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**THE EFFECT OF JOB DEMANDS, JOB RESOURCES, AND JOB
SATISFACTION TOWARDS WORK ENGAGEMENT**



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**THE EFFECT OF JOB DEMANDS, JOB RESOURCES, AND JOB
SATISFACTION TOWARDS WORK ENGAGEMENT**

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ABSTRACT

Work engagement among the employees is very essential to ensure the maximum organization performance and employees providing an excellent service to their customers. Due to that, several factors that influences work engagement are given priority in this research. This study investigated the direct relationship between job demands (work pressure, workload, and work-family conflict), job resources (social support, performance feedback and career opportunity), job satisfaction and work engagement. A total of 327 questionnaires were personally distributed to the respondents in Police Headquarters Contingent within Northern areas which are Penang, Kedah and Perlis. From the 327 questionnaires distributed, 167 questionnaires were returned, representing a response rate of 51%. The results for direct relationship showed that work-family conflict and career opportunity is negatively related to work engagement, while work pressure, workload, social support and performance feedback were positively related to work engagement. The results also showed that job satisfaction was positively related to work engagement. In conclusion, based on this research that job demands, job resources and job satisfaction give direct effect towards work engagement among police officers' based on the nature of their jobs.

Keywords: work engagement, job demands, job resources, job satisfaction

ABSTRAK

Penglibatan kerja di kalangan pekerja adalah sangat penting bagi memastikan peningkatan prestasi organisasi dan pekerja menghasilkan perkhidmatan yang memuaskan. Sehubungan dengan itu, di dalam kajian ini member penekanan tentang faktor-faktor yang mempengaruhi perlibatan kerja di kalangan Polis Di Raja Malaysia (PDRM). Penyelidikan ini mengkaji hubungan secara langsung antara permintaan pekerjaan (tekanan kerja, beban kerja, dan konflik pekerjaan-keluarga), sumber pekerjaan (sokongan sosial, maklum balas prestasi dan peluang kerjaya), kepuasan kerja dan penglibatan kerja. Sebanyak 327 borang soal selidik telah diedarkan secara peribadi kepada pemberi maklum balas di Ibu Pejabat Polis Kontinjen di kawasan Utara iaitu Pulau Pinang, Kedah dan Perlis. 167 daripada 327 soal selidik telah dikembalikan, mewakili kadar maklum balas sebanyak 51%. Keputusan bagi hubungan secara langsung menunjukkan bahawa konflik pekerjaan-keluarga dan peluang kerjaya adalah negatif yang berkaitan dengan penglibatan kerja, manakala tekanan kerja, beban kerja, sokongan sosial dan maklum balas prestasi adalah berkaitan secara positif untuk penglibatan kerja di kalangan polis. Selain itu, keputusan juga menunjukkan bahawa kepuasan kerja dengan penglibatan kerja berinteraksi secara positif. Sebagai kesimpulannya, kajian ini membuktikan bahawa permintaan pekerjaan, sumber pekerjaan dan kepuasan kerja memberi kesan terhadap perlibatan kerja di kalangan polis berdasarkan kepada sifat pekerjaan itu sendiri.

Kata kunci: penglibatan kerja, permintaan pekerjaan, sumber pekerjaan, kepuasan kerja

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CHAPTER ONE

INTRODUCTION

1.1 Background of Study

Nowadays organizations need as well their employees to be physiologically and physically become involved in their work (Bakker & Leiter, 2010; Gruman & Saks, 2011) and also employees must also be satisfied at their jobs (Turkyilmaz, Akman, Ozkan & Pastuszak, 2011). Based on the study by Kahn (1990) employee engagement also known as work engagement thus refer to mobilize the company staff individually in doing their job responsibility by enrolling and demonstrating themselves physically, cognitively and physiologically through performance results. Individuals who are engaged will be alert on organization conditions and work together with peers to enhance their performance based on the job giving profit and advantages to the company. According to Robinson, Perryman and Hayday (2004), it is a need of two-way connection among employer and employee to fostering engagement in the organization.

In addition, employees' engagement will impact entire output and production (Bakker, 2011). A small amount of output will be produced if the employees are disengaged. Due to that, many efforts can be done by the organization to ensure that engagement among the employees is increased through the activities they organized and their scope of job by the management and managers. Job fit at the right position for each employee is also important for the top management to ensure it. Based on the study by Yu and Frenkel (2013), the energy they have given for the company need to be fairly compensated, thus develop them for future growth and the management should delivery directly the vision and mission of the organization to make them clear on what to achieve.

Based on the study by Bakker and Demerouti (2007), job demands-resources (JD-R) model is an approach that have two outcome which is burnout (negative) that related to strain and work engagement (positive) aspects linking to encouragement. According to the JD-R Model, there are two types of working condition that was involved in any organization was job demands and job resources.

In Malaysia, Long (2003) stated that public sector has more focused in improving service delivery, however in the reality, the driving force of change now is in achieving efficiencies and effectiveness of the quality of service delivery and more autonomy should be given based on their scope of jobs. Employees' level of engagement directly affects the quality of service provided by the public sectors. Therefore, highly engaged employees are beneficial to any service organizations. Furthermore, Hoque *et al.* (2004) identified there are high stress involved and budget constraints are very difficult to increase when public demanding more services within the current economy.

The police force of Malaysia is a centralized police force which is one of the largest laws enforcing agency of the security forces structure of the country. The Royal Malaysia Police (RMP) headquarter are at Bukit Aman, Kuala Lumpur and is arranged in hierarchical manner. The Police hierarchy of Malaysia is arranged in a well-knit format and covers up all the security operations of the country ranging from patrolling to traffic control and intelligence gathering (PDRM, 2016). Based on the mission of RMP, they have to give a quality services to the community. In order to achieve the mission of the RMP, police officers have to identify what helps them in increasing their work engagement to a maximum level. Furthermore, from the statistic Customer Charter RMP on January 2016 is 90.3% and February 2016 is 93.7%, they update every 3 months.

The Royal Malaysia Police motto represents team spirit and determination. The police officers' job is being witness to almost every form of human behavior. They witness the best aspects of humanity and also the worst such as crime and drugs. The occupation of law enforcement is a stressful job and police officers obtained more stress at work because it is part of their job. In this study, we are going to identify what are the factors that influences work engagement among police officers' job demands, job resources and job satisfaction. Autonomy and energy are the work demands police should have and it also involves action, analysis and observation. The integrity of the police officers is also important and when confronted by various challenges the job have they have to act smart and act quickly based on the procedures.

In the work environment nowadays, police officers' must be willing to be engage and prepared themselves and consistent in their work when their job many involved in violence, conflicts and threats from the criminal. This research is aim in focusing on identifying police officers' job demands, job resources and job satisfaction can help them to solve the problems. Besides that, the study is to identify the problems that happen in the police force in terms of their engagement at work.

1.2 Problem Statement

According to Gallup's survey (2012) have identified that around the world, 63% of employees were not engaged at their job suggesting that most of the employees are not motivated to do their job properly which leads to a poor employee performance. Some research, Mone and London (2014) indicated that an essential strategy to increase staffs performance is by concentrate on stimulating job engagement and there are positive correlation between individual performance

and employee engagement. As refer in the earlier part, most organization and management do not understand what is employees' work engagement and from it they can significantly gain benefits and profit in having engaged employees. This is because of the knowledge gap in the employee engagement area. Despite the fact that there are several researches on work engagement but not many have been done in the service industry in Malaysia. Based on the gap mentioned before, the study is to identify what are the factors that affect work engagement among the police officers' at Royal Malaysia Police.

The studies on work engagement are important, not much awareness has been stated on the issues of job engagement among Police Officers. Most of the studies were conducted in hospitality industry (Slatten & Mehmetoglu, 2011), telecommunication companies (Schaufeli, Bakker & Rhenen, 2009), academics (Bakker *et al.*, 2007), health sector (Hornung et al., 2010), and insurance companies (Xu & Thomas, 2011). Some of the researches, their study are more on job demands and job resources taking JD-R Model as a direction and theories. (Bakker, Demerouti, Hakanen & Xanthopoulou, 2007; Schaufeli, Bakker & Rhenen, 2009).

In the past, studies on job demands and work engagement have shown a mix results when tested in various setting. Majority of the studies shown significant correlations among work engagement and job demands that based on research conducted by Schaufeli, Bakker & Rhenen (2009); Rensburg, Boonzaier & Boonzaier (2013); Maden-Eyiusta (2016). There are few others studies have shown no effect among job demands and resources with employee engagement. Past researches also exposed which job satisfaction has associated with work engagement. For example, in a cross-sectional study involving 435 Spanish workers was tested the relations linking role stress, work engagement and job satisfaction. (Orgambídez-Ramos, Borrego-Alés & Mendoza-Sierra, 2014). Similar findings were found between work engagement, job satisfaction

and turnover intentions are compared with different position which is supervisor and line-level employees (Allan *et al.*, 2016).

Based on the past studies, some of the factors that can influence work engagement are based on respondents' age, gender, race, job stress and personality traits (Mostert, Rothmann, & Strydom, 2006). Meanwhile, a positive significant effect also shown between work engagement and job resources which are supervisor support, job control, access to information and organizational climate (Jackson, Rothmann & Van de Vijver, 2006). A study by Hakanen, Perhoniemi & Toppinen-Tanner (2008) has shown the result in job engagement is the existence of job resources. Furthermore, when employees have high self-esteem and had control over their work, he or she would exhibit high degree of job engagement. Some scholars suggested that performance feedback, social support from colleagues and supervisory coaching some elements of job resources that are the primary predictor of job engagement (Bakker, Demerouti and Schaufeli, 2005).

Several studies that have been done before, there are mostly on the job resources and job demands that influence work engagement. Meanwhile, there are researches on job satisfaction and work engagement but there is still lack of information regarding that topic. However, some research were found which job satisfaction as a result of employee engagement (Zopiatis et al., 2014), there is an argument that it is found as the key driver of engagement (Yalabik et al., 2013) and it needs to be further investigated (Schaufeli & Bakker, 2010). Based on some studies, employee engagement is negatively correlated to burnout and turnover intention otherwise for employee engagement is positively correlated with job satisfaction, organizational citizenship behavior, and others (Bakker & Demerouti, 2008; Saks, 2006; Schaufeli & Bakker, 2004;

Medhurst & Albrecht, 2011; Koyuncu, Burke & Fiksenbaum, 2006; Shuck, Reio & Rocco, 2011).

The evidence shown high level of job satisfaction when engaged employees feel pleasant emotional state at work whereas disengaged individuals are disconnected from work rationally, emotionally and motivationally. Disengagement indicates in job dissatisfaction, turnover and absenteeism in the workplace.

According to a speech by YDH Inspector General Chief Tan Sri Dato' Sri Khalid Abu Bakar said that *“Duties and responsibilities undertaken by the police are extremely heavy. Especially with the rapid development of technology, the police had to deal with new challenges. These challenges also require police to change the pattern of management and operation in order to adjust to the situation and the role which constantly move forward. This includes use of all available resources strategically to ensure a professional and quality services can be provided to the public while ensuring the safety, welfare and security are protected”* (The Star, 2016). Work engagement among police also needs the right job resources available to them to make them performed in their jobs.

In summary, the Malaysian government has acknowledged the importance of quality services to the public in making this country safe and sound from crime. Thus, this research can make an effective contribution to understand and identify the work engagement among Police Officers in Malaysia and to plan for better future. According to the related studies, search reveals limited empirical studies on the matter of job demands, job resources and job satisfaction towards work engagement among police officers.

1.3 Research Questions

The research questions for this study would be as follows:

1. What is the level of work engagement among police officers?
2. Do factors of job demands and job resources have a relationship with work engagement?
3. What is the impact of job satisfaction towards work engagement?

1.4 Research Objectives

This some of the main objectives that the research is focused on:

1. To analyze the level of work engagement among police officers.
2. To identify the relationship between job demands and job resources with work engagement.
3. To analyze the impact of job satisfaction towards work engagement.

1.5 Significance of Study

This research is conducted to examine how job demands, job resources, and job satisfaction has relationship towards work engagement among the police officers. More than that, it also can empower police officers helping them to actualize work engagement practices in the workplace through giving them ideas and solid discussion based on this research. They can also be able to upgrade their level of engagement by finding the best ways to do so. From the theoretical perspectives, potential findings from this study may contribute to the current body of knowledge

on work engagement according to JD-R Model. The main empirical implications of this research primarily focus on work engagement and the prevention of high rate of disengaged employees in public sector organizations. Some of the examples that organizations can do are by hiring the right person for the job, avoid disengagement by fulfilling employees' needs and also leaders should gain trust and respect of the workforce to be more engaged in their workplace. Apart from that, this study also can provide a better understanding of the factors that influences work engagement to strengthen and boost employees' participation and obligation towards the organization to reach their full engagement. These findings will help in the in determining the appropriate benchmark to be used in the Malaysian context to study this phenomenon. This study also should benefit both scholars and practitioners regarding ways for increasing the stages of employee engagement among public services.

1.6 Scope of Study

The primary of this research is to determine elements which might influence work engagement among police officers in Malaysia. Specifically, the study aims to identify whether factors like job demands (work pressure, workload and work-family conflicts), job resources (social support, career opportunity and performance feedback) and job satisfaction have a direct relationship with work engagement. This study investigates levels of job satisfaction among Royal Malaysia Police personnel and seeks to examine whether work engagement is associated with job satisfaction in the police setting. For this study, data was collected from Royal Police Malaysia involving the Northern area of Police Headquarters Contingent Kedah (Total = 954, Senior Officers - 183, Rank & File Officers - 762), Police Headquarters Contingent Pulau Pinang (Total

= 862, Senior Officers – 190, Rank & File Officers - 672) and Police Headquarters Contingent Perlis (Total = 555, Senior Officers – 104, Rank & File Officers - 451). In this study, we conducted survey on 300 respondents all together. The reasons for choosing the Northern area of study because to know which Police Headquarter Contingent has the higher crime index rate, high work stress among the police officers and to study the employees' levels of engagement based on the department they are working now, are they satisfy or not with their jobs.

1.7 Definition of Key Terms

Work engagement: Work engagement means a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication and absorption. It refers to *“a more persistent and pervasive affective and cognitive state that is not focused on any particular object, event, individual, or behavior”* (Schaufeli *et al.*, 2006) or *“in simpler words, being charged with energy and fully dedicated to one's work”* (Hallberg and Schaufeli, 2006).

Job demands: Job demands refer to those physical, psychological, social or organization aspects of the job that require sustained physical and/or psychological (cognitive and emotional) effort and skills, and are therefore associated with certain physiological and/or psychological cost (Bakker & Demerouti, 2008).

Work Pressure: The degree to which an employee has to work fast and hard, has a great deal to do, and has too little time (Karasek & Theorell, 1990).

Workload: The amount of work and number of things to do; time and the particular aspect of time one is concerned with; and, the subjective psychological experiences of the human operator (Hill *et al.*, 1989).

Work-family Conflicts: Form of inter-role conflict in which the demands of functioning in the two domains of work and family are incompatible in some respect (Greenhouse & Beutell, 1985).

Job resources: Job resources are referred to those physical, social, or organizational aspects of the job that may reduce job demand, be functional in achieving work goals and stimulate personal growth, learning and development (Bakker & Demerouti, 2007).

Social Support: Overall levels of helpful social interaction available on the job from co-workers and supervisors (Karasek, 1985).

Performance Feedback: The extent to which an employee knows his / her own job performance from the job itself, colleagues, supervisors, or customers (Sims, Szilagyi & Keller, 1976).

Career Opportunity: A job or profession that someone does for a long period of time and in which they hope to gain advancement (Weng & Xi, 2011).

Job satisfaction: Job satisfaction is the level of contentment employees feels towards their jobs, and it is enhanced by different factors, including availability of resources, teamwork, supervisors following up and personal attitudes (Abraham, 2012b; and Papoutsis et al., 2014).

1.8 Organization of Chapters in Thesis

Chapter One contained mostly the introduction of this thesis. This chapter gives discussion and literature review of past research on job engagement. The notions of employee engagement with their components which impact work engagement are also discussed. The discussion in Chapter Two continues with past empirical findings based upon the job engagement, job demands, job resources and also job satisfaction. Chapter One also discusses the research framework for this study and concludes with the research hypotheses that being to be tested.

Chapter Three describes the study method used in the research also known as the research plan and courses of actions. This chapter describes the types of sample, sampling size, and the choice of participants, and the questionnaires for the respondents to answer. In Chapter three, it finishes with a short explanation on the analysis that being run in the SPSS programs to find the results of the study.

Chapter Four contents the description outcome of the research. Moreover, chapter four contained the reviews of descriptive, factor and multiple regression analysis. Results are summarized for further explanation and understanding in table form.

Chapter five reports the elaboration of the research findings from the survey that has been done. The findings are match to the related reviews of Chapter Two which test is the same or not. Lastly, the chapter ends with a discussion on restraint of the study, their implications for both researchers and practitioners, and some recommendation for their reference.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Chapter two reported on the factors that associated with work engagement as delivered and elaborated in the reviews of related literature. Hence, the reviewing of these issues to give a starting points and information for the research. In this chapter starts by describing the idea of work engagement, then this followed by findings from past studies on work engagement. Next, the chapter then reviews how job resources, job demands and job satisfaction have a connection with work engagement. Finally, this chapter concludes by discussing the related model, the research framework and the development of hypotheses.

2.2 Work Engagement

2.2.1 The Concept of Work Engagement

The concept of work engagement is obtained of the issues in employee engagement. Work engagement was earlier introduced by Kahn in 1990. Kahn (1990) defined work engagement as "the utilizing their work roles among organizational staff. Employees who are engaged employ and express themselves physically, cognitively, and emotionally during job performance. Otherwise employees who are uninvolved in their job physically and detached from colleagues and managers emotionally are disengaged people. It has also been understood as work

engagement, employee engagement, job engagement, personal engagement, organizational engagement and staff engagement (Kim *et al.*, 2013; Shuck, 2011).

In other studies, similar research has been found the same as Kahn (1990) introduced a three dimensional concept of engagement which is the study by May, Gilson and Harter (2004). Schaufeli and Bakker (2001) stated that burnout and engagement is two different concepts that should be measured independently, they disagree with Maslach and Leiter (1997). In 1997 Maslach and Leiter claimed that engagement can be classify into 3 elements which are energy, involvement and efficacy based on Kahn's theoretical model.

Next, the concept of work engagement which are in line with this two aspects is described that containing the employees' behavior and the cognitive emotion (Liu & Deng, 2009). According to researcher Saks (2006), he stated that work engagement is divided into two dimensions which is work and organization from the direct relationship that employees do in their work. Moreover, one of those positive attitudes is increased work engagement, Hallberg & Schaufeli (2006) which indicate that they are fully with energy and committed to their own work.

According to Hallberg and Schaufeli (2006), work engagement has been confirmed theoretically and empirically different from others positively denoted opinion on the correlation between work and employee. In addition, job engagement is the good attribute of burnout that focuses on the positive conditions and opposite of burnout which focus on the negative conditions (Schaeferli & Bakker, 2004). Schaufeli and Bakker (2004) having disagreement with Maslach and Leiter (1997), when they express that by using different methods in measuring engagement and burnout. Otherwise as for Maslach and Leiter (1997), they examine the low scores on fatigue and suspicion and high score on personal achievements to be an evidence of work engagement.

2.2.2 Dimensions of Work Engagement

Schaufeli, Salanova, Gonz lez-Roma, & Bakker (2002) and Schaufeli & Bakker (2004) clarified that work engagement refers to *“positive, fulfilling, work-related state of mind that is characterized by vigor, dedication and absorption.”* First, vigor refers to one’s enthusiasm to commit in their work, continue to work hard even when facing with any difficulty and have a high level of energy and cognitive resilience in job involvement. Moreover, people who that has vigor will feel motivated, eager and excited about their jobs even when they are facing with setbacks and challenges. The second factors of work engagement is dedication indicate that when they are in depth involved in one’s work and encounter feelings of encouragement, significance and challenge. It means that persons who are dedicated they are contented when deeply involved in their work and feel their work are important and meaningful to them and the organization. Lastly, the terms absorption means as being satisfied and full focused on their work (Schaufeli et al., 2002).

Past studies by Karatepe and Demir (2014) also shows that workforce with high level of vigor usually verify readiness and continuity in putting more effort when doing their work. As for dedication, this dimension captures one’s cognitive belief and affective interaction with his and/or her work (Karatepe, 2013). Researchers find that dedication influences job satisfaction more than the other two engagement dimensions (i.e. vigor and absorption) (Alarcon and Edwards, 2011). Absorption is associated with intrinsic enjoyment, while losing self-consciousness at work (Alarcon and Edwards, 2011). There are some arguments on the dimension of work engagement when Langelaan *et al.* (2006) disagree with Schaufeli and Bakker (2004), they

stated that absorption as an effect of increase work engagement. The dimensions of vigor and dedication are the core measurements of work engagement (Schaufeli & Bakker, 2004).

Though there are many definition of work engagement have been put forward in the literature, this study adopted the definition given by Schaufeli *et al.* (2002). This is the most widely used definition of work engagement in previous studies which are Burke and El-Kot (2010); Burke, Koyuncu, Jing, and Fiksenbaum (2009); Terje and Mehmetoglu (2011), where work engagement is regarded as a *positive, fulfilling, work-related state of mind that is characterized by vigor, dedication and absorption.*”

2.2.3 Previous Studies on Work Engagement

In the past, there are various predictors have been tested and discover that connected to work engagement. For example, previous studies among 415 employees from South Africa had shown positive and significant effect between organizational commitment, psychological meaningfulness and work engagement (Geldenhuys, Laba & Venter, 2014). Besides that, research involving 114 police officers in Netherlands by Gelderan and Bik (2016), the results indicated that supervisor support as a mediator has positive linked between organizational commitment and job engagement. Previous studies involving 336 frontline employees within Jordan's banking sector has been tested and resulted which work engagement have strong interrelation with the normative organizational dedication (Albdour & Altarawneh, 2014). In addition, more studies involving 106 call centre employees among South African organization

stated that work engagement as significant predictor of organizational commitment (Simons & Buitendach, 2013).

Apart from that, several authors have also tested on organizational justice that related positive to work engagement. From the research by Park, Song & Lim (2016) for example, organizational justice have direct significant effect on work engagement and self-leadership involving 237 employees in Korea. Similar results were also found in studies involving 254 teachers working in compulsory schools in eastern China (Lyu, 2016); 289 public service organization employees from South Africa (Ledimo & Hlongwane, 2014); 312 technicians from technical companies in Vietnam (Khuong & Dung, 2015) and 574 public school teachers in Portuguese (Viseu *et al.*, 2015).

In addition, some research are also tested the association of work engagement and transformational leadership. In terms of transformational leadership approach, positive relationship was found to be a connection with job engagement based on the studies that was tested involving 530 fulltime employees working in Australia (Ghadi, Fernando & Caputi, 2013); 297 school teachers' working in the private schools' of Chennai district, India (Khan S. & Gunaseelan, 2016); and 378 employees of the Tejarat Bank and National Bank of Zanjan, Iran (Mahin & Khodaverdi, 2015).

There were also studies that showed the negative results even though many studies in the past have showed positive relationship. For instance, in a study conducted by Sonn (2015), they found burnout is negatively related to work engagement when tested on 204 of fulltime staffs' pharmaceutical distribution company in South Africa. In other studies, involving the studies on 170 primary school teachers in Malaysia examined the relationship between occupational or job

stress had a negative relationship with work engagement (Salahudin *et al.*, 2016). In another study, transactional leadership style was found also negatively related to work engagement when tested on 200 employees working in the six mobile telecommunication organizations (MTN, Airtel, Vodafone, Glo, Expresso and Tigo) in Accra, Ghana (Brenyah & Damoah, 2016). According to the research by Gumus, 2016, job insecurity (e.g. fear of losing valuable job dimensions, and anticipation of being laid - off) also has a negative effect with work engagement and was tested on 135 employees who work different firms operating in different sectors in Turkey.

As a summary, various factors have been tested in the past to show the predictors of work engagement. Some factors like organizational commitment, organizational justice and transformational leadership style were found positively linked to work engagement. Besides that, factors such as burnout, job stress, job insecurity and transactional leadership style were negatively related to work engagement. These mixed findings on work engagement have provide a platform for future researchers to further examine other potential factors on other context of studies to attract a more comprehensive understanding.

2.3 Job Demands

2.3.1 The Concept of Job Demands

According to the research by Demerouti *et al.* (2001), job demands meaning refers to those physical, social and organizational views of the job that needed to be sustained their physical and emotionally exertion, therefore related to certain costs. Job demands requires high effort are not eventually negative all the time and it can turn into job stressors when individuals has not

sufficiently recovered from it such as depression, anxiety or burnout (Meijman & Mulder, 1998; Sonnentag & Zijlstra, 2006).

According to Schaufeli & Bakker (2004), qualitative workload requires employees' response to their jobs; meanwhile quantitative job demands are amount of work that is available inside the time given. Workload can happen when individuals do not have the abilities and skills to meet those demands. Moreover, work engagement of employees will be affected when they found which the independent variables, job demands lead to burnout. They also described that turnover intention of work engagement is the outcome of job resources, while health problems of burnout is the effect of job demands.

In the literature by Occupation Care South Africa (OCSA) (2013), better protection of the psychological health and well-being of workers in South Africa is urgently needed, particularly in service organizations, as it is known that employees in this sector face high emotional job demands. In client service contexts a research by Diefendorff, Richard and Yang (2008), the staffs are expected to demonstrate positive emotions and conceal the negative emotions when interacts with clients. Particularly, when encounter with demanding and unfriendly persons, individuals cannot always express the positive emotions in all situations because as a human they also have feelings. (Xanthopoulou *et al.*, 2013).

In most studies, the work stress literatures are more focusing upon high workload, role conflict and role ambiguity at work are based on the conception of job demands. Furthermore, some of the features of job demands are work stressor and work performance mainly on *emotion stressors associated to job-related individual problems, completing their workload, and*

unanticipated job,” and ~~the~~ demands of modern workplaces such as the intensity of output per hour, time pressure, concentration, and social pressures” (Karasek, 1997).

2.3.1.1 Work Pressure

Stichting van de Arbeid (2000) defined work pressure as the total quantity of job and time to finish doing it is contrast with the abilities of employees‘ to deal is not sufficient. Based on the situation at the workplace have impact on the employees‘ ability to cope are depends on their personality. Individual do have their own limits which is different from each other to what people are able to handle. Employees may find themselves facing problems so serious that unable to solve on their own when they exceeding these limits when they are facing a work pressure problem (Stichting van de Arbeid, 2000).

Moreover, a natural term of work pressure without instant negative effects and it make takes a long effects. In fact, people who worked under pressure can also perform better. The pressure at work become a problem when regularly unable to meet the demand that the work makes on their and even inadequate to do anything to tackle the causes. The amount of work the employee is required to perform, work goals they supposed to achieve, and the amount of time in which they have to complete the work is some of the demands that employees have to fulfill. In this study, Karasek and Theorell (1990) defined work pressure as *~~the~~ degree to which employee has to work fast and hard, has a great deal to do, and has too little time”.*

2.3.1.2 Workload

Workload as *“the perceived relationship between the amount of mental processing capability or resources and the amount required by the task”* (Hart and Wickens, 1990). Besides that, the other definition of workload is *“the main objective of assessing and predicting workload is to achieve evenly distributed, manageable workload and to avoid overload and under load”*(Wickens, 1984). In other words, workload is the amount of jobs that one's person is expecting and it represents the correlations of group and individual human operator and job demands.

Workload can be measures based on many factors which are the numbers of hours worked and duties in a course to be finished, level of production, and others. According to Spector and Jex (1998), one of the terms that are commonly used in a research is quantitative workload is clarified as *“the absolute capacity of job needed by an employee”*. Scholars also demonstrated that wide classification of job demands which is based on time pressure, role stressors, working hours and others (Shaffer *et al.*, 2012).

Based on the previous studies, variables such as role conflict and frustration, burnout and fatigue after working are correlated to quantitative workload (Spector & Jex, 1998; Pisanti *et al.*, 2011; Basinka & Wilczek-Ruzyczka, 2013). According to Beehr and Bhagat (1985), the consequences of high workload is when employee has to many things to do they may desert some side of their work and family life that also linked to a certain extent of unreliability feelings of concern and anxiousness. The term workload in this study is defined as the *“amount of work and number of things to do; time and the particular aspect of time one is concerned with; and, the subjective psychological experiences of the human operator”*.

2.3.1.3 Work-family Conflicts

According to Bakker *et al.* (2010) and Mauno *et al.* (2006), the conceptualized of work-family conflict is one of the factors of job demand based on the JD-R model. In the past study conducted by Greenhaus and Beutell (1985), work-family conflict is defined as to which the demands of work and family roles are conflict with each other, so that to be in the participation in two roles is more difficult. Work-family conflict exists when the expectations related to a certain role, preventing the efficient performance of that role (Greenhaus, Tammy, & Spector, 2006).

Based on the study by Frone (2000) and Judge *et al.* (2006), work-family conflict is defined as *“an employee’s experience that their work pressures or efforts to optimize job requirements intervene with the ability to meet family demands”*. Based on the study by Mache, Bernburg and other scholars (2015), work–family conflict is a two-way conflict, there are both ways which is family-work conflict (FWC) and work-family conflict (WFC). WFC happens when work related demands intervene with family responsibilities meanwhile FWC emerges when home responsibilities disrupt with job activities. Parents, especially women, are more exposed to work–family conflicts (Aazami, Shamsuddin & Akmal, 2015).

The earliest theoretical view of work-family conflict consists of strain, behavior and time-based demands (Greenhaus & Beutell, 1985). This study focuses on the definition developed by Netemeyer, Boles and McMurrian (1996) in which work-family conflict is defined as *“a form of inter-role conflict in which the general demands of, time devoted to, and strain created by the job interfere with performing family-related responsibilities”*.

2.3.2 Previous Studies on Job Demands

In the past studies, job demands have been tested as predictor of various outcomes which are job satisfaction (Verhaest & Verhofstadt, 2016; Hwang & Ramadoss, 2016); burnout (Nurul Aimi, Ho, Ng & Sambasivan, 2015; Mijakoski et al., 2015); turnover intentions (Thirapatsakun, Kuntonbutr, Mechinda, 2014; Buchs, 2014); job performance (Lu, Du, Xu & Zhang, 2016; Guglielmi *et al.*, 2016) and the results are mixed depending on the outcomes tested.

Based on the study by Sakuraya *et al.* (2017), job demands and work engagement is correlated with each other involving 894 employees of a manufacturing company in Japan. Similar results indicated that positive and significant correlation among job demands and work engagement in Occupational Health Study which involving 1415 employees (Upadyaya, Vartiainen, Salmela-Aro, 2016). In addition, other studies also showed the negative results between job demands (in terms of burnout and work stress) and work engagement which involving 264 health care workers (Fragoso *et al.*, 2016) and 312 Portuguese workers (Moura, Orgambidez-Ramos, Goncalves, 2014).

Mix results were found when testing work pressure with work engagement which is positively and negatively related. Work pressure and work engagement was found significantly related to each other in a study conducted by Chien and Hsiao (2015) on 300 care givers in Taiwan. Similarly, a research conducted by Inoue et al. (2014) and tested on 9,134 employees from 12 companies in Japan also found positive relations between work pressure and work engagement. Research by Thian *et al.*, (2015) showed a significant association between work pressure and work engagement involving 195 full-time nurses was recruited from tertiary hospitals in Singapore.

However, work pressure and work engagement are also found negatively correlated in a research involving 7867 respondents from this related sectors which is retailing and trading, finance and banking, telecommunications and hospitals in Europe (Taipale, Selander & Anttila, 2011). In other study, Nielsen *et al.* (2017) also found that work pressure decreased the work engagement involving 2641 full-time private sector in Russia and Finland. Similar finding were also found when job demands (work pressure) was tested on 680 Dutch bank employees in the Netherlands has negative effect on authenticity at work as a mediator and then authenticity has positive relationships with work engagement (Metin et al., 2015).

In past studies, involving 247 participants' city council members shown that workload plays a minor role in their work engagement (Tomic, 2016) and research by Van der Schoor (2015) on 84 teachers of two suburban secondary schools in Mijdrecht and Vinkeveen showed that job demands are not increasing as the mediator between Psychological Capital and work engagement. Moreover, some of the studies shown negative correlation between job demands and work engagement involving 917 staff nurses working in Japan (Hontake & Ariyoshi, 2016). In a study by Wang *et al.* (2017), as job demands which is extrinsic effort was negatively associated with vigor, dedication, and absorption involving 1016 respondents in China.

Previous study by Sayar et al. (2016) was tested involving 120 female nurses working at educational hospital in Iran shown negative relations among job engagement and work-family conflict. The study shown negative correlation of job engagement (vigor, dedication) and work-home conflict involving 4378 research personnel in the university sector in Norway (Listau, Christensen, Innstrand, 2016). According to Karatepe & Karadas (2016), negative results is associated in both work-family conflict (WFC) and family-work conflict (FWC) towards work engagement involving research on 282 hotel employees' in Romania.

The positive correlation between employee engagement and work-family conflict has been recently discovered. One of the studies, they found positive relations among this variables which is strain, behavior and time-based work-family conflict and employee engagement (Halbesleben, Harvey & Bolino, 2009). When employees encounter less work-family conflict, they suggested that the employees have higher levels of dedication of work engagement. Moreover, the positive side of work-family interface was linked to greater work engagement (Ng & Hassan Ali, 2014), life satisfaction (Fisher *et al.*, 2009), job satisfaction, affective commitment, family satisfaction, mental and physical health (Magee *et al.*, 2012; McNall, Nicklin, & Masuda, 2010).

From the results in several studies shown mixed results which is positive and negative the correlations of job demands with work engagement. Within this research, we will explore more on relationship of job demands consists of work pressure, workload and work-family conflicts components related with work engagement.

2.4 Job Resources

2.4.1 The Concept of Job Resources

The concept of job resources by (Bakker & Demerouti, 2007; Schaufeli & Bakker, 2004) refers to those physical, psychological, social or organizational aspects of the job. They argued that job resources reduce job demands and the associated physiological and psychological costs; job resources are functional in receiving work-related goals; and can stimulate personal growth, learning, and development. In the past case by Van de Broeck, Vansteenkiste, De Witte & Lens (2008), some examples which is relatedness, competence and autonomy are the job resources

that can fulfill the basic human needs. In addition, job resources are acknowledged to impact individuals' welfare which is intrinsic and extrinsic motivational roles. Based on the study by Bakker and Demerouti (2007) and Ryan and Deci (2000), they stated that an intrinsic motivators when job resources will fulfill the needs for individuals' growth and development, competence and autonomy. For instance, the colleague and supervisor support can be accomplished by autonomy while job competence can be improved by supervisory coaching. The job demands can also play the role of extrinsic motivators.

In the previous study, they stated that resourceful environments includes supportive colleagues and performance feedback can increase in a completing one's work activities and work goal (Schaufeli & Bakker, 2004; Bakker & Demerouti, 2007). When insufficiency of job resources will lead employees to develop negative attitudes towards their work meanwhile appropriate supply might boost employees' work engagement.

In the past studies by Bakker and Demerouti (2007) and Schaufeli & Salanova (2007), some of the factors of job resources positively related to work engagement which is social support from colleagues and supervisors, performance feedback, learning opportunities and others. Based to the JD-R theory (Bakker & Demerouti, 2014), possible job resources include various organizational factors which are career possibilities, social support, job management, and feedback, and others.

There are some previous studies that includes job resources in the context of organizational factors, which is training and career opportunity, peers support and organization (Anitha, 2014); organizational climate, learning and development (Chaudhary, Rangneker, & Barua, 2012); performance feedback, career opportunity, and employees' development opportunity

(Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2009; Bakker & Demerouti, 2008). In addition, the researchers suggested that there are four types of job resources which is physical, social, organizational, psychological resources (Schaufeli & Bakker, 2004).

In other words, physical resources refer to material resources such as computers, copy machines that directly help employees to do their job-related tasks (Erickson, 2005). Social resources are implanted in employees' relationship with other organizational staff which is the level of social support that received by their supervisors or colleagues (Demerouti, Bakker, & Fried, 2012). In general, organizational resources are resources that are supplied by the organizations themselves, including career opportunity (Lee, Kwon, Kim & Cho, 2016) and reward and recognition (Hoole & Hotz, 2016). Lastly, the emotional resources arise from the employees' themselves that involved personal resources which is their level of optimism and self-control (Saks & Gruman, 2014), and hope, positive affect (Ouweneel, Le Blanc, & Schaufeli, 2012).

2.4.1.1 Social Support

Based on the writing by Leavy (1983), social support is referring to the handiness of assistance connection between peers and supervisors and the valuable of that those connection. The research by Christian et al. (2011), social support in the workplace can be derived from co-workers or superiors. Based to Rodriguez and Cohen (1998), social support can function either through instrumental, informational, or emotional means. Instrumental social support relates to assistance from co-workers or a superior, which helps one to reduce the workload. Informational social support is regarded as a guidance or advice given by co-

workers and superiors. Emotional support relates to the empathy showed by co-workers and superiors for one to release their emotions.

In the past, the resources provided by other persons is called social support (Cohen & Syme, 1985) and between individuals that encourage sharing of capability or knowledge, offer guidance, provide feedback, validate identity, foster competence and others (Kaplan, 1979). The support from peers and superiors may have positive effects on health and well-being that view social support as job resources (Cohen & Syme, 1985).

Based on the study by Coetzer & Rothmann (2007), to increase employees' in achieving work goals and successful in their daily jobs most likely the support from colleagues and proper feedback from supervisors is very useful. Due to that it will create a passion backflow to that individual. Good connection with supervisors and colleagues can be provided to the employee will make them feel more secure in their jobs in terms of social support. For this study, Karasek (1985) defined social support as overall levels of helpful social interaction available on the job from co-workers and supervisors.

2.4.1.2 Performance Feedback

According to Hillman, Schwandt and Bartz (1990), the concept of feedback on employees' performance emphasis to encourage sensible behavior or specify certain areas for improvement through provide employees with information about their past job performance. Performance feedback was found positively related to work engagement, job satisfaction, job performance, influence, task enjoyment, organizational commitment, and productivity (Bakker & Bal, 2010;

Bakker *et al.*, 2010). In addition, constructive feedback from their superior will enhance their engagement levels; contrast for the constructive feedback will increase job engagement levels otherwise negative once will decrease employee engagement. (Coetzer & Rothmann, 2007).

Performance feedback includes the process of appraisals and evaluations of employee performance. One of the studies, they suggested that the performance feedback should assess on employees' engagement behavior which is role expansion, adaptability, persistence, work activities and others (Gruman & Saks, 2011). They argued that trust and justice perception are important variables in order to enhance employee engagement through performance appraisals and feedback.

Performance feedback from colleagues and supervisors contributes to an employee's motivation (Firestone & Pennell, 1993). In this study, feedback from employees' performance is referring to *"the extent to which an employee knows their own job performance from the job itself, based on their colleagues, supervisors, or customers"* (Sims, Szilagyi & Keller, 1976).

2.4.1.3 Career Opportunity

Green (1997) and other scholars giving their opinion on career opportunity as a flexible variable, based on individual professional value primarily advancement of work and experience they have gain. According to Social Exchange Theory (SET), when the resources from the organization and the need of its employees match together as a rewards for doing something in return which are giving them career opportunity as a reward they will gain salary increases, recognition for a great performance and others.

Garg and Kumar (2012) describe that a clear statement on career opportunity and fair pay, benefits, and the perception that the organization offered good value to the customers positively influenced employee engagement. Career development takes into account organizational perspectives, which include personal career growth and career success by promoting individual development as a means to increase organizational achievement (Vance & McNulty, 2014).

According to Sundaray (2011), providing employees with opportunity to develop their abilities, learning new skills, acquiring new knowledge and realizing their potential indicated that the organizations have high levels of engagement. People will feel appreciated when companies planned for the employees' career paths and invested in them. Organization can retain the talented employees and provide them with career development can influence employee engagement. Based on the study by Weng and Xi (2011), "career opportunity" relates to the feedback employees receive regarding the growth of their career and reflects their perception of promotion speed and salary increase.

2.4.2 Previous Studies on Job Resources

Job resources is consistent with the notions on the motivational roles, many previous researches in various settings and countries has showed that have a significant correlation among job resources which is performance feedback and social support with job engagement (Gozukara & Simsek, 2016; Spiegelaere *et al.*, 2014; Suan, 2015; Alzyoud, Othman & Mohd Isa, 2014; Jackson, 2014; Saratun, 2016).

Empirically, social support demonstrated has a positive relationship with work engagement (Christian *et al.*, 2011; Othman & Nasurdin, 2012; Schaufeli *et al.*, 2009). For instance, Schaufeli *et al.* (2009) among 704 employees in a Dutch telecommunication organization suggests that an increase in social support significantly predicts future employee engagement. In Malaysia, a study among 402 nurses in public hospitals, Othman and Nasurdin (2012) reported similar findings. All these findings agreed with the findings concluded by Christian *et al.* (2011) where social support positively predicts job engagement. In past studies by Bakker and Demerouti (2008); Halbesleben (2010) and Schaufeli and Bakker (2004) consistently shown that peers and supervisors support have significant correlations with work engagement.

Some previous studies has demonstrated that job resources which is performance feedback, opportunities for professional learning and career development are significant related to work engagement in various setting (Hakanen, 2009; Xanthopoulou *et al.*, 2009; Bakker *et al.*, 2008; Taipale *et al.*, 2011; Nahrgang, Morgeson & Hormann, 2011). According to Wellins, Bernthal and Phelps (2015), work engagement needs good feedback skills between employees and leaders. This open communication will ensure that employees behaviors can stay focused on the primary issues. Based on the study, employees are satisfied when getting fair feedback and how well they are doing around 58% (DDI's Selection Forecast Study, 2012).

By supporting their work and recognizing their progress, they need and expect feedback from their supervisors to guide them. Motivator will create focus and shaping action for the employees to improve in their work by giving ongoing feedback to them. Based on the research by Rosmiza (2015), involving 400 administrative staff in UUM shown that he performance appraisal (growth

and development, appraiser, pertaining to tool) has significant relationship with employee engagement.

Based on a study by Zhou, Yu and Coa (2015) made questionnaire survey for 400 employees within 21 companies in China, mainly investigating the association of these variables which are career opportunity, organizational commitment and job engagement. The findings of the study shown that career growth does influence employee engagement though the intermediary roles of organizational commitment. According to a study by Kumar (2012), career growth opportunities is one dimensions of employee engagement referring to employees should have clear career path and growth, and also opportunities for personal development.

From the results in several studies shown mixed results which is positive and negative connection among employee engagement and job resources. In this study, the focused and explored more on the relationship of job resources dimension consists of social support, performance feedback and career opportunity that is correlation with work engagement.

2.5 Job Satisfaction

2.5.1 The Concept of Job Satisfaction

The concept of job satisfaction refers as the extent that an individual feel good at their job and the degree to which an employee has a positive emotions that they show during performing their work role (Robbins & Judge, 2007). Even though studies found that job satisfaction is the output of employee engagement (Zopiatis *et al.*, 2014), there is an argument that it is found as the key driver of engagement (Yalabik *et al.*, 2013) and it needs to be further investigated (Schaufeli &

Bakker, 2010). In the White Paper, they reported that job satisfaction is a factor in making employees feel engaged in their work (Maylett & Riboldi, 2008).

In the past studies, Spector (1997) signify job satisfaction as contrasting feature of individuals _jobs and their impression towards that jobs. Other than that, job satisfaction is defined as inner and attitudes response in variety of an employee's jobs (Schermerhorn, 1993). According to Pitaloloka and Sofia (2014), there are some factors how job satisfaction can be measured which are the job itself, rewards or benefits, career opportunities and relationship quality with the employees. Based on the study conducted by Bakotic and Babic (2013), they stated that several elements that represent job satisfaction such as working hours, salary, the nature of the job, working environment and others.

They recommended that human basic need are based on the five-level pyramid which are physiological needs, safety, belongingness and love, esteem and self-actualization in their study (Maslow, 1954). Job satisfaction is the point of view by certain scholars as the need fulfillment based on Maslow's theory. Based to Locke (1976) argues that due to the fact that satisfaction or fulfillment indicated with the psychological response of one's job, this concept can only be explored by self-diagnosis of the content. For this reason, Locke (1976) suggested that job satisfaction was clarified as positive emotional states derive from the job evaluation and their job experiences.

The empirical studies on job satisfaction among police personnel is limited (Zhao, Thurman & He, 1999; Bennett 1997; Buzawa, 1984). The effective functioning of police organization is directly related to job satisfaction and its effect on higher productivity, lowered stress, absenteeism and turnover of an employee has been amply shown (Hoath, Schneider &

Starr, 1998; Denhart, 1984; Sheley& Nock, 1979). Dissatisfied police personnel adversely affect the quality of services and damage their image in the public (Yim & Schafer, 2009; Buzwa, Austin & Bannon, 1994). Based on some studies, they suggested that job satisfaction among police officers is multidimensional and independent of one another (Johnson, 2012; Slovak, 1978).

2.5.2 Previous Studies on Job Satisfaction

Job satisfaction is a popular subject that come great attention to employers because it will have an impact on the employees and also the company productivity. Besides that, job satisfaction is said to affect organizational outcome, which is turnover, organizational commitment, employee engagement, absenteeism and job performance. Previous studies also showed that firms are likely to gain advantages through lower job turnover and higher productivity. In past research by Hartel *et al.* (2007), they found that concrete evidence among employee engagement and their satisfaction and also the outcome which is organizational performance that is quantify by profit, employee turnover, customers' satisfaction and others.

In a study conducted by Ismail and Abd Razak (2016) among 150 employees at Fire and Rescue Department of Malaysia, job satisfaction significantly associated with organizational commitment. Job satisfaction was also found positively related to job performance when tested on 200 employees of oil and gas sector in Libya (Saeed, 2016) and on 90 employees of 2 mining companies in Ghana (Owusu, 2014). Apart from that, in the research by 65 nurses at a small hospital in the Southeastern United States shown a significant correlation among job satisfaction and commitment from employees and keeping the employees in the organization (Drake, 2014)

and study on 105 participants K-12 online teacher in Southeastern state showed the same positive relationship (Larkin, 2015).

In addition, job satisfaction has been discover a significant affect towards work engagement in the past studies involving 326 academic staffs of Latvian higher education institutions, 176 employees in three United Kingdom organization, and 120 employees of IT Sector in India (Ludviga & Kalvina, 2016; Karanika-Murray *et al.*, 2015; Jalal, 2016; Thakur, 2014). Moreover, the association between work engagement and job satisfaction mixed result was discover.

Some researchers stated that work environment can impact job satisfaction (Bakotic & Babic, 2013; Jain & Kaur, 2014; Raziq & Maulabakhsh, 2015) and employee motivation (Filtvedt, 2015; Abu Bakar, Wae-esor & Hee, 2016). Based on the study by Kaur and Jain (2014), the growth of the company and the economy depends on the extension of employees' happiness through comfortable work environment. Besides that, a study shown that employees who that are motivated and committed in their jobs will feel more satisfied with their work contrast with who does not (Sohail *et al.*, 2014).

2.6 Job Demands - Resources Model

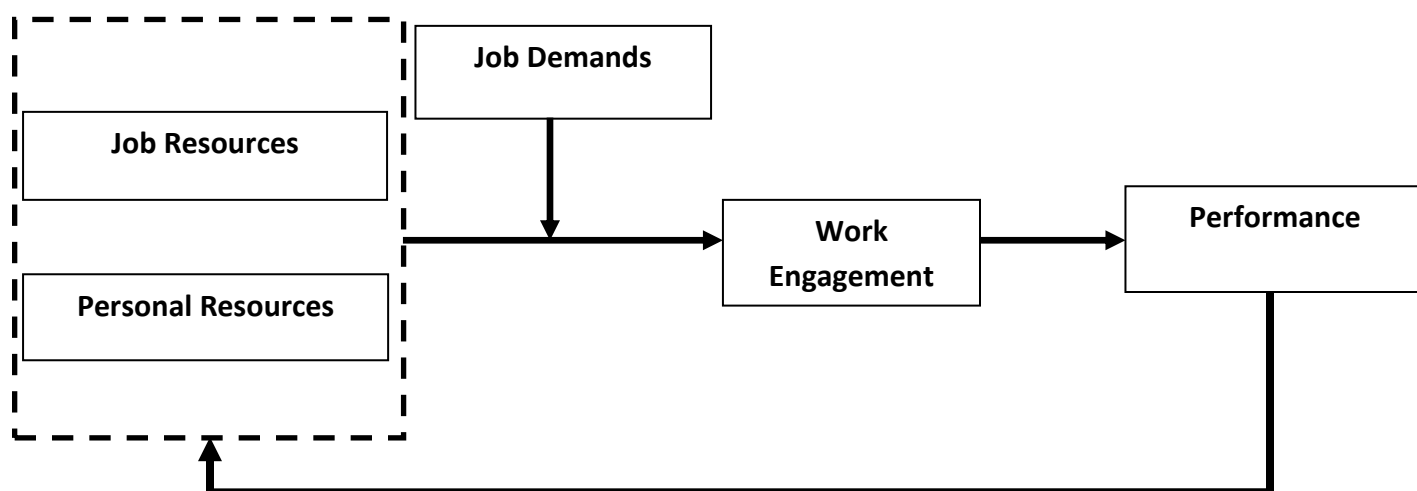
A studies by Demerouti, Bakker, Nachreiner, and Schaufeli (2001); Schaufeli and Bakker (2004) and Bakker and Demerouti (2007) which leads to Job Demands-Resources Model contributes to employee well-being in form of their characteristics of work environments. It depends on the context of the study; the work environment can be divided into two categories which is job demands and job resources that include different factors (Demerouti *et al.*, 2001). According to Taris (2006) and Van den Broeck *et al.* (2013), there are two outcomes that will affect employees in the working environments which is job demands that lead via burnout related to negative

outcomes such as poor performance and job resources lead via work engagement related to positive outcomes such as intention to stay.

The new JD-R theory are the recent one a study by Bakker and Demerouti (2014) that is the continuation from the Job Demands-Resources Model was also developed by Bakker and Demerouti (2007). The theory clarified the positive part is the motivational process which containing potential of job-related and personal resources, meanwhile health declining process which is the effect of various job demands that leads to burnouts and health problems. The latest research by Bakker and Demerouti (2016) after ten years of further research the JD-R theory is becoming more adaptability and modifiability of work engagement based on the nature of the jobs. There are also positive and negative outcome to analyze the significant relationship between the factors of job demands, job resources and additional job satisfaction on work engagement.

Figure 2.1

Job Demands—Resources Model (Bakker & Demerouti, 2007)



2.7 Research Framework

The research framework showed in Figure 2.1 below which has been proposed for this study. This study research framework shows the linked between job demands which are work pressure, workload and work-family conflict, job resources that contained social support, performance feedback and career opportunity and job satisfaction with work engagement. In this study, the independent variables are job demands; job resources and job satisfaction meanwhile the dependent variable is work engagement.

According to Job Demands-Resources model (JD-R Model), job demands and job resources are chosen as the independent variables. Job demands that have been chosen are work pressure, workload and work-family conflict in this study. As for the job resources factors are based on the social support, performance feedback and career opportunity that are suitable with nature of the jobs. According to Demerouti and Bakker (2011), job resources can be found at the interpersonal, organizational and task levels. For this study, job resources are measured at the organizational (career opportunity), interpersonal (social support), and task level (performance feedback). Besides that, there is also job satisfaction as the independent variable that is used to reflect employee's feeling about the job elements in their workplace.

In this study, we are analyzing the relationships between job demands which are work pressure, workload, and work-family conflict, job resources such as social support, performance feedback, career opportunity and job satisfaction with work engagement among police in Northern Malaysia.

Independent Variables

Dependent Variable

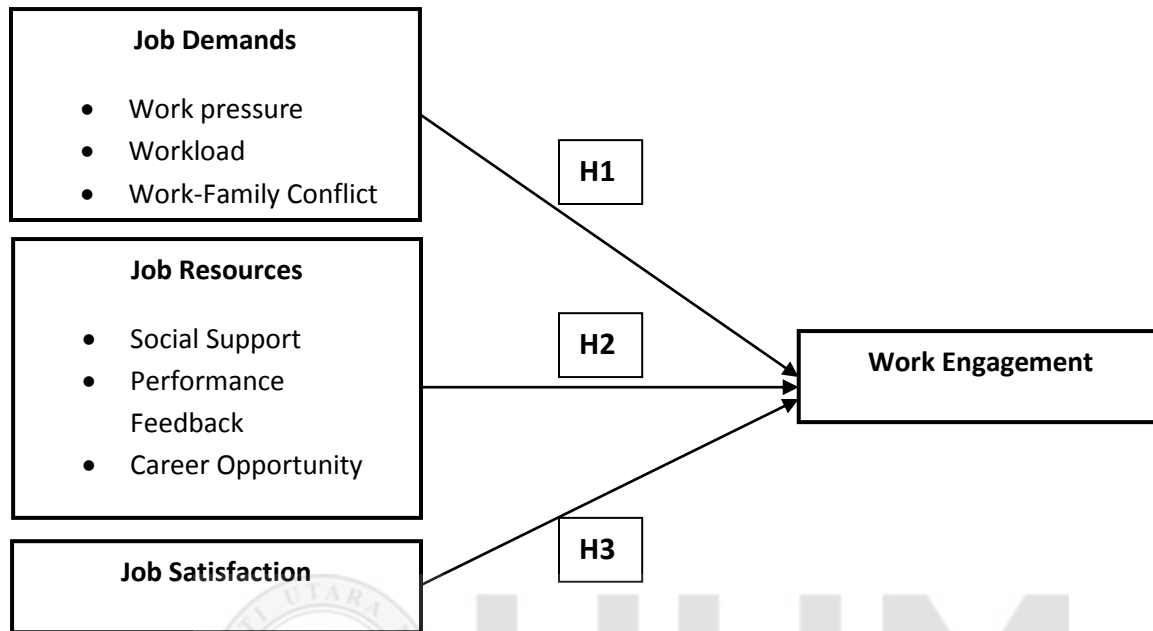


Figure 2.2

Framework of the Research

2.8 Development of Hypotheses

2.8.1 Relationship between Job Demands and Work Engagement

Based on past studies, job demands shown positive and also negative effect on work engagement (Sakuraya *et al.*, 2017; Fragoso *et al.*, 2016; Upadyaya, Vartiainen, Salmela-Aro, 2016; Moura, Orgambidez-Ramos, Goncalves, 2014). One of the studies was distributed to 917 nurses working in hospitals in Japan showed negative results between job demands and work engagement (Hontake & Ariyoshi, 2016). They found that one dimension of job demands (workload) has negative effect on work engagement.

In other writing, Sakuraya *et al.* (2017) have also reported that challenging job demands was significantly and positively associated with work engagement involving 894 employees from manufacturing companies in Japan. In contrary, research by Fragoso *et al.* (2016) involving 264 health care workers found that strong connection of job demands predicting burnout rather than predicting work engagement.

In one study by Thirapatsakun, Kuntonbutr and Mechinda (2014) indicated that social support of job demands has negative effect on work engagement as a mediator through 890 nurses in Thailand. It also showed that based on these studies by Hu and Schaufeli (2011) and Llorens *et al.*, 2006, their results indicated that employees' with high job demands influence the expectation levels of work engagement of employees.

Based on these analyses, the following hypotheses are proposed:

H₁₀: Job demands has no significant relationship on work engagement

H₁₁: Job demands has a significant relationship on work engagement

2.8.2 Relationship between Job Resources and Work Engagement

Previous studies based on reviewing related literature shown that job resources have significant relationship with work engagement. For example, a research by Han (2016) indicated that job resource richness significantly affected work engagement with emotional labor as a mediator was tested among 360 nurses, working in six general hospitals located in Seoul, Korea. In addition, job resources which are social support, autonomy, and opportunities for personal development were positively correlated to work engagement in the study on Turkish academicians (Altunel, Kocak & Cankir, 2015). A study by Salminen, Mangkikangas and Feldt (2014) also showed that job resources have straight linked with high job engagement, and optimism as a moderator was tested through 747 Finnish managers.

The results of research by Airila *et al.* (2014) between 403 Finnish firefighters shown that when job resources and self-esteem increases and work engagement as a mediator will also increase, positively associated to work ability. Based on a research conducted by Van der Schoor (2015) through cross-sectional data collection using online questionnaires from 84 teachers indicated that job resources which is career development opportunities were positively linked to work engagement. Moreover, in the study by Kim (2017) pointed that there are direct relationship between job resources on work engagement was statistically significant was survey from 571 Korean organizations.

Based on these analyses, the following hypotheses are proposed:

H2₀: Job resources has no significant relationship on work engagement

H2₁: Job resources has a significant relationship on work engagement

2.8.3 Relationship between Job Satisfaction and Work Engagement

Empirically, previous studies based on the above reviewing of related literature have shown those job satisfaction was positively correlated with work engagement. For instance, some of these studies conducted by Alarcon and Lyons (2011), Cervoni and Delucia-Waack (2011) and Zhu (2013) showed a significant relationship between job satisfaction and work engagement. The study of Orgambidez-Ramos *et al.* (2014) recommended that job satisfaction is one of the predictors of job engagement. In the study, they have found that teamwork has moderating roles between job engagement and job satisfaction was tested on 151 health care workers in South-East Europe (Mijakoski *et al.*, 2015).

Moreover, the study by Peterson (2015) has been tested on 500 who worked at 14 academic teaching hospitals in Ontario shown that the results; work engagement was significantly related to the job satisfaction. As stated by Guglielmi *et al.* (2016), indicated employees who comprehend high job demands will also shown that job satisfaction will increased their work engagement as well involving 556 workers of public administrations in Northern Italy. Schaufeli and Taris (2013) stated that job satisfaction is the job outcome of the motivational process which refers to the effect of job resources has positive outcomes through the mediating role of work engagement. For example, job performance, employees' health condition and job satisfaction as the job outcome. Based on the previous research, the following hypotheses are suggested:

H3₀: Job satisfaction has no significant relationship on work engagement

H3₁: Job satisfaction has a significant relationship on work engagement

2.9 Conclusion

This chapter has presented the discussion on the concept and previous experiential research on work engagement, job demands, job resources and job satisfaction. Moreover, the chapter also presented on the related model, research framework and the research hypotheses tested in this study. The following chapter, Chapter 3 outlines the method of the study that being used in this research.



CHAPTER THREE

METHOD

3.1 Introduction

Chapter three reported on methods' use in the study. This chapter also consists of sample design; survey materials used and the process of data collection are described in the study. There are also includes the measurement for every variables that are being study upon. Finally, chapter three ended with the action plans in analyzing the data.

3.2 Research Design

Quantitative research design is used in this study that emphasizes through questionnaires as the methods of data collections with statistical analysis and objective measurements (Babbie, 2010; Muijs, 2010). Quantitative method is suitable used in this study because it allows the testing of relationship between variables using statistical methods. This is consistent with the primary objective of this study, which is to examine the direct relationship between job demands, job resources, job satisfaction and work engagement.

Moreover, this research design that can be classified by the whole population and convey out on a large sample to enable the analysis to be sufficient. Standard sets of questionnaire to be distributed to every respondent were also permitted in the research design. Besides that, unit analysis is based on the individual levels (police officers) and distribution of questionnaires directly to them is the primary data for this study (Gay & Airasain, 2003). The important part in

getting the respondents' perceptions about their job demands such as work pressure, workload and work-family conflict and job resources such as social support, performance feedback, and career opportunities and also job satisfaction become the basis for understanding their influence on work engagement. Finally, the data was collected at one point of time in this study that refers to cross-sectional design. Cross-sectional design is one of the methods in collecting data relatively in a short period of time and it is simple, inexpensive (McNabb, 2008).

3.3 Population and Sampling Design

3.3.1 Population

Table 3.1 below shows the total number of police force for each of the Police Contingent Headquarters in three Northern state of Malaysia. It is due to the fact, the rapid changes of policies imposed by the government on the police force in Malaysia is the reason for choosing policemen as the respondents. In finding the way how to engage the police officers in accepting the new changes that rapidly happening around based on the current issues making it an ideal setting.

In this research, only three Royal Malaysia Police (RMP) Contingent Headquarters were chosen in the Northern region of Malaysia. These three RMP Contingent Headquarters are located in Kedah, Pulau Pinang and Perlis were chosen as they have the most number of police force staffs working there. Thus, the total population for this study was 2362.

Table 3.1

Distribution of Police Headquarters Contingent in Kedah, Perlis and Pulau Pinang.

| Police Headquarters Contingent | Police Rank | Total number of police staffs |
|---|----------------------|--------------------------------------|
| Kedah | Senior Officers | 183 |
| | Rank & File Officers | 762 |
| Pulau Pinang | Senior Officers | 190 |
| | Rank & File Officers | 672 |
| Perlis | Senior Officers | 104 |
| | Rank & File Officers | 451 |
| | TOTAL | 2362 |

3.3.2 Sampling Size

It is not practical to collect data from the whole population, due to a large number of study populations (Zikmund, 2003). In determining the sampling size therefore sampling process need to be done. Moreover, sampling process included to identify the target population, to determine the sample size and to choose the sample is the three important steps. As calculated based information gathering that the total population is 2362. Based on the sample size table, the selected sample size for this study is 327 (Krejcie & Morgan, 1970), which means that 327 police officers is required to symbolize the whole study population. Where the sample that is larger than 30 and less than 500 is relevant for most research based on sample size fit Roscoe's rule of thumb. In this study, the researcher has decided to distribute 327 questionnaires.

3.3.3 Sampling Technique

In this study, all the 327 respondents from three states of Police Headquarters in Northern area are selected base on random sampling. Authentic form of fair sampling is called random sampling techniques. They have an adequate and acknowledge possibility of being selected for each member of the population. Before handing out the questionnaire, probability sampling was determined by following this formula:

Probability sampling of police officers = $NP / T \times NS$

(NP = Total member of police officer in each state; T = Total number of police officer in all Northern Police Headquarters; NS = The number of sample to be distributed)

Table 3.2

Distribution of respondents for each Police Headquarter Contingent

| Police Headquarters Contingent | Total number of police officers (N = 2362) | Total respondents (S = 327) | % of sampling |
|---|---|--|--------------------------|
| Kedah | 945 | 130 | 39.8% |
| Pulau Pinang | 862 | 120 | 36.7% |
| Perlis | 555 | 77 | 23.5% |
| Total | 2362 | 327 | 100% |

3.4 Operational Definitions and Measurements

The measurement implemented in this study and their operational definitions are discussed in several subsections. The discussion begins with the dependent variable (work engagement) and followed by the independent variable (job demands, job resources and job satisfaction).

3.4.1 Work Engagement Measures

In this study, work engagement is the dependent variable. Work engagement is defines as a positive fulfilling and work related state of mind that is characterized by vigor, dedication and absorption (Schaufeli, Bakker & Salanova, 2006). As shown in Table 3.3, work engagement was measured by 9 items shorter version of the longer one has 17 items Utrecht Work Engagement Scale (UWES). In several studies also used 9-items work engagement has been shown reliable and valid for measuring work engagement. In addition, the Cronbach alpha obtained for this instrument was ranging from 0.78 to 0.91 (Storm & Rothmann, 2003; Schaufeli & Bakker, 2004; Gallup, 2006; Sayar *et al.*, 2016). Based on a five-point scale whereby, 1 indicating strongly disagrees, and 5 indicating strongly agree, participants rated their degree of agreement with the work engagement.

Table 3.3

Work engagement items

| Variable | Operational definition | Items | Authors |
|-----------------|---|--|-------------------------------------|
| Work Engagement | A positive fulfilling and work-related state of mind that is characterized by vigor, dedication and absorption. | <ol style="list-style-type: none"> 1. At my work, I am bursting with energy. 2. At my job, I feel strong and vigorous. 3. When I get up in the morning, I feel like going to work. 4. I am enthusiastic about my job. 5. My job inspires me. 6. I am proud of the work I do. 7. I feel happy when I am working intensely. 8. I am immersed in my work. 9. I get carried away when I am working. | Schaufeli, Bakker & Salanova (2006) |

3.4.2 Job Demands Measures

Job demands are the independent variables. In this study, job demands are measured by work pressure, workload and work-family conflict. Work pressure is refers as the degree to which an employee has to work fast and hard, has a great deal to do, and has too little time (Karasek & Theorell, 1990). Work pressure was measure by 5-items developed by Karasek and Theorell (1990). Past studies showed that the measurement tools has sufficient internal consistency ranging between 0.61 and 0.87 (Taipale, 2011; Haratani et al., 1996; Karasek *et al.*, 1998).

A second dimension of job demands is workload. Workload can be defined as the amount of work and number of things to do; time and the particular aspect of time one is concerned with; and, the subjective psychological experiences of the human operator (Hill *et al.*, 1989). Workload was measured by 6-items developed by Hill *et al.* (1989). Past studies showed that the instrument has adequate internal consistency based on results between 0.82 to 0.87 (de Jonge, Landeweerd, & Nijhuis, 1993; Jonge *et al.*, 2000; Bakker & Demerouti, 2007; Schaufeli *et al.*, 2009).

Work-family conflict and family-work conflict is the third dimensions of job demands. Work-family conflict and the other way around define the same, which is defined as a form of inter-role conflict in which the general demands of, time devoted to, and strain created by the job interfere with performing family-related responsibilities (Greenhouse & Beutell, 1985). As for family-work conflict is the other way around. Work-family conflict and family-work conflict was measured by 10-items developed by Netemeyer, McMurrian and Boles (1996). Past studies showed that the measuring indicator has adequate internal consistency based on the results between 0.74 and 0.96 (Bagozzi & Yi, 1988; Anderson & Gerbing, 1988; Sayar *et al.*, 2016).

In this study, participants rated their degree of agreement with the work pressure, workload and work-family conflict statements based on five-point scale whereby 1 = strongly disagree until 5 = strongly agree. Table 3.4 below shows the job demands items used in this study.

Table 3.4

Job Demands Items

| Variable | Components | Operational definition | Items | Authors |
|-------------|----------------------|--|---|-------------------------------------|
| Job Demands | Work Pressure | The degree to which an employee has to work fast and hard, has a great deal to do, and has too little time. | 1. My work requires working fast. 2. My work requires working very hard. 3. My work requires too much input from me. 4. I have enough time to complete my job. 5. My job often makes conflicting demands on me. | Karasek & Theorell (1990) |
| | Workload | The amount of work and number of things to do; time and the particular aspect of time one is concerned with; and, the subjective psychological experiences of the human operator | 6. Due to the workload I have, I do not have enough time to perform my work. 7. I have accoutered any job disruption during my work. 8. The amount of job responsibility expected to do is reasonable. 9. I often need to work after hours to meet my work requirements. 10. My work requires physical demands to fulfill the task. 11. My workload has increased over the past 12 months. | Hill <i>et al.</i> (1989) |
| | Work-family Conflict | A form of inter-role conflict in which the general demands of, | <i>Work to family conflict</i> 12. The demands of my work interfere with my home and family life. | Netemeyer, McMurrian & Boles (1996) |

| | | | | |
|--|--|--|--|--|
| | | <p>time devoted to, and strain created by the job interfere with performing family-related responsibilities.</p> | <p>13. The amount of time my job takes up makes it difficult to fulfill my family responsibilities.</p> <p>14. Things I want to do at home do not get done because of the demands my job puts on me.</p> <p>15. My job produces strain that makes it difficult to fulfill family duties.</p> <p>16. Due to work-related duties, I have to make changes to my plans for family activities.</p> <p><i>Family to work conflict</i></p> <p>17. The demands of my family or partner interfere with work-related activities.</p> <p>18. I have to put off doing things at work because of demands on my time at home.</p> <p>19. Things I want to do at work don't get done because of the demands of my family or partner.</p> <p>20. My home life interferes with my responsibilities at work such as getting to work on time, accomplishing daily tasks, and working overtime.</p> <p>21. Family-related strain interferes with my ability to perform job-related duties.</p> | |
|--|--|--|--|--|

3.4.3 Job Resources Measures

Job resources are the second independent variables. In this study, job resources are measured by social support, performance feedback and career opportunity. Social support is refers as an overall levels of helpful social interaction available on the job from co-workers and supervisors (Karasek, 1985). Social support was measured by 8-items developed by Karasek (1985). Past studies showed that the items measurement has sufficient results based on the Cronbach's Alpha ranging from 0.71 to 0.93 (Karasek *et al.*, 1998; Susskind *et al.*, 2003; Warner, 2011; Nehzat, Huda & Syed Tajuddin, 2014).

A second dimension of job resources is performance feedback. Performance feedback can be defines as the extent to which an employee knows his / her own job performance from the job itself, colleagues, supervisors, or customers (Sims, Szilagyi & Keller, 1976). Performance was measured by 4-items developed by Sims, Szilagyi & Keller (1976). Past studies showed that the instrument has adequate internal consistency based on the Cronbach Alpha ranging from 0.76 to 0.93 (Hackman & Oldham, 1980; Karasek's, 1985; Van Veldhoven & Meijman, 1994).

The third dimension of job resources is Career Opportunity. Career opportunity is define as a feedback employee receives regarding the growth of their career and reflects their perception of promotion speed and salary increase (Weng & Xi, 2011). Career opportunity was measured by 7-items developed by Weng and Xi (2011). Past studies showed that the measuring tool has acceptable internal consistency ranging between 0.64 and 0.86 (Liu *et al.*, 2015; Bakker *et al.*, 2003).

In this study, participants rated their degree of agreement with the work pressure, workload and work-family conflict statements based on five-point scale whereby 1 = strongly disagree until 5 = strongly agree. Table 3.5 below shows the job resources items used in this study.

Table 3.5

Job Resources Items

| Variable | Components | Operational definition | Items | Authors |
|---------------|----------------------|--|---|--------------------------------|
| Job Resources | Social Support | Overall levels of helpful social interaction available on the job from co-workers and supervisors | <ol style="list-style-type: none"> 1. My supervisor is concerned about the welfare of those under them. 2. My supervisor pays attention to what I am saying. 3. My superior is helpful in getting the job done. 4. My superior is successful in getting people to work together. 5. People I work with are competent in doing their jobs. 6. People I work with take a personal interest in me. 7. People I work with are friendly. 8. When needed, my colleagues will help me. | Karasek (1985) |
| | Performance Feedback | The extent to which an employee knows his / her own job performance from the job itself, colleagues, supervisors, or customers | <ol style="list-style-type: none"> 9. I have received enough information from my supervisor about my job performance. 10. I receive enough feedback from my superior on how well I am doing. 11. There is enough opportunity in my job to find out on how I am doing. 12. I know how well I am performing on my job. | Sims, Szilagyi & Keller (1976) |

| | | | | |
|--|--------------------|---|--|------------------|
| | Career Opportunity | A feedback employee receives regarding the growth of their career and reflects their perception of promotion speed and salary increase. | 13. In current work unit, my position improves faster. 14. In current work unit, my position is likely to move up. 15. In current work unit, my position is more ideal than original unit. 16. Compared with my colleagues, my position improves faster. 17. In current work unit, my salary raises faster. 18. In current work unit, my present salary is likely to rise. 19. Compared with my colleagues, my salary raises faster. | Weng & Xi (2011) |
|--|--------------------|---|--|------------------|

3.4.4 Job Satisfaction Measures

In this study, job satisfaction is the third independent variable. Job satisfaction defines operationally as an attitude that employees feels towards their jobs, and the organizations in which they perform those jobs (Abraham, 2012b). As shown in Table 3.6, job satisfaction was measured by 10-items shorter adopted by Khaleque & Rahman (1987). Several studies reported that the Cronbach alpha obtained for this instrument was ranging from 0.73 until 0.91 (Meliá & Peiró, 1989; Hartline & Ferrell's, 1996; Johlke & Durham, 2000; Rothmann, 2005). Based on a five-point scale whereby, 1 = strongly disagrees, and 5 = strongly agree, participants rated their

degree of agreement with the job satisfaction. Table 3.6 shows job satisfaction items used in this study. Job satisfaction is categories into two components which are Internal and External factors. Internal job satisfaction are representing the individuals factors that make them satisfy in their jobs such as talents and skills, and the job itself, meanwhile the external job satisfaction is when the environment that influence police officers' in their workplace like superior, recognition and management.

Table 3.6

Job Satisfaction Items

| Variable | Operational definition | Items | Authors |
|------------------|--|--|--------------------------|
| Job Satisfaction | An attitude that employees feels towards their jobs, and the organizations in which they perform those jobs. | <ol style="list-style-type: none"> 1. I get along with my superior. 2. All my talents and skills are used. 3. I feel good about my job. 4. I receive recognition for a job well done. 5. I feel good working at police force. 6. I feel close to the people at work. 7. I feel secure about my job. 8. I believe management is concerned about me. 9. My wages are good. 10. On the whole, I believe work is good for my health. | Khaleque & Rahman (1987) |

3.5 Questionnaires Design

All questionnaires are translated to Bahasa Malaysia, as the public servants and Police Officers are using Malay as their first languages. Each participant received four-page questionnaire including cover letter attachment in this survey. The questionnaire used in this study is shown in Appendix A. The four-page questionnaire consisted of five sections. Section A asked about the work engagement and there are 9 items. Section B inquires about job demands while Section C asked about job resources and their dimensions.

In Section D of the questionnaire, there are 10 questions on job satisfaction. Lastly, the final section of the questionnaire, Section E is the demographic variables. These include gender, age, highest academic qualifications, marital status, their position, year of services in the organization and department they currently being working in. This information is necessary to show that the sample is representative and to ensure that generalization to the wider population of organizations and employees can be made.

3.6 Pilot Test

The term pilot study is a small study for helping to design a further confirmatory study (Arnold *et al.*, 2009). Many discussion of exactly what is a pilot study has been given by Thabane *et al.* (2010) such kinds of study may have various purposes such as testing study procedures, validity of tools, estimation of the recruitment rate, and estimation of parameters such as the variance of the outcome variable to calculate sample size and others. It is done by testing and checking the questionnaire on a small sample of the subjects in different area of the study.

The purpose is to make sure that everyone in sample study not only understands the questions and understands them in the same way. Pilot testing also be able to find out how long it takes to complete the survey in real time. The researcher would have a sufficient time to check the reliability, validity and viability of the research instrument as well as to determine the time needed for conducting the actual study.

For this study, the pilot test was conducted at District Police Headquarter Kubang Pasu, Jitra in early April 2017. The questionnaire was distributed to 30 police officers and gain back 20 feedback from the respondents. Questionnaire does not have any modification required. Table 3.8 reported the Cronbach's Alpha on the research measurement of the pilot study. All the variables have adequate reliability values ranging between 0.84 and 0.96.

Table 3.7

The Cronbach's Alpha for each research measures from the pilot study (n = 20)

| Variable | No. of Items | Cronbach's Alpha |
|------------------|--------------|------------------|
| Work Engagement | 9 | 0.839 |
| Job Demands | 21 | 0.925 |
| Job Resources | 19 | 0.960 |
| Job Satisfaction | 10 | 0.860 |

3.7 Data Collection Procedure

The questionnaire was kept short in an effort to maximize the response rate (Edwards *et al.*, 2001). In this study, the questions are clear and in short version of every variables that are being tested. This questionnaire can be used to extend and quantify findings gained using qualitative methods (Boynton & Greenhalgh, 2004). For this study, researcher has personally administered

and collected the complete questionnaire. Several advantages can be gained which is a high response rate, time constraints is not to along to collect back the questionnaires.

The actual data collection started after the questionnaire was pilot tested. Written permission from the university of data collection and formal letter was forwarded to Training Department, Police Headquarters in Bukit Aman, Kuala Lumpur. After their approval, the letter of approval is given to Police Headquarters in Kedah, Perlis and Pulau Pinang. Then the researcher can give the questionnaires through each state Training Department that they can distribute it to their police officers at the workplace. Data were collected around 10 April until 4 May 2017. Moreover, respondents were assured that the information given will remain unrevealed and be used for references only. Among the respondents also do not declare their status on current department, years of services and police ranking that is why there are too many missing data on that three demographic characteristics.

3.8 Technique of Data Analysis

SPSS version 22 program for Windows are used for data collection through the survey. Next, when have received the raw data, then the data was checked for data accuracy based on their reliability values. Finally, data was analyzed through the program and gain results for data screening, descriptive, factor, correlation and regression analysis.

3.8.1 Factor Analysis

Factor analysis enables researcher to describe many variables using a few factors and helps select small group of variables of representative variables from larger set (Garrett-Mayer, 2006). In other words, factor analysis carried out to establish the interrelationships of variables that belong together and to summarize the information in a larger number of correlated variables into a smaller numbers of factors that are not parallel with each other which is job demands, job resources, job satisfaction and work engagement. Factor analysis is used as a data reduction method and it is often used to determine a linear relationship between variables before subjecting them to further analysis.

3.8.2 Correlation Analysis

Cole (2016) stated that correlation analysis is a method of statistical evaluation used to study the strength of a relationship between two, numerically measured, continuous variables. This particular type of analysis is useful when researcher wants to establish if there are possible connections between variables. The correlation coefficient is a measure of linear association between two variables. Values of the correlation coefficient are always between -1 and +1. A correlation coefficient of +1 indicates that two variables are perfectly related in a positive linear sense; a correlation coefficient of -1 indicates that two variables are perfectly related in a negative linear sense, and a correlation coefficient of 0 indicates that there is no linear relationship between the two variables. In this study, to understand the course of the connection between independent variables which is job demands, job resources and job satisfaction and dependents variable is work engagement by using correlation methods analysis.

3.8.3 Regression Analysis

Regression analysis involves identifying the relationship between a dependent variable and one or more independent variables. A model of the relationship is hypothesized, and estimates of the parameter values are used to develop an estimated regression equation. Various tests are then employed to determine if the model is satisfactory. If the model is deemed satisfactory, the estimated regression equation can be used to predict the value of the dependent variable given values for the independent variables (Frost, 2013).

In addition, multiple regressions are vital because it can forecast future outcomes. In this study, the reason of performing a multiple regression analysis is to identify the predictive power of the independent variable (job demands-resources and job satisfaction) toward dependent variable (work engagement). Multiple regressions is using the p-value for each term tests the null hypothesis that the coefficient is equal to zero (no effect). The null hypothesis can be rejected meaning the hypothesis is significant with low p-value (< 0.05). With other meaning, changes in the predictor's value are related to changes in the dependent variable when a predictor has a low p-value suitable to be a significant addition to the research framework. Otherwise, to show that the hypothesis is insignificant the p-value is larger than significant levels (> 0.05 & > 0.01).

3.9 Conclusion

Chapter three clarified on the methods of the research and the action plan for the study. It outlined the sample of the participants was obtained, the respondents' selection methods, questionnaire developments, the research information, and the survey process in collecting data. In short, this chapter also explains the implementation of several analyses in this study such as factor, correlation and regression analysis to test the research hypotheses. Chapter four also reported the results of the study.



CHAPTER FOUR

FINDINGS

4.1 Introduction

Chapter 4 reports the results of the study. The chapter starts by stating the response rate and the demographic information of the participants. Next, the reports showed the data screening process and then discussion continued with the report on factor analysis, correlation analysis and regression analysis. Finally, the chapter ends with a discussion on the conclusion of the findings of this study.

4.2 Response Rate

Questionnaires are distributed for the collections of data were discussed in Chapter 3 before. A total of 327 questionnaires were distributed between April until May 2017. Participants were given two week to complete the questionnaire. A total response of 167 was returned, generating the return rate of 51% at the end of the survey. It is available for further study based on the data from 167 respondents. Below showed Table 4.1 represent the summary of respondents' response rate.

Table 4.1

Respondents' Response Rate

| Police Headquarters Contingent | Total survey distributed | Total survey received | Percentage |
|---|-------------------------------------|----------------------------------|-------------------|
| Kedah | 130 | 13 | 4% |
| Pulau Pinang | 120 | 90 | 27.5% |
| Perlis | 77 | 64 | 19.5% |
| Total | 327 | 167 | 51% |

4.3 Demographic Characteristics of the Participants

As shown in Table 4.2, the complete data analysis of the respondents' demographic characteristics has been analyzed. Based on the survey, 69.5% of the 167 participants are male. Most of the participants' age around 31-35 years accumulated about 32.9%. Furthermore, out of 65.3% were married and most participants are Malay consists of 85.6%. As for the highest academic qualification, majority who served as police officer are SPM high school level (53.3%). The Constable position is the highest response rate within the Police Headquarter at 15.8% and their year of services are between 1-10 years of services (46.9%). There are three Departments that are the most response rate (16.9%) which is management, commercial crime investigation and RMP Anak Bukit.

Table 4.2

Demographic characteristics of the participants (n = 167)

| | | Items | Frequency | Percent % |
|---|--------------------------------|--------------------------------|------------|------------|
| 1 | Gender | Male | 116 | 69.5 |
| | | Female | 51 | 30.5 |
| | | Total | 167 | 100 |
| 2 | Age | Less than 25 years old | 18 | 10.8 |
| | | 26-30 years old | 49 | 29.3 |
| | | 31-35 years old | 55 | 32.9 |
| | | 36-40 years old | 17 | 10.2 |
| | | 41-45 years old | 6 | 3.6 |
| | | 46-50 years old | 6 | 3.6 |
| | | 50 years old and above | 16 | 9.6 |
| | | Total | 167 | 100 |
| 3 | Nation | Malay | 143 | 85.6 |
| | | Chinese | 12 | 7.2 |
| | | Indian | 8 | 4.8 |
| | | Others | 4 | 2.4 |
| | | Total | 167 | 100 |
| 4 | Marital Status | Single | 54 | 32.3 |
| | | Married | 109 | 65.3 |
| | | Divorced/Widowed/ Separated | 4 | 2.4 |
| | | Total | 167 | 100 |
| 5 | Highest Academic Qualification | SPM | 89 | 53.3 |
| | | STPM | 17 | 10.2 |
| | | Degree | 19 | 11.4 |
| | | Master | 8 | 4.8 |
| | | Others (Diploma) | 34 | 20.4 |
| | | Total | 167 | 100 |

| | | | | | | |
|--------------|--------------------|--|---------------------------|------------------|------------|------|
| 6 | Police Ranking | Constable | 15 | 9.0 | | |
| | | Lance Corporal | 13 | 7.8 | | |
| | | Corporal | 14 | 8.4 | | |
| | | Sergeant | 13 | 7.8 | | |
| | | Sergeant Major | 2 | 1.2 | | |
| | | Sub-Inspector | 2 | 1.2 | | |
| | | Inspector | 13 | 7.8 | | |
| | | Assistant Superintendent of Police (ASP) and above | 10 | 6.0 | | |
| | | Trial Constable | 13 | 7.8 | | |
| | | Missing | 72 | 43.1 | | |
| | | Total | | 167 | 100 | |
| | | 7 | Years in Present Position | Less than 1 year | 13 | 7.8 |
| | | | | 1-10 years | 45 | 26.9 |
| 11-20 years | 14 | | | 8.4 | | |
| 21-30 years | 13 | | | 7.8 | | |
| 31-40 years | 11 | | | 6.6 | | |
| Missing | 71 | | | 42.5 | | |
| Total | | | | 167 | 100 | |
| 8 | Current Department | Management | 13 | 7.8 | | |
| | | Transportation | 3 | 1.8 | | |
| | | Services | 1 | 0.6 | | |
| | | Commercial Crime Investigation | 13 | 7.8 | | |
| | | Unit Disarmament | 2 | 1.2 | | |
| | | Property | | | | |
| | | Criminal Investigation of Narcotics | 6 | 3.6 | | |
| | | StaRT (Armament) | 2 | 1.2 | | |
| | | Crime Prevention & Community Safety | 8 | 4.8 | | |
| | | MPU IPK | 2 | 1.2 | | |
| | | Investigation & Traffic Enforcement | 4 | 2.4 | | |
| | | Public Order | 1 | 0.6 | | |
| | | Criminal Investigation Special Branch | 5 | 3.0 | | |
| | | Special Branch | 4 | 2.4 | | |
| | | RMP Anak Bukit | 13 | 7.8 | | |
| | | Missing | 90 | 53.9 | | |
| | | Total | | 167 | 100 | |

4.4 Data Screening

Data screening was conducted by examining basic descriptive and frequency distributions of the data collected. It is very important in the earlier steps as it affects the decisions taken in the next following steps. The procedures comprises of four following steps including: identification of missing data, normality, linearity and homoscedasticity.

The data were carefully examined for missing information. Descriptive data results showed that out of 167 returned questionnaires, there are none missing information. Normality test is preformed using histogram, skewness and kurtosis analysis. For this study, it was found that none of the variable had a kurtosis index greater than .659 and as for the skewness the variables had none greater than .511. It showed that the data appeared to have a normal distribution.

Furthermore, all histogram for checking the normality test showed that the scores to be reasonably normally distributed, implying the data approximately for all variables at a normal curve. The results for normality of variables outputs analysis are given in Appendix B4.

Finally, results of linearity and homoscedasticity for all the variables through the scatter plot and diagrams indicated that no evidence of non-linear patterns and a visual inspection of the distribution of residuals suggested an absence of heteroscedasticity for the variables. The results of linearity and homoscedasticity for all variables can be found in Appendix B5 and B6.

Regarding to multicollinearity, the results showed that the tolerance values were between .297 and .716, and the variance inflation factor (VIF) value ranged from 1.397 to 3.533. Given that the tolerance value is substantially greater than 0.10 and the VIF value is less than 10, indicates that the multicollinearity was not a problem. The results of all variables can be found in Appendix B7.

4.5 Factor Analysis

The research design is based on different sets of measures that reflected the different dimension of the broader concepts of work engagement, job demands, job resources and job satisfaction. Exploratory factor analysis (EFA) is a statistical technique that is used to reduce data to a smaller set of summary variables and to explore the underlining theoretical structure of the phenomena. It is used to identify the structure of the relationship between the variable and the respondent. Principal components analysis with a varimax rotation was used to identify the variables associated with the related factor used in this study and for data reduction to eliminate those questions that did not load significantly on any factor.

There are two steps in validation processes conducted in this study which is the first step involving checking the value of KMO and the Bartlett's table and second was inspecting the component matrix table and rotated component matrix table. KMO indicates the amount of variance shared among the items designed to measure a latent variable when compared to that shared with the error. According to Kaiser (1974) recommends accepting values greater than 0.5 or 0.6 as acceptable and Bartlett's Test of Sphericity significant value is 0.05 or smaller. The value more than 0.7 is the commonly for confirmatory analysis and the value less than 0.3 indicates that the item is measuring something different from the whole scale (Hair et al., 2010).

4.5.1 Work Engagement Measurement

Table 4.3 and Table 4.4 show the factor analysis results for work engagement. Result in Table 4.3 shows the value of KMO was 0.877, which was more than 0.60. The Bartlett's Test was highly significant ($p = 0.000$), approximate chi-square is 1242.316 and df is 36. Therefore, factor analysis for work engagement was appropriate for this data.

Table 4.3

KMO and Bartlett's test of Work Engagement

| KMO and Bartlett's Test | Results |
|---|----------------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy | .877 |
| Bartlett's Test of Sphericity | |
| Approx. Chi-Square | 1242.316 |
| df | 36 |
| Sig. | .000 |

Varimax rotated principal components factor was conducted on the 9-items for the work engagement scale and revealing that the factor explained a total variance of about 64.0%. Factor loading results in Table 4.4 shows that all 9 items in the work engagement were greater than 0.3 and could be retained for further analysis. As for work engagement is the dependent variable, the factors have been computed to one factor only that consist the value range from .556 to .895. Their reliability of the 9-items is around .926 and can be retained and further proceed with other analysis which is correlation and regression analysis.

Some researchers have used the sum of the components as a measure of work engagement using 9-items (e.g. Karatepe & Karadas, 2016; Balunde & Paradmike, 2016; Sakuraya *et al.*, 2017). In

this study, the mean value of 9-items the short version of Utrecht Work Engagement Scale (UWES) was calculated to determine the overall score for work engagement.

Table 4.4
Component matrix of Work Engagement

| Items of Work Engagement | Component |
|--|-----------|
| | 1 |
| At my work, I am bursting with energy. | .745 |
| At my job, I feel strong and vigorous. | .789 |
| When I get up in the morning, I feel like going to work. | .838 |
| I am enthusiastic about my job. | .895 |
| My job inspires me. | .556 |
| I am proud of the work I do. | .777 |
| I feel happy when I am working intensely. | .847 |
| I am immersed in my work. | .836 |
| I get carried away when I am working. | .867 |

4.5.2 Job Demands Measurement

Table 4.5 and Table 4.6 show the factor analysis results for job demands. Result in Table 4.5 shows the value of KMO was 0.874, which was more than 0.60. The Bartlett's Test was highly significant ($p = 0.000$), the approximate chi-square is 2858.078 and df is 210. Therefore, factor analysis for job demands was appropriate for this data.

Table 4.5

KMO and Bartlett's test of Job Demands

| KMO and Bartlett's Test | Results |
|--|----------------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy | .874 |
| Bartlett's Test of Sphericity | |
| Approx. Chi-Square | 2585.078 |
| df | 210 |
| Sig. | .000 |

The analysis of varimax rotated principal components factor was conducted on the 21-items for the job demands scale and revealing that the factor explained a total variance of about 60.7%. Factor loading results in Table 4.6 shows that all 19 items in the job demands were greater than 0.3 and could be retained for further analysis. The first component reliability value is 0.952 that consists of work-family conflicts items. The second components reliability value is 0.700 and the items that represent work pressure. The third components reliability value is 0.722 and the items are based on the factors of workload. Items 7 and 8 of workload were deleted from further analysis because their reliability value is 0.550. The items were divided into work pressure that contained 5 items, workload contained 6 items and work-family conflict consists of 10 items. Therefore, only 19 items were retained for further analysis.

Table 4.6
Rotated component matrix of Job Demands

| Items of Job Demands | Component | | |
|--|-----------|------|------|
| | 1 | 2 | 3 |
| My work requires working fast. | | .779 | |
| My work requires working very hard. | | .807 | |
| My work requires too much input from me. | | .646 | |
| I have enough time to complete my job. | | | .575 |
| My job often makes conflicting demands on me. | | | .546 |
| Due to the workload I have, I do not have enough time to perform my work. | .681 | | |
| I often need to work after hours to meet my work requirements. | | | .791 |
| My work requires physical demands to fulfill the task. | | | .837 |
| My workload has increased over the past 12 months. | | .482 | |
| The demands of my work interfere with my home and family life. | .786 | | |
| The amount of time my job takes up makes it difficult to fulfill my family responsibilities. | .879 | | |
| Things I want to do at home do not get done because of the demands my job puts on me. | .876 | | |
| My job produces strain that makes it difficult to fulfill family duties. | .880 | | |
| Due to work-related duties, I have to make changes to my plans for family activities. | .772 | | |

| | | | |
|--|------|--|--|
| The demands of my family or partner interfere with work-related activities. | .829 | | |
| I have to put off doing things at work because of demands on my time at home. | .727 | | |
| Things I want to do at work don't get done because of the demands of my family or partner. | .765 | | |
| My home life interferes with my responsibilities at work such as getting to work on time, accomplishing daily tasks, and working overtime. | .885 | | |
| Family-related strain interferes with my ability to perform job-related duties. | .855 | | |

4.5.3 Job Resources Measurement

Table 4.7 and Table 4.8 show the factor analysis results for job resources. Result in Table 4.7 shows the value of KMO was 0.836, which was more than 0.60. The Bartlett's Test was highly significant ($p = 0.000$) with approximate chi-square of 1842.084 and df is 171. Therefore, factor analysis for job resources was appropriate for this data.

Table 4.7

KMO and Bartlett's test of Job Resources

| KMO and Bartlett's Test | Results |
|---|----------------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy | .836 |
| Bartlett's Test of Sphericity | |
| Approx. Chi-Square | 1842.084 |
| df | 171 |
| Sig. | .000 |

In this study, the analysis of varimax rotated principal components factor was conducted on the 19-items for the job resources scale and revealing that the factor explained a total variance of about 62.2%. Factor loading results for all 19 items in the job resources were greater than 0.3 and could be retained for further analysis. The items were divided into social support that contained 8 items, performance feedback contained 4 items and career opportunity consists of 7 items. Therefore, Table 4.8 showed that all 19 items were retained for further analysis and their reliability is tested based on their factors. According to Appendix B3, reliability results of components 1 that consists of performance feedback is 0.866. The second component that includes items of career opportunity has reliability results of 0.862. Lastly, the third component is more on social support that has reliability result is 0.775.

Table 4.8
Rotated component matrix of Job Resources

| Items of Job Resources | Component | | |
|---|-----------|---|------|
| | 1 | 2 | 3 |
| My supervisor is concerned about the welfare of those under them. | .859 | | |
| My supervisor pays attention to what I am saying. | .780 | | |
| My superior is helpful in getting the job done. | | | .872 |
| My superior is successful in getting people to work together. | | | .842 |
| People I work with are competent in doing their jobs. | .647 | | |

| | | | |
|---|------|------|------|
| People I work with take a personal interest in me. | | | .424 |
| People I work with are friendly. | .599 | | . |
| When needed, my colleagues will help me. | | | .722 |
| I have received enough information from my supervisor about my job performance. | .759 | | |
| I receive enough feedback from my superior on how well I am doing. | .605 | | |
| There is enough opportunity in my job to find out on how I am doing. | .691 | | |
| I know how well I am performing on my job. | | | .674 |
| In current work unit, my position improves faster. | | .787 | |
| In current work unit, my position is likely to move up. | | .684 | |
| In current work unit, my position is more ideal than original unit. | | .578 | |
| Compared with my colleagues, my position improves faster. | | .696 | |
| In current work unit, my salary raises faster. | | .772 | |
| In current work unit, my present salary is likely to rise. | | .702 | |
| Compared with my colleagues, my salary raises faster. | | .798 | |

4.5.4 Job Satisfaction Measurement

Table 4.9 and Table 4.10 show the factor analysis results for job satisfaction. Result in Table 4.5 shows the value of KMO was 0.839, which was more than 0.60. The Bartlett's Test was highly significant ($p = 0.000$) with approximate chi-square of 962.555 and df is 45. Therefore, factor analysis for job satisfaction was appropriate for this data.

Table 4.9

KMO and Bartlett's test of Job Satisfaction

| KMO and Bartlett's Test | Results |
|---|----------------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy | .839 |
| Bartlett's Test of Sphericity Approx. Chi-Square | 962.555 |
| df | 45 |
| Sig. | .000 |

The varimax rotated principal components factor was then conducted on the 10-items for the job satisfaction scale and revealing that the 2 factors explained a cumulative of 65.3%. Factor loading results for all 10 items in the job resources were 0.3 and above. It revealed two structural factors, the first factor recorded loadings between 0.777 and 0.907; the second factors range recorded loadings between 0.549 and 0.806. Therefore, Table 4.10 showed that all 10 items were retained for further analysis and their reliability is tested based on their factors. The results of reliability test for Job Satisfaction component 1 as internal factors is 0.917 and Job Satisfaction component 2 as external factors is 0.771.

Table 4.10
Rotated component matrix of Job Satisfaction

| Items | Component | |
|---|-----------|------|
| | 1 | 2 |
| I get along with my superior. | | .758 |
| All my talents and skills are used. | .777 | |
| I feel good about my job. | | .806 |
| I receive recognition for a job well done. | | .668 |
| I feel good working at police force. | | .624 |
| I feel close to the people at work. | .827 | |
| I feel secure about my job. | .812 | |
| I believe management is concerned about me. | | .549 |
| My wages are good. | .857 | |
| On the whole, I believe work is good for my health. | .907 | |

4.6 Correlation Analysis

Table 4.11 reports the means, standard deviations and the Pearson correlations of variables for 167 participants. The internal consistency reliabilities (Cronbach's Alpha) of the research measures are reported along the diagonal of the correlation table. As shown in Table 4.11, the Cronbach's alpha for work engagement was 0.92. For the job demands, the Cronbach's alpha of the three components has satisfactory reliability values of 0.69 and 0.95. The Cronbach's alpha for the three components of job resources have also satisfactory reliability values ranging from 0.77 to 0.87. The last factors from job satisfaction consists of two components have also satisfactory reliability value at 0.91 and 0.77.

Table 4.11 revealed that significant negative relationships between the first factors of job demands components which is work-family conflict and work engagement, with correlation coefficients of -0.14. The result indicates that the lower the work–family conflict felt by police is, the greater their engagement to their job will be. Besides that, the other two components of job demands (workload and work pressure) were significant positive relationships between them and work engagement, with correlation coefficients of 0.22 and 0.57. Hence, the more participants received job demands of work pressure and workload, the more engaged they were with their work.

There were also significant positive relationships between all job resources components and work engagement, with correlation coefficients between 0.09 and 0.65. The results showed that the more participants received social support, performance feedback and career opportunity, the more engaged they were with their work.

Lastly, participants' rating of job satisfaction was significantly positively correlated with the work engagement, with correlation coefficients of 0.48 and 0.67. Therefore, the results indicate that the more participants were satisfied with their job, the more engaged they were in their work.

Table 4.11

Descriptive statistics, scale reliabilities, and correlations of variables

| | N | Mean | S.D. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
|------------------------------|-----|------|------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| 1. Work-family Conflict | 167 | 3.10 | 0.93 | (.952) | | | | | | | | |
| 2. Work Pressure | 167 | 3.98 | 0.54 | .29** | (.700) | | | | | | | |
| 3. Workload | 167 | 3.40 | 0.76 | .24** | .29** | (.722) | | | | | | |
| 4. Performance Feedback | 167 | 3.88 | 0.55 | -0.06 | .26** | .18** | (.866) | | | | | |
| 5. Career Opportunity | 167 | 3.32 | 0.64 | .31** | 0.12 | .30** | .33** | (.862) | | | | |
| 6. Social Support | 167 | 3.47 | 0.73 | -0.05 | .041 | .64** | .45** | .35** | (.775) | | | |
| 7. Job Satisfaction Internal | 167 | 3.57 | 0.99 | -0.16 | .07 | .61** | .33** | .31** | .77** | (.917) | | |
| 8. Job Satisfaction External | 167 | 3.93 | 0.57 | -0.11 | .26** | .35** | .62** | .26** | .46** | .54** | (.771) | |
| 9. Work Engagement | 167 | 3.79 | 0.68 | -.147* | .227** | .574** | .404** | .097* | .650** | .677** | .486** | (.926) |

Note. * Correlation is significant at the 0.05 level (2-tailed); ** Correlation is significant at the 0.01 level (2-tailed).

4.7 Multiple Regression Analysis

4.7.1 Relationship between Job Demands, Job Resources, Job Satisfaction and Work Engagement

As shown in Table 4.12, 60.4% ($R^2 = .604$, $F = 30.167$, $p < 0.01$) of the variance in work engagement was significantly explained by Job Demands that consists of work pressure, workload, work-family conflict, Job resources which is social support, performance feedback and career opportunity and Job Satisfaction. In the model, work-family conflicts ($\beta = -0.105$, $p < 0.05$) were found negatively related to work engagement, while other work pressure ($\beta = 0.130$, $p < 0.05$) and workload ($\beta = 0.247$, $p < 0.01$) were positively related to work engagement. As for the Job resources which is career opportunity ($\beta = -0.199$, $p < 0.01$) is negatively related to work engagement, meanwhile performance feedback ($\beta = 0.162$, $p < 0.05$) and social support ($\beta = 0.208$, $p < 0.05$) is positively related to work engagement. Job satisfaction both internal and external factors ($\beta = 0.021$, $p < 0.05$) is positively related to work engagement. But the most strong relationship with work engagement is Job satisfaction internal ($\beta = 0.334$, $p < 0.01$).

Based on the results, hypotheses $H1_1$ and $H2_1$ were supported by the following Independent variables (work pressure, workload, performance feedback and social support) towards work engagement. Therefore, work engagement among the police officers tends to increase when they are provided with the right job demands and job resources based on their job. Based on the multiple regressions, hypotheses $H3_1$ were supported by the following Independent variable (job satisfaction internal) towards work engagement. Thus, the job satisfaction among police officers is very satisfied while it will increase their work engagement.

Table 4.12

Regression results of work pressure, workload, work-family conflict, social support, performance feedback, career opportunity and job satisfaction on work engagement

| Independent variables | Dependent variable Work Engagement (Std Beta) | t | Sig. | Tolerance | VIF |
|-----------------------|---|-------|-------|-----------|------|
| Work-family | | | | | |
| Conflict | -0.105* | -1.66 | 0.098 | 0.629 | 1.59 |
| Work Pressure | 0.130* | 2.20 | 0.029 | 0.716 | 1.39 |
| Workload | 0.247** | 3.09 | 0.002 | 0.392 | 2.54 |
| Performance | | | | | |
| Feedback | 0.162* | 2.20 | 0.029 | 0.462 | 2.16 |
| Career Opportunity | -0.199** | -3.32 | 0.001 | 0.697 | 1.43 |
| Social Support | 0.208* | 2.20 | 0.029 | 0.283 | 3.53 |
| JS Internal | 0.334** | 3.63 | 0.000 | 0.297 | 3.37 |
| JS External | 0.021* | 0.28 | 0.779 | 0.456 | 2.19 |
| F value | 30.167 | | | | |
| R ² | 0.604 | | | | |
| Adj-R ² | 0.584 | | | | |
| Durbin-Watson | 1.884 | | | | |

Note. *p < 0.05, **p < 0.01

In conclusion, the analysis techniques used in this study such as multiple regressions have able to answer the research objectives and the test the proposed hypotheses. Table 4.13 presents the summary of the hypotheses testing.

Table 4.13

Summary of hypotheses testing

| Hypotheses | Statement | Findings |
|-----------------------|---|-----------------|
| H1₁ | Job demands (work pressure & workload) has a significant relationship on work engagement | Accepted |
| H1₁ | Job demands (work-family conflict) has a significant relationship on work engagement | Rejected |
| H2₁ | Job resources (performance feedback, social support and career opportunity) has a significant relationship on work engagement | Accepted |
| H3₁ | Job satisfaction (Internal) has a significant relationship on work engagement | Accepted |
| H3₁ | Job satisfaction (External) has a significant relationship on work engagement | Rejected |

4.8 Conclusions

In Chapter 4 described the demographic characteristics of the 167 respondents, the results of the correlations and regression analyses. The research hypotheses were considered tested in the light of those results. The results indicate that job demands and job resources have negatively and positively effect on work engagement, while job satisfaction were positively related to work engagement.

The results also imply to job satisfaction play significant relationships towards work engagement. In other words, those who are very satisfied with their job, tend to enhance and increase their work engagement level. The research findings are discussed in the Chapter 5.



CHAPTER FIVE

DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter discusses the findings of the study according to the literature review on work engagement and the hypotheses developed in Chapter 2. The study also reported the elaboration and extends prior research on work engagement in this thesis. The findings, as presented in Chapter 4, are discussed in the sections below. There are several implications and limitations that can be drawn from the study.

5.2 Summary of the Research

The main purpose of this study is to investigate the relationship between job demands and job resources and work engagement. The study also interested in examines the role of job satisfaction towards work engagement. Moreover, this study is aim to analyze the level of work engagement among police officers.

Multiple regressions analysis were conducted to test hypotheses H1 and H2, which is to test the direct relationship between three components of job demands namely work pressure, workload and work-family conflict, three components of job resources namely, social support, performance feedback and career opportunity with work engagement. The findings revealed that two factors of job demands (Workload and Work pressure) and job resources (Performance feedback and Social Support) were positively or significant relationship related to work

engagement, while there are one factors from job demands (Work-family conflict) and job resources (Career opportunity) has negative significant effect on work engagement. Hypothesis H3 was also tested using multiple regressions analysis which is to test the direct relationship between job satisfaction and work engagement. Based on the findings, indicates that there is a significant relationships association between job satisfaction and work engagement.

5.3 Job Demands, Job Resources and Work Engagement

5.3.1 Relationship between Job Demands (Work Pressure, Workload, Work-family Conflict) and Work Engagement

Results from the present study indicate that both components of job demands, namely workload and work pressure were positively related to work engagement. The current research findings were in line with previous studies conducted by Schaufeli and Bakker (2004), Bakker and Demerouti (2007), Inoue, Kawakami, Tsuno, Shimazu, and Tomioka (2013), Sakuraya *et al.* (2017), and Kawakami, Tsutsumi, Miyaki *et al.* (2014). The present research showed positive associations of workload and work pressure with work engagement and its components (vigor, dedication and absorption). This means that workload means being busy at work and work pressure may create a feeling being important for their organization, which may in return enhance their work engagement. Furthermore, workload can be a good things and making it very challenging will help the police officers build their skills and increased their work engagement.

While the job demands components of work-family conflict is negatively related to work engagement. These findings support previous studies conducted by Sayar, Jahanpour, Maroufi and Avazzadeh (2016), Karatepe and Karadas (2016), Crawford, LePine and Rich (2010), De

Simone, Lampis, Lasio, Serri, Cicotto and Putzu (2014) and Petek, Gasjak and Petek Ster (2016). The correlation and regression findings also showed a significant negative correlation between work–family conflict and work engagement. As mentioned previously by Rothmann and Rothmann (2010); De Braine and Roodt (2011), employees who are engaged in their work experience commitment, dedication and concentration and high energy levels. For that reason, individuals who encounter conflict as an effect of contradict demands between of work and family lives may be less engaged in their work. From the results of the current study, it can concluded that the stress associated with work-family conflict may prevent individuals from accomplish optimal concentration and dedicating the necessary time energy to their work roles. Basically, when police officers experiencing less work-family conflicts then they will become more engaged in their work.

One of the possible explanations for these results is that majority of the respondents in this study are married persons their marital status when it will affect their work and family life. In addition, an effective time and self-management is very important in order to be focus on efficiency by improving performance and managing time at work and their personal life. Employee engagement programs along with training and development can help the married respondents to feel sense of ownership of work among employees and give them the right job resources to improve performance. Married persons must know how to manage their time effectively between work and family then it will be less conflict and will increase their engagement at workplace.

5.3.2 Relationship between Job Resources (Social Support, Performance Feedback, Career Opportunity) and Work Engagement

In this study, job resources were measured by social support, performance feedback and career opportunity. The results indicate that police officers, who received social support and performance feedback from the police force management, tend to be more engaged in their work. These findings were supported by past studies conducted by Roslan, Ho, Ng and Sambasivan (2015), Hans (2016), Hontake and Ariyoshi (2016), Altunel, Kocak and Cankir (2015) and Kim (2017).

Social support also play important role as factors that influence work engagement among police officers. Supervisors' support may contribute to higher self-esteem and happiness at workplace and thereby can lead to increased work engagement (Hobfoll *et al.*, 1990). Supervisors' support might be able to have an intrinsic motivation role by fulfilling employees' need to belong. Moreover, the relationship between employees and supervisors should be built on mutual trust and open communication with the possibility of constructive feedback both ways. As for the co-workers support, might create among employees the belief that they will receive from their colleagues when needed, which might increase their confidence that they will achieve their work goals (Xanthopoulou *et al.*, 2008). In doing so, co-workers support might also play an extrinsic and intrinsic motivation role.

Performance feedback among police officers has positive relationship with work engagement. It is due to when there are a fair and constructive feedback on their performance and their goals to achieve them; they will be more prepared to their job that will increase their work engagement. Constructive feedback is very vital for the police officers to achieve their Key Performance

Indicator that was given for each individuals based on their jobs. By providing performance feedback on their jobs they can improve themselves to be better than before. In summary, performance feedback among police officers is very encouraging than it will increased their job engagement at the workplace.

However, the factors career opportunity of job resources is negatively related to work engagement based on the result in previous chapter. This means that in the police force has less career opportunity, than it will effect police officers work engagement. Based on the previous studies conducted by Singh and Sanjeev (2013), Liu, He and Yu (2017), have different results which are positively related to work engagement. One of the possible reasons which are based on the participants' highest academic qualification can also influence career opportunity among police officers. Most of the police officers' career opportunities are based on their length of services and also qualification that they have. For example, when police officer who has a degree qualification usually is in the ranking of Police Inspector and their experience based on their length of service in the police force. When less career opportunity among police officers, there will be decreasing of work engagement between them.

5.3.3 Relationship between Job Satisfaction and Work Engagement

Results of the present study revealed that job satisfaction and work engagement were positively related with each other. In other words, highly satisfied police officers are also engaged in their work. The current findings supported past empirical studies on job satisfaction and work engagement (Ludviga & Kalvina, 2016; Basit & Arshad, 2016; Kamalanabhan, Prakash Sai & Duggirala, 2009; Moura, Orgambidez-Ramos & Goncalves, 2014).

Job satisfaction are categories into two components which is Internal and External.

Furthermore, respectful treatment of all police officers at all levels, job security and also recognizing their good performance some of the factors that influence overall employee satisfaction and also will encourage employees' work engagement. In this study suggests that work engagement is the key predictor of job satisfaction. The positive emotions related to work engagement are likely to results in positive outcomes, which is job satisfaction. According to Saks (2006), individuals who are more engaged are likely to be in more trusting and high-quality relationships with their employer and will, therefore, be more likely to report more positive attitudes and intentions toward the organization. This feeling of satisfaction in return leads them to be more engaged in their work.

5.4 Research Implications

5.4.1 Theoretical Implications

The current findings have presented the current description of professional functions and collection of data on work engagement in several ways. Firstly, findings from the current study have given empirical evidence that proven there are significant correlations among job resources and job demands towards police officers' job engagement. Based on the results from Chapter four revealed that job resources (career opportunity) and job demands (work-family conflicts) have negative results associated with work engagement, while the job demands such as workload and work pressure and job resources which is social support and performance feedback were found positive significant results connection with job engagement.

Even though in the past, there are limited studies that focusing on public sector especially in Malaysia setting in terms of job demands, job resources and work engagement. The findings generally indicated the reliability of JD-R Model as a basis in discussing the influence between work engagement and job demands, job resources among police officers'. Based on the earlier studies conducted by Bakker and Demerouti (2007), Schaufeli and Bakker (2004) and Demerouti and Bakker (2011) reflects the model's wide applicability in different contexts with the research being done among the police officers in the public sector in Malaysia.

Apart from that, the current study has also presented the knowledge representation on work engagement by elaborating JD-R Model and adding job satisfaction as the third independent variable. In this study, job satisfaction is included to show that participants among the police officers are satisfied with their work now and it will lead to work engagement at the workplace. This study provides clear evidence that job satisfaction have direct relationship with work engagement when the results are empirically confirmed which is positive.

In addition, the theoretical part of this study providing and transferring by new direction of the study. In this study, with the JD-R Model guidelines and expanded the model by including the job satisfaction apart from job resources and job demands to sustain job engagement. In JD-R Model before this does not have job satisfaction as part of Bakker and Demerouti (2007) research however in this research exploring more factors that will influence work engagement and find what factors has the strongest relationship.

5.4.2 Implications for Practice

There are several implications for the management of the police forces based on the current research findings. The outcomes specify that high workload and work pressure does increase police officers' work engagement towards their jobs. While, as for work-family conflicts and family-work conflicts have to be reduced in order to make them engaged in their work. In overcoming these issues of work-family conflicts there must be the right facilities to help them to be more focus on their jobs rather than involving their family such as care child center near working environment, school for their children and home facilities, quarters for their family nearby. Apart from that, the police's management also needs to ensure that the goal and expectation set for each police officers' are in-line with the yearly performance appraisal and reasonable workload be fairly distributed between individual employees.

The study also signify that performance feedback and social support provided by the management were among the factors that have positive impact in enhancing polices' work engagement. Therefore, management of the police forces need to continually giving social support and performance feedback to their police officers' especially that related to their scope of jobs if they would like to have highly engaged public servants. The police's management can also give support in terms of providing them other facilities to enhance themselves in their work through training, seminars and conferences for professional development, and giving constructive and objective performance feedback that can help police officers to improve their work performance. Meanwhile for the other factors of job resources which is career opportunity should be given more not just based on the academic qualifications but based on their experience

of work and abilities and knowledge they have to be advance in their career will definitely engaged them in their jobs.

In this study, another interesting findings found that job satisfaction roles was also perceived by the police officers' to contribute to their engagement towards work. Since there was a direct relationship between job satisfaction and police officers' work engagement, it is suggested that the polices' management to consider providing positive working environment, involving the work-life balance between work and healthy life style, building team spirit among police officers', comfortable physical office environment, and rewarding and recognizing contribution made by the police officers. Besides that, giving more control and flexibility to the police officers in terms of planning and carrying out their work as way to enhance the police officers' job satisfaction moreover can increase their work engagement.

5.5 Limitations and Direction for Future Research

There are limitations in the design of this study that might influence the interpretations and generalizations of these findings. These issues are discussed below.

The study was aimed at understanding the influence of job demands, job resources and job satisfaction on police officers' work engagement, but the study was conducted on selected public services sector only. First, this study was conducted within Police Headquarters Contingent Northern area of Malaysia only because of the limited time-frame. As for the future direction of the study, the research can be expanded to the rest of the states in Malaysia at other Police Headquarters Contingent.

Second, the findings only capture perceptions of respondents from the police officers regarding factors that might influence their work engagement. Hence, in extent the exploration of job demands, job resources and job satisfaction on other types of uniform body which might offers greater understanding on the issues of work engagement within their workplace, there is a need for future research. Research can be further when comparing the police and other uniform body work engagement and they might have different kind of job demands, job resources and job satisfaction will contribute to dissimilar discovery.

Besides that, independent variables tested in this study were limited to job demands (work pressure, workload and work-family conflict), job resources (social support, performance feedback and career opportunity) and job satisfaction. Other situational factors that beyond the scope of this study such as personal resources, personality trait, and organizational culture was not included in this study. This can provides another direction for future research. The present research was cross-sectional than it was not experimental to conduct a longitudinal study. This method offers limited information and time regarding changes in the level of engagement when dissimilar categories of job resources, job demands and job satisfaction were imposed. Perhaps, in the future it may be worth investigating the issues of work engagement using longitudinal methods.

In short, based on the specified investigation attribute of the research there must be some constraint related with the method used in the study. Both researchers and practitioners must be interested in the results of this study provide useful findings for future references.

5.6 Conclusions

The motive of this study is to identify the components that effect police officers' work engagement. The primary focus is on the roles of job demands and job resources on work engagement. This study also reported that job satisfaction has significant relationship with job engagement. Based on the findings, job demands and job resources have significant relationship towards employee engagement. The factors of job demands (work-family conflict) has negative results correlated with work engagement meanwhile workload and work pressure has significant positive results associated to work engagement. In addition, the factors of job resources (career opportunity) were negatively related to work engagement while social support and performance feedback that are stronger, positive relationship were found.

An important contribution made in this study is the role of job satisfaction effecting work engagement. The current findings indicate that all the factors tested such as work pressure, workload, work-family conflict, social support, performance feedback, and career opportunity had a direct and indirect relationship on job engagement. Job satisfaction has significant (positive) correlation with work engagement. Furthermore, some related studies shown in the literature review found that most studies will refers to Job Demands-Resources Model to strengthen their research framework and support the study that they have conducted and tested. From that, this study will also show the strongest factors that influence work engagement among police officers based on their nature of jobs. There are also mix results based the factors of job resources and job demands otherwise for job satisfaction have significant (positive) effect on work engagement.

Through the analysis of data and findings, work pressure, workload and work-family conflict, job resources: social support, performance feedback and career opportunity, job satisfaction in predicting work engagement among the police officers, a more complete understanding of the influence of these factors will be achieved.



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TAJUK KAJIAN:

Kajian terhadap Penglibatan Kerja di dalam PDRM

SOAL SELIDIK

Pegawai dan anggota PDRM yang dihormati,

Soal selidik ini adalah bertujuan untuk mengkaji pengaruh permintaan pekerjaan, sumber pekerjaan dan kepuasan pekerjaan terhadap penglibatan kerja di dalam PDRM. Penyelidik memberi jaminan bahawa segala maklumat yang diberikan hanyalah untuk tujuan penyelidikan. Anda tidak perlu menulis butiran peribadi seperti nama dan nombor badan bagi memastikan tiada keciciran maklumat. Sila beri maklumbalas terhadap soal selidik yang diberikan tentang situasi yang sebenar dalam organisasi anda.

Soal selidik ini akan mengambil masa 15 hingga 20 minit untuk disempurnakan. Mohon untuk soal selidik dikembalikan kepada penyelidik untuk menyempurnakan kajian ini.

Kerjasama dan perhatian anda amat dihargai dan didahului dengan ucapan terima kasih

Sekian.

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Nota: Bahagian A, B, C, dan D mengandungi soalan-soalan yang berkaitan dengan pengaruh permintaan pekerjaan, sumber pekerjaan dan kepuasan pekerjaan terhadap penglibatan kerja, manakala Bahagian E merupakan soalan mengenai demografi responden.

SOAL SELIDIK

Arahan: Sila **BULATKAN** pernyataan anda pada angka 1 hingga 5 berdasarkan pilihan yang anda rasakan pilihan yang sesuai mewakili maklumbalas anda terhadap penglibatan kerja.

| Kenyataan | Sangat tidak setuju (STS) | Tidak setuju (TS) | Neutral (N) | Setuju (S) | Sangat setuju (SS) |
|-----------|---------------------------|-------------------|-------------|------------|--------------------|
| Skor | 1 | 2 | 3 | 4 | 5 |

Bahagian A: Penglibatan Kerja

| Perkara | STS | TS | N | S | SS |
|--|-----|----|---|---|----|
| 1. Semasa bekerja saya merasakan saya penuh bertenaga. | 1 | 2 | 3 | 4 | 5 |
| 2. Semasa bekerja, saya berasa kuat dan bertenaga. | 1 | 2 | 3 | 4 | 5 |
| 3. Apabila saya bangun pada waktu pagi, saya berasa hendak ke tempat kerja. | 1 | 2 | 3 | 4 | 5 |
| 4. Saya berasa bersemangat tentang kerja saya. | 1 | 2 | 3 | 4 | 5 |
| 5. Kerja saya memberi inspirasi kepada saya. | 1 | 2 | 3 | 4 | 5 |
| 6. Saya berasa bangga dengan kerja yang saya lakukan sekarang. | 1 | 2 | 3 | 4 | 5 |
| 7. Saya berasa gembira apabila saya bekerja gigih. | 1 | 2 | 3 | 4 | 5 |
| 8. Saya selalu terlibat secara mendalam bila melibatkan aktiviti kerja saya. | 1 | 2 | 3 | 4 | 5 |
| 9. Apabila bekerja saya selalu bersungguh-sungguh. | 1 | 2 | 3 | 4 | 5 |

Bahagian B: Permintaan Pekerjaan

| Kenyataan | Sangat tidak setuju (STS) | Tidak setuju (TS) | Neutral (N) | Setuju (S) | Sangat setuju (SS) |
|-----------|---------------------------|-------------------|-------------|------------|--------------------|
| Skor | 1 | 2 | 3 | 4 | 5 |

| Perkara | STS | TS | N | S | SS |
|--|-----|----|---|---|----|
| 1. Kerja saya memerlukan saya bekerja dengan pantas. | 1 | 2 | 3 | 4 | 5 |
| 2. Kerja saya memerlukan saya bekerja keras. | 1 | 2 | 3 | 4 | 5 |
| 3. Kerja saya memerlukan terlalu banyak “input” dari saya. | 1 | 2 | 3 | 4 | 5 |
| 4. Saya mempunyai masa yang cukup untuk menyiapkan kerja saya. | 1 | 2 | 3 | 4 | 5 |
| 5. Tugas saya sering membuat tuntutan yang bercanggahan dengan saya. | 1 | 2 | 3 | 4 | 5 |
| 6. Oleh kerana beban kerja yang saya ada, saya tidak mempunyai masa yang cukup untuk melakukan kerja-kerja saya. | 1 | 2 | 3 | 4 | 5 |
| 7. Saya sedia menghadapi sebarang gangguan kerja semasa bertugas. | 1 | 2 | 3 | 4 | 5 |
| 8. Jumlah tanggungjawab pekerjaan dijangka lakukan adalah munasabah. | 1 | 2 | 3 | 4 | 5 |
| 9. Saya sering perlu bekerja selepas waktu kerja untuk memenuhi keperluan kerja saya. | 1 | 2 | 3 | 4 | 5 |
| 10. Kerja saya memerlukan tuntutan fizikal untuk memenuhi tugas saya. | 1 | 2 | 3 | 4 | 5 |
| 11. Beban kerja saya telah meningkat sejak 12 bulan yang lepas. | 1 | 2 | 3 | 4 | 5 |

APPENDIX A

| Perkara | STS | TS | N | S | SS |
|--|------------|-----------|----------|----------|-----------|
| 12. Tuntutan kerja saya mengganggu kehidupan keluarga saya. | 1 | 2 | 3 | 4 | 5 |
| 13. Jumlah masa kerja saya yang diambil, menjadikannya sukar untuk memenuhi tanggungjawab keluarga saya. | 1 | 2 | 3 | 4 | 5 |
| 14. Perkara yang ingin lakukan di rumah tidak dapat dilakukan kerana tuntutan tugas yang perlu dilaksanakan oleh saya. | 1 | 2 | 3 | 4 | 5 |
| 15. Tugas saya menimbulkan tekanan yang menjadikan ianya sukar untuk memenuhi tugas keluarga. | 1 | 2 | 3 | 4 | 5 |
| 16. Oleh kerana tugas yang berkaitan dengan kerja, saya perlu membuat perubahan kepada rancangan saya untuk aktiviti keluarga. | 1 | 2 | 3 | 4 | 5 |
| 17. Permintaan keluarga atau pasangan saya mengganggu aktiviti yang berkaitan dengan kerja. | 1 | 2 | 3 | 4 | 5 |
| 18. Saya selalu menunda melakukan tugas di tempat kerja kerana permintaan pada masa saya di rumah. | 1 | 2 | 3 | 4 | 5 |
| 19. Perkara yang saya mahu lakukan di tempat kerja tidak dapat dilakukan kerana permintaan keluarga atau pasangan saya. | 1 | 2 | 3 | 4 | 5 |
| 20. Kehidupan di rumah saya terjejas kerana tanggungjawab saya di tempat kerja seperti pergi kerja pada masanya, melaksanakan tugas setiap hari, dan bekerja lebih masa. | 1 | 2 | 3 | 4 | 5 |
| 21. Ketegangan yang berkaitan dengan keluarga mengganggu keupayaan saya untuk melaksanakan tugas yang berkaitan dengan kerja. | 1 | 2 | 3 | 4 | 5 |

Bahagian C: Sumber Pekerjaan

| Kenyataan | Sangat tidak setuju (STS) | Tidak setuju (TS) | Neutral (N) | Setuju (S) | Sangat setuju (SS) |
|------------------|---------------------------|-------------------|-------------|------------|--------------------|
| Skor | 1 | 2 | 3 | 4 | 5 |

| Perkara | STS | TS | N | S | SS |
|---|------------|-----------|----------|----------|-----------|
| 1. Penyelia saya mengambil berat tentang kebajikan pekerja dibawah tanggungjawab mereka. | 1 | 2 | 3 | 4 | 5 |
| 2. Penyelia saya memberi perhatian kepada apa yang saya katakan. | 1 | 2 | 3 | 4 | 5 |
| 3. Pihak atasan saya banyak membantu dalam menyelesaikan kerja yang dilakukan masa tugasan. | 1 | 2 | 3 | 4 | 5 |
| 4. Pihak atasan saya berjaya dalam memperolehi orang untuk bekerjasama dalam pasukan. | 1 | 2 | 3 | 4 | 5 |
| 5. Saya bekerja dengan rakan sekerja yang cekap melaksanakan tugas masing-masing. | 1 | 2 | 3 | 4 | 5 |
| 6. Saya bekerja dengan rakan sekerja yang mengambil kesempatan peribadi keatas saya. | 1 | 2 | 3 | 4 | 5 |
| 7. Saya bekerja dengan orang yang cepat mesra. | 1 | 2 | 3 | 4 | 5 |
| 8. Apabila diperlukan, rakan sekerja saya akan membantu saya. | 1 | 2 | 3 | 4 | 5 |

| Perkara | STS | TS | N | S | SS |
|---|-----|----|---|---|----|
| 9. Saya telah menerima maklumat yang cukup daripada penyelia saya berkenaan prestasi kerja saya. | 1 | 2 | 3 | 4 | 5 |
| 10. Saya menerima maklumbalas yang cukup dari pihak atasan saya sejauh mana bagus saya lakukan kerja. | 1 | 2 | 3 | 4 | 5 |
| 11. Terdapat peluang yang cukup dalam tugas saya untuk mengetahui bagaimana saya lakukan kerja. | 1 | 2 | 3 | 4 | 5 |
| 12. Saya tahu sebaik mana saya melaksanakan tugas di tempat kerja saya | 1 | 2 | 3 | 4 | 5 |
| 13. Dalam tugas semasa, jawatan saya meningkatkan dengan lebih cepat. | 1 | 2 | 3 | 4 | 5 |
| 14. Dalam unit kerja semasa, kedudukan jawatan saya mungkin bergerak ke atas. | 1 | 2 | 3 | 4 | 5 |
| 15. Di dalam unit kerja semasa, kedudukan jawatan saya adalah lebih sesuai dengan unit asal. | 1 | 2 | 3 | 4 | 5 |
| 16. Perbanding dengan rakan sekerja saya, kedudukan jawatan saya meningkatkan dengan lebih cepat. | 1 | 2 | 3 | 4 | 5 |
| 17. Di unit kerja semasa, gaji saya meningkat dengan lebih cepat. | 1 | 2 | 3 | 4 | 5 |
| 18. Di unit kerja semasa, gaji saya sekarang mungkin akan meningkat. | 1 | 2 | 3 | 4 | 5 |
| 19. Berbanding dengan rakan sekerja saya, gaji saya meningkat dengan lebih cepat. | 1 | 2 | 3 | 4 | 5 |

Bahagian D: Kepuasan Pekerjaan

| Kenyataan | Sangat tidak setuju (STS) | Tidak setuju (TS) | Neutral (N) | Setuju (S) | Sangat setuju (SS) |
|------------------|---------------------------|-------------------|-------------|------------|--------------------|
| Skor | 1 | 2 | 3 | 4 | 5 |

| Perkara | STS | TS | N | S | SS |
|---|------------|-----------|----------|----------|-----------|
| 1. Saya mudah berinteraksi dengan penyelia saya. | 1 | 2 | 3 | 4 | 5 |
| 2. Semua bakat dan kemahiran saya digunakan sepenuhnya. | 1 | 2 | 3 | 4 | 5 |
| 3. Saya merasa gembira dengan kerja saya sekarang. | 1 | 2 | 3 | 4 | 5 |
| 4. Saya menerima pengiktirafan untuk kerja yang dilakukan. | 1 | 2 | 3 | 4 | 5 |
| 5. Saya suka bekerja di dalam pasukan polis. | 1 | 2 | 3 | 4 | 5 |
| 6. Saya berasa rapat dengan rakan sekerja di tempat kerja saya. | 1 | 2 | 3 | 4 | 5 |
| 7. Saya merasa selamat apabila melibatkan kerja saya. | 1 | 2 | 3 | 4 | 5 |
| 8. Saya percaya pengurusan mengambil berat tentang kebajikan saya. | 1 | 2 | 3 | 4 | 5 |
| 9. Gaji saya sekarang cukup baik. | 1 | 2 | 3 | 4 | 5 |
| 10. Secara keseluruhannya, saya percaya kerja adalah baik untuk kesihatan saya. | 1 | 2 | 3 | 4 | 5 |

Bahagian E: Maklumat Demografi

Arahan: Sila tandakan (✓) pada petak yang disediakan.

1. Jantina

☐

Lelaki

☐

Perempuan

☐

2. Umur

☐

Kurang dari 25 tahun

☐

26-30 tahun

☐

31-35 tahun

☐

36-40 tahun

☐

41-45 tahun

☐

46-50 tahun

☐

50 tahun ke atas

3. Keturunan

☐

Melayu

☐

Cina

☐

India

☐

Lain-lain

4. Status perkahwinan

☐

Bujang

☐

Berkahwin

☐

Lain/lain (Janda/ duda)

5. Kelulusan akademik tertinggi

☐

SPM

☐

STPM

☐

Ijazah

☐

Ijazah Sarjana

☐

Phd

☐

Lain-lain

6. Pangkat (Nyatakan): _____

7. Tempoh perkhidmatan (Nyatakan): _____ Tahun

8. Jabatan anda bertugas (Nyatakan): _____

**TERIMA KASIH KERANA MELUANGKAN MASA ANDA UNTUK
MELENGKAPKAN KAJI SELIDIK INI.**

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APPENDIX B1 – RELIABILITY TEST (PILOT TEST)

Work Engagement

Case Processing Summary

| | | N | % |
|-------|-----------------------|----|-------|
| Cases | Valid | 20 | 100.0 |
| | Excluded ^a | 0 | .0 |
| | Total | 20 | 100.0 |

Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .839 | 9 |

a. Listwise deletion based on all variables in the procedure.

Item Statistics

| | Mean | Std. Deviation | N |
|---|--------|----------------|----|
| Semasa bekerja saya merasakan saya penuh bertenaga. | 3.8500 | .48936 | 20 |
| Semasa bekerja, saya berasa kuat dan bertenaga. | 4.1500 | .67082 | 20 |
| Apabila saya bangun pada waktu pagi, saya berasa hendak ke tempat kerja. | 4.0500 | .51042 | 20 |
| Saya berasa bersemangat tentang kerja saya. | 4.2500 | .55012 | 20 |
| Kerja saya memberi inspirasi kepada saya. | 4.3500 | .67082 | 20 |
| Saya berasa bangga dengan kerja yang saya lakukan sekarang. | 4.3500 | .58714 | 20 |
| Saya berasa gembira apabila saya bekerja dengan gigih. | 4.2500 | .63867 | 20 |
| Saya selalu terlibat secara mendalam bila melibatkan aktiviti kerja saya. | 4.3000 | .57124 | 20 |
| Apabila bekerja saya selalu bersungguh-sungguh. | 4.2000 | .69585 | 20 |

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item- Total Correlation | Squared Multiple Correlation | Cronbach's Alpha if Item Deleted |
|---|-------------------------------|-----------------------------------|--------------------------------------|------------------------------------|--|
| Semasa bekerja saya merasakan saya penuh bertenaga. | 33.9000 | 11.358 | .373 | .535 | .838 |
| Semasa bekerja, saya berasa kuat dan bertenaga. | 33.6000 | 10.674 | .389 | .498 | .841 |
| Apabila saya bangun pada waktu pagi, saya berasa hendak ke tempat kerja. | 33.7000 | 10.958 | .477 | .443 | .829 |
| Saya berasa bersemangat tentang kerja saya. | 33.5000 | 10.263 | .642 | .778 | .813 |
| Kerja saya memberi inspirasi kepada saya. | 33.4000 | 9.411 | .721 | .778 | .801 |
| Saya berasa bangga dengan kerja yang saya lakukan sekarang. | 33.4000 | 10.358 | .563 | .644 | .821 |
| Saya berasa gembira apabila saya bekerja dengan gigih. | 33.5000 | 9.737 | .673 | .797 | .807 |
| Saya selalu terlibat secara mendalam bila melibatkan aktiviti kerja saya. | 33.4500 | 10.366 | .581 | .842 | .819 |
| Apabila bekerja saya selalu bersungguh-sungguh. | 33.5500 | 9.945 | .547 | .672 | .823 |

Scale Statistics

| Mean | Variance | Std. Deviation | N of Items |
|---------|----------|----------------|------------|
| 37.7500 | 12.829 | 3.58175 | 9 |

Job Demands

Case Processing Summary

| | | N | % |
|-------|-----------------------|----|-------|
| Cases | Valid | 20 | 100.0 |
| | Excluded ^a | 0 | .0 |
| | Total | 20 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .925 | 21 |

Item Statistics

| | Mean | Std. Deviation | N |
|---|--------|----------------|----|
| Kerja saya memerlukan saya bekerja dengan pantas. | 4.3000 | .80131 | 20 |
| Kerja saya memerlukan saya bekerja keras. | 4.3000 | .80131 | 20 |
| Kerja saya memerlukan terlalu banyak "input" dari saya. | 4.3500 | .58714 | 20 |
| Saya mempunyai masa yang cukup untuk menyiapkan kerja saya. | 4.3000 | .65695 | 20 |
| Tugas saya sering membuat tuntutan yang bercanggahan dengan saya. | 3.3000 | 1.26074 | 20 |
| Oleh kerana beban kerja yang saya ada, saya tidak mempunyai masa yang cukup untuk melakukan kerja-kerja saya. | 3.4500 | .94451 | 20 |
| Saya sedia menghadapi sebarang gangguan kerja semasa bertugas. | 3.7000 | .86450 | 20 |
| Jumlah tanggungjawab pekerjaan dijangka lakukan adalah munasabah. | 3.9500 | .60481 | 20 |

| | | | |
|--|--------|---------|----|
| Saya sering perlu bekerja selepas waktu kerja untuk memenuhi keperluan kerja saya. | 3.9000 | .78807 | 20 |
| Kerja saya memerlukan tuntutan fizikal untuk memenuhi tugas saya. | 4.0500 | .51042 | 20 |
| Beban kerja saya telah meningkat sejak 12 bulan yang lepas. | 3.9500 | .68633 | 20 |
| Tuntutan kerja saya mengganggu kehidupan keluarga saya. | 2.6000 | 1.31389 | 20 |
| Jumlah masa kerja saya yang diambil, menjadikannya sukar untuk memenuhi tanggungjawab keluarga saya. | 2.8000 | 1.28145 | 20 |
| Perkara yang ingin lakukan di rumah tidak dapat dilakukan kerana tuntutan tugas yang perlu dilaksanakan oleh saya. | 2.8500 | 1.22582 | 20 |
| Tugas saya menimbulkan tekanan yang menjadikan ianya sukar untuk memenuhi tugas keluarga. | 2.9500 | 1.14593 | 20 |
| Oleh kerana tugas yang berkaitan dengan kerja, saya perlu membuat perubahan kepada rancangan saya untuk aktiviti keluarga. | 3.3500 | 1.18210 | 20 |
| Permintaan keluarga atau pasangan saya mengganggu aktiviti yang berkaitan dengan kerja. | 2.8000 | 1.32188 | 20 |

| | | | |
|--|--------|---------|----|
| Saya selalu menunda melakukan tugas di tempat kerja kerana permintaan pada masa saya di rumah. | 2.7500 | 1.33278 | 20 |
| Perkara yang saya mahu lakukan di tempat kerja tidak dapat dilakukan kerana permintaan keluarga atau pasangan saya. | 2.7000 | 1.26074 | 20 |
| Kehidupan di rumah saya terjejas kerana tanggungjawab saya di tempat kerja seperti pergi kerja pada masanya, melaksanakan tugas setiap hari, dan bekerja lebih masa. | 2.9500 | 1.27630 | 20 |
| Ketegangan yang berkaitan dengan keluarga mengganggu keupayaan saya untuk melaksanakan tugas yang berkaitan dengan kerja. | 2.6500 | 1.38697 | 20 |

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|---|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| Kerja saya memerlukan saya bekerja dengan pantas. | 67.6500 | 191.924 | .100 | .929 |
| Kerja saya memerlukan saya bekerja keras. | 67.6500 | 192.766 | .062 | .929 |
| Kerja saya memerlukan terlalu banyak "input" dari saya. | 67.6000 | 193.621 | .050 | .928 |
| Saya mempunyai masa yang cukup untuk menyiapkan kerja saya. | 67.6500 | 184.766 | .537 | .923 |

| | | | | |
|--|---------|---------|------|------|
| Tugas saya sering membuat tuntutan yang bercanggahan dengan saya. | 68.6500 | 176.029 | .513 | .923 |
| Oleh kerana beban kerja yang saya ada, saya tidak mempunyai masa yang cukup untuk melakukan kerja-kerja saya. | 68.5000 | 176.895 | .677 | .920 |
| Saya sedia menghadapi sebarang gangguan kerja semasa bertugas. | 68.2500 | 188.197 | .246 | .927 |
| Jumlah tanggungjawab pekerjaan dijangka lakukan adalah munasabah. | 68.0000 | 186.316 | .491 | .923 |
| Saya sering perlu bekerja selepas waktu kerja untuk memenuhi keperluan kerja saya. | 68.0500 | 186.050 | .378 | .925 |
| Kerja saya memerlukan tuntutan fizikal untuk memenuhi tugas saya. | 67.9000 | 187.884 | .475 | .924 |
| Beban kerja saya telah meningkat sejak 12 bulan yang lepas. | 68.0000 | 191.579 | .144 | .927 |
| Tuntutan kerja saya mengganggu kehidupan keluarga saya. | 69.3500 | 164.134 | .859 | .915 |
| Jumlah masa kerja saya yang diambil, menjadikannya sukar untuk memenuhi tanggungjawab keluarga saya. | 69.1500 | 167.187 | .783 | .917 |
| Perkara yang ingin lakukan di rumah tidak dapat dilakukan kerana tuntutan tugas yang perlu dilaksanakan oleh saya. | 69.1000 | 166.305 | .853 | .915 |

| | | | | |
|--|---------|---------|------|------|
| Tugas saya menimbulkan tekanan yang menjadikan ianya sukar untuk memenuhi tugas keluarga. | 69.0000 | 168.526 | .838 | .916 |
| Oleh kerana tugas yang berkaitan dengan kerja, saya perlu membuat perubahan kepada rancangan saya untuk aktiviti keluarga. | 68.6000 | 178.989 | .455 | .924 |
| Permintaan keluarga atau pasangan saya mengganggu aktiviti yang berkaitan dengan kerja. | 69.1500 | 165.187 | .820 | .916 |
| Saya selalu menunda melakukan tugas di tempat kerja kerana permintaan pada masa saya di rumah. | 69.2000 | 164.063 | .848 | .915 |
| Perkara yang saya mahu lakukan di tempat kerja tidak dapat dilakukan kerana permintaan keluarga atau pasangan saya. | 69.2500 | 166.197 | .831 | .915 |
| Kehidupan di rumah saya terjejas kerana tanggungjawab saya di tempat kerja seperti pergi kerja pada masanya, melaksanakan tugas setiap hari, dan bekerja lebih masa. | 69.0000 | 164.105 | .888 | .914 |
| Ketegangan yang berkaitan dengan keluarga mengganggu keupayaan saya untuk melaksanakan tugas yang berkaitan dengan kerja. | 69.3000 | 163.484 | .828 | .915 |

Scale Statistics

| Mean | Variance | Std. Deviation | N of Items |
|---------|----------|----------------|------------|
| 71.9500 | 194.787 | 13.95661 | 21 |

Job Resources

Case Processing Summary

| | N | % |
|-----------------------|----|-------|
| Cases Valid | 20 | 100.0 |
| Excluded ^a | 0 | .0 |
| Total | 20 | 100.0 |

Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .960 | 19 |

a. Listwise deletion based on all variables in the procedure.

Item Statistics

| | Mean | Std. Deviation | N |
|--|--------|----------------|----|
| Penyelias saya mengambil berat tentang kebajikan pekerja dibawah tanggungjawab mereka. | 3.6000 | .88258 | 20 |
| Penyelias saya memberi perhatian kepada apa yang saya katakan. | 3.9000 | .91191 | 20 |
| Pihak atasan saya banyak membantu dalam menyelesaikan kerja yang dilakukan masa tugas. | 3.4500 | .75915 | 20 |
| Pihak atasan saya berjaya dalam memperolehi orang untuk bekerjasama dalam pasukan. | 3.9000 | .78807 | 20 |
| Saya bekerja dengan rakan sekerja yang cekap melaksanakan tugas masing-masing. | 3.7500 | .85070 | 20 |

| | | | |
|--|--------|---------|----|
| Saya bekerja dengan rakan sekerja yang mengambil kesempatan peribadi keatas saya. | 3.0000 | 1.21395 | 20 |
| Saya bekerja dengan orang yang cepat mesra. | 3.8000 | .76777 | 20 |
| Apabila diperlukan, rakan sekerja saya akan membantu saya. | 3.7000 | 1.03110 | 20 |
| Saya telah menerima maklumat yang cukup daripada penyelia saya berkenaan prestasi kerja saya. | 3.8000 | .76777 | 20 |
| Saya menerima maklumbalas yang cukup dari pihak atasan saya sejauh mana bagus saya lakukan kerja | 3.7500 | .71635 | 20 |
| Terdapat peluang yang cukup dalam tugas saya untuk mengetahui bagaimana saya lakukan kerja. | 3.9000 | .78807 | 20 |
| Saya tahu sebaik mana saya melaksanakan tugas di tempat kerja saya | 3.8000 | .61559 | 20 |
| Dalam tugasan semasa, jawatan saya meningkatkan dengan lebih cepat. | 3.5000 | .94591 | 20 |
| Dalam unit kerja semasa, kedudukan jawatan saya mungkin bergerak ke atas. | 3.7500 | 1.01955 | 20 |
| Di dalam unit kerja semasa, kedudukan jawatan saya adalah lebih sesuai dengan unit asal. | 3.6000 | .99472 | 20 |

| | | | |
|---|--------|--------|----|
| Perbanding dengan rakan sekerja saya, kedudukan jawatan saya meningkatkan dengan lebih cepat. | 3.5500 | .99868 | 20 |
| Di unit kerja semasa, gaji saya meningkat dengan lebih cepat. | 3.4500 | .82558 | 20 |
| Di unit kerja semasa, gaji saya sekarang mungkin akan meningkat. | 3.4000 | .82078 | 20 |
| Berbanding dengan rakan sekerja saya, gaji saya meningkat dengan lebih cepat. | 3.3500 | .74516 | 20 |

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|--|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| Penyelia saya mengambil berat tentang kebajikan pekerja dibawah tanggungjawab mereka. | 65.3500 | 146.029 | .660 | .959 |
| Penyelia saya memberi perhatian kepada apa yang saya katakan. | 65.0500 | 141.208 | .870 | .956 |
| Pihak atasan saya banyak membantu dalam menyelesaikan kerja yang dilakukan masa tugas. | 65.5000 | 147.105 | .717 | .958 |
| Pihak atasan saya berjaya dalam memperolehi orang untuk bekerjasama dalam pasukan. | 65.0500 | 144.261 | .846 | .956 |
| Saya bekerja dengan rakan sekerja yang cekap melaksanakan tugas masing-masing. | 65.2000 | 144.274 | .778 | .957 |

| | | | | |
|--|---------|---------|------|------|
| Saya bekerja dengan rakan sekerja yang mengambil kesempatan peribadi keatas saya. | 65.9500 | 142.682 | .577 | .961 |
| Saya bekerja dengan orang yang cepat mesra. | 65.1500 | 145.397 | .805 | .957 |
| Apabila diperlukan, rakan sekerja saya akan membantu saya. | 65.2500 | 138.408 | .883 | .955 |
| Saya telah menerima maklumat yang cukup daripada penyelia saya berkenaan prestasi kerja saya. | 65.1500 | 148.871 | .610 | .959 |
| Saya menerima maklumbalas yang cukup dari pihak atasan saya sejauh mana bagus saya lakukan kerja | 65.2000 | 149.747 | .606 | .959 |
| Terdapat peluang yang cukup dalam tugas saya untuk mengetahui bagaimana saya lakukan kerja. | 65.0500 | 145.208 | .793 | .957 |
| Saya tahu sebaik mana saya melaksanakan tugas di tempat kerja saya | 65.1500 | 150.239 | .681 | .959 |
| Dalam tugasan semasa, jawatan saya meningkatkan dengan lebih cepat. | 65.4500 | 141.313 | .831 | .956 |
| Dalam unit kerja semasa, kedudukan jawatan saya mungkin bergerak ke atas. | 65.2000 | 140.274 | .811 | .957 |
| Di dalam unit kerja semasa, kedudukan jawatan saya adalah lebih sesuai dengan unit asal. | 65.3500 | 143.503 | .688 | .958 |

| | | | | |
|--|---------|---------|------|------|
| Perbanding dengan rakan sekerja saya, kedudukan jawatan saya meningkatkan dengan lebih cepat. | 65.4000 | 140.568 | .816 | .956 |
| Di unit kerja semasa, gaji saya meningkat dengan lebih cepat. | 65.5000 | 145.526 | .737 | .958 |
| Di unit kerja semasa, gaji saya sekarang mungkin akan meningkat. | 65.5500 | 147.734 | .626 | .959 |
| Perbanding dengan rakan sekerja saya, gaji saya meningkat dengan lebih cepat. | 65.6000 | 147.411 | .714 | .958 |

Scale Statistics

| Mean | Variance | Std. Deviation | N of Items |
|---------|----------|----------------|------------|
| 68.9500 | 160.892 | 12.68433 | 19 |

Job Satisfaction

Case Processing Summary

| | | N | % |
|-------|-----------------------|----|-------|
| Cases | Valid | 20 | 100.0 |
| | Excluded ^a | 0 | .0 |
| | Total | 20 | 100.0 |

Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .860 | 10 |

a. Listwise deletion based on all variables in the procedure.

Item Statistics

| | Mean | Std. Deviation | N |
|---|--------|----------------|----|
| Saya mudah berinteraksi dengan penyelia saya. | 4.0000 | .72548 | 20 |
| Semua bakat dan kemahiran saya digunakan sepenuhnya. | 4.1500 | .74516 | 20 |
| Saya merasa gembira dengan kerja saya sekarang. | 4.4000 | .68056 | 20 |
| Saya menerima pengiktirafan untuk kerja yang dilakukan. | 4.3000 | .86450 | 20 |
| Saya suka bekerja di dalam pasukan polis. | 4.3500 | .58714 | 20 |
| Saya berasa rapat dengan rakan sekerja di tempat kerja saya | 4.4000 | .59824 | 20 |
| Saya merasa selamat apabila melibatkan kerja saya. | 4.1000 | .85224 | 20 |
| Saya percaya pengurusan mengambil berat tentang kebajikan saya. | 4.2500 | .63867 | 20 |
| Gaji saya sekarang cukup baik. | 3.9500 | .88704 | 20 |
| Secara keseluruhannya, saya percaya kerja adalah baik untuk kesihatan saya. | 4.3500 | .58714 | 20 |

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item- Total Correlation | Squared Multiple Correlation | Cronbach's Alpha if Item Deleted |
|---|-------------------------------|-----------------------------------|--------------------------------------|------------------------------------|--|
| Saya mudah berinteraksi dengan penyelia saya. | 38.2500 | 19.987 | .422 | .781 | .859 |
| Semua bakat dan kemahiran saya digunakan sepenuhnya. | 38.1000 | 18.621 | .633 | .677 | .841 |
| Saya merasa gembira dengan kerja saya sekarang. | 37.8500 | 18.555 | .722 | .656 | .834 |
| Saya menerima pengiktirafan untuk kerja yang dilakukan. | 37.9500 | 18.366 | .558 | .531 | .849 |
| Saya suka bekerja di dalam pasukan polis. | 37.9000 | 20.200 | .513 | .536 | .851 |
| Saya berasa rapat dengan rakan sekerja di tempat kerja saya | 37.8500 | 19.397 | .663 | .854 | .841 |
| Saya merasa selamat apabila melibatkan kerja saya. | 38.1500 | 19.292 | .432 | .818 | .861 |
| Saya percaya pengurusan mengambil berat tentang kebajikan saya. | 38.0000 | 18.737 | .742 | .780 | .834 |
| Gaji saya sekarang cukup baik. | 38.3000 | 18.642 | .499 | .859 | .855 |
| Secara keseluruhannya, saya percaya kerja adalah baik untuk kesihatan saya. | 37.9000 | 19.463 | .664 | .824 | .841 |

Scale Statistics

| Mean | Variance | Std. Deviation | N of Items |
|---------|----------|----------------|------------|
| 42.2500 | 23.250 | 4.82183 | 10 |

APPENDIX B2.1 -- FACTOR ANALYSIS (WORK ENGAGEMENT)

KMO and Bartlett's Test

| | | |
|--|--------------------|----------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | .877 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 1242.316 |
| | df | 36 |
| | Sig. | .000 |

Communalities

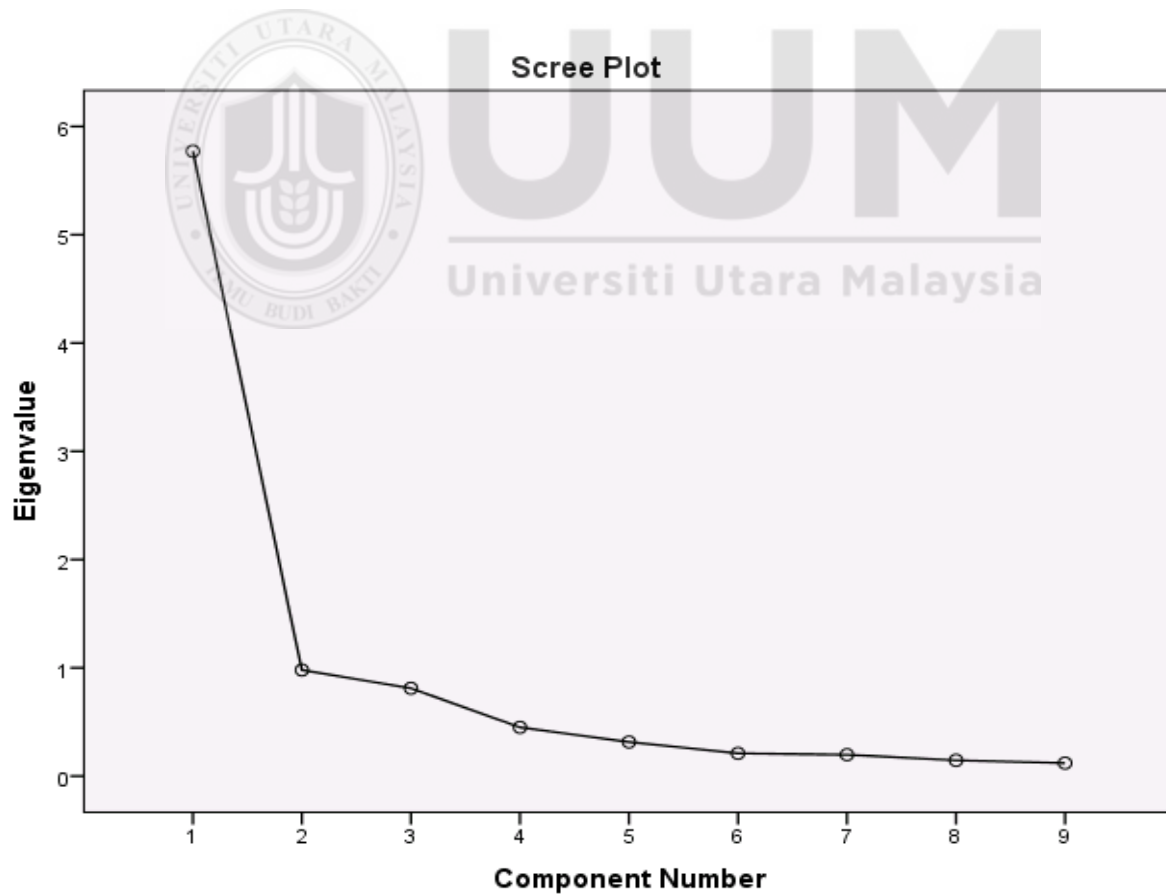
| | Initial | Extraction |
|---|---------|------------|
| Semasa bekerja saya merasakan saya penuh bertenaga. | 1.000 | .555 |
| Semasa bekerja, saya berasa kuat dan bertenaga. | 1.000 | .623 |
| Apabila saya bangun pada waktu pagi, saya berasa hendak ke tempat kerja. | 1.000 | .702 |
| Saya berasa bersemangat tentang kerja saya. | 1.000 | .800 |
| Kerja saya memberi inspirasi kepada saya. | 1.000 | .310 |
| Saya berasa bangga dengan kerja yang saya lakukan sekarang. | 1.000 | .603 |
| Saya berasa gembira apabila saya bekerja dengan gigih. | 1.000 | .718 |
| Saya selalu terlibat secara mendalam bila melibatkan aktiviti kerja saya. | 1.000 | .699 |
| Apabila bekerja saya selalu bersungguh-sungguh. | 1.000 | .752 |

Extraction Method: Principal Component Analysis.

Total Variance Explained

| Component | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | |
|-----------|---------------------|---------------|--------------|-------------------------------------|---------------|--------------|
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 5.762 | 64.027 | 64.027 | 5.762 | 64.027 | 64.027 |
| 2 | 1.005 | 11.171 | 75.198 | | | |
| 3 | .841 | 9.344 | 84.542 | | | |
| 4 | .447 | 4.961 | 89.504 | | | |
| 5 | .323 | 3.592 | 93.095 | | | |
| 6 | .207 | 2.299 | 95.394 | | | |
| 7 | .160 | 1.780 | 97.174 | | | |
| 8 | .142 | 1.579 | 98.752 | | | |
| 9 | .112 | 1.248 | 100.000 | | | |

Extraction Method: Principal Component Analysis.



Component Matrix^a

| | Component |
|---|-----------|
| | 1 |
| Semasa bekerja saya merasakan saya penuh bertenaga. | .745 |
| Semasa bekerja, saya berasa kuat dan bertenaga. | .789 |
| Apabila saya bangun pada waktu pagi, saya berasa hendak ke tempat kerja. | .838 |
| Saya berasa bersemangat tentang kerja saya. | .895 |
| Kerja saya memberi inspirasi kepada saya. | .556 |
| Saya berasa bangga dengan kerja yang saya lakukan sekarang. | .777 |
| Saya berasa gembira apabila saya bekerja dengan gigih. | .847 |
| Saya selalu terlibat secara mendalam bila melibatkan aktiviti kerja saya. | .836 |
| Apabila bekerja saya selalu bersungguh-sungguh. | .867 |

Extraction Method: Principal Component Analysis.

a. 1 component extracted.

APPENDIX B2.2 -- FACTOR ANALYSIS (JOB DEMANDS)

KMO and Bartlett's Test

| | | |
|--|--------------------|----------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | .874 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 2585.078 |
| | df | 210 |
| | Sig. | .000 |

Communalities

| | Initial | Extraction |
|---|---------|------------|
| Kerja saya memerlukan saya bekerja dengan pantas. | 1.000 | .645 |
| Kerja saya memerlukan saya bekerja keras. | 1.000 | .699 |
| Kerja saya memerlukan terlalu banyak "input" dari saya. | 1.000 | .525 |
| Saya mempunyai masa yang cukup untuk menyiapkan kerja saya. | 1.000 | .515 |
| Tugas saya sering membuat tuntutan yang bercanggahan dengan saya. | 1.000 | .556 |
| Oleh kerana beban kerja yang saya ada, saya tidak mempunyai masa yang cukup untuk melakukan kerja-kerja saya. | 1.000 | .572 |
| Saya sedia menghadapi sebarang gangguan kerja semasa bertugas. | 1.000 | .532 |

| | | |
|--|-------|------|
| Jumlah tanggungjawab pekerjaan dijangka lakukan adalah munasabah. | 1.000 | .678 |
| Saya sering perlu bekerja selepas waktu kerja untuk memenuhi keperluan kerja saya. | 1.000 | .736 |
| Kerja saya memerlukan tuntutan fizikal untuk memenuhi tugas saya. | 1.000 | .758 |
| Beban kerja saya telah meningkat sejak 12 bulan yang lepas. | 1.000 | .459 |
| Tuntutan kerja saya mengganggu kehidupan keluarga saya. | 1.000 | .701 |
| Jumlah masa kerja saya yang diambil, menjadikannya sukar untuk memenuhi tanggungjawab keluarga saya. | 1.000 | .865 |
| Perkara yang ingin lakukan di rumah tidak dapat dilakukan kerana tuntutan tugas yang perlu dilaksanakan oleh saya. | 1.000 | .811 |
| Tugas saya menimbulkan tekanan yang menjadikan ianya sukar untuk memenuhi tugas keluarga. | 1.000 | .833 |
| Oleh kerana tugas yang berkaitan dengan kerja, saya perlu membuat perubahan kepada rancangan saya untuk aktiviti keluarga. | 1.000 | .675 |

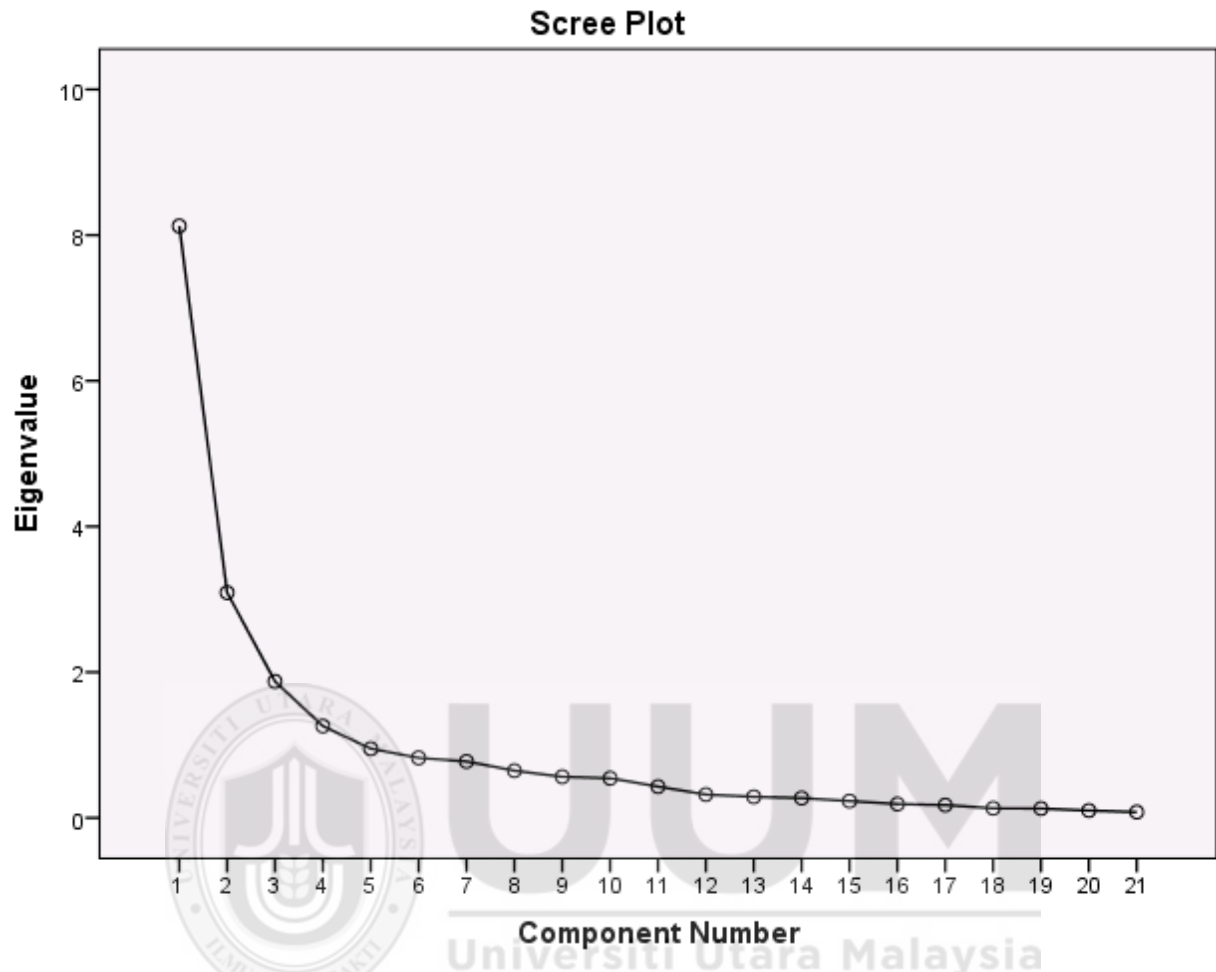
| | | |
|--|-------|------|
| Permintaan keluarga atau pasangan saya mengganggu aktiviti yang berkaitan dengan kerja. | 1.000 | .704 |
| Saya selalu menunda melakukan tugas di tempat kerja kerana permintaan pada masa saya di rumah. | 1.000 | .731 |
| Perkara yang saya mahu lakukan di tempat kerja tidak dapat dilakukan kerana permintaan keluarga atau pasangan saya. | 1.000 | .784 |
| Kehidupan di rumah saya terjejas kerana tanggungjawab saya di tempat kerja seperti pergi kerja pada masanya, melaksanakan tugas setiap hari, dan bekerja lebih masa. | 1.000 | .790 |
| Ketegangan yang berkaitan dengan keluarga mengganggu keupayaan saya untuk melaksanakan tugas yang berkaitan dengan kerja. | 1.000 | .782 |

Extraction Method: Principal Component Analysis.

Total Variance Explained

| Component | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | | Rotation Sums of Squared Loadings | | |
|-----------|---------------------|---------------|--------------|-------------------------------------|---------------|--------------|-----------------------------------|---------------|--------------|
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 8.125 | 38.689 | 38.689 | 8.125 | 38.689 | 38.689 | 7.749 | 36.898 | 36.898 |
| 2 | 3.093 | 14.726 | 53.415 | 3.093 | 14.726 | 53.415 | 2.573 | 12.252 | 49.150 |
| 3 | 1.873 | 8.921 | 62.336 | 1.873 | 8.921 | 62.336 | 2.442 | 11.627 | 60.777 |
| 4 | 1.261 | 6.003 | 68.339 | 1.261 | 6.003 | 68.339 | 1.588 | 7.562 | 68.339 |
| 5 | .949 | 4.521 | 72.860 | | | | | | |
| 6 | .824 | 3.922 | 76.783 | | | | | | |
| 7 | .774 | 3.687 | 80.470 | | | | | | |
| 8 | .648 | 3.084 | 83.554 | | | | | | |
| 9 | .564 | 2.684 | 86.239 | | | | | | |
| 10 | .544 | 2.590 | 88.828 | | | | | | |
| 11 | .429 | 2.045 | 90.873 | | | | | | |
| 12 | .320 | 1.523 | 92.396 | | | | | | |
| 13 | .289 | 1.377 | 93.774 | | | | | | |
| 14 | .273 | 1.298 | 95.072 | | | | | | |
| 15 | .230 | 1.097 | 96.169 | | | | | | |
| 16 | .189 | .901 | 97.070 | | | | | | |
| 17 | .176 | .838 | 97.907 | | | | | | |
| 18 | .131 | .625 | 98.532 | | | | | | |
| 19 | .127 | .606 | 99.138 | | | | | | |
| 20 | .102 | .484 | 99.622 | | | | | | |
| 21 | .079 | .378 | 100.000 | | | | | | |

Extraction Method: Principal Component Analysis.



Component Matrix^a

| | Component | | | |
|---|-----------|------|-------|-------|
| | 1 | 2 | 3 | 4 |
| Kerja saya memerlukan saya bekerja dengan pantas. | .251 | .595 | -.470 | -.085 |
| Kerja saya memerlukan saya bekerja keras. | .244 | .641 | -.471 | -.080 |
| Kerja saya memerlukan terlalu banyak "input" dari saya. | .201 | .601 | -.324 | .139 |
| Saya mempunyai masa yang cukup untuk menyiapkan kerja saya. | -.050 | .509 | .489 | .116 |

| | | | | |
|--|------|-------|-------|-------|
| Tugas saya sering membuat tuntutan yang bercanggahan dengan saya. | .552 | .317 | .387 | -.034 |
| Oleh kerana beban kerja yang saya ada, saya tidak mempunyai masa yang cukup untuk melakukan kerja-kerja saya. | .732 | .067 | -.099 | .150 |
| Saya sedia menghadapi sebarang gangguan kerja semasa bertugas. | .216 | .567 | .188 | .358 |
| Jumlah tanggungjawab pekerjaan dijangka lakukan adalah munasabah. | .176 | .368 | -.098 | .708 |
| Saya sering perlu bekerja selepas waktu kerja untuk memenuhi keperluan kerja saya. | .285 | .656 | .242 | -.406 |
| Kerja saya memerlukan tuntutan fizikal untuk memenuhi tugas saya. | .231 | .653 | .335 | -.407 |
| Beban kerja saya telah meningkat sejak 12 bulan yang lepas. | .477 | .110 | -.441 | .161 |
| Tuntutan kerja saya mengganggu kehidupan keluarga saya. | .810 | -.021 | -.085 | -.193 |
| Jumlah masa kerja saya yang diambil, menjadikannya sukar untuk memenuhi tanggungjawab keluarga saya. | .860 | -.209 | -.263 | -.114 |
| Perkara yang ingin lakukan di rumah tidak dapat dilakukan kerana tuntutan tugas yang perlu dilaksanakan oleh saya. | .841 | -.260 | -.183 | -.058 |

| | | | | |
|--|------|-------|-------|-------|
| Tugas saya menimbulkan tekanan yang menjadikan ianya sukar untuk memenuhi tugas keluarga. | .875 | -.126 | .017 | -.225 |
| Oleh kerana tugas yang berkaitan dengan kerja, saya perlu membuat perubahan kepada rancangan saya untuk aktiviti keluarga. | .783 | -.084 | -.214 | -.099 |
| Permintaan keluarga atau pasangan saya mengganggu aktiviti yang berkaitan dengan kerja. | .824 | -.125 | .099 | .004 |
| Saya selalu menunda melakukan tugas di tempat kerja kerana permintaan pada masa saya di rumah. | .719 | -.103 | .415 | .179 |
| Perkara yang saya mahu lakukan di tempat kerja tidak dapat dilakukan kerana permintaan keluarga atau pasangan saya. | .773 | -.058 | .382 | .195 |
| Kehidupan di rumah saya terjejas kerana tanggungjawab saya di tempat kerja seperti pergi kerja pada masanya, melaksanakan tugas setiap hari, dan bekerja lebih masa. | .842 | -.281 | -.005 | .049 |
| Ketegangan yang berkaitan dengan keluarga mengganggu keupayaan saya untuk melaksanakan tugas yang berkaitan dengan kerja. | .835 | -.183 | .182 | .135 |

Extraction Method: Principal Component Analysis. a. 4 components extracted.

Rotated Component Matrix^a

| | Component | | | |
|---|-----------|-------|-------|-------|
| | 1 | 2 | 3 | 4 |
| Kerja saya memerlukan saya bekerja dengan pantas. | .070 | .779 | .174 | .051 |
| Kerja saya memerlukan saya bekerja keras. | .051 | .807 | .200 | .070 |
| Kerja saya memerlukan terlalu banyak "input" dari saya. | .020 | .646 | .165 | .283 |
| Saya mempunyai masa yang cukup untuk menyiapkan kerja saya. | -.176 | -.072 | .575 | .385 |
| Tugas saya sering membuat tuntutan yang bercanggahan dengan saya. | .455 | .013 | .546 | .224 |
| Oleh kerana beban kerja yang saya ada, saya tidak mempunyai masa yang cukup untuk melakukan kerja-kerja saya. | .681 | .247 | .038 | .214 |
| Saya sedia menghadapi sebarang gangguan kerja semasa bertugas. | .053 | .225 | .368 | .585 |
| Jumlah tanggungjawab pekerjaan dijangka lakukan adalah munasabah. | .056 | .285 | -.090 | .765 |
| Saya sering perlu bekerja selepas waktu kerja untuk memenuhi keperluan kerja saya. | .108 | .309 | .791 | -.056 |
| Kerja saya memerlukan tuntutan fizikal untuk memenuhi tugas saya. | .059 | .226 | .837 | -.043 |
| Beban kerja saya telah meningkat sejak 12 bulan yang lepas. | .416 | .482 | -.190 | .136 |

| | | | | |
|--|------|-------|-------|-------|
| Tuntutan kerja saya mengganggu kehidupan keluarga saya. | .786 | .222 | .145 | -.114 |
| Jumlah masa kerja saya yang diambil, menjadikannya sukar untuk memenuhi tanggungjawab keluarga saya. | .879 | .243 | -.111 | -.142 |
| Perkara yang ingin lakukan di rumah tidak dapat dilakukan kerana tuntutan tugas yang perlu dilaksanakan oleh saya. | .876 | .144 | -.121 | -.094 |
| Tugas saya menimbulkan tekanan yang menjadikan ianya sukar untuk memenuhi tugas keluarga. | .880 | .094 | .164 | -.150 |
| Oleh kerana tugas yang berkaitan dengan kerja, saya perlu membuat perubahan kepada rancangan saya untuk aktiviti keluarga. | .772 | .268 | -.018 | -.084 |
| Permintaan keluarga atau pasangan saya mengganggu aktiviti yang berkaitan dengan kerja. | .829 | .006 | .111 | .070 |
| Saya selalu menunda melakukan tugas di tempat kerja kerana permintaan pada masa saya di rumah. | .727 | -.252 | .229 | .296 |
| Perkara yang saya mahu lakukan di tempat kerja tidak dapat dilakukan kerana permintaan keluarga atau pasangan saya. | .765 | -.190 | .240 | .324 |

| | | | | |
|--|------|-------|-------|------|
| Kehidupan di rumah saya terjejas kerana tanggungjawab saya di tempat kerja seperti pergi kerja pada masanya, melaksanakan tugas setiap hari, dan bekerja lebih masa. | .885 | -.012 | -.071 | .036 |
| Ketegangan yang berkaitan dengan keluarga mengganggu keupayaan saya untuk melaksanakan tugas yang berkaitan dengan kerja. | .855 | -.100 | .071 | .188 |

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 6 iterations.



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APPENDIX B2.3 -- FACTOR ANALYSIS (JOB RESOURCES)

KMO and Bartlett's Test

| | | |
|--|--------------------|----------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | .836 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 1842.084 |
| | df | 171 |
| | Sig. | .000 |

Communalities

| | Initial | Extraction |
|--|---------|------------|
| Penyelia saya mengambil berat tentang kebajikan pekerja dibawah tanggungjawab mereka. | 1.000 | .745 |
| Penyelia saya memberi perhatian kepada apa yang saya katakan. | 1.000 | .655 |
| Pihak atasan saya banyak membantu dalam menyelesaikan kerja yang dilakukan masa tugas. | 1.000 | .812 |
| Pihak atasan saya berjaya dalam memperolehi orang untuk bekerjasama dalam pasukan. | 1.000 | .803 |
| Saya bekerja dengan rakan sekerja yang cekap melaksanakan tugas masing-masing. | 1.000 | .500 |
| Saya bekerja dengan rakan sekerja yang mengambil kesempatan peribadi keatas saya. | 1.000 | .405 |

| | | |
|--|-------|------|
| Saya bekerja dengan orang yang cepat mesra. | 1.000 | .491 |
| Apabila diperlukan, rakan sekerja saya akan membantu saya. | 1.000 | .672 |
| Saya telah menerima maklumat yang cukup daripada penyelia saya berkenaan prestasi kerja saya. | 1.000 | .588 |
| Saya menerima maklumbalas yang cukup dari pihak atasan saya sejauh mana bagus saya lakukan kerja | 1.000 | .651 |
| Terdapat peluang yang cukup dalam tugas saya untuk mengetahui bagaimana saya lakukan kerja. | 1.000 | .590 |
| Saya tahu sebaik mana saya melaksanakan tugas di tempat kerja saya | 1.000 | .489 |
| Dalam tugasan semasa, jawatan saya meningkatkan dengan lebih cepat. | 1.000 | .704 |
| Dalam unit kerja semasa, kedudukan jawatan saya mungkin bergerak ke atas. | 1.000 | .567 |
| Di dalam unit kerja semasa, kedudukan jawatan saya adalah lebih sesuai dengan unit asal. | 1.000 | .458 |
| Perbanding dengan rakan sekerja saya, kedudukan jawatan saya meningkatkan dengan lebih cepat. | 1.000 | .702 |
| Di unit kerja semasa, gaji saya meningkat dengan lebih cepat. | 1.000 | .665 |

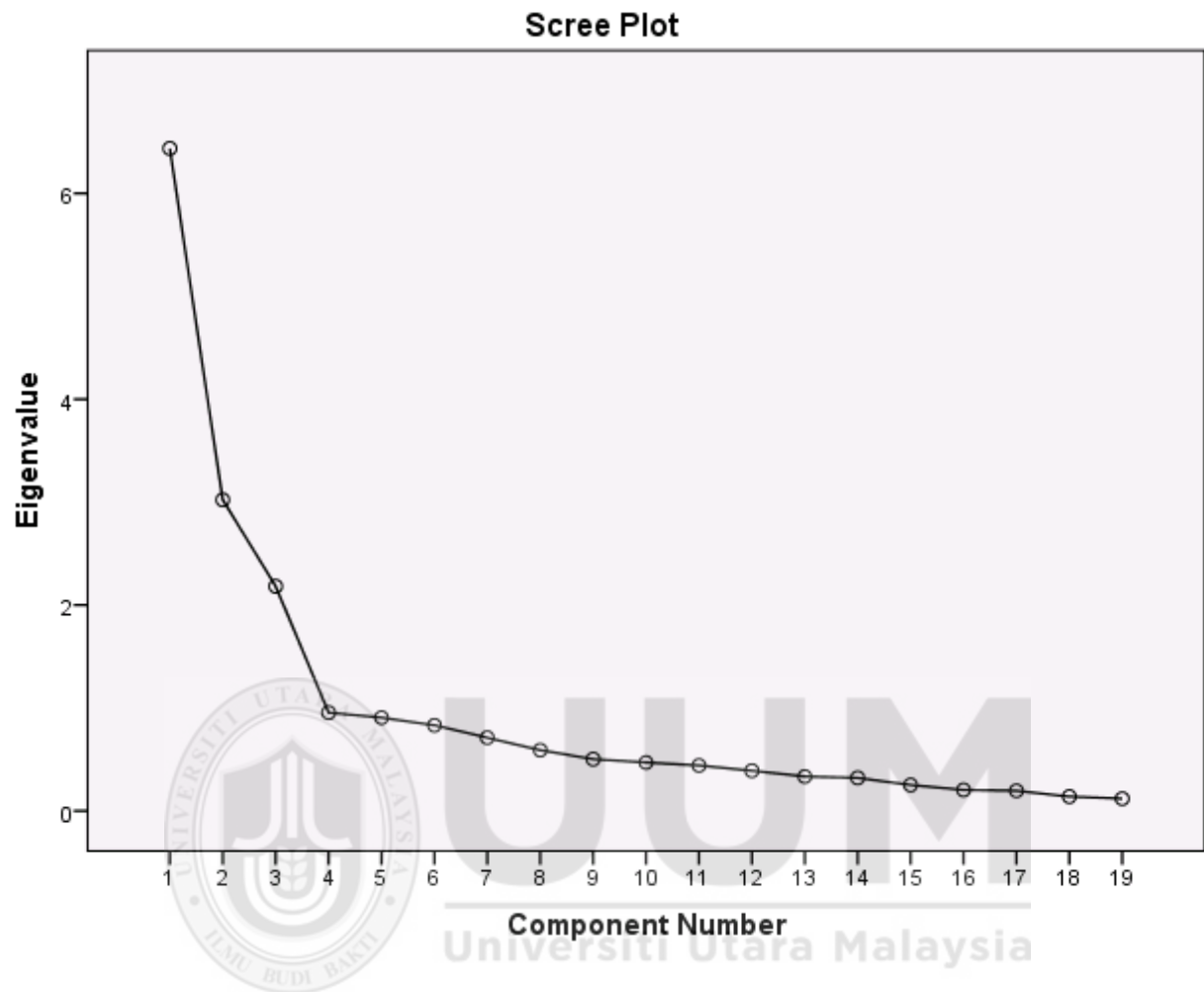
| | | |
|---|-------|------|
| Di unit kerja semasa, gaji saya sekarang mungkin akan meningkat. | 1.000 | .492 |
| Berbanding dengan rakan sekerja saya, gaji saya meningkat dengan lebih cepat. | 1.000 | .650 |

Extraction Method: Principal Component Analysis.

Total Variance Explained

| Component | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | | Rotation Sums of Squared Loadings | | |
|-----------|---------------------|---------------|--------------|-------------------------------------|---------------|--------------|-----------------------------------|---------------|--------------|
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 6.452 | 33.956 | 33.956 | 6.452 | 33.956 | 33.956 | 4.085 | 21.502 | 21.502 |
| 2 | 3.076 | 16.192 | 50.148 | 3.076 | 16.192 | 50.148 | 3.993 | 21.018 | 42.520 |
| 3 | 2.296 | 12.086 | 62.234 | 2.296 | 12.086 | 62.234 | 3.746 | 19.714 | 62.234 |
| 4 | .948 | 4.991 | 67.225 | | | | | | |
| 5 | .844 | 4.440 | 71.665 | | | | | | |
| 6 | .826 | 4.345 | 76.010 | | | | | | |
| 7 | .742 | 3.907 | 79.916 | | | | | | |
| 8 | .597 | 3.143 | 83.059 | | | | | | |
| 9 | .491 | 2.586 | 85.645 | | | | | | |
| 10 | .462 | 2.433 | 88.078 | | | | | | |
| 11 | .419 | 2.204 | 90.282 | | | | | | |
| 12 | .349 | 1.835 | 92.117 | | | | | | |
| 13 | .338 | 1.781 | 93.898 | | | | | | |
| 14 | .293 | 1.543 | 95.441 | | | | | | |
| 15 | .239 | 1.258 | 96.698 | | | | | | |
| 16 | .204 | 1.075 | 97.774 | | | | | | |
| 17 | .184 | .967 | 98.740 | | | | | | |
| 18 | .132 | .693 | 99.433 | | | | | | |
| 19 | .108 | .567 | 100.000 | | | | | | |

Extraction Method: Principal Component Analysis.



Component Matrix^a

| | Component | | |
|---|-----------|-------|-------|
| | 1 | 2 | 3 |
| Penyelia saya mengambil berat tentang kebajikan pekerja dibawah tanggungjawab mereka. | .502 | -.308 | -.636 |
| Penyelia saya memberi perhatian kepada apa yang saya katakan. | .637 | -.368 | -.339 |
| Pihak atasan saya banyak membantu dalam menyelesaikan kerja yang dilakukan masa tugas. | .649 | -.323 | .529 |
| Pihak atasan saya berjaya dalam memperolehi orang untuk bekerjasama dalam pasukan. | .682 | -.364 | .450 |
| Saya bekerja dengan rakan sekerja yang cekap melaksanakan tugas masing-masing. | .652 | -.255 | -.195 |
| Saya bekerja dengan rakan sekerja yang mengambil kesempatan peribadi keatas saya. | .265 | .342 | .483 |
| Saya bekerja dengan orang yang cepat mesra. | .611 | -.324 | -.112 |
| Apabila diperlukan, rakan sekerja saya akan membantu saya. | .659 | -.365 | .310 |
| Saya telah menerima maklumat yang cukup daripada penyelia saya berkenaan prestasi kerja saya. | .582 | -.258 | -.435 |

| | | | |
|--|------|-------|-------|
| Saya menerima maklumbalas yang cukup dari pihak atasan saya sejauh mana bagus saya lakukan kerja | .748 | -.353 | .032 |
| Terdapat peluang yang cukup dalam tugas saya untuk mengetahui bagaimana saya lakukan kerja. | .711 | -.061 | -.340 |
| Saya tahu sebaik mana saya melaksanakan tugas di tempat kerja saya | .539 | -.055 | .454 |
| Dalam tugasan semasa, jawatan saya meningkatkan dengan lebih cepat. | .552 | .560 | -.296 |
| Dalam unit kerja semasa, kedudukan jawatan saya mungkin bergerak ke atas. | .645 | .411 | .031 |
| Di dalam unit kerja semasa, kedudukan jawatan saya adalah lebih sesuai dengan unit asal. | .538 | .370 | .221 |
| Perbanding dengan rakan sekerja saya, kedudukan jawatan saya meningkatkan dengan lebih cepat. | .572 | .498 | .344 |
| Di unit kerja semasa, gaji saya meningkat dengan lebih cepat. | .372 | .649 | -.352 |
| Di unit kerja semasa, gaji saya sekarang mungkin akan meningkat. | .463 | .542 | .005 |
| Berbanding dengan rakan sekerja saya, gaji saya meningkat dengan lebih cepat. | .466 | .640 | -.149 |

Extraction Method: Principal Component Analysis.

a. 3 components extracted.

Rotated Component Matrix^a

| | Component | | |
|---|-----------|------|-------|
| | 1 | 2 | 3 |
| Penyelia saya mengambil berat tentang kebajikan pekerja dibawah tanggungjawab mereka. | .859 | .049 | -.108 |
| Penyelia saya memberi perhatian kepada apa yang saya katakan. | .780 | .046 | .214 |
| Pihak atasan saya banyak membantu dalam menyelesaikan kerja yang dilakukan masa tugas. | .212 | .025 | .872 |
| Pihak atasan saya berjaya dalam memperolehi orang untuk bekerjasama dalam pasukan. | .301 | .013 | .842 |
| Saya bekerja dengan rakan sekerja yang cekap melaksanakan tugas masing-masing. | .647 | .139 | .301 |
| Saya bekerja dengan rakan sekerja yang mengambil kesempatan peribadi keatas saya. | -.294 | .392 | .424 |
| Saya bekerja dengan orang yang cepat mesra. | .599 | .053 | .360 |
| Apabila diperlukan, rakan sekerja saya akan membantu saya. | .377 | .011 | .722 |
| Saya telah menerima maklumat yang cukup daripada penyelia saya berkenaan prestasi kerja saya. | .759 | .118 | .078 |

| | | | |
|--|-------|------|-------|
| Saya menerima maklumbalas yang cukup dari pihak atasan saya sejauh mana bagus saya lakukan kerja | .605 | .089 | .558 |
| Terdapat peluang yang cukup dalam tugas saya untuk mengetahui bagaimana saya lakukan kerja. | .691 | .345 | .168 |
| Saya tahu sebaik mana saya melaksanakan tugas di tempat kerja saya | .072 | .201 | .674 |
| Dalam tugasan semasa, jawatan saya meningkatkan dengan lebih cepat. | .288 | .787 | -.068 |
| Dalam unit kerja semasa, kedudukan jawatan saya mungkin bergerak ke atas. | .203 | .684 | .279 |
| Di dalam unit kerja semasa, kedudukan jawatan saya adalah lebih sesuai dengan unit asal. | .032 | .578 | .373 |
| Perbanding dengan rakan sekerja saya, kedudukan jawatan saya meningkatkan dengan lebih cepat. | -.083 | .696 | .450 |
| Di unit kerja semasa, gaji saya meningkat dengan lebih cepat. | .171 | .772 | -.241 |
| Di unit kerja semasa, gaji saya sekarang mungkin akan meningkat. | .047 | .702 | .116 |
| Berbanding dengan rakan sekerja saya, gaji saya meningkat dengan lebih cepat. | .104 | .798 | -.029 |

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.^a

a. Rotation converged in 6 iterations.

APPENDIX B2.4 -- FACTOR ANALYSIS (JOB SATISFACTION)

KMO and Bartlett's Test

| | | |
|--|--------------------|---------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | .839 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 962.555 |
| | df | 45 |
| | Sig. | .000 |

Communalities

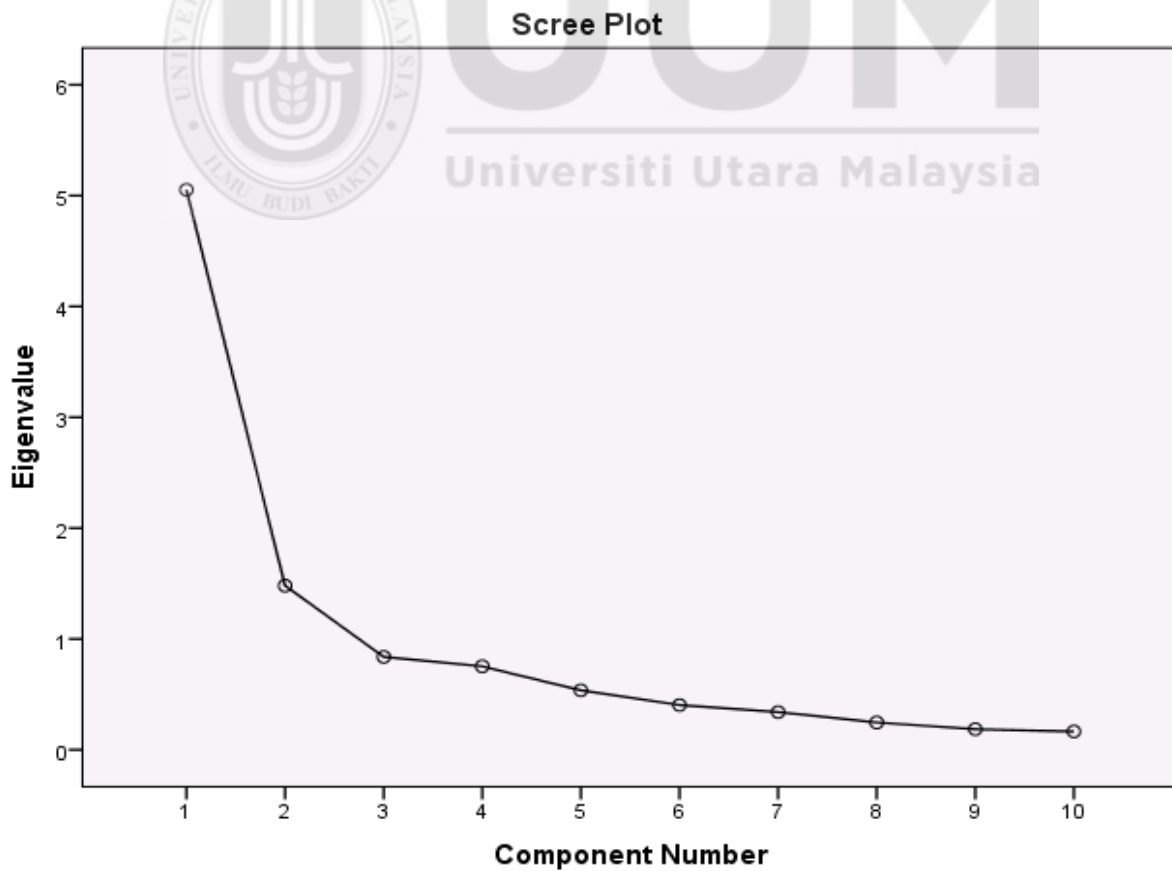
| | Initial | Extraction |
|---|---------|------------|
| Saya mudah berinteraksi dengan penyelia saya. | 1.000 | .551 |
| Semua bakat dan kemahiran saya digunakan sepenuhnya. | 1.000 | .705 |
| Saya merasa gembira dengan kerja saya sekarang. | 1.000 | .662 |
| Saya menerima pengiktirafan untuk kerja yang dilakukan. | 1.000 | .600 |
| Saya suka bekerja di dalam pasukan polis. | 1.000 | .501 |
| Saya berasa rapat dengan rakan sekerja di tempat kerja saya | 1.000 | .771 |
| Saya merasa selamat apabila melibatkan kerja saya. | 1.000 | .732 |
| Saya percaya pengurusan mengambil berat tentang kebajikan saya. | 1.000 | .321 |
| Gaji saya sekarang cukup baik. | 1.000 | .746 |
| Secara keseluruhannya, saya percaya kerja adalah baik untuk kesihatan saya. | 1.000 | .828 |

Extraction Method: Principal Component Analysis.

Total Variance Explained

| Component | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | | Rotation Sums of Squared Loadings | | |
|-----------|---------------------|---------------|--------------|-------------------------------------|---------------|--------------|-----------------------------------|---------------|--------------|
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 5.053 | 50.526 | 50.526 | 5.053 | 50.526 | 50.526 | 3.867 | 38.669 | 38.669 |
| 2 | 1.480 | 14.804 | 65.331 | 1.480 | 14.804 | 65.331 | 2.666 | 26.662 | 65.331 |
| 3 | .838 | 8.381 | 73.712 | | | | | | |
| 4 | .753 | 7.525 | 81.237 | | | | | | |
| 5 | .536 | 5.362 | 86.599 | | | | | | |
| 6 | .404 | 4.036 | 90.635 | | | | | | |
| 7 | .340 | 3.400 | 94.035 | | | | | | |
| 8 | .246 | 2.462 | 96.498 | | | | | | |
| 9 | .186 | 1.858 | 98.356 | | | | | | |
| 10 | .164 | 1.644 | 100.000 | | | | | | |

Extraction Method: Principal Component Analysis.



Component Matrix^a

| | Component | |
|---|-----------|-------|
| | 1 | 2 |
| Saya mudah berinteraksi dengan penyelia saya. | .448 | .612 |
| Semua bakat dan kemahiran saya digunakan sepenuhnya. | .824 | -.180 |
| Saya merasa gembira dengan kerja saya sekarang. | .575 | .581 |
| Saya menerima pengiktirafan untuk kerja yang dilakukan. | .731 | .302 |
| Saya suka bekerja di dalam pasukan polis. | .618 | .328 |
| Saya berasa rapat dengan rakan sekerja di tempat kerja saya | .845 | -.238 |
| Saya merasa selamat apabila melibatkan kerja saya. | .828 | -.236 |
| Saya percaya pengurusan mengambil berat tentang kebajikan saya. | .524 | .303 |
| Gaji saya sekarang cukup baik. | .783 | -.376 |
| Secara keseluruhannya, saya percaya kerja adalah baik untuk kesihatan saya. | .801 | -.438 |

Extraction Method: Principal Component Analysis.

a. 2 components extracted.

Rotated Component Matrix^a

| | Component | |
|---|-----------|------|
| | 1 | 2 |
| Saya mudah berinteraksi dengan penyelia saya. | .013 | .758 |
| Semua bakat dan kemahiran saya digunakan sepenuhnya. | .777 | .328 |
| Saya merasa gembira dengan kerja saya sekarang. | .135 | .806 |
| Saya menerima pengiktirafan untuk kerja yang dilakukan. | .423 | .668 |
| Saya suka bekerja di dalam pasukan polis. | .316 | .624 |
| Saya berasa rapat dengan rakan sekerja di tempat kerja saya | .827 | .292 |
| Saya merasa selamat apabila melibatkan kerja saya. | .812 | .284 |
| Saya percaya pengurusan mengambil berat tentang kebajikan saya. | .254 | .549 |
| Gaji saya sekarang cukup baik. | .857 | .144 |
| Secara keseluruhannya, saya percaya kerja adalah baik untuk kesihatan saya. | .907 | .103 |

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

APPENDIX B3: RELIABILITY TEST (AFTER FACTOR ANALYSIS)

Work Engagement

Case Processing Summary

| | N | % |
|-----------------------|-----|-------|
| Cases Valid | 167 | 100.0 |
| Excluded ^a | 0 | .0 |
| Total | 167 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .926 | 9 |

Item Statistics

| | Mean | Std. Deviation | N |
|--|--------|----------------|-----|
| Semasa bekerja saya merasakan saya penuh bertenaga. | 3.7545 | .69825 | 167 |
| Semasa bekerja, saya berasa kuat dan bertenaga. | 3.7066 | .64295 | 167 |
| Apabila saya bangun pada waktu pagi, saya berasa hendak ke tempat kerja. | 3.5150 | 1.16089 | 167 |
| Saya berasa bersemangat tentang kerja saya. | 3.6826 | .94480 | 167 |
| Kerja saya memberi inspirasi kepada saya. | 3.9341 | .70401 | 167 |

| | | | |
|---|--------|--------|-----|
| Saya merasa bangga dengan kerja yang saya lakukan sekarang. | 3.9521 | .81261 | 167 |
| Saya merasa gembira apabila saya bekerja dengan gembira. | 3.8982 | .97335 | 167 |
| Saya selalu terlibat secara mendalam bila melibatkan aktiviti kerja saya. | 3.8743 | .76976 | 167 |
| Apabila bekerja saya selalu bersungguh-sungguh. | 3.8144 | .90263 | 167 |

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Squared Multiple Correlation | Cronbach's Alpha if Item Deleted |
|---|----------------------------|--------------------------------|----------------------------------|------------------------------|----------------------------------|
| Semasa bekerja saya merasakan saya penuh bertenaga. | 30.3772 | 31.754 | .674 | .753 | .921 |
| Semasa bekerja, saya berasa kuat dan bertenaga. | 30.4251 | 31.848 | .729 | .773 | .919 |
| Apabila saya bangun pada waktu pagi, saya berasa hendak ke tempat kerja. | 30.6168 | 26.816 | .781 | .704 | .917 |
| Saya berasa bersemangat tentang kerja saya. | 30.4491 | 28.080 | .856 | .788 | .908 |
| Kerja saya memberi inspirasi kepada saya. | 30.1976 | 33.087 | .490 | .388 | .930 |
| Saya berasa bangga dengan kerja yang saya lakukan sekarang. | 30.1796 | 30.425 | .721 | .653 | .918 |
| Saya berasa gembira apabila saya bekerja dengan gembira. | 30.2335 | 28.361 | .795 | .738 | .913 |
| Saya selalu terlibat secara mendalam bila melibatkan aktiviti kerja saya. | 30.2575 | 30.325 | .782 | .701 | .914 |

| | | | | | |
|---|---------|--------|------|------|------|
| Apabila bekerja saya selalu bersungguh-sungguh. | 30.3174 | 28.796 | .819 | .784 | .911 |
|---|---------|--------|------|------|------|

Scale Statistics

| Mean | Variance | Std. Deviation | N of Items |
|---------|----------|----------------|------------|
| 34.1317 | 37.549 | 6.12771 | 9 |



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Job Demands (Work-family conflict)

Case Processing Summary

| | | N | % |
|-------|-----------------------|-----|-------|
| Cases | Valid | 167 | 100.0 |
| | Excluded ^a | 0 | .0 |
| | Total | 167 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

| | |
|------------------|------------|
| Cronbach's Alpha | N of Items |
| .952 | 11 |

Item Statistics

| | Mean | Std. Deviation | N |
|--|--------|----------------|-----|
| Oleh kerana beban kerja yang saya ada, saya tidak mempunyai masa yang cukup untuk melakukan kerja-kerja saya. | 3.4072 | 1.05371 | 167 |
| Tuntutan kerja saya mengganggu kehidupan keluarga saya. | 2.9820 | 1.10024 | 167 |
| Jumlah masa kerja saya yang diambil, menjadikannya sukar untuk memenuhi tanggungjawab keluarga saya. | 3.3653 | 1.15310 | 167 |
| Perkara yang ingin lakukan di rumah tidak dapat dilakukan kerana tuntutan tugas yang perlu dilaksanakan oleh saya. | 3.2994 | 1.16947 | 167 |

| | | | |
|--|--------|---------|-----|
| Tugas saya menimbulkan tekanan yang menjadikan ianya sukar untuk memenuhi tugas keluarga. | 3.1856 | 1.10651 | 167 |
| Oleh kerana tugas yang berkaitan dengan kerja, saya perlu membuat perubahan kepada rancangan saya untuk aktiviti keluarga. | 3.5329 | 1.09095 | 167 |
| Permintaan keluarga atau pasangan saya mengganggu aktiviti yang berkaitan dengan kerja. | 2.9701 | 1.09997 | 167 |
| Saya selalu menunda melakukan tugas di tempat kerja kerana permintaan pada masa saya di rumah. | 2.6407 | 1.08784 | 167 |
| Perkara yang saya mahu lakukan di tempat kerja tidak dapat dilakukan kerana permintaan keluarga atau pasangan saya. | 2.6826 | 1.13589 | 167 |
| Kehidupan di rumah saya terjejas kerana tanggungjawab saya di tempat kerja seperti pergi kerja pada masanya, melaksanakan tugas setiap hari, dan bekerja lebih masa. | 3.1677 | 1.29714 | 167 |
| Ketegangan yang berkaitan dengan keluarga mengganggu keupayaan saya untuk melaksanakan tugas yang berkaitan dengan kerja. | 2.8683 | 1.20516 | 167 |

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item- Total Correlation | Squared Multiple Correlation | Cronbach's Alpha if Item Deleted |
|--|-------------------------------|-----------------------------------|--------------------------------------|------------------------------------|--|
| Oleh kerana beban kerja yang saya ada, saya tidak mempunyai masa yang cukup untuk melakukan kerja-kerja saya. | 30.6946 | 91.527 | .645 | .480 | .952 |
| Tuntutan kerja saya mengganggu kehidupan keluarga saya. | 31.1198 | 88.745 | .757 | .701 | .948 |
| Jumlah masa kerja saya yang diambil, menjadikannya sukar untuk memenuhi tanggungjawab keluarga saya. | 30.7365 | 86.255 | .843 | .871 | .945 |
| Perkara yang ingin lakukan di rumah tidak dapat dilakukan kerana tuntutan tugas yang perlu dilaksanakan oleh saya. | 30.8024 | 86.208 | .832 | .807 | .945 |
| Tugas saya menimbulkan tekanan yang menjadikan ianya sukar untuk memenuhi tugas keluarga. | 30.9162 | 86.728 | .859 | .805 | .944 |
| Oleh kerana tugas yang berkaitan dengan kerja, saya perlu membuat perubahan kepada rancangan saya untuk aktiviti keluarga. | 30.5689 | 89.355 | .732 | .646 | .949 |
| Permintaan keluarga atau pasangan saya mengganggu aktiviti yang berkaitan dengan kerja. | 31.1317 | 87.898 | .802 | .718 | .946 |

| | | | | | |
|--|---------|--------|------|------|------|
| Saya selalu menunda melakukan tugas di tempat kerja kerana permintaan pada masa saya di rumah. | 31.4611 | 90.286 | .686 | .736 | .950 |
| Perkara yang saya mahu lakukan di tempat kerja tidak dapat dilakukan kerana permintaan keluarga atau pasangan saya. | 31.4192 | 88.546 | .740 | .797 | .948 |
| Kehidupan di rumah saya terjejas kerana tanggungjawab saya di tempat kerja seperti pergi kerja pada masanya, melaksanakan tugas setiap hari, dan bekerja lebih masa. | 30.9341 | 83.857 | .846 | .815 | .945 |
| Ketegangan yang berkaitan dengan keluarga mengganggu keupayaan saya untuk melaksanakan tugas yang berkaitan dengan kerja. | 31.2335 | 85.662 | .831 | .805 | .945 |

Scale Statistics

| Mean | Variance | Std. Deviation | N of Items |
|---------|----------|----------------|------------|
| 34.1018 | 105.646 | 10.27843 | 11 |

Job Demands (Work pressure)

Case Processing Summary

| | | N | % |
|-------|-----------------------|-----|-------|
| Cases | Valid | 167 | 100.0 |
| | Excluded ^a | 0 | .0 |
| | Total | 167 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

| | |
|------------------|------------|
| Cronbach's Alpha | N of Items |
| .700 | 4 |

Item Statistics

| | Mean | Std. Deviation | N |
|---|--------|----------------|-----|
| Kerja saya memerlukan saya bekerja dengan pantas. | 4.0060 | .67214 | 167 |
| Kerja saya memerlukan saya bekerja keras. | 4.0599 | .66496 | 167 |
| Kerja saya memerlukan terlalu banyak "input" dari saya. | 3.8623 | .70212 | 167 |
| Beban kerja saya telah meningkat sejak 12 bulan yang lepas. | 4.0120 | .93775 | 167 |

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item- Total Correlation | Squared Multiple Correlation | Cronbach's Alpha if Item Deleted |
|---|-------------------------------|-----------------------------------|--------------------------------------|------------------------------------|--|
| Kerja saya memerlukan saya bekerja dengan pantas. | 11.9341 | 2.893 | .622 | .534 | .559 |
| Kerja saya memerlukan saya bekerja keras. | 11.8802 | 2.937 | .609 | .538 | .569 |
| Kerja saya memerlukan terlalu banyak "input" dari saya. | 12.0778 | 3.084 | .483 | .259 | .638 |
| Beban kerja saya telah meningkat sejak 12 bulan yang lepas. | 11.9281 | 2.886 | .314 | .102 | .779 |

Scale Statistics

| Mean | Variance | Std. Deviation | N of Items |
|---------|----------|----------------|------------|
| 15.9401 | 4.767 | 2.18346 | 4 |

Job Demands (Workload)

Case Processing Summary

| | | N | % |
|-------|-----------------------|-----|-------|
| Cases | Valid | 167 | 100.0 |
| | Excluded ^a | 0 | .0 |
| | Total | 167 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

| | |
|------------------|------------|
| Cronbach's Alpha | N of Items |
| .722 | 4 |

Item Statistics

| | Mean | Std. Deviation | N |
|--|--------|----------------|-----|
| Saya mempunyai masa yang cukup untuk menyiapkan kerja saya. | 3.4551 | .93594 | 167 |
| Tugas saya sering membuat tuntutan yang bercanggahan dengan saya. | 2.9760 | 1.10830 | 167 |
| Saya sering perlu bekerja selepas waktu kerja untuk memenuhi keperluan kerja saya. | 3.5689 | 1.10573 | 167 |
| Kerja saya memerlukan tuntutan fizikal untuk memenuhi tugas saya. | 3.6048 | .99975 | 167 |

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item- Total Correlation | Squared Multiple Correlation | Cronbach's Alpha if Item Deleted |
|---|-------------------------------|-----------------------------------|--------------------------------------|------------------------------------|--|
| Saya mempunyai masa yang cukup untuk menyiapkan kerja saya. | 10.1497 | 6.911 | .334 | .126 | .751 |
| Tugas saya sering membuat tuntutan yang bercanggahan dengan saya. | 10.6287 | 5.825 | .445 | .199 | .702 |
| Saya sering perlu bekerja selepas waktu kerja untuk memenuhi keperluan kerja saya. | 10.0359 | 5.107 | .621 | .553 | .588 |
| Kerja saya memerlukan tuntutan fizikal untuk memenuhi tugas saya. | 10.0000 | 5.349 | .667 | .566 | .567 |

Scale Statistics

| Mean | Variance | Std. Deviation | N of Items |
|---------|----------|----------------|------------|
| 13.6048 | 9.433 | 3.07136 | 4 |

Job Resources (Performance Feedback)

Case Processing Summary

| | | N | % |
|-------|-----------------------|-----|-------|
| Cases | Valid | 167 | 100.0 |
| | Excluded ^a | 0 | .0 |
| | Total | 167 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .866 | 7 |

Item Statistics

| | Mean | Std. Deviation | N |
|---|--------|----------------|-----|
| Penyelia saya mengambil berat tentang kebajikan pekerja dibawah tanggungjawab mereka. | 4.0180 | .83934 | 167 |
| Penyelia saya memberi perhatian kepada apa yang saya katakan. | 3.8922 | .71161 | 167 |
| Saya bekerja dengan rakan sekerja yang cekap melaksanakan tugas masing-masing. | 3.9701 | .78713 | 167 |
| Saya bekerja dengan orang yang cepat mesra. | 4.0180 | .71535 | 167 |
| Saya telah menerima maklumat yang cukup daripada penyelia saya berkenaan prestasi kerja saya. | 3.8204 | .74692 | 167 |

| | | | |
|--|--------|--------|-----|
| Saya menerima maklumbalas yang cukup dari pihak atasan saya sejauh mana bagus saya lakukan kerja | 3.6647 | .77312 | 167 |
| Terdapat peluang yang cukup dalam tugas saya untuk mengetahui bagaimana saya lakukan kerja. | 3.8084 | .64876 | 167 |

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Squared Multiple Correlation | Cronbach's Alpha if Item Deleted |
|---|----------------------------|--------------------------------|----------------------------------|------------------------------|----------------------------------|
| Penyelia saya mengambil berat tentang kebajikan pekerja dibawah tanggungjawab mereka. | 23.1737 | 10.879 | .656 | .631 | .845 |
| Penyelia saya memberi perhatian kepada apa yang saya katakan. | 23.2994 | 11.295 | .714 | .654 | .837 |
| Saya bekerja dengan rakan sekerja yang cekap melaksanakan tugas masing-masing. | 23.2216 | 11.439 | .593 | .448 | .854 |
| Saya bekerja dengan orang yang cepat mesra. | 23.1737 | 11.831 | .584 | .406 | .854 |
| Saya telah menerima maklumat yang cukup daripada penyelia saya berkenaan prestasi kerja saya. | 23.3713 | 11.307 | .667 | .571 | .843 |

| | | | | | |
|--|---------|--------|------|------|------|
| Saya menerima maklumbalas yang cukup dari pihak atasan saya sejauh mana bagus saya lakukan kerja | 23.5269 | 11.275 | .644 | .522 | .847 |
| Terdapat peluang yang cukup dalam tugas saya untuk mengetahui bagaimana saya lakukan kerja. | 23.3832 | 11.973 | .629 | .465 | .849 |

Scale Statistics

| Mean | Variance | Std. Deviation | N of Items |
|---------|----------|----------------|------------|
| 27.1916 | 15.216 | 3.90078 | 7 |



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Job Resources (Career Opportunity)

Case Processing Summary

| | | N | % |
|-------|-----------------------|-----|-------|
| Cases | Valid | 167 | 100.0 |
| | Excluded ^a | 0 | .0 |
| | Total | 167 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .862 | 7 |

Item Statistics

| | Mean | Std. Deviation | N |
|---|--------|----------------|-----|
| Dalam tugas semasa, jawatan saya meningkatkan dengan lebih cepat. | 3.5449 | .85522 | 167 |
| Dalam unit kerja semasa, kedudukan jawatan saya mungkin bergerak ke atas. | 3.4192 | .80906 | 167 |
| Di dalam unit kerja semasa, kedudukan jawatan saya adalah lebih sesuai dengan unit asal. | 3.4192 | .77093 | 167 |
| Perbanding dengan rakan sekerja saya, kedudukan jawatan saya meningkatkan dengan lebih cepat. | 3.1437 | .93316 | 167 |
| Di unit kerja semasa, gaji saya meningkat dengan lebih cepat. | 3.3473 | .90466 | 167 |
| Di unit kerja semasa, gaji saya sekarang mungkin akan meningkat. | 3.3533 | .81461 | 167 |

| | | | |
|---|--------|--------|-----|
| Berbanding dengan rakan sekerja saya, gaji saya meningkat dengan lebih cepat. | 3.0599 | .96130 | 167 |
|---|--------|--------|-----|

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Squared Multiple Correlation | Cronbach's Alpha if Item Deleted |
|---|----------------------------|--------------------------------|----------------------------------|------------------------------|----------------------------------|
| Dalam tugas semasa, jawatan saya meningkatkan dengan lebih cepat. | 19.7425 | 14.747 | .705 | .615 | .832 |
| Dalam unit kerja semasa, kedudukan jawatan saya mungkin bergerak ke atas. | 19.8683 | 15.416 | .636 | .563 | .842 |
| Di dalam unit kerja semasa, kedudukan jawatan saya adalah lebih sesuai dengan unit asal. | 19.8683 | 16.308 | .515 | .327 | .857 |
| Perbanding dengan rakan sekerja saya, kedudukan jawatan saya meningkatkan dengan lebih cepat. | 20.1437 | 14.570 | .655 | .505 | .839 |
| Di unit kerja semasa, gaji saya meningkat dengan lebih cepat. | 19.9401 | 15.033 | .607 | .513 | .846 |
| Di unit kerja semasa, gaji saya sekarang mungkin akan meningkat. | 19.9341 | 15.532 | .610 | .417 | .845 |
| Berbanding dengan rakan sekerja saya, gaji saya meningkat dengan lebih cepat. | 20.2275 | 14.201 | .688 | .529 | .834 |

Scale Statistics

| Mean | Variance | Std. Deviation | N of Items |
|---------|----------|----------------|------------|
| 23.2874 | 20.110 | 4.48438 | 7 |

Job Resources (Social Support)

Case Processing Summary

| | | N | % |
|-------|-----------------------|-----|-------|
| Cases | Valid | 167 | 100.0 |
| | Excluded ^a | 0 | .0 |
| | Total | 167 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

| | |
|------------------|------------|
| Cronbach's Alpha | N of Items |
| .775 | 5 |

Item Statistics

| | Mean | Std. Deviation | N |
|--|--------|----------------|-----|
| Pihak atasan saya banyak membantu dalam menyelesaikan kerja yang dilakukan masa tugas. | 3.4491 | 1.19567 | 167 |
| Pihak atasan saya berjaya dalam memperolehi orang untuk bekerjasama dalam pasukan. | 3.5749 | .98426 | 167 |
| Saya bekerja dengan rakan sekerja yang mengambil kesempatan peribadi keatas saya. | 2.7365 | 1.30893 | 167 |
| Apabila diperlukan, rakan sekerja saya akan membantu saya. | 3.9042 | .80834 | 167 |
| Saya tahu sebaik mana saya melaksanakan tugas di tempat kerja saya | 3.7305 | .66257 | 167 |

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Squared Multiple Correlation | Cronbach's Alpha if Item Deleted |
|--|----------------------------|--------------------------------|----------------------------------|------------------------------|----------------------------------|
| Pihak atasan saya banyak membantu dalam menyelesaikan kerja yang dilakukan masa tugas. | 13.9461 | 7.292 | .769 | .747 | .643 |
| Pihak atasan saya berjaya dalam memperolehi orang untuk bekerjasama dalam pasukan. | 13.8204 | 8.341 | .770 | .772 | .656 |
| Saya bekerja dengan rakan sekerja yang mengambil kesempatan peribadi keatas saya. | 14.6587 | 9.756 | .271 | .100 | .856 |
| Apabila diperlukan, rakan sekerja saya akan membantu saya. | 13.4910 | 9.902 | .615 | .506 | .721 |
| Saya tahu sebaik mana saya melaksanakan tugas di tempat kerja saya | 13.6647 | 10.971 | .519 | .287 | .754 |

Scale Statistics

| Mean | Variance | Std. Deviation | N of Items |
|---------|----------|----------------|------------|
| 17.3952 | 13.686 | 3.69949 | 5 |

Job Satisfaction (Internal)

Case Processing Summary

| | | N | % |
|-------|-----------------------|-----|-------|
| Cases | Valid | 167 | 100.0 |
| | Excluded ^a | 0 | .0 |
| | Total | 167 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .917 | 5 |

Item Statistics

| | Mean | Std. Deviation | N |
|---|--------|----------------|-----|
| Semua bakat dan kemahiran saya digunakan sepenuhnya. | 3.5030 | 1.15056 | 167 |
| Saya berasa rapat dengan rakan sekerja di tempat kerja saya | 3.8802 | 1.02265 | 167 |
| Saya merasa selamat apabila melibatkan kerja saya. | 3.7485 | 1.02803 | 167 |
| Gaji saya sekarang cukup baik. | 3.3234 | 1.28602 | 167 |
| Secara keseluruhannya, saya percaya kerja adalah baik untuk kesihatan saya. | 3.4251 | 1.25346 | 167 |

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item- Total Correlation | Squared Multiple Correlation | Cronbach's Alpha if Item Deleted |
|---|-------------------------------|-----------------------------------|--------------------------------------|------------------------------------|--|
| Semua bakat dan kemahiran saya digunakan sepenuhnya. | 14.3772 | 16.501 | .765 | .610 | .903 |
| Saya berasa rapat dengan rakan sekerja di tempat kerja saya | 14.0000 | 17.157 | .799 | .673 | .898 |
| Saya merasa selamat apabila melibatkan kerja saya. | 14.1317 | 17.224 | .784 | .645 | .900 |
| Gaji saya sekarang cukup baik. | 14.5569 | 15.513 | .771 | .654 | .904 |
| Secara keseluruhannya, saya percaya kerja adalah baik untuk kesihatan saya. | 14.4551 | 15.177 | .842 | .735 | .887 |

Scale Statistics

| Mean | Variance | Std. Deviation | N of Items |
|---------|----------|----------------|------------|
| 17.8802 | 24.974 | 4.99735 | 5 |

Job Satisfaction (External)

Case Processing Summary

| | | N | % |
|-------|-----------------------|-----|-------|
| Cases | Valid | 167 | 100.0 |
| | Excluded ^a | 0 | .0 |
| | Total | 167 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

| | |
|------------------|------------|
| Cronbach's Alpha | N of Items |
| .771 | 5 |

Item Statistics

| | Mean | Std. Deviation | N |
|---|--------|----------------|-----|
| Saya mudah berinteraksi dengan penyelia saya. | 3.9940 | .68104 | 167 |
| Saya merasa gembira dengan kerja saya sekarang. | 4.0000 | .83594 | 167 |
| Saya menerima pengiktirafan untuk kerja yang dilakukan. | 3.6347 | .92723 | 167 |
| Saya suka bekerja di dalam pasukan polis. | 4.2455 | .70683 | 167 |
| Saya percaya pengurusan mengambil berat tentang kebajikan saya. | 3.8024 | .83044 | 167 |

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item- Total Correlation | Squared Multiple Correlation | Cronbach's Alpha if Item Deleted |
|---|-------------------------------|-----------------------------------|--------------------------------------|------------------------------------|--|
| Saya mudah berinteraksi dengan penyelia saya. | 15.6826 | 6.242 | .495 | .268 | .746 |
| Saya merasa gembira dengan kerja saya sekarang. | 15.6766 | 5.280 | .627 | .459 | .699 |
| Saya menerima pengiktirafan untuk kerja yang dilakukan. | 16.0419 | 4.920 | .634 | .429 | .696 |
| Saya suka bekerja di dalam pasukan polis. | 15.4311 | 6.114 | .508 | .328 | .742 |
| Saya percaya pengurusan mengambil berat tentang kebajikan saya. | 15.8743 | 5.821 | .469 | .262 | .756 |

Scale Statistics

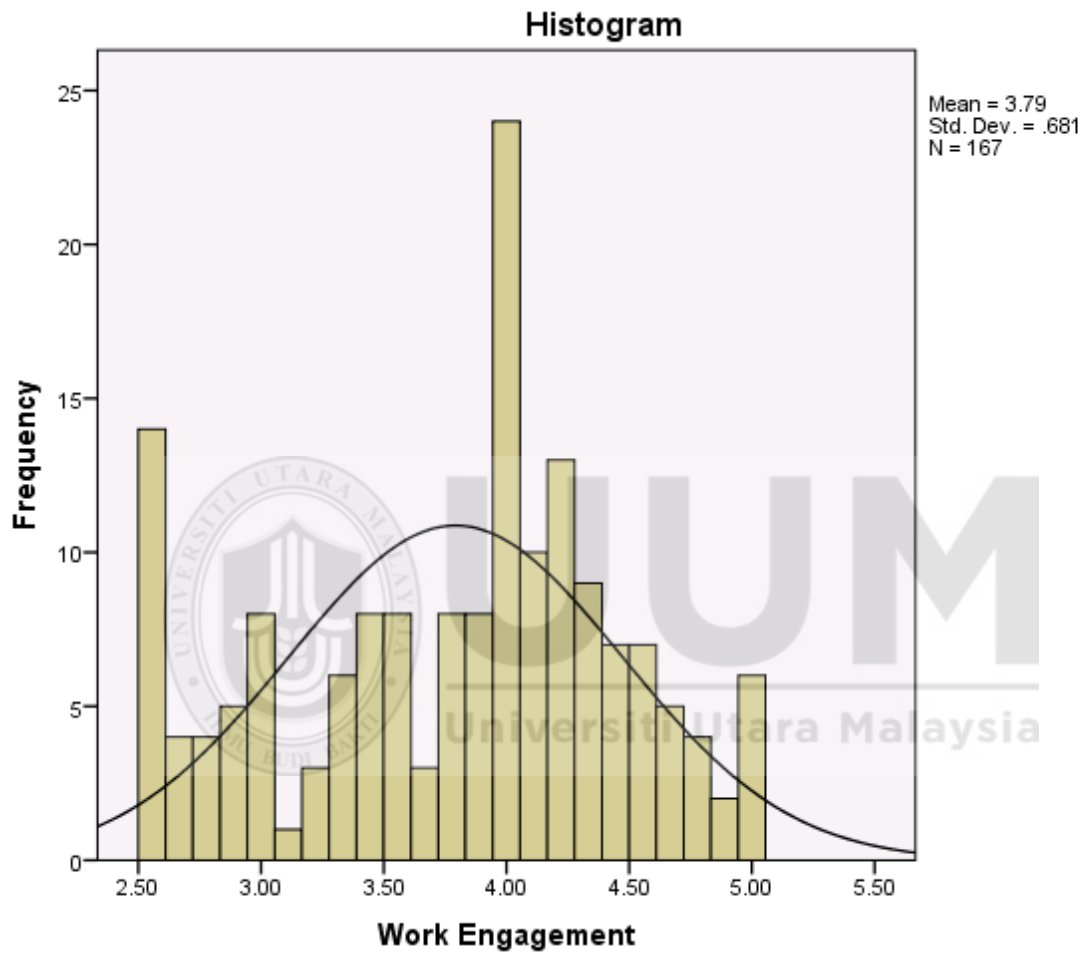
| Mean | Variance | Std. Deviation | N of Items |
|---------|----------|----------------|------------|
| 19.6766 | 8.389 | 2.89634 | 5 |

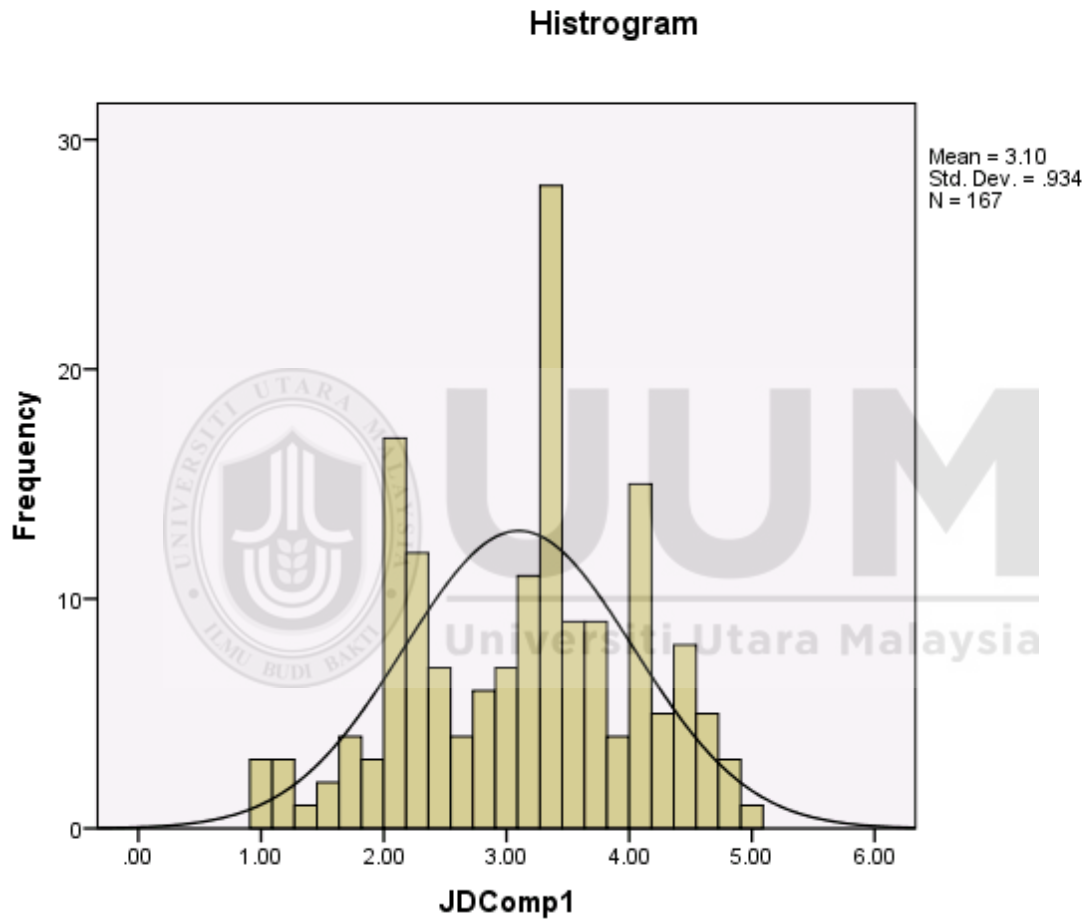
APPENDIX B4 – NORMALITY TEST

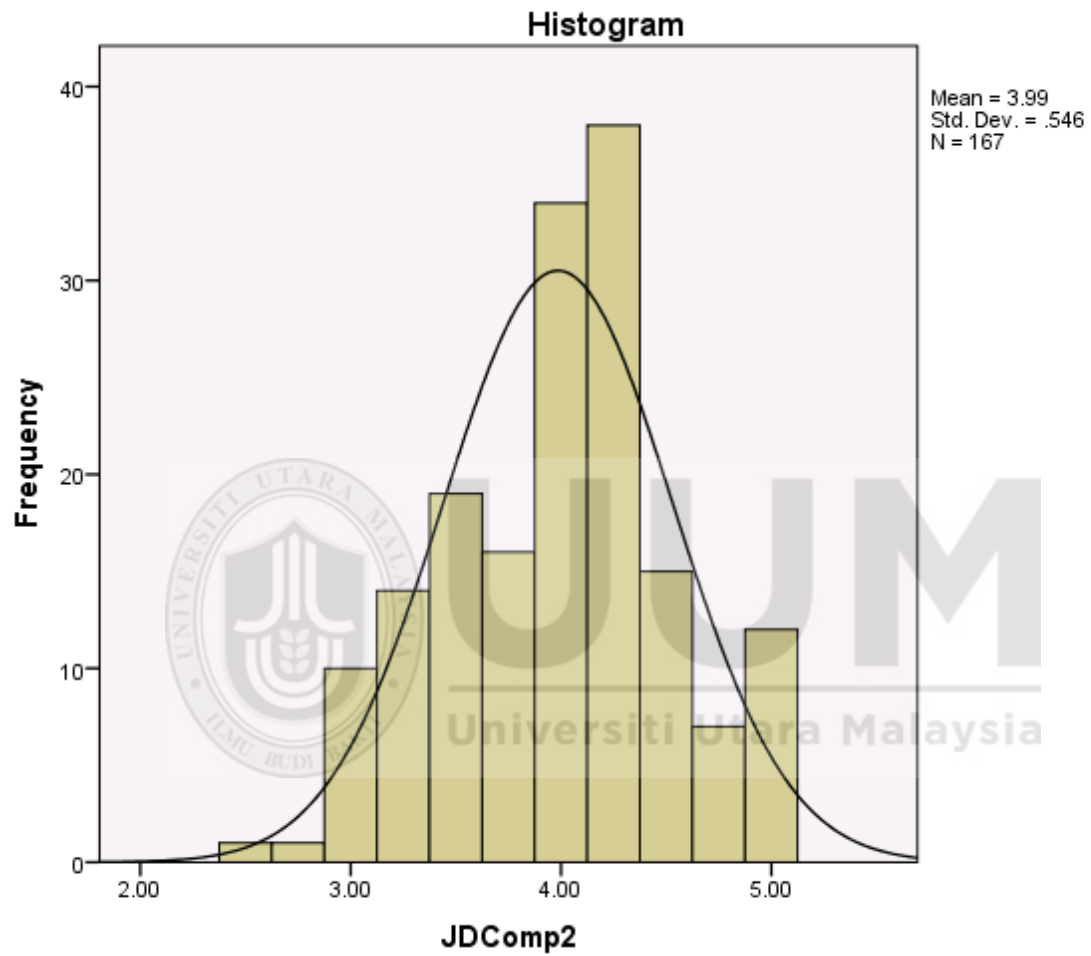
Descriptive Statistics for the Normality

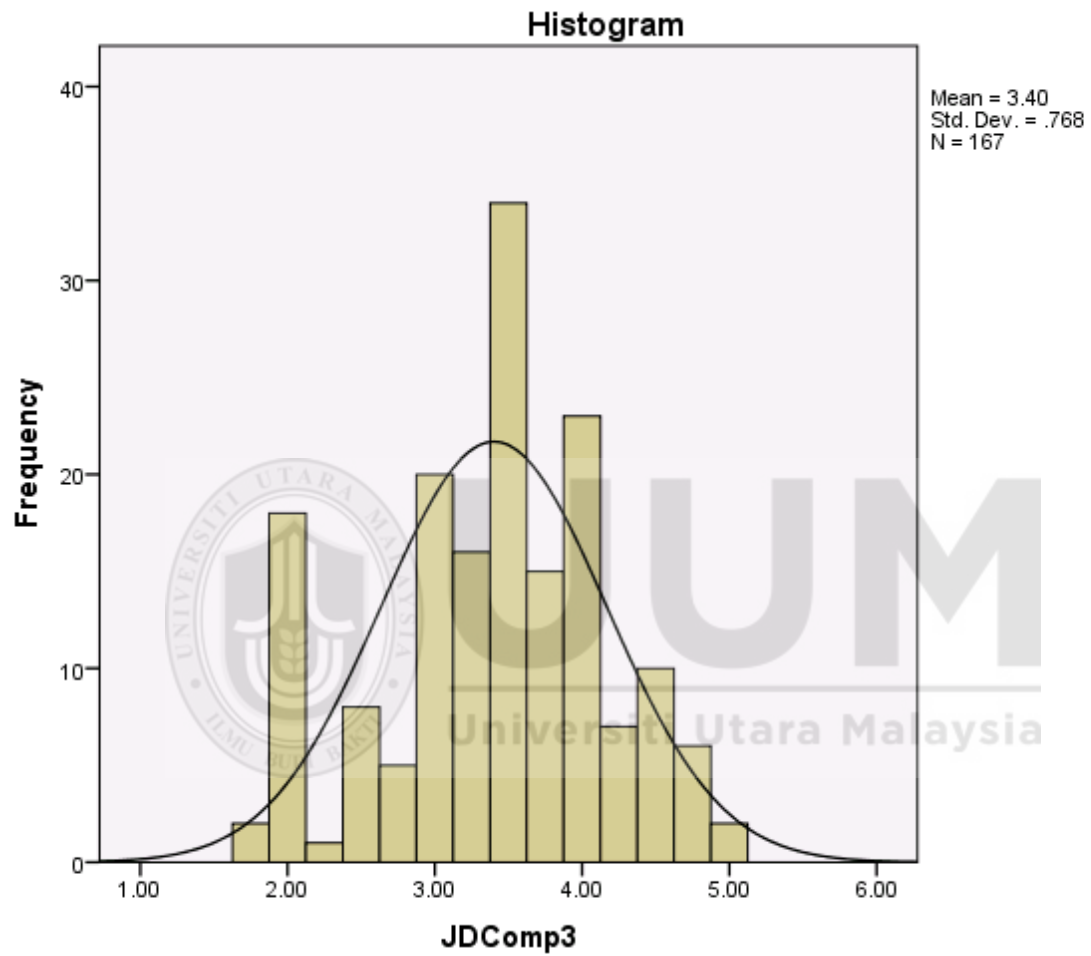
Descriptive Statistics

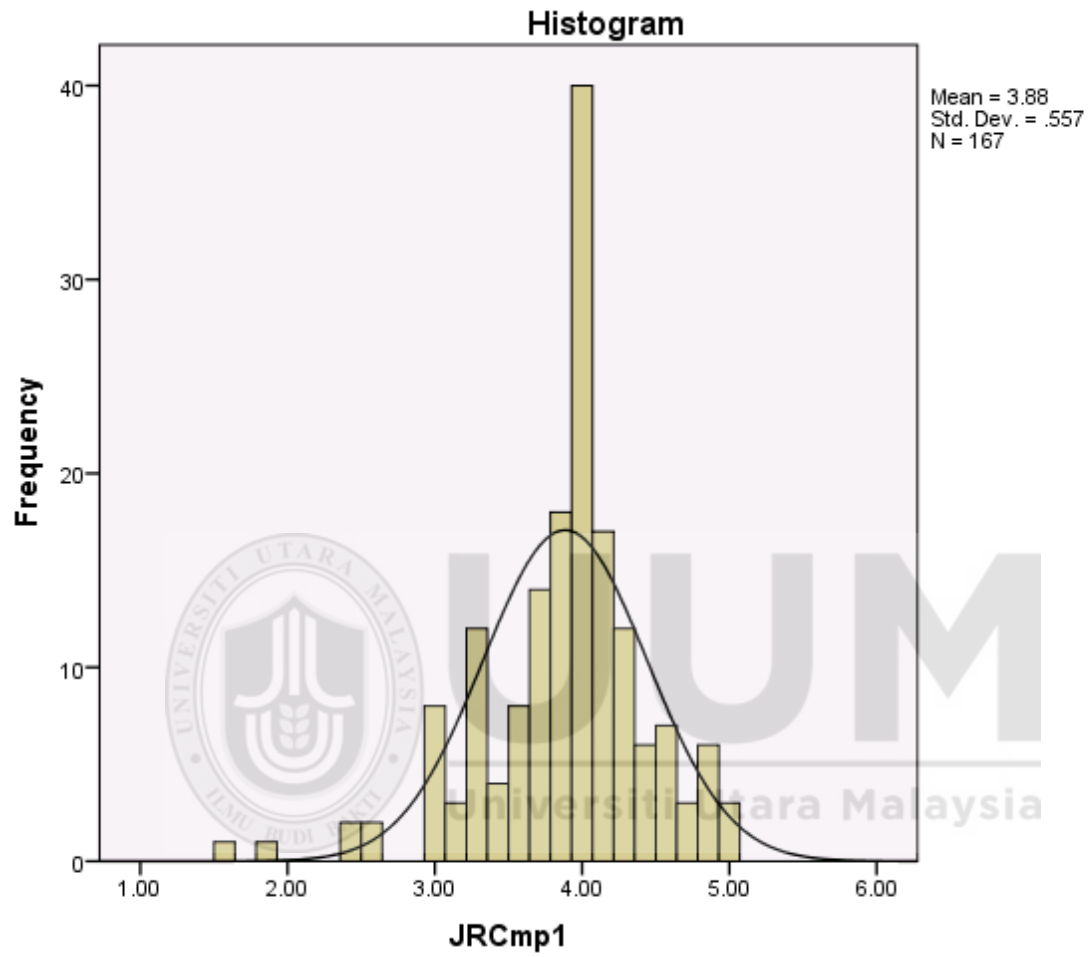
| | N | Minimum | Maximum | Mean | Std. Deviation | Skewness | | Kurtosis | |
|-----------------------|-----------|-----------|-----------|-----------|-------------------|-----------|------------|-----------|------------|
| | Statistic | Statistic | Statistic | Statistic | Statistic | Statistic | Std. Error | Statistic | Std. Error |
| WECmp | 167 | 2.56 | 5.00 | 3.7924 | .68086 | -.338 | .188 | -.782 | .374 |
| JRCmp1 | 167 | 1.57 | 5.00 | 3.8845 | .55725 | -.905 | .188 | 2.255 | .374 |
| JRCmp2 | 167 | 1.29 | 4.86 | 3.3268 | .64063 | -.156 | .188 | .077 | .374 |
| JRCmp3 | 167 | 1.40 | 5.00 | 3.4790 | .73990 | -.523 | .188 | -.156 | .374 |
| JSCmp1 | 167 | 1.40 | 5.00 | 3.5760 | .99947 | -.864 | .188 | -.069 | .374 |
| JSCmp2 | 167 | 2.40 | 5.00 | 3.9353 | .57927 | -.287 | .188 | .084 | .374 |
| JDCmp1 | 167 | 1.00 | 5.00 | 3.1002 | .93440 | -.232 | .188 | -.642 | .374 |
| JDCmp2 | 167 | 2.50 | 5.00 | 3.9850 | .54586 | -.158 | .188 | -.370 | .374 |
| JDCmp3 | 167 | 1.75 | 5.00 | 3.4012 | .76784 | -.304 | .188 | -.413 | .374 |
| Valid N (listwise) | 167 | | | | | | | | |

Normality Test (Work Engagement)

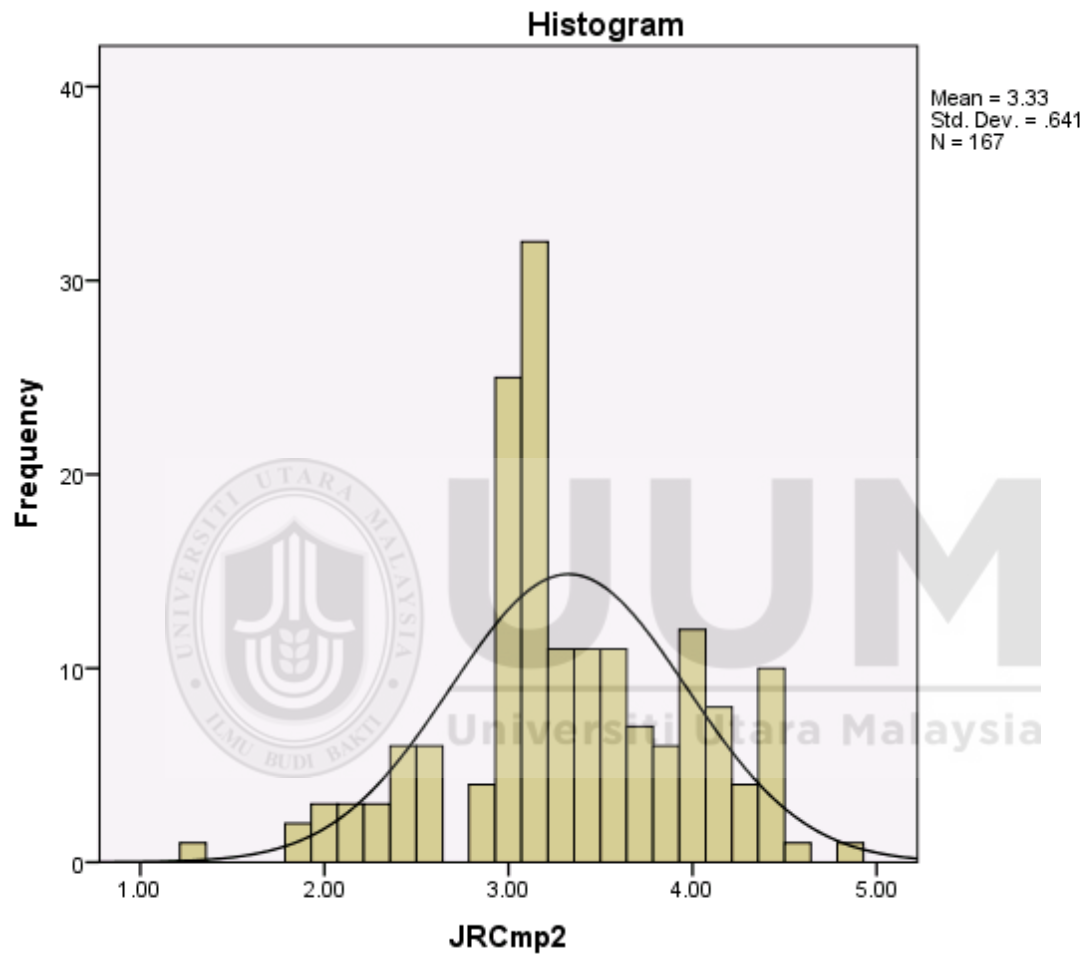
Normality Test (JDComp1)

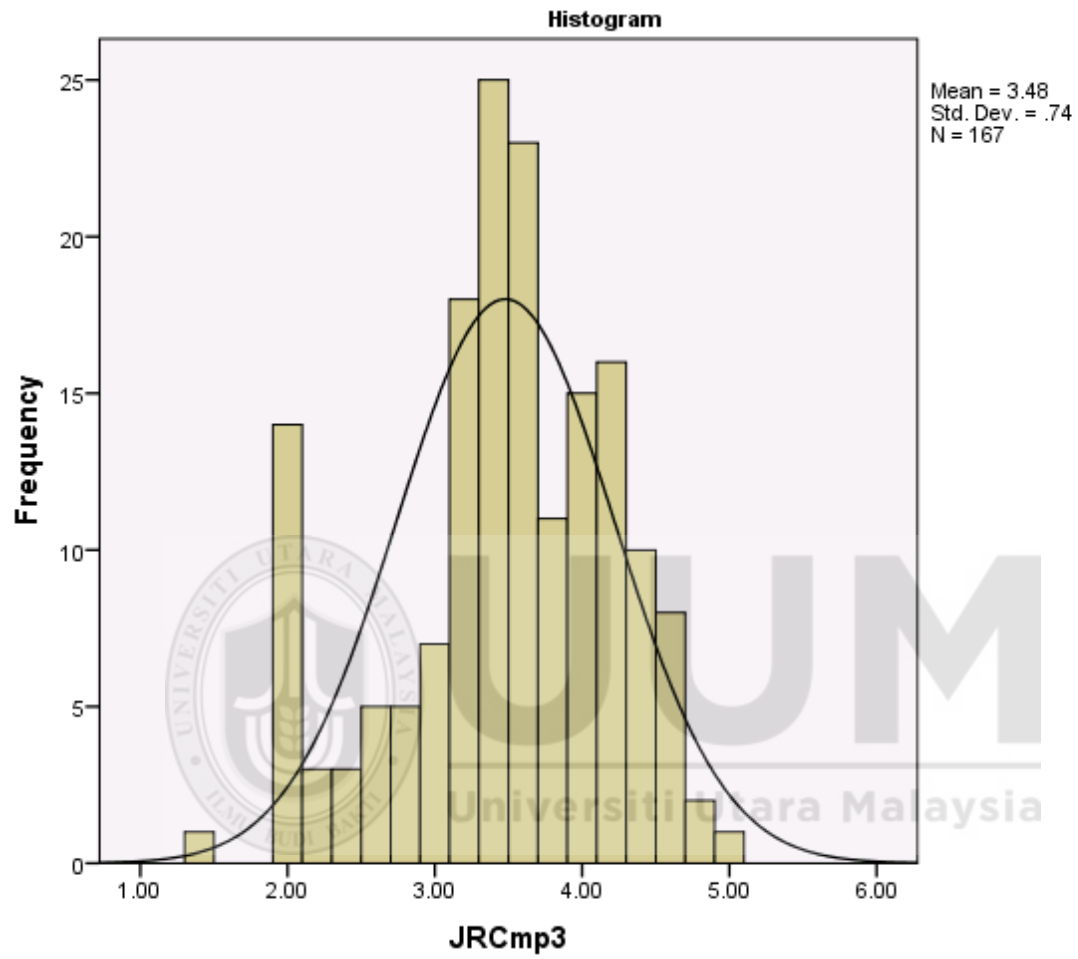
Normality Test (JDComp2)

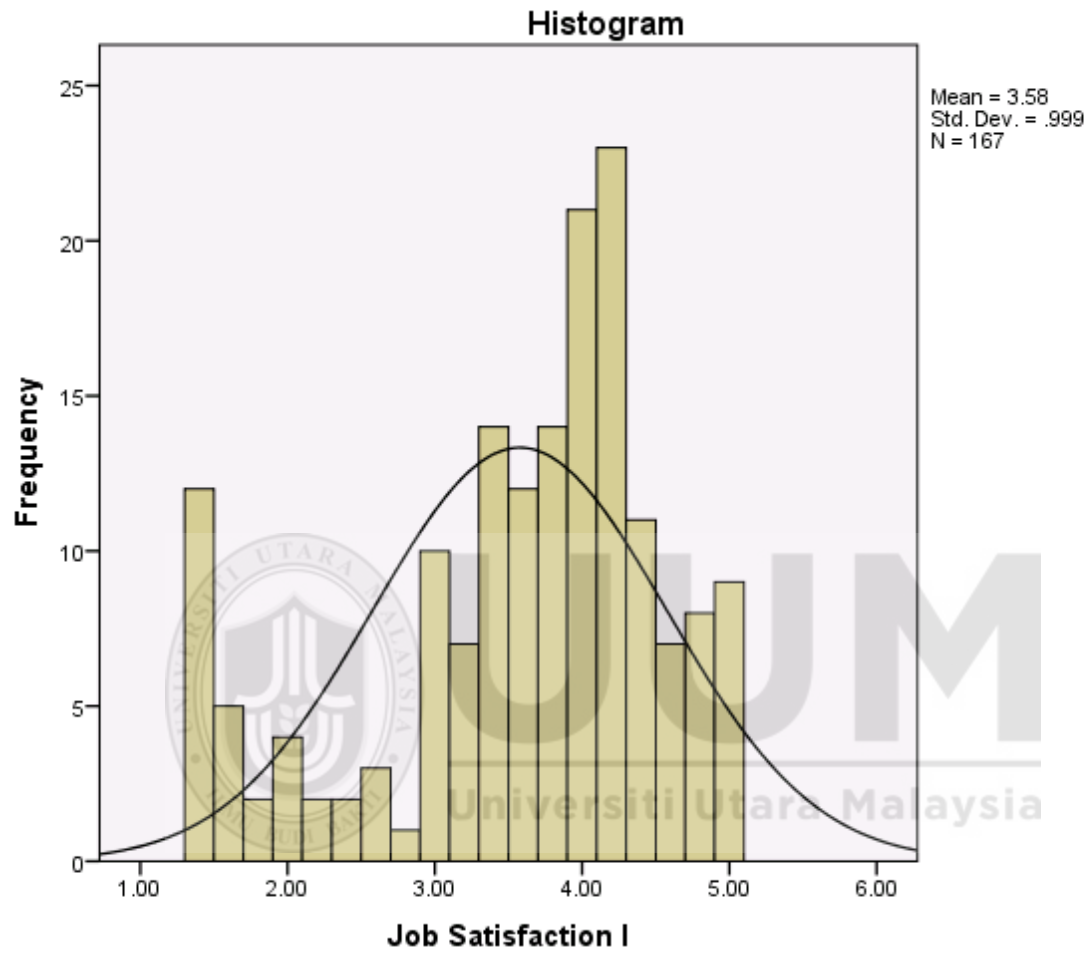
Normality Test (JDComp3)

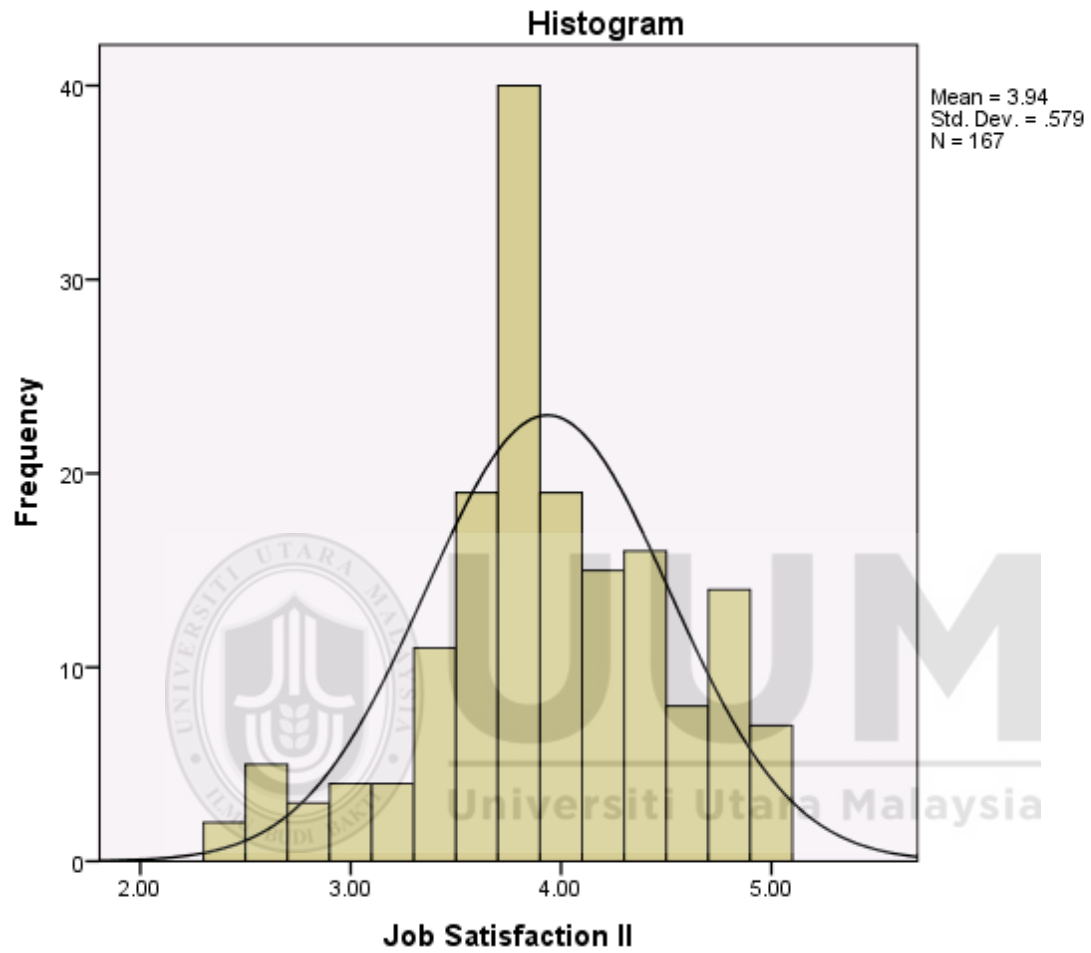
Normality Test (JRFactor1)

Normality Test (JRFactor2)



Normality Test (JRFactor3)

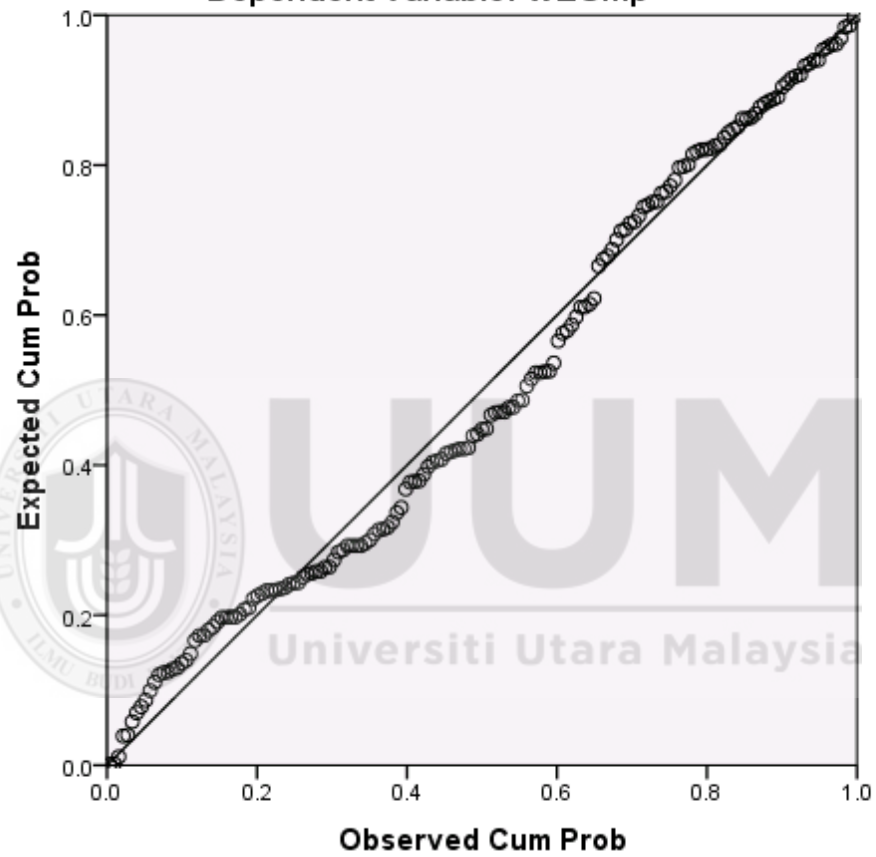
Normality Test (Job Satisfaction I)

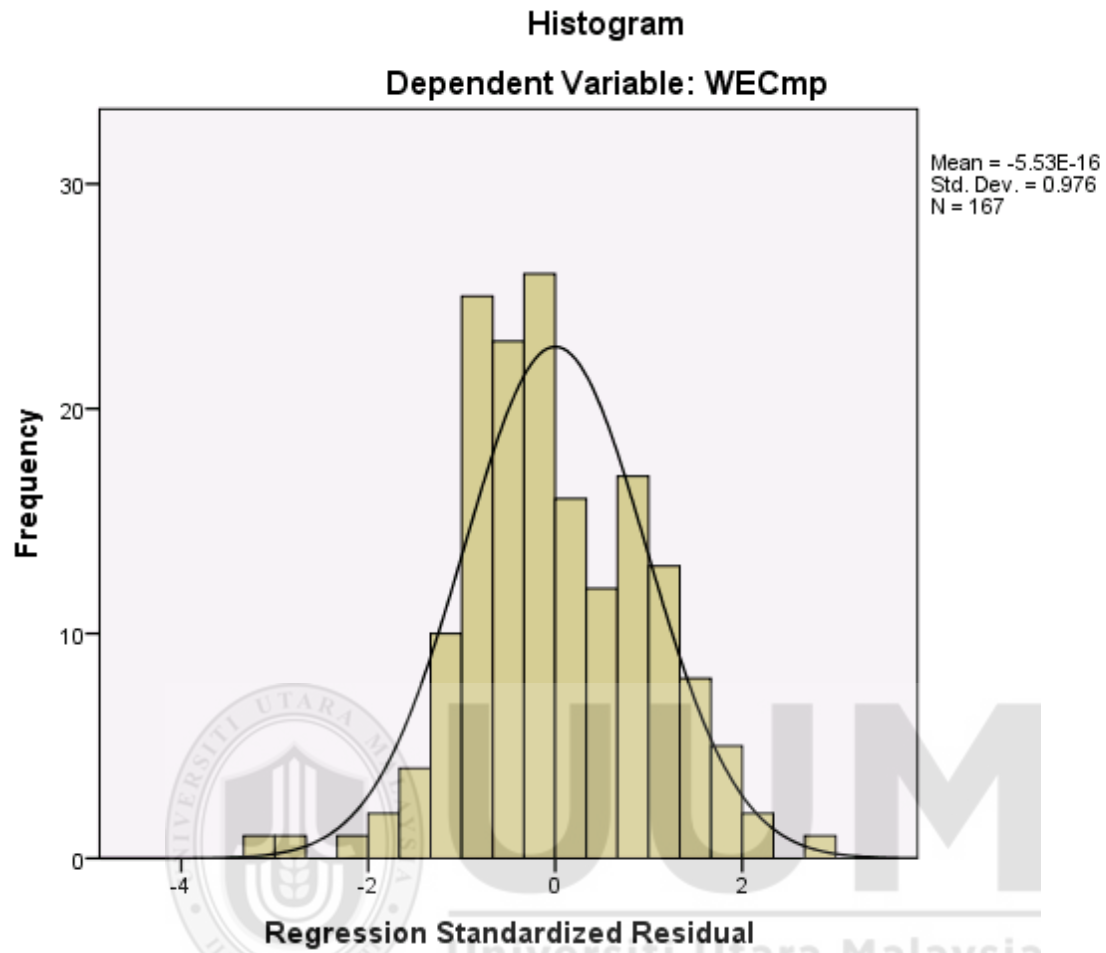
Normality Test (Job Satisfaction II)

APPENDIX B5 – LINEARITY TEST

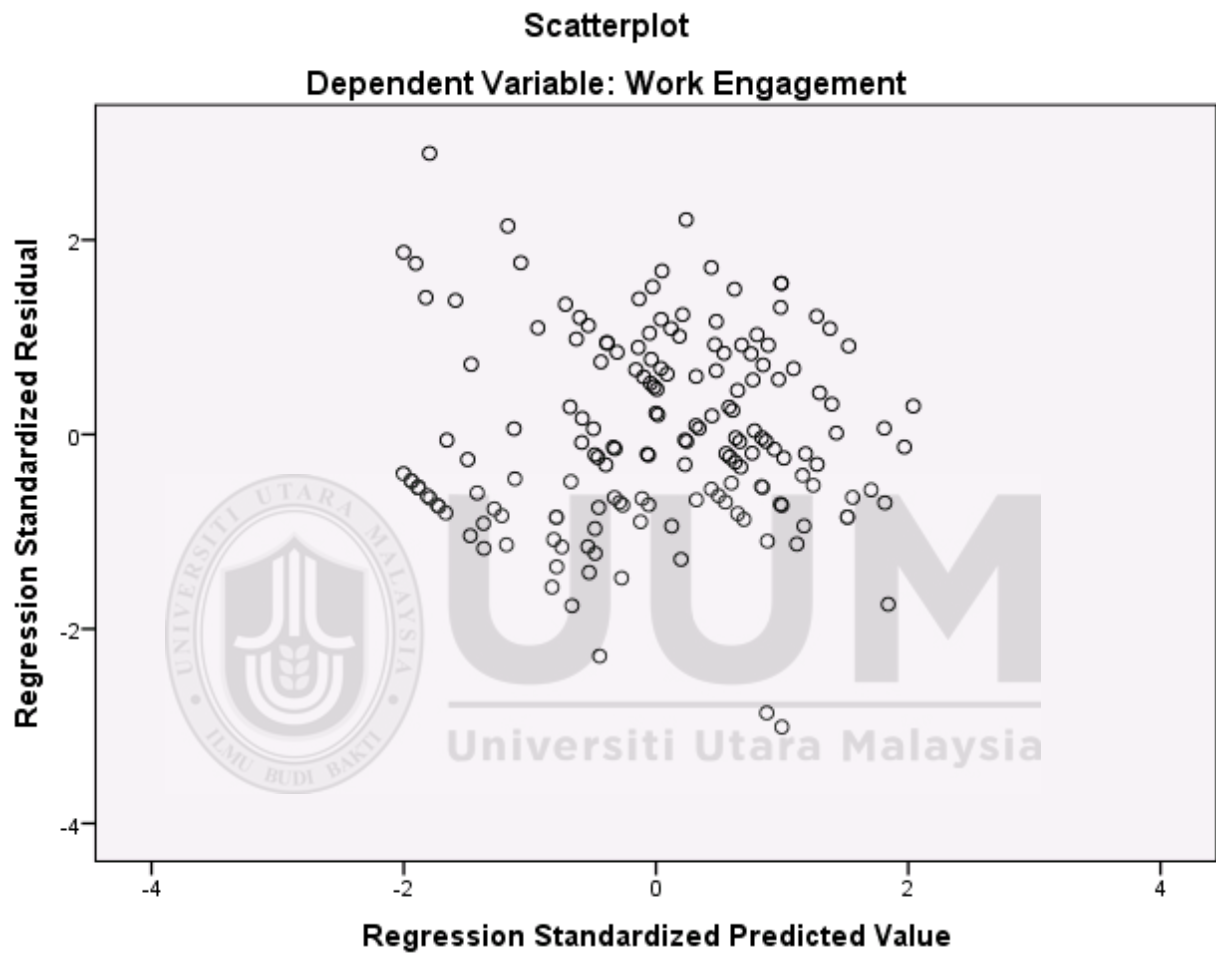
Normal P-P Plot of Regression Standardized Residual

Dependent Variable: WECmp





APPENDIX B6 – HOMOSCEDASTICITY TEST



APPENDIX B7 – MULTICOLLINEARITY ASSESSMENT OF TOLARANCE AND VIF VALUES

| Variable | Tolerance | VIF |
|----------------------|-----------|-------|
| Work-family conflict | .629 | 1.590 |
| Work Pressure | .716 | 1.397 |
| Workload | .392 | 2.548 |
| Performance Feedback | .462 | 2.163 |
| Career Opportunity | .697 | 1.434 |
| Social Support | .283 | 3.533 |
| JS Internal | .297 | 3.370 |
| JS External | .456 | 2.194 |



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APPENDIX B8 – DESCRIPTIVE STATISTICS OF THE VARIABLES

Descriptive Statistics

| | N | Minimum | Maximum | Mean | Std. Deviation |
|--------------------|-----------|-----------|-----------|-----------|----------------|
| | Statistic | Statistic | Statistic | Statistic | Statistic |
| WECmp | 167 | 2.56 | 5.00 | 3.7924 | .68086 |
| JRCmp1 | 167 | 1.57 | 5.00 | 3.8845 | .55725 |
| JRCmp2 | 167 | 1.29 | 4.86 | 3.3268 | .64063 |
| JRCmp3 | 167 | 1.40 | 5.00 | 3.4790 | .73990 |
| JSCmp1 | 167 | 1.40 | 5.00 | 3.5760 | .99947 |
| JSCmp2 | 167 | 2.40 | 5.00 | 3.9353 | .57927 |
| JDCmp1 | 167 | 1.00 | 5.00 | 3.1002 | .93440 |
| JDCmp2 | 167 | 2.50 | 5.00 | 3.9850 | .54586 |
| JDCmp3 | 167 | 1.75 | 5.00 | 3.4012 | .76784 |
| Valid N (listwise) | 167 | | | | |

APPENDIX B9 – CORRELATION OUTPUT

| | | Correlations | | | | | | | | |
|--------|-----------------|--------------|--------|--------|--------|--------|--------|--------|--------|--------|
| | | WECmp | JDCmp1 | JDCmp2 | JDCmp3 | JRCmp1 | JRCmp2 | JRCmp3 | JSCmp1 | JSCmp2 |
| WECmp | Pearson | 1 | -.147 | .227** | .574** | .404** | .097 | .650** | .677** | .486** |
| | Correlation | | | | | | | | | |
| | Sig. (2-tailed) | | .057 | .003 | .000 | .000 | .210 | .000 | .000 | .000 |
| | N | 167 | 167 | 167 | 167 | 167 | 167 | 167 | 167 | 167 |
| JDCmp1 | Pearson | -.147 | 1 | .296** | .246** | -.064 | .314** | -.056 | -.165* | -.113 |
| | Correlation | | | | | | | | | |
| | Sig. (2-tailed) | .057 | | .000 | .001 | .408 | .000 | .476 | .034 | .147 |
| | N | 167 | 167 | 167 | 167 | 167 | 167 | 167 | 167 | 167 |
| JDCmp2 | Pearson | .227** | .296** | 1 | .290** | .267** | .129 | .041 | .072 | .266** |
| | Correlation | | | | | | | | | |
| | Sig. (2-tailed) | .003 | .000 | | .000 | .000 | .096 | .599 | .354 | .000 |
| | N | 167 | 167 | 167 | 167 | 167 | 167 | 167 | 167 | 167 |
| JDCmp3 | Pearson | .574** | .246** | .290** | 1 | .182* | .307** | .644** | .613** | .359** |
| | Correlation | | | | | | | | | |
| | Sig. (2-tailed) | .000 | .001 | .000 | | .019 | .000 | .000 | .000 | .000 |
| | N | 167 | 167 | 167 | 167 | 167 | 167 | 167 | 167 | 167 |
| JRCmp1 | Pearson | .404** | -.064 | .267** | .182* | 1 | .330** | .455** | .338** | .628** |
| | Correlation | | | | | | | | | |
| | Sig. (2-tailed) | .000 | .408 | .000 | .019 | | .000 | .000 | .000 | .000 |
| | N | 167 | 167 | 167 | 167 | 167 | 167 | 167 | 167 | 167 |
| JRCmp2 | Pearson | .097 | .314** | .129 | .307** | .330** | 1 | .352** | .314** | .262** |
| | Correlation | | | | | | | | | |
| | Sig. (2-tailed) | .210 | .000 | .096 | .000 | .000 | | .000 | .000 | .001 |

| | | | | | | | | | | |
|--------|-----------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| | N | 167 | 167 | 167 | 167 | 167 | 167 | 167 | 167 | 167 |
| JRCmp3 | Pearson | .650** | -.056 | .041 | .644** | .455** | .352** | 1 | .772** | .468** |
| | Correlation | | | | | | | | | |
| | Sig. (2-tailed) | .000 | .476 | .599 | .000 | .000 | .000 | | .000 | .000 |
| | N | 167 | 167 | 167 | 167 | 167 | 167 | 167 | 167 | 167 |
| JSCmp1 | Pearson | .677** | -.165* | .072 | .613** | .338** | .314** | .772** | 1 | .547** |
| | Correlation | | | | | | | | | |
| | Sig. (2-tailed) | .000 | .034 | .354 | .000 | .000 | .000 | .000 | | .000 |
| | N | 167 | 167 | 167 | 167 | 167 | 167 | 167 | 167 | 167 |
| JSCmp2 | Pearson | .486** | -.113 | .266** | .359** | .628** | .262** | .468** | .547** | 1 |
| | Correlation | | | | | | | | | |
| | Sig. (2-tailed) | .000 | .147 | .000 | .000 | .000 | .001 | .000 | .000 | |
| | N | 167 | 167 | 167 | 167 | 167 | 167 | 167 | 167 | 167 |

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

APPENDIX B10 – MULTIPLE REGRESSION OUTPUT (JOB DEMANDS, JOB RESOURCES, JOB SATISFACTION AND WORK ENGAGEMENT)

Variables Entered/Removed^a

| Model | Variables Entered | Variables Removed | Method |
|-------|---|-------------------|--------|
| 1 | JDCmp3, JDCmp1, JDCmp2 ^b | . | Enter |
| 2 | JRCmp1, JRCmp2, JRCmp3 ^b | . | Enter |
| 3 | JSCmp2, JSCmp1 ^b | . | Enter |

a. Dependent Variable: WECmp

b. All requested variables entered.

Model Summary^d

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|---------------|
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change | |
| 1 | .661 ^a | .437 | .427 | .51537 | .437 | 42.241 | 3 | 163 | .000 | |
| 2 | .752 ^b | .565 | .549 | .45743 | .128 | 15.634 | 3 | 160 | .000 | |
| 3 | .777 ^c | .604 | .584 | .43898 | .039 | 7.869 | 2 | 158 | .001 | 1.884 |

a. Predictors: (Constant), JDCmp3, JDCmp1, JDCmp2

b. Predictors: (Constant), JDCmp3, JDCmp1, JDCmp2, JRCmp1, JRCmp2, JRCmp3

c. Predictors: (Constant), JDCmp3, JDCmp1, JDCmp2, JRCmp1, JRCmp2, JRCmp3, JSCmp2, JSCmp1

d. Dependent Variable: WECmp

ANOVA^a

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1 | Regression | 33.658 | 3 | 11.219 | 42.241 | .000 ^b |
| | Residual | 43.294 | 163 | .266 | | |
| | Total | 76.952 | 166 | | | |
| 2 | Regression | 43.472 | 6 | 7.245 | 34.626 | .000 ^c |
| | Residual | 33.479 | 160 | .209 | | |
| | Total | 76.952 | 166 | | | |
| 3 | Regression | 46.505 | 8 | 5.813 | 30.167 | .000 ^d |
| | Residual | 30.447 | 158 | .193 | | |
| | Total | 76.952 | 166 | | | |

a. Dependent Variable: WECmp

b. Predictors: (Constant), JDComp3, JDComp1, JDComp2

c. Predictors: (Constant), JDComp3, JDComp1, JDComp2, JRCmp1, JRCmp2, JRCmp3

d. Predictors: (Constant), JDComp3, JDComp1, JDComp2, JRCmp1, JRCmp2, JRCmp3, JSCmp2, JSCmp1



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Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
|-------|------------|-----------------------------|------------|---------------------------|--------|------|-------------------------|-------|
| | | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 | (Constant) | 1.968 | .312 | | 6.313 | .000 | | |
| | JDComp1 | -.250 | .046 | -.343 | -5.494 | .000 | .884 | 1.131 |
| | JDComp2 | .187 | .079 | .150 | 2.369 | .019 | .862 | 1.160 |
| | JDComp3 | .545 | .055 | .615 | 9.860 | .000 | .888 | 1.127 |
| 2 | (Constant) | .997 | .344 | | 2.902 | .004 | | |
| | JDComp1 | -.141 | .045 | -.193 | -3.153 | .002 | .722 | 1.385 |
| | JDComp2 | .180 | .076 | .144 | 2.358 | .020 | .729 | 1.372 |
| | JDComp3 | .307 | .070 | .347 | 4.400 | .000 | .438 | 2.283 |
| | JRCmp1 | .200 | .080 | .164 | 2.496 | .014 | .629 | 1.590 |
| | JRCmp2 | -.168 | .065 | -.158 | -2.572 | .011 | .719 | 1.391 |
| | JRCmp3 | .360 | .077 | .391 | 4.656 | .000 | .386 | 2.592 |
| 3 | (Constant) | .995 | .339 | | 2.933 | .004 | | |
| | JDComp1 | -.077 | .046 | -.105 | -1.664 | .098 | .629 | 1.590 |
| | JDComp2 | .162 | .074 | .130 | 2.201 | .029 | .716 | 1.397 |
| | JDComp3 | .219 | .071 | .247 | 3.098 | .002 | .392 | 2.548 |
| | JRCmp1 | .198 | .090 | .162 | 2.205 | .029 | .462 | 2.163 |
| | JRCmp2 | -.212 | .064 | -.199 | -3.323 | .001 | .697 | 1.434 |
| | JRCmp3 | .191 | .087 | .208 | 2.209 | .029 | .283 | 3.533 |
| | JSCmp1 | .228 | .063 | .334 | 3.638 | .000 | .297 | 3.370 |
| | JSCmp2 | .024 | .087 | .021 | .281 | .779 | .456 | 2.194 |

a. Dependent Variable: WECmp