chosen and the total numbers of employees are 152 employees. The questionnaires are divided into three sections (section 1: Respondent profile, Section 2: HRM Practices, Section 3: Employee Engagement).

For determining sample size (Krijcie & Morgan, 1970) in sample size (Sekaran and Bougie, 2010) was used to address the existing gap. The number population of

employees at Port Klang Authority is 250. Thus, the recommended sample size for this study was 152. Therefore, 152 questionnaires handed out to the respondents.

A total of 152 sets of questionnaire were circulated according to the equal sampling of the population. The data collection process was carried out from 26th Jan2017 until 15th Feb 2017.

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Note.—*N* is population size.
S is sample size.

Figure 3.2 Determining Sample Size from a Given Population

3.7 Techniques of Data Analysis

The Statistical Package for Social Sciences (SPSS) version 19.0 was used for this study. All the undesirably statements were upturned coded before any statistical analysis was completed. Descriptive statistics were used to summarize circumstantial of the respondents. Cronbach's Alpha was used to investigation the reliability for each scale. Furthermore, Pearson Correlation Analysis was used to observe the relationship between independent variables which are human resources practices and the dependent variables which is employee engagement.

Besides that, multiple regressions used to determine the most influenced factor that influences employee engagement. The results of the research findings are enlightened in the next chapter.

3.7.1 Descriptive Statistics

As per Zikmund et al (2010), descriptive analysis was the measurements that can delivered the data of a population or sample. Calculating the average, percentage and frequency distribution is the method that used in order to compile the data in this research. Thus, the elements that were tested in this study included age, gender, marital status, religion, race, position, and monthly pay.

3.7.2 Reliability Test

Cronbach's Alpha was used to test the consistency of the findings. The nearer the Alpha to 1.0 showed the advanced the interior frequency reliability. The necessities for acceptability of the consistency were used on the rate of the Cronbach's Coefficient Alpha as recommended by Tabachnick and Fidell (2001) and Hair et al. (2010). Cronbach measures were acceptability under 0.6 considered underprivileged; reliability in the range 0.7 is thought to be satisfactory and reliability more than 0.8 are thought to be countless.

3.7.3 Pearson's Correlation Analysis

The relationship between employee engagement and supervisory behavior, employee communication and employee development was investigated using Pearson's correlation coefficients. The values from - 1 to +1 show the Pearson connection coefficient.

At the point when the Pearson connection coefficient esteem indicates +0.1, it demonstrated that the factors were identified with each other by expanding relationship. Thus, when the Pearson relationship coefficient esteem demonstrated - 0.1, it demonstrated that the factors were identified with each other by declining relationship. For non-related direct relationship, the Pearson relationship coefficient demonstrated a zero esteem.

R² described as the coefficient of assurance. The closer the value to 1.00, the better probability of that relationship is analytically important. The explanation of the quality of the relationship is describing adopting the "Guilford Rule of Thumb" which proposed by Guildford (1973) is known table below.

Table 3.3: The explanation of the strength of the correlation based on "Guilford Rule of Thumb"

Value of Coefficient Relation Between Variables	The interpretation of the strength of the correlation
0.00-0.30	Very low relationship
0.31-0.50	Low relationship
0.51-0.70	High relationship
0.71-1.00	Very high relationship

3.7.4 Multiple Regressions

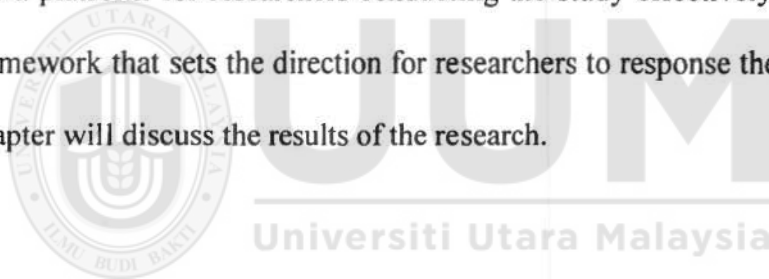
Multiple Regressions strategy used to recognize and determine the most influent factor of independentvariables that gives impacts towards dependentvariable. Multiple Regressions additionally can be potrayed as an arrangement of independentvariables which depict the difference extent in a dependentvariable at a important level and therefore set up the relative prescient significance of independentvariables.

As indicated by Garson (2010), the higher value of the correlation, the closer the scores will tumble to the regression line. From that point forward, it would yield a more exact forecast. Related with numerous regression was multiple correlations (R²), it

suggests that the dependentvariable's change (%) can be cleared by all of the independentvariables.

3.8 Conclusion

Chapter three overall roles is to explain the methodology of the study methodology of the research, which includes the study design, research design, measurement, population and sample, data gathering, questionnaire designs, and data analysis . The procedures and methodologies studies described in this chapter are important as a platform for researchers conducting the study effectively. It will become the main framework that sets the direction for researchers to response the study question. The next chapter will discuss the results of the research.



CHAPTER FOUR

FINDINGS

4.1 Introduction

This chapter presents the outcomes of data analysis which was carried out by applying SPSS 19.0. It starts with description of the analysis associated with respondents' profile, followed by the results of data quality tests, including the results of inference test. Four research questions were tested in this study. Pearson relationship test was conducted to determine the connection between the dependent variable and independent variables and multiple regression were used to determine the factor that most influenced in employee engagement.

4.2 Respondent Profile

Table 4.1

Respondent Information (Gender)

Gender	Frequency	Percentage
Male	75	49.3
Female	77	50.7
Total	152	100.0

Table 4.1 shows the frequency of respondent's gender. The total number for Male respondents is 75 whereby the percentage is 49.3 %. Meanwhile the total number for Female respondents is 77 whereby the percentage is 50.7%. Therefore, the percentage for female respondents is higher than males respondents.

Apart from the aspect of gender, the researchers also studied the demographic factors of age among the respondents. Based on the findings in Table 4.2, it shows that a total of 7 respondents (4.6%) were among workers aged 25 years and below. Meanwhile, most workers are among workers aged 26 to 35 years where the figures showed a total of 102 respondents (67.1%). Next, a total of 21 respondents (13.8%) is among workers aged 36 to 45 years. And 46 years and above were 22 respondents (14.5%).

Table 4.2

Respondent Information (Age)

Age	Frequency	Percentage
25 years and above	7	4.6
26 to 35 years	102	67.1
36 to 45 years	21	13.8
46 years and above	22	14.5
Total	152	100.0

Next, marital status workers are also considered in this study. Based on an analysis of 134 workers (88.2%) of the respondents were married and only 18 workers (11.8%) which is single among workers at Port Klang.

Table 4.3

Respondent Information (Marital Status)

Status	Frequency	Percentage
Married	134	88.2
Single	18	11.8
Total	152	100.0

Researchers also analyzed data related to race and religion. Among a total of 152 workers, 69 (45.5%) are employees of Muslim and Malay. Meanwhile, 44 (28.9%) are among Hindu Indians.

Table 4.4

Respondent Information (Race and Religion)

Religion	Frequency	Percent
Islam	69	45.4
Buddhism	30	19.7
Hinduism	44	28.9
Others	9	5.9
Total	152	100.0

30 workers (19.7%) is among Chinese citizens who believe in Buddhism. Finally, other religious workers and people were 9 workers (5.9%). It also proves that most employees working in Port Klang are among the Malays.

The study also analysis information about the position held by respondents. In this study, 130 people (85.5%) is among the executive class employees and 16 respondents (10.5%) were managers in the organization of the various departments. Finally, a total of 6 respondents (3.9%) is non-executive level employees. Thus, the results of this study prove that the data obtained are of working-class executive on the majority.

In conclusion, the researchers conducted an analysis of the frequency for all the above data. A total of 152 workers were involved in the implementation of this study.

4.3 Descriptive Analysis

Next, the researchers also conducted an analysis of information to assess the level of human resource management practices among employees. Researchers have put the three elements in the measure of human resource management practices supervisory behavior, employee communication and employee development. So, the researchers put the mean and standard deviation in identifying the level of human resource management practices among employees.

Based on Table 4.5 on the three elements of human resource management is at a high level which is more than an average of 4.98 min. This proves that workers practicing human resource management in the workplace.

Table 4.5

Level of Human Resource Management Practices

HRM Elements	N	Mean	Std. Deviation
Supervisory Behavior	152	4.9895	.05538
Employee communication	152	4.9829	.10534
Employee Development	152	4.9882	.08373
Total	152	4.9868	.08148

Finding on Table 4.5 proved, supervisory behavior practices gained an average mean of 4.9895 with a standard deviation of 0.5538 and followed the employee development where mean average of 4.9882 with a standard deviation of 0.8373. Finally, the employee communication element found a mean average of 4.9829 with a standard deviation of 0.10534. Thus, it can be concluded that the three elements of human resource management are at a high level and well among workers in Port Klang.

To strengthen the study, researchers conducted a study of the analysis by each item listed in the paper questionnaire. Researchers have divided into three parts in the questionnaire, which are the demographic aspect, the aspect of human resource management practices and employee engagement. Each aspects researcher placed five items to answer the research objectives.

The first aspect studied by researchers is supervisory behavior where there are five items and the researchers put a Likert scale of five. Based on the findings in Table 4.6 mean for all the items under the supervisory behavior element is of 4.988 with a standard deviation of 0.0884. The first item that tests on this element is “*supervisor feedback on performance*” which get the full value of the mean average of 5.00. Overall, all other items have an average value of 4.98 and 4.99 min. Thus, the results prove that supervisor behavior has high mean value.

Table 4.6

Supervisory Behavior

Supervisory Behavior	N	Mean	Std. Deviation
My supervisor gave me regular feedback on my performance.	152	5.00	.000
I felt able to discuss my concerns with my supervisor openly.	152	4.99	.081
My Supervisor was respectful of my views and ideas.	152	4.98	.140
Feedback on my performance from my supervisor felt like criticism.	152	4.98	.140
The advice I received from my supervisor was prescriptive rather than collaborative.	152	4.99	.081

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Feedback on my performance from my supervisor felt like criticism.	152	4.98	.140
The advice I received from my supervisor was prescriptive rather than collaborative.	152	4.99	.081
Total	152	4.988	0.0884

Next, the researchers also studied the employee communication elements and it also contains five items. The mean for this element is of 4.984 with a standard deviation of 0.131. The results of these elements found items asked about "*Communication in company is usually open and forthright.*" found high mean average of 5.00. Next, the second item found that the mean average high of 4.99 with a standard deviation of 0.162 is the "*supervisor relation with the staff*". Thus, these findings prove that the practice of employee communication element is also at a high level.

Table 4.7

Employee Communication Items

Employee Communication	N	Mean	Std. Deviation
I am kept well informed about what the company is doing.	152	5.00	.000
I am able to speak up and challenge the way things are done in the company.	152	4.99	.162
Management encourages employee suggestions.	152	4.98	.140
Communication in my company is usually open and forthright.	152	4.97	.213
My supervisor does a good job of communicating information to all.	152	4.98	.140
Total	152	4.984	0.131

Finally, the researchers analyzed the level of employee development element among workers in Port Klang. The results showed in Table 4.8 that the mean average of the five items in the employee element is the relation of 4.988 with a standard deviation of 0.084. Fourth and fifth items have a high mean value of the items tested 5.00 on

encouraging the supervisors in carrying out their assignment. Thus, the level of human resource management practices for employee relations element is also at a high level.

Table 4.8

Employee Development Items

Employee Development	N	Mean	Std. Deviation
I get the opportunities to discuss my training requirement with my supervisor.	152	4.98	.140
My company has provided me with training opportunities enabling me to extend my range of skills and abilities.	152	4.98	.140
My company does provide a good career development for me.	152	4.98	.140
I find it easy to apply my knowledge and skills in my work.	152	5.00	.000
Employee development has helped me to do my job more effectively.	152	5.00	.000
Total	152	4.988	0.084

Thus, by the findings of the analysis of this information can be concluded that all three elements were studied by the researchers is at a high level. It shows that the level of human resource management practices among employees, especially in PortKlang are at a high level and good.

Table 4.9

Employee Engagement Items

Employee Engagement	N	Mean	Std. Deviation
There is good cooperation between my department and other departments.	152	4.98	.140
I feel able to openly and honestly communicate my views to my supervisor and other leaders.	152	4.95	.266
I have a clear understanding of how my job contributes to the departmental objectives.	152	4.95	.252
My work schedule allows sufficient flexibility to meet me personal/family needs.	152	4.92	.336
I believe I have the opportunity for personal development and Growth.	152	4.95	.252
Total	152	4.95	0.2492

Additionally, the researchers conducted a descriptive analysis of items of employee engagement element. The results are shown in Table 4.9 shows that a total of five items listed under this element. Most of the items had a mean value of 4.90 and above. The average value of mean for this element is 4.95 with value of standard deviation 0.2492. So, it proves that in this study of employee engagement is at a good level.

4.4 Pearson Correlation

Pearson Correlation tests have been conducted to test the question stated. Three research questions were tested in the study through correlation test. The results can be described in the analysis under the table listed. Based on the results in Table 4.10, there is a relationship between supervisory behavior and employee engagement on the correlation r 0.830. Thus, question to this study answered in which proves that there is a connection between the two variables. A positive significance indicates the higher the correlation, the higher the supervisory behavior of employee engagement among employees.

The second question is to identify the relationship between employee communications to employee engagement. The results show the value of r 0.788 where successful answered the second question that there is a relationship between employee communication to employee engagement. So, the greater the value of employee communication is the higher the employee engagement. Finally, the study examines the relationship between employee development and employee engagement. Thus, it's

proving that there is positive relationship between the two variables with r 0.660. But the level of relationship is at a moderate level. Thus, the third question successfully pushed to prove that there is a relationship between employee development and employee engagement.

Table 4.10 Correlation Result

	Employee Engagement	Employee Development	Supervisory Behaviour	Employee Relation
Employee Engagement	1			
Employee Development	.830**	1		
Supervisory Behaviour	.788**	.650**	1	
Employee Relation	.660**	.658**	.517**	1

As strengthen the findings, the researchers conducted a multiple regression analysis to identify factors that contribute to employee development. Findings prove that the employee development contributes a lot to the development of employee engagement with the $R Square = 0.802$ (80.2%). Meanwhile, the supervisory behavior factors indicate a contribution of $R Square = 0.686$ (68.6%) and employee communication factor contributing $R Square = 0.793$ (79.3%).

Table 4.11 Regression Result

Model	Model Summary ^d				Change Statistics				Sig. F Change	Durbin-Watson
	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2		
1	.830 ^a	.689	.686	.04688	.689	331.618	1	150	.000	
2	.892 ^b	.795	.793	.03813	.107	77.804	1	149	.000	
3	.898 ^c	.806	.802	.03729	.010	7.773	1	148	.006	1.736

a. Predictors: (Constant), SupervisoryBehavior

b. Predictors: (Constant), SupervisoryBehavior, EmployeeCommunication

c. Predictors: (Constant), SupervisoryBehavior, EmployeeCommunication, EmployeeDevelopment,

d. Dependent Variable: EmployeeEngagement

Thus, the findings can be summarized that the employee development influence employee engagement element in an organization. The result is determined by the value of *R Square*. The smaller the value of *R Square*, the less the ability of independent variables explains variables leaning. Adjusted *R Square* also explains the extent to which the model formed can be generalized to the population, and ideally the adjusted *R square* approach is better.

4.5 Conclusion

The analysis in this study participated descriptive and inferential test. Descriptive tests carried out to identify the number and demographics of all respondents. Next, identify the level of human resource management practices among employees,

particularly in Port Klang. Meanwhile, test inference that the correlation test conducted to identify the relationship between the dependent variable and independent variables.

Table 4.12 Summary of finding

Research Objectives	Research Questions	Result
To determine the relationship between the supervisory behavior and employee engagement	Is there a relationship between the supervisory behavior and employee engagement?	Significant relationship
To determine the relationship between employee communication and employee engagement.	Is there a relationship between employee communication and employee engagement?	Significant relationship
To determine the relationship between employee development and employee engagement.	Is there a relationship between the employee development and employee engagement?	Significant relationship
To identify which factors is the most influence work engagement.	Which factors is the most influence work engagement?	Employee development

Based on the Table 4.12 shows that four question were tested in this study inheritance to answer and fulfill the research objectives. And the results showed the researchers managed to answer the entire three questions. The focus of research is to identify the effect of human resource management practices on employee engagement. Therefore, the researchers identified three factors that supervisory behavior, employee communication and employee development.

The results of conducted correlation tests proved that all three of these factors are related to employee engagement. However, employee development and supervisory behavior are at the top of the stairs which have high value of correlation with employee engagement. To strengthen the findings, the researchers conducted a multiple regression analysis to identify factors that influenced to employee development and the result shows employee development the most influenced factor in employee engagement. So, the administrator or the management of an organization should focus on the three factors set out by the researcher in create or implementing a new strategies of human resource management practices to recall the valuable employees and make them happy and relaxed with present works.



CHAPTER 5

CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter discusses the findings from the analysis performed, recommendation, limitation of the study and conclusion. For the purpose of discussion, this chapter will be separated into four sections which are discussion of the relationship between human resource practices and employee engagement, conclusion, limitation of the study and proposal for future research.

The relationship between employee engagement and supervisory behavior, employee communication and employee development was investigated using Pearson's correlation coefficients. The results of relationship between the employee engagement and the drivers of variables explained in Table 4.12.

Employee development and supervisory behavior have high value of correlation with employee engagement which is $r = 4.988$. It followed by employee communication with value of $r = 4.984$.

The discussion will be based on the aim of the study as presented in chapter 1, which are:

- (a) To determine the relationship between the supervisory behaviour and employee engagement.
- (b) To determine the relationship between employee communication and employee engagement.

- (c) To determine the relationship between employee development and employee engagement.
- (d) To identify which factors is the most influence employee engagement.

5.1.1 The Relationship between Supervisory and Employee Engagement

Supervisor has got an important role to play in management. The supervisor is a part of the management team which holds the designation of first line managers. Based on the correlation result (Table 4.10), there was a significant relationship between supervisory and employee engagement on the correlation r 0.830. This finding is supporting by past scholar that supervisor has a solid impact on employee engagement (Wagner & Harter, 2006; Swindell, 2007; McPhie, 2008) because supervisor are the front line people of management and they know their junior workers very well compared with other management people. Employees are not leaving the organization, they leave the bosses as stated by Swindell (2007).

Thus, organization should prepare, gear up and improve their supervisor with knowledge, skills and ability and at the same time, the supervisor should also enhance their supervisory skills. The superior with high knowledge and skills will gain respect easily from their subordinate. Failure of supervisor to manage their junior workers accordingly will cause lost to the organization. When the junior workers are not satisfied with their supervisor will be lowly engaged in their work. This may lead to high turnover rate and low quality of product.

Xu and Thomas Cooper (2010) mention that leadership is a key start of engagement. Leadership research shows that certain leadership behaviours have bright partnership with engagement form such as inspiration, job satisfaction, organizational responsibility, proactive practices and organizational citizenship behaviour. Believe in leader, guide from the leader, and creating a blame-free environment are treated as components of psychological safety, a condition prescribed by Kahn, which edge to employee engagement (Xu and Thomas Cooper, 2010).

5.1.2 The Relationship between Employee Communication and Employee Engagement

The study indicate that there is relationship between employee communication and employee development. Practically, as noted in the findings, proportional communication is an essential factor that leads to positive Employee Communication Behavior (ECB).

To further employees' positive communication regarding an organization hence, the organization requires to practice a two-way, employee-centered proportional communication system in its daily communication management. Communication managers are encouraged to create inner communication practices that pay attention to the employees and welcome their participation in adding to present total and fair information to employees.

In terms of communication in an organization, specifically for the study, the research focused on the knowledge sharing process between the employers and the

employees. Most of the respondents agree that there are some kind of communication occurs in the company.

The communication in the organization is significantly open and outspoken, information is circulate far well, employers are open for suggestions, there are proper and formal channel of communication between the organization members and the employees feel that there are ways for them to challenge and voice their concern to the employers.

5.1.3 The Relationship between Employee Development and Employee Engagement

Employee development also one of high value of correlation with employee engagement. Throughout of the study, respondents in the organization agree that there are employee development programs offered by the company, and the development programs carried out actually helps them in enhancing their performance. Training and development of the employees is a verification of the organization towards the long-term worth of the employees, as emerging them comes with a cost.

If a company is pleased to adopt the cost, it is actually a form of investment, and it shows how much the company appreciated its employees. The feeling of valued by the employer is the key reason why the employees will be committed in their works.

Scholar Vazirani (2007) argues that, organizations with top levels of engagement deliver employees with chances to flourish their capability, learn new talents, explore new knowledge and accomplish their potential. Career development demonstrates the

results of engagement for staffs and maintaining up the greatest skilled employees and giving prospect to individual development.

From the development plan, intelligence and skills are retrieve which also guide the employees to be more concern with their works. When the employee are interested in their work, aware of what are they performing its shows that the employees are highly engage with their work. When handling a task, it is essential for the employee to be capable to figure out their task and identify their performance level.

Self-assessment as far as execution must be completed by the employees when they have to learn of what and how their task has been done. Additional arrangements of information and abilities that may help them carry out their jobs better will help them in getting to be interested intrigued and engaged in with their job in the organization.

The employees likewise can be exploding their knowledge in regarding the latest technologies and techniques which highly build their interest thus can help the organizations production and input via the advances of the technologies and techniques usage. Due to this, even it will be effect their work engagement but at the same time the usage of technologies leads to organization growth and advancement to the organization.

The organization are mostly put an effort in developing employees as the organization are facing growth. Moreover, employees prefer to work in an organization which tries to improve itself as every once a while.

According to employees perspectives, the growth and successful organizations are based on their career and it's indicate the improvement of their benefits and pay. Therefore, when an organization is thoughtful in build up their employees, the employees

will see that as an indication which could benefit them for long-term, which could make them to work peacefully and leads to better work engagement.

5.1.4 To identify which factors is the most influence employee engagement

The results indicate that employee developments are among three independent variables that the extreme influence to employee engagement in this organization. The initial purpose of organization training is to extend the skills employees need to make your business better overall. Significantly, trained employees can help to obtain great quality products and services in deficient period. Extraordinary trained workers can contribute better customer service experiences and draw in more customers for longer periods.

Employees will feel satisfy when we spend money in training for them. With a higher wisdom of trustworthy, employees often sense more faithful to the organization. They are more eager to work with determination and extended in direction to make the organization reach goal. Eventually, qualified employees contribute to benefit their own professions and the organization they work for.

5.2 Implications and Recommendation

Based on results, it shows that there is a positive and influential connection between humanresource practices (supervisory behavior, employee communication and employee development) and employee engagement in Port Klang Authority.

In order to enhance the human resources practices, PKA should put more commitment and effort in order to engage their employees. Besides that, PKA should closely pay an attention to Human Resource practices as well.

An organization should aware that employees are main asset in their organization. Thus, in the way to engage employees, PKA should also add the human resource department in decision making regarding employee management. Training and development should be contributing more in order to enhance and upgrade the employee's capacity, knowledge and skills.

Continuous training will empower PKA to settle the fundamental issue which is customer complaint. Through training, investigation skill will be enhanced and the quality standard can be obviously delegate. Thru these training, it will be give mindfulness regarding the item quality to the employees.

Besides that, training additionally can enhance the learning, skills, and abilities of the supervisors. In this study, the outcome demonstrated that supervisor being as one of the elements that influences employee engagement. Subsequently, supervisory and training and advancement are identified with each other in engaging employees. In line of that, PKA should make sure that enhancements of these two measurements are parallel.

A standout amongst the most critical criteria of communication increased in value by the employees is its openness. Employees need to have an open communication process, whereby they can stand up and voice out their problem with no authorizations by their employers. This is vital to the employees, as they need affirmation that that the

employers are grateful and attentive towards their perspectives, and are not out to punish those with negative remarks about the management in the organization.

Employers must have very much arranged profession path of the employees and organized programs consistently, not only to redesign the employee's skills and information but also to stimulate the inoperative employees. In formulate the development programs; communication with employees is basic, as inputs are required from the employees to create suitable and engaging development modules. This communication session might be held as integrate discussion with employees and examine their desires.

In addition, it is important for the organization to let the employees knows what the organizations desires are so that the expansion program approached by the employees will work in duo with what the organization is trying to gain. The extra knowledge and abilities, together with the new regenerate energy of the employees would then be transformed to their high work engagement.

5.3 Recommendation for future research

In future research, to collect more accuracy data the researcher can use qualitative study. By qualitative study, it will enhance the understanding of the impact of human resource management practices on employeeengagement at chosen company.

Furthermore, this study specifically focused on respondents from main Headquarter. Future researcher must get large sample size and by focusing on urban versus rural area. Thus, respondents from different regions can indicate more reliable

results. Moreover, it is recommended that the researchers to use different strategy such as telephone interview or personal interview to collect data, so that we can get legitimate information after interpret more detail the question to the respondent. It can decrease the distortion of respondents although it is time consuming.

Other factors such as employee relation, rewards and recognition, recruitment and selection and occupational safety and health can be adding in the future research to determine their relationship with employee engagement.

5.4 Limitation of the Study

The conclusion stressed from the findings of this study should consider the following limitations.

Firstly, the limitation of the study relates to the sample of 152 employees at PortKlangAuthority. Population is confined to only 10 out of from 19 departments was been studied. Thus, the findings obtained may not be generalized to other sample across different states in Malaysia. The result showed does not represent all employees in PortKlangAuthority .

Secondly, the findings were based on the data collected using questionnaires which may be affected by response tendency. In future, studies should be done with a larger sample thus minimizing the tendency effect.

Thirdly, the study was conducted only using a part of human resource management practices where the other dimensions should be considered such as staffing,

promotion, compensation and performance appraisal. This factor needs to be concluded in a larger scale of research including more participants as having more data will enrich our understanding on the important issue in employee's work engagement.

Even though limitation clearly exist, this present study does provide insight on the some of relationship between human resource practices and employee engagement. From this study, PKA can practice it as a guideline to improve the practices. PKA will have better illusion on how to tackle the current problems arise in the organization throughtout of this study.

5.5 Conclusion

In conclusion, this study disclose the analysis on the relationship between human resource practices (specifically supervisory behavior, employee communication and employee development) and employee engagement at Port Klang Authority. The findings indicates, the human resource practices elements were essentially related to employee engagement.

This study has also completely explained all the objectives. This findings has present better comprehension of the relationship of these three factors in order to enhance and boost managerial performance and organization achievement. From this findings, it emphasis the urgency to revamp the existing human resource practices at Port Klang Authority especially in develop and stimulating employee engagement.

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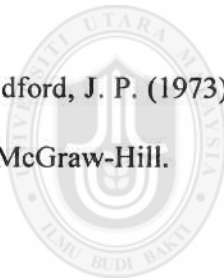
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