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**THE IMPACT OF HUMAN RESOURCE MANAGEMENT PRACTICES ON
EMPLOYEE ENGAGEMENT**



MASTER OF HUMAN RESOURCE MANAGEMENT

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**THE IMPACT OF HUMAN RESOURCE MANAGEMENT PRACTICES ON
EMPLOYEE ENGAGEMENT**

By

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**Thesis submitted to
School of Business Management,
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in Fulfilment of the Requirement for the
Degree of Master of Human Resource Management**

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ABSTRACT

This research paper is to present the findings on the influence of rewards and recognition, training and development and performance appraisal (human resource management practices) on employee engagement at a well-established Property Management Company located in Kuala Lumpur. The information was collected by questionnaire distribution to one of the property management company and total numbers of workers responded was 150. The respondents were from non-executives and executives' level. The data was analyzed using Statistical Package for Social Science (SPSS). The relationship between the variables has been analyzed using multiple regression. Hence, the finding of this study revealed that there is a significant relationship between human resource practices (rewards and recognition as well as training and development) with employee engagement. However, there is no significant relationship for performance appraisal with employee engagement. The findings give an insightful information and guidance for researchers and practitioners to identify solutions that can help to improve human resource practices at the workplace.

Keywords: rewards and recognition, training and developments, performance appraisal, employee engagement



ABSTRAK

Kertas penyelidikan ini membentangkan mengenai penemuan faktor (ganjaran dan pengiktirafan, latihan dan pembangunan dan penilaian prestasi) yang mempengaruhi penglibatan pekerja di salah sebuah syarikat pengurusan hartanah yang terkenal di Kuala Lumpur. Maklumat kajian telah dikumpulkan melalui soal selidik yang di edarkan secara atas talian. Terdapat 150 orang pekerja telah melengkapkan soal selidik tersebut. Mereka terdiri daripada pekerja yang berjawatan bukan eksekutif dan eksekutif. Data dianalisis dengan menggunakan aplikasi *Statistical Package for Social Science (SPSS)*. Bagi mengkaji hubungan diantara pembolehubah analisis regresi telah digunakan. Dapatan kajian telah menunjukkan terdapat hubungan positif diantara amalan pengurusan sumber manusia (ganjaran dan pengiktirafan, penilaian prestasi dan latihan dan pembangunan) dengan penglibatan pekerja. Projek penyelidikan ini dapat memberi maklumat dan menjadi panduan kepada penyelidik yang lain. Selain itu, kajian ini juga dapat membantu para pengamal sumber manusia dalam menambahbaik amalan pengurusan sumber manusia di tempat kerja.

Kata Kunci: ganjaran dan pengiktirafan, latihan dan pembangunan, penilaian prestasi, dan penglibatan pekerja.



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TABLE OF CONTENT

CHAPTER 1 INTRODUCTION

1.1	Background of the study	1
1.2	Problem Statement	6
1.3	Research Objectives	9
1.4	Research Questions	9
1.5	Scope of Study	9
1.6	Significance of Study	10
1.7	Operational Definition	12
1.8	Organization of the Thesis	13

CHAPTER 2 LITERATURE REVIEW

2.1	Introduction	15
2.2	Definition and Conceptual of Variables	15
	2.2.1 Employee Engagement	15
	2.2.2 Rewards and Recognition	19
	2.2.3 Performance Appraisal	20
	2.2.4 Training and Development	21
2.3	Gap in the Literature	23
2.4	Underlying Theory	24
	2.4.1 Social Exchange Theory	24
	2.4.2 Motivation and Commitment Theory	25
2.5	Theoretical Framework	26

2.6	Relationship Between Variables	26
2.7	Summary	30

CHAPTER 3 METHODOLOGY

3.1	Introduction	31
3.2	Research Design	31
3.3	Population and Sample	33
3.4	Measurements	34
3.5	Questionnaire Design	39
3.6	Pilot Study	40
3.7	Data Collection Procedure	41
3.8	Data Analysis Technique	41
3.9	Summary	42



CHAPTER 4 RESULTS AND DISCUSSION

4.1	Introduction	43
4.2	Rate of Response	43
4.3	Respondents' Demographic Background	43
4.4	Reliability Analysis	46
4.5	Descriptive Analysis	47
4.6	To examine the employee engagement at Property Management Company	47
4.7	Pearson Correlation Analysis	53

4.7.1	To examine the positive relationship between reward and recognition, training development, performance appraisal with employee engagement	53
4.8	Hypothesis Testing for Employee Engagement	54
4.8.1	Rewards and Recognition and Employee Engagement	54
4.8.2	Training and Development and Employee Engagement	54
4.8.3	Performance Appraisal and Employee Engagement	55
4.8.5	R Square for Employee Engagement	55
4.9	Summary	55
 CHAPTER 5 CONCLUSION		
5.1	Introduction	57
5.2	Recapitulation of Major Findings	57
5.3	Discussion on Findings	57
5.3.1	Rewards and Recognition with Respect to Employee Engagement	57
5.3.2	Training and Development with Respect to Employee	58
5.3.3	Performance Appraisal with Respect to Employee Engagement	59
5.4	Implication	60
5.4.1	Theoretical Implication	60
5.4.2	Managerial Implication	60
5.5	Limitations and Suggestions for Future Study	61

References



LIST OF TABLES

Table 3.1	Number of Employees in the Property Management Company	33
Table 3.2	Distribution of Variables	35
Table 3.3	Operational Definition and description on items for employee engagement	35
Table 3.4	Operational Definition and description on items for rewards and recognition, training & development and performance appraisal	37
Table 3.5	Scale Likert 5 points	39
Table 3.6	Pilot Study Reliability Test	41
Table 4.1	The Response Percentage of Survey	43
Table 4.2	Demographic Characteristic of the Respondents	44
Table 4.3	Reliability of Data	47
Table 4.4	Distribution of Employee Engagement	48
Table 4.5	Distribution of Rewards and Recognition	50
Table 4.6	Distribution of Training and Development	51
Table 4.7	Distribution of Performance Appraisal	52
Table 4.8	The Relationship Between Variables	53
Table 4.9	Multiple Regression Results of Rewards and Recognition, Performance Appraisal and Training and Development on Employee Engagement	54
Table 4.10	Hypotheses Result	55

LIST OF FIGURES

Figure 2.1 Research Framework

26



LIST OF ABBREVIATIONS

ADDIE	Analysis, Design, Development, Implementation and Evaluation
EPS	Earning Per Share
HRM	Human Resource Management
KPI	Key Performance Index
SPSS	Statistical Package for The Social Science



CHAPTER 1

INTRODUCTION

1.1 Background of the Study

The study conducted by AON's 2017 Global Employee Engagement Report, revealed that the employee engagement in Malaysian marked a score of 59 percent where employees were unfavorable to recommend their company to outsiders and put less effort in performing their work. Employee engagement concept always been confused to have relation with satisfaction or happiness. Hence, the employee engagement definition is deeper in term of meaning. Employee engagement is defined as "the level of an employee's psychological investment in their organization." (Aon Hewitt, 2017) Stated by Truss, Soane, Edwards, Wisdom, Croll and Burnett (2006), the engagement is about opening an opportunity for company's employees to get connected with their colleagues, superiors and associate in the organization. At the same time, it is also to initiate an environment where company's employees feel high in motivation and encourage to concern about the task they perform. It's an idea that employee engagement spots adaptability, change and non-stop improvement at the heart of being a worker and a business in a twenty-first century workplace.

According to Heskett (2011), the companies who have high level of employee engagement shall getting back returns that are exceed than double those of the overall market. Stated by Shuck and Rocco (2013), there were little research connecting to the concerns of human resource development fields with engagement. However, at the same time previous results show that there is a decrease in employee engagement

globally (Bates, 2004; Johnson, 2004; Kowalski, 2003; Richmad, 2006). Referring to the Employee Engagement report, The Global Trends produced by Aon Hewitt in 2017, depicted that there is two percent drop in 2016 employee engagement, from 65 percent to 63 percent. Employee engagement is unique in relation to employee function to build as example, job involvement (Kahn, 1990). Referring to Saks (2006), employee engagement revealed positive result in the research performed by academicians and practitioners. Armir and Buckley (2009); Gibbons (2008); Robertson-Smith and Markwick, (2009); Saks (2006); Salanova et al., (2005); Schaufeli et al., (2009); Xanthopoulou et al., (2007) stated that such as positive turns out with company, and as a result is towards profitability and good financial outcomes

According to the Gallup Organization (2004), there is a crucial connection between employee engagement, customer dedication, business development and profitability. Additional to Gallup research, Ott (2007) quoted Gallup research paper unveils that increase in workplace engagement expect higher income per share (EPS) in publicly traded businesses. In comparison with opponent industry at company level, for each of actively disengaged employees equal to more than four engaged employees, carried 2.6 times increase in EPS than did company with a ratio of minimally than one engaged worker for every one actively disengaged employee. Further to that, Gallup's meta-analyses give concrete evidence that most of engaged workgroups within companies outperform groups with lower employee engagement levels (Gallup Organization, 2004). Previous study indicate that top-quartile business units have 12 percent higher customer advocacy, 18 percent higher productivity, and 12 percent higher profitability than bottom-quartile business units. Therefore, it is clearly that the correct practice in human resource management carry an impact to a better employee engagement among

the workers. The organizations must allow the employees to keep on develop and grow during their work journey by keeping them engaged. Gruman and Saks (2011), stated that training is a suitable method to equip the employees with resources that given them to completely engage, and obtain knowledge and expertise for their employment and professional development. It indicates in global employee engagement report, AON Hewitt (2016), found that rewards and recognition categorized as one out of top three engagement drivers throughout the world. Therefore, engaged employees feel importance and appreciated. Generally, the approach to develop that sense of value is by acknowledge the employee performance. The employee performance with measurable goals, achieved by employees or exceeding objectives, hence they will be given a bonus, which can be monetary or non-monetary. A results-based acknowledgement program also indirectly shows employees about their position in the company, also the impact on company success. The performing employees helps leaders to create excellent organizations.

Tools to measure the performance of employees is by using employee performance appraisal. It is one of the essential human resources management practices as it rehearses the fundamental decision to different kind of human resource actions and the end results. Employee performance is after-effect achieved and accomplishments made in the organizational. It is focused at outcomes as planned. According to Cardy (2004), although performance evaluation is at the core of performance management, the full process expands to all organizational policies, practices, and design features that interrelate to produce employee performance.

In this study, the property management company has reflected in their parent company

on Corporate Responsibility and Sustainability Report 2014, publish for public view in internet, on their rewards and recognition. The Property Management company has encouraged the employees to practice work life balance, giving a birthday voucher and conduct quarter staff activity as part of initiative to increase engagement within the organization. Additional to that, to support on employees inter department interaction, the Property Management Company's Information Technology Department has created a day without email on monthly basis. Therefore, the research will be conducted on one of Property Management Company, located at the foot at the heart of Kuala Lumpur. The Property Management Company is a reputable operator in managing malls in Malaysia for almost 2 decades. They are committed in developing an opportunity for employees and produce a productive working atmosphere to encourage and develop their employee skills. The Property Management Company places the essential of human capital development and make sure a leadership performance culture is implant in all employees.

Stated by Vance (2006), in pursuant to training and development of employees carried an importance impact of employee engagement. For new employments, the training starts from staff program by welcoming new employees including the orientation. This welcoming new employee training makes employees aware on company standard operating procedures, work programme, company goals and history. The Property Management Company has established in 2009, their own training center which provide retail expert training solutions to retail partners. The training plan include an engagement on retail partners of more than 600 participants from each year. The training center has a target to increase the level in retail training and development by

initiating a training resolution that are truly retail-focused, fitting with a needs and cost-saving for their retail partners. The training centers the first of its kind in the retail asset management industry in South East Asia. Managing a yearly profitability of RM500,000 specializing in retail related programme and soft skills programme internally and externally with over 1000 participants from 100 brands. As a result, the human resources department became a profit center managing talent internally and externally. The training center is using ADDIE model for their training and development. ADDIE model is common process normally used by instructional design specialist and developers of training. The alphabet of ADDIE carried a meaning of analysis, design, development, implementation, and evaluation – which indicate a dynamic, tolerant guiding principle to construct an efficient training and performance mechanism.

Training and development enhanced the knowledge and skills of the workers for them to perform their work effective and efficiently. Vance (2006), unveils the workers who will mastering their new assignment task and have full engagement with their work once they have obtained a skills and knowledge through training. At which the employees' sense that managers giving an attention about their development, they react positively with respect to their superiors, and the self-efficacy of the managers shall increase. The workers who knows their roles and company direction will take self-initiative to increase their career development. The workers will be craving and continuously looks for information with regards to training and development (Luthans and Peterson, 2001). Referring to Property Management Company's employee engagement survey which was conducted in 2016, it has identified that rewards and recognition scored lower percentage of 40 percent compared to 68 percent benchmark of Malaysia Norm by Aon Hewitt.

1.2 Problem Statement

According to Aon Hewitt (2017), globally, there is a decline in 2015 (65 percent) comparing to 2016 (63 percent) in employee engagement. It is found that the decline in worldwide engagement is an impact from the engagement drop of the world's other largest markets in Asia and Europe due to the influence from declining of United States' engagement. Referring to the recent paper conducted by AON's 2017, Trends in Global Employee Engagement Report, employee engagement bar in Malaysia drop by two percentage points to 59 percent last year, similar as Singapore, which reflected employees in Malaysia in the group of the least engaged among major Asian markets. Stated by Durkin (2007), maintains that employees are faithful to a company when they attach to the determination of their work, the vision of the company, and when they feel their contributions are making a difference. The faithful to company driven the self-esteem in their job, which means that they are choosing to bring out a better product. Additionally, Swanepoel, Erasmus, Van Wyk and Schenk (2003), stated that human resource management should carried value added to the company's goal to being successful. Following the direction, each of company seem to start the engagement of their employees. To date, regardless a stream in interest in boost the engagement, people still have a different opinion about what employee engagement is, how to go about getting it, and what it looks like when it achieved (Welbourne, 2007).

Although the Property Management Company has promoted the necessary program, in their employee's engagement survey for year 2016, it indicated the level of engaged employees is only fifty five percent and not engaged forty five percent. Rewards and recognition scored forty percent which is the lowest comparing to performance appraisal sixty seven percent and for training and development fifty eight percent. The purpose of this paper is to examine and analyze how rewards and recognition, training

and development and performance appraisal in the Property Management Company can drive and influence the employee engagement. Independent variables are rewards and recognition, training and development, performance appraisal and the dependent variable is employee engagement. By research, to further probe on the employee engagement values and ways to enhance it as it correlates directly to employee satisfaction and organization's success. The Property Management Company held bi-annual employee engagement survey where the result later being shared with leaders and staff during Staff Engagement Meeting (Property Management Company's Staff Quarterly Meeting, 2016). As a result, leaders need to play a role by conducting a meeting with their subordinates on regular basis in ensuring the engagement with employees are in place and reach the minimum standards. The Human Resource department has included staff engagement as part of leaders KPI and there is a budget allocated for leaders to bring his/her team for staff engagement activities. This encourage an effective understanding of the organization's goals, performance and broadening the track to ensure employees to obtain the success and to increase commitment, morale, and motivate the employees to sustain and venture for excellence. Employee engagement survey furnish management with the facts, information and instrument to instilled positive employee relations and an optimistic work environment.

According to Welbourne (2006), when managers possess engagement, then it will not become just a passing fad. This carry a meaning, which people will continue to show an interest and concerned about the tasks when there is a high engagement involves. Employees nowadays are smart enough to realized that it is not possible for them to work with one employer until retire. With less return of reciprocity, employees tend to feel less committed to their job and organization (Robert, 2006). Besides that, the claim

has been made that engagement is necessary for higher level of performance, based on a study, it was estimated that only 14 percent to 30 percent of the employees are engaged at work (Welbourne, 2007). It is also reported by a study that firms that hired highly engaged employees getting a return exceeded than 5 percent in operating margin comparing to 3 percent in net margin to companies that hired disengaged employees (Towers Perrin, 2008). Disengaged employee will cost an organization more, because a disengaged employee contributes to - decrease in output, increase in absenteeism and turnover, recruitment and training cost. With the recent global transformation, management is prioritizing into organization efficiency and to ensure minimum operating cost in order to be sustainable and connected in the market. On the other note, with higher engaged employees shall give the company to be focus in allure new talents in working market and drive to an employer of choice which in the end giving the company competitive advantages (Robert, 2006).

According to Haid and Sims (2009), the increase in engagement driven to committed employees which as a return driven to declining in voluntary turnover and, lead retention. Stated by Johari, Tan, Adnan, Yahya and Ahmad (2012), the existence of worthwhile work, chances for promotion and even the standard of evaluation used in the reward system may increase the employees' intention to remain. This was agreed by Othman and Lembang (2017), the employees who perceive that they are contributing to the company will increase their engagement in the work and therefore will be unlikely to quit from the organization, and the same goes to employees who perceive that they have greater opportunity of being promoted are more likely to be loyal with the company, instead of leaving the company. Therefore, this research will

study the rewards and recognition, training and development and performance appraisal with employee engagement at Property Management Company.

1.3 Research Questions

The research conducted to answer the following questions:

1. Does rewards and recognition influence employee engagement?
2. Does employee's training and development influence the employee engagement?
3. Does employee's performance appraisal influence the employee engagement?

1.4 Research Objectives

The main objective of the research is to determine which among variables contributes to employee engagement in Property Management Company specifically; the objectives of this research are stated below:

1. To examine the relationship between rewards and recognition and employee engagement
2. To examine the relationship between training and development and employee engagement
3. To examine the relationship between performance appraisal and employee engagement

1.5 Scope of Study

Generally, the asset management company is providing management services for clients and in this research the Property Management Company is referring to one of the country's top asset management company located in Kuala Lumpur. Therefore, this study will only emphasize on selected Property Management Company's

employees from non-executive level to executive and above. In this Property Management Company, the non-executives are employees from technician level, security officer and customer service. While for executives and above are the people that hold the position as head of security and safety department, housekeeping executive, marketing, finance, human resource and development department. The executives and above carry a position of executives, senior executives, assistant manager and above. It looks at how rewards and recognition, training and development, performance appraisal influence employees' engagement, and it is able to address the perceived limited studies carried out in this field. The Property Management Company is an old player in asset management has been selected to explore the impact of Human Resource Management towards employee engagement.

1.6 Significance of the Study

This research looks at the relationships of Human Resource Management practices such as rewards and recognition, training and development and performance appraisal with employee engagement. This study can significantly contribute to the Property Management Company especially the department with high turnover to directly in determining the current level of its population's engagement and better understanding on the variables that give an impact to employee engagement in the company. From internal record it's indicated the turnover for Property Management Company in year 2017 is 2 percent and for year 2018 is 4 percent.

Started from 1999 to 2005, the popular concept in working industry was employee engagement where it was frequently on the talks among superiors, consultant and policy makers. Academicians shows interested in the idea to a great extent only from

2006 (Welch, 2011) when a several studies enlarge the idea of employee engagement to job engagement, and organization engagement. Saks (2006) cited Khan's (1990) definition and developed the construct including job and organization engagement. Referring to Saks job characteristics, perceived organizational support, perceived supervisor support, rewards and recognition, procedural justice and distributive justice are the antecedents of employee engagement. Besides that, the outcomes of engagement were job satisfaction, organizational commitment, intention to leave the company and organizational citizenship behavior. Schaufeli and Bakker (2010), describe work engagement as the psychological condition that go along with behavioral investment of personal energy. Engagement occur when employees are dedicated to their work. They are keen and very excited about what they do. It includes faith, confidence and pride in the company, an eagerness to advocate for his Company and a feeling of personal responsibility. Therefore, from the results of this research it will enables the studied Property Management Company in closing the gap on disengaged employees. With that, the organizational have better input in preparing their plan, such as to revise the current training and development, increase the rewards and recognition (monetary / non-monetary) and to tailor the job task base from employee's skills and interest for better performance.

Also, a great agreement of which criteria of employee rewards and recognition, training and development and performance appraisal with employee engagement boost the organization to maximize their capital in foster employee retention. This study can significantly contribute to Property Management Company directly in examining the current degree of its employee's engagement which create a better agreement on which variables that would affect the employee's engagement in the company. It has found in recent employee engagement report conducted in the studied Property Management

Company, Employee Engagement Survey 2016 by AON Hewitt Talents and Rewards that the result indicates the rewards and recognition scores are declining, and it is a crucial item to be investigated. It will also contribute to the company strategy, business unit level in creating their business strategy and the analytical and empirical researches. Ultimately, this research will also assist the studied Property Management Company to further strategize initiatives to enhance its performance by providing increasing their employee engagement activities. Therefore, this research focuses to furnish the management a detail view about employee engagement and an insight that employee engagement is the main dominator in any company's success. Additional to that, it can be added to the current literature of employee engagement and also be referred as one of the references for future study as well as enhance the value of literature in Human Resource Management.

1.7 Definitions of key terms

For this study, below are the key terms defined to help the understanding of readers of this research:

Human resource management (HRM) practices: Management activities in related to human capital in staffing, performance management, training, development, compensation and benefits, employee relation etc, of employees (Noe, 2008).

Employee engagement: Kahn (1990), initially defined employee engagement is people hired and express themselves physically, cognitively, and emotionally during role performances.

Rewards and recognition: Rewards and recognition consist of monetary rewards, non-monetary rewards and organized process (Armstrong, 2002)

Performance appraisal: Performance appraisal is structured and official assessment towards an employee to examine the level to which they carry out their work (Wilson & Western, 2000; Manoharan *et al.*, 2009).

Training and development: Training is structured development of the knowledge, skills and attitudes needs by an individual to execute adequately a given task or job (Michel Armstrong, 2001)

1.8 Organization of the Thesis

This paper consists of five chapters. Chapter one is background of the study, problem statement, research questions, research objectives, significance of the study and limitation of the thesis. Followed in chapter two is literature review in related to rewards and recognition, training and development, performance appraisal and past empirical findings on factors that might influence employee engagement in the studied Property Management Company. Chapter three is methodology and it caters research framework, hypothesis, research design, and operational definition, measurement of variables, data collection, sampling, data collection procedure and technique of analysis. This chapter also describe the sample and sampling technique, and how the questionnaire was developed and ends with a short discussion on procedures used to analyze data collected from the survey. For chapter four, all the findings from previous chapter and questionnaire will be analyze and discuss here under analysis and

discussion. Finally, chapter five contains conclusions of research and recommendations from the data collected, analyze and discuss in previous chapter.



CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter reviews the relevant literature on human resource practices as a basis for developing a theoretical framework to be measured in this research. This chapter is structured in a few parts namely employee engagement, human resource management practices which consist of training and development, rewards and recognition and performance appraisal as part of the relationships amongst these variables.

2.2 Definition and conceptualization of variables

2.2.1 Employee engagement

Company needs to maintain their momentum and partly by having strategic plan through competitive advantage by using most effective tools, which is employee engagement. Human capital is the most crucial elements that cannot be copied by competitor; hence the employees deem as precious asset if appropriately engaged and supervised. Baumruk (2004), draw an attention that, employee engagement is counted to be the most impactful factor to evaluate a company's strength. Anita (2013) cited, employee engagement generally carried a meaning to a degree of dedication, also participation a worker has to the company with its values. An engaged employee fully conscious on their accountability in an employment objective which they drive their fellow workers together, towards successful of company goals. Gallup defines employee engagement as "involvement and enthusiasm for work" by further explain, employee engagement utmost essential elements is making an organizational boost in his employee engagement research conducted in 2014. According to Cook (2008),

employees portray their engagement through passion and energy by giving their best to the company to serve the customer. Engaged employees rendered their best to the Company and this stems from the reality that they are having strong beliefs with their work. They make an extra effort as they perform their job and execute their duties. Stated by Kahn (1990), the engagement is people hired and demonstrate themselves physically, cognitively, and emotionally during role performances. Hewitt Associates LLC (2004) defined employee engagement as the situation in which individuals are emotionally and intellectually devoted to the company or group, as rated by three core behavior's; say, stay and strive. Schaufeli and Bakker (2010) mentioned that the work engagement is psychological situation that equipped the behavioral investment of personal energy.

Gallup, a consulting firm, has done extensive research on employee engagement by counting in more than 12 million employees worldwide (Gallup, 2008). Further to that, Gallup is the company that keep the world's most comprehensive's historical data and similarity or dissimilarity employee engagement databases. The historical database consists of data obtained in 50 languages from more than 12.5 million respondents in 150 countries worldwide (Gallup, 2008). Employee engagement produced positive on output, company's returns, safety and job commitment. To understand the diverse types of employees in the company, Gallup (2008) emerge with three basis of employee engagement and these are: Engaged, Not Engaged and Actively Disengaged.

Engaged – Engaged employees have extraordinary passion for their works. The employees eagerly wish to know the expectations out of their normal duty, most of time they will either hit or achieve beyond the expectations and are usually those who contributes to the Company's mission, vision and objective. Deep rooted in them is

their strong desire about the worth they bring to the company. The employees consistently deliver stellar performance and ready to go and make an effort, correct the wrong and improve any of the internal issues that the Company may have as according to their role. Their performance is consistently at high levels where sense of ownership and responsibility corresponds with their performance to achieve its business goal.

Not Engaged - This type of employees who concentrate just on daily tasks and not aware of the company goals. The job being performed base on what they are told to do. They aren't necessarily negative or positive, these categories of employees are those who adapt the wait-and-see attitude towards their job, company and peers, as such they do not contribute or engage or commit themselves thoroughly in any employee engagement activities but rather observe them. They are not interested to understand on how their task related to the bigger picture. Hence, this category is not known as the contributors, and they do not go the extra mile, they are neither there or here. They also have a feeling of their job is not being appreciated and tend to not have a great working relation with their superiors and co-workers.

Actively Disengaged – The employees are dangerous persons who demotivate the performer in the Company and also do not perform well (Gallup, 2002). This type of employee is often referred to as the 'cave dwellers' who are persistently against almost everything that the company is doing, be it the benefits or the activities, and are often those who seems to have issues with their peers, they are said to undermine what the engaged peers accomplish. The employees also known as those who are sad with their job. According to Gallup (2008) the employees' ultimate motive to present to work is to get their monthly salary. They consistently complain about everything related to their work. Performance wise, these set of employees often does not perform up to

expectations and needs improvement. Its presumed by referring to the exploration, the employee engagement is main item that strive outstanding business outcomes; hence organizations persistently look for the latest and improve the way of developing a work environment where employee engagement can grow and success.

Job Engagement - Cognitive energy, emotional and physical used on a work assignment by an individual debated as job engagement (Kahn, 1990). According to Christian et. al., (2011), tasks associated with a work role is a result of a motivational idea that characterizes the active employment of personal resources as portrayed by job engagement. Schaufeli and Bakker (2003), state here is an existence of link bond between employees and their job as described in work engagement. Consequently, to cater with demanding scenario in the workplace, engaged employees must be efficient and prepare. However, some schools of thought put the engagement as the opposite of burnout (Maslach and Leiter, 1997), the work of Schaufeli and Bakker views engagement as a stand-alone construct, which be an enduring state of mind (Schaufeli et al., 2002). Job engagement, that is frequently express as a positive energized behavior to work, may be a center idea to explore (Bakker and Demerouti, 2008; Cole et al., 2012)

Organization Engagement - In engagement, people hired and show themselves cognitively, emotionally, and physically during role performances as engagement as harnessing of company members' selves to their work roles, (Kahn, 1990). More important, the employee's task role or in their capacity as a member of company is two different contexts being observed under Kahn's conceptualization of engagement. Saks' (2006) state that dissimilar antecedents and consequences are definite construct of job engagement which study has recommended to the company. Additionally,

company engagement showed powerful predictive utility than job engagement towards company result such as organizational citizenship behavior (Saks, 2006). Based on the research discussion, this paper defines employee engagement as people hired and express themselves physically, cognitively, and emotionally during role performances (Kahn, 2000)

2.2.2 Rewards and recognition

Academician and other researchers continue to unveil more exhibit that shows how profoundly efficient rewards and recognition are at improving intention to stay and productivity. Once employees get rewards and recognition from their organization, they will feel bound to respond with higher levels of engagement (Saks & Rotman, 2006). Pollitt (2008) stated that organizations establish a recognition scheme based around the organization's values, with regional, divisional, and overall company prizes awarded to those who really live each of the values. Recognizing and rewarding non-physical values can be hard. In order for the system to be equally, behaviors would have to be assessed using transparent and agreed assessment criteria. For recognition to be used based on the method described by Pollitt (2008), this mean employee has to be observed where and when behavior's, congruent to the values of the organization, are exhibited. Acknowledgement and reward are an incentive given by a company in encouraging the employees to strive towards task accomplishment. Employees always link their usefulness to their supervisor through rewards that they obtained (Hayes & Ninemeier, 2009). Employees must understand, the relevant behind compensation and rewards given to them is part of the motivation for them to accomplish their goals and tasks efficiently. According Milne (2007), employees whose involves in crafting their compensation and reward program, strive a huge feeling of satisfaction in job and hold a power against their task, which give an impact of strong dedication and great job

values. Parker & Wright (2000) mentioned that, acknowledgement and remuneration offered to the workers will also influence their intention to stay in the company. The contract between employer and employee is seen from employees' reasonable salary paid. The expectancy theory giving a thought to the workers to perform well at workplace and give extra effort in performing their tasks with expectation the employer will giving reasonable remunerations and benefit. According to Handel & Gittleman (2004), employees will not perform better at work if they don't receive reward or appraised on their performance and receive wages below than par. Neumark, Schweitzer & Wascher (2004) stated, there is an argument that low turnover has cause a lower profit which gives a less taxes to be paid due to missing benefit program which led to low turnover in company. According to Neumark et al., (2004), most of the Company appreciate their employees' performance and give something as value to them so they can boost their efficiency in the company. Based on the above research discussion, rewards and recognition consist of monetary rewards, non-monetary rewards and organized process (Armstrong, 2002)

2.2.3 Performance appraisal

Performance review in an organization use to improve and utilize the function of human resource. According to Behery & Paton (2008), the acknowledgement of reliable task, significant contribution in maintaining and increase company value and culture is initiated from an effective performance appraisal system. Employee's top performance also being measured via performance appraisal commitment and also satisfaction (Shahnawaz & Juyal, 2006). Referring to Wilson & Western (2000); Manoharan, Muralidharan & Deshmukh (2009), performance appraisal is structured and official assessment towards an employee to examine the level to which they carry

out their work. Further to that Manoharan et al., (2009); Prowse & Prowse (2009), it is a scheduled and structure procedure that assessing each of employee's performance in physiological, behaviour, technical or physical and to find out the employees' capacity and deficiency and also to looks for solutions so they can do better with their performance.

The performance evaluation has big effect towards workers behavior and attitude in organization (Erdogan, 2002). The basis on employee's appraisal is to provide feedbacks on employees' performance improvement, which helps to outline their role in related to behavior's and attitude. The employees use this performance appraisal as part of the instrument to measure their performance and also to identify area of improvement and obtain a flourish reward. Employees are supposed to be more motivated and engaged in their work through performance engagement process. To increase and further improve the engagement, employees needs to aware on the performance appraisal and inputs need to be given unbiased (Gruman & Saks, 2011). Individual performance is essential, and outcomes is required at company level, however there is insufficient proof on how engagement link to employee's performance (Gruman & Saks, 2011). Based on the above discussion, this study defines performance appraisal is structured and official assessment towards an employee to examine the level to which they carry out their work (Wilson and Western, 2000; Manoharan et al., 2009).

2.2.4 Training and development

In this research, training consist of planning and provide learning activities that produce an impact to the degree of performance. Skills, knowledge is classified under

learning opportunities in helping employees career enhancement be refers as development. To ensure employees engaged, the company must let the employees to continue to enhance and excel in their journey of work. Dowling & Welch (2004), stated that training focus to make good an existing work skill and behavior, while development focus is to expend the capacity in related to future advancement or work. Gruman and Saks (2011) stated that training is a suitable method to equip the employees with resources that given them to completely engage and obtain knowledge and expertise for their employment and professional development.

Paradise (2008) study the relationship between employee engagement and learning. The respondents were executives, human resources professionals and business leaders who practices supervisory role (measuring, facilitate and support) engagement with their workers. The outcome from the research unveils the essential of learning as main factor in shaping engagement. To be precise, the respondents mark most important for quality of workplace learning opportunities when they were asked about variables that influenced engagement inside the company

According to Brown (2011), the employees understanding towards promotion opportunities is necessary to ensure they stay engaged. It is a must for organization to send their employees for skills related training, therefore the organizational can be a improve and achieve. As a result, the organization may foresee the positive impact on engagement and commitment from employees. Rowden and Conine (2005), stated that the workers feels highly satisfied when they think their training is useful, contrarily with those who doesn't get a training or unvalued training. Nevertheless, Chew (2008) stated that, not all employees who have exposure to training and career development

will enhance their affective commitment. Based on the above discussion, this study defines training is structured development of the knowledge, skills and attitudes needs by an individual to execute adequately a given task or job (Michel Armstrong, 2001)

2.3 Gaps in the literature

Stated by Aon Hewitt (2017) the declining of employee engagement in their 2017 in global employee engagement trends carried a challenge for human resource leaders. The decreasing of job experience and employee management cause by populism and hi-technology advances has instilled worry in an organization

Globally, the employee engagement has dropped two points from 65 percent in year 2015 to 63 percent in year 2016. Aon Hewitt (2017) reported that the reward and recognition has dropped 1 point in year 2016. For Asia Pacific, the result of employee engagement under rewards and recognition has declining to two points for year 2016 in Aon Hewitt 2017 report. According to Aon Hewitt (2017) only 62 percent of workers in Asia Pacific can be classified as engaged contrast to 65 percent last year. The decrease in engagement for four region's largest market that was cause by drop-in engagement; China (-3 points), India (-2 points), Japan (-2 points), and Indonesia (-1 point). Although there is increasing trend on employee engagement started from 2012, in Malaysia the levels have decreasing of 2 points with final percent of 59 in last year, reported by AON in their 2017 Trends in Global Employee Engagement. Employees in Malaysia and Singapore's among major Asian Market that has found to be less engaged, the scores of engagements elaborated as following, India scored highest at 69 percent, China at second place of 67 percent, followed by Thailand 65 percent, Philippines (65 percent), Indonesia (61 percent), and Malaysia (59 percent).

Therefore, it is a need to carry out a research on factors influencing towards declining of employee engagement in Property Management Company.

2.4 Underlying theory

This study will relate to Emerson (1972) social exchange theory and motivation and commitment theory by Locke's (1997). The above-mentioned theory is suitable for explaining the research framework of the study.

2.4.1 Social Exchange Theory

Social exchange theory was start by Thibaut and Kelley (1959). In this theory it elaborates the reasons a person had personal engagement with others. It also emphasized on personal relationships, its costs and benefits (Noraani et al., 2010). The theoretical writing was based on philosophical and psychological orientations derived from utilitarianism on the one hand and behaviourism of other. The social exchange theory is being use due to it can explain the link with the variables in the research and engage it with dependent variables. According to Blau (1964), the good act should get the same return in social exchange training. Rhoades and Eisenberger (2002), stated that in the social exchange theory framework its aim on citizenship behaviour where employees will stop look for a job in another company due to, they feel obligated to work and giving their loyalty to the Company as return to what they have received. According to Noraani et al., (2010), cited from Bunderson, 2001; Coyle-Shapiro and Kessler, 2000, social exchange theory giving a two ways approach between the duty that had driven to the feeling of accountable in compensating what has received from third party as a result in change to positive motivation of psychological responses as

recommended by various researcher. The willingness to stick in the organization and high loyalty from the employees of Property Management Company is important as an exchange for engagement.

2.4.2 Motivation and Commitment Theory

Referring to Spector (2003), inner state that driven a person to engage in specific attitudes known as motivation. Motivation is a goal setter and this goal spark from human needs, personal values, personality traits and self-efficacy perceptions that mold through knowledge and socialization (Locke, 1997). Mechanistic, organismic theories and mechanistic are the branch under motivation theories. Hierarchical and bureaucratic are defined under mechanistic theory while flatness, decentralization and low specialization are characterized for organismic theory. Hence, the mechanistic theory portrays the person or employees as passive while organismic theory seen the person or employees as active with open communication. Drive theory is one of the theories where the individual born with certain needs and negative state initiated when the needs are not satisfied. However, when the needs are satisfied, the drive will be declining. These theories highlighted the capacity of drives in the clarification of behavior. Freud (1914) became a person who is among the first in developing theory with regards to human motivation. Allen & Meyer (1990) think dedication is a psychological condition that tied a person to the company. The power of this psychological condition lying on the participation, loyalty and have a good faith in company values of workers. The concept of commitment has been discussed by earlier researcher and Becker (1960) is one of the first author. Following to that, he expresses that commitment surface when an individual makes a side bet which later connect the interest with activity, he concludes the side bets theory of someone would stay in the

company because of the monetary or time, and they will be lost it once they leave the company.

2.5 Theoretical framework

The theoretical framework for this study is designed according to a few study frameworks used as the basis of this research. The reason for performing this study is to understand better the relationship between independent variables such as rewards and recognition, training and development, performance appraisal and dependent variables, employee engagement for Property Management Company.

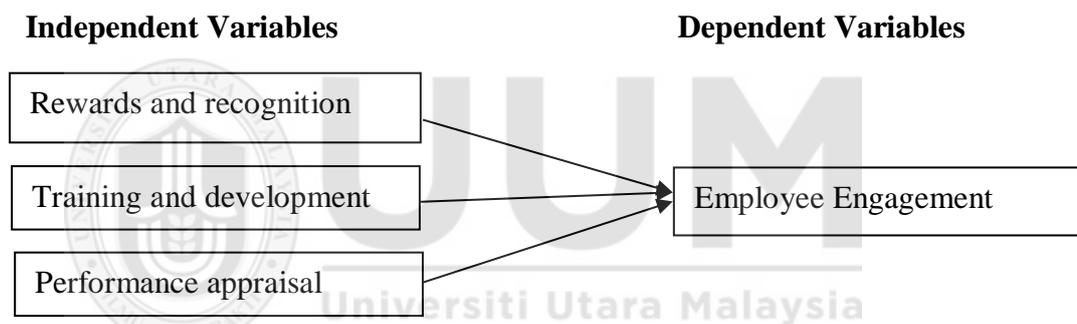


Figure 2.1
Research Framework

2.6 Relationship between variables

2.6.1 Rewards and recognition and employee engagement

This feelings and emotions obtained through being rewarded and recognized are important in sustaining and increasing their work engagement. The rewards such as promotion and incentives, as well as recognitions like the title of 'Employee of the Month' would act as motivation for the employees to give their full commitment physically, mentally and emotionally, thus improving their work engagement level. The rewards and recognitions will also give the employees feeling of proud and

belongs to the company, and they are also a sign of company's value and appreciation towards the good efforts of the employees. According to Heshizer (1994), and Milne (2007), when workers participated in designing their incentive plans, they strive a huge feeling of job satisfaction and hold a power over their task, giving impact to high commitment and better work value. Parker and Wright (2000) stated that acknowledgement and remuneration awarded to workers shall also give an impact on their willingness to remain in the company.

Reasonable salary is the top reason and be seen as a bind between a Company and their employer. Kahn (1990) stated there is a direct impact on the level of engagement, perceived by employees of the benefit they receive from a role in company. To obtain a meaningful work, the benefit can come from external rewards and recognition. The Gallup Poll (2008) shows that employees who get frequent acknowledgement are more active, rate higher on customer satisfaction surveys, increase colleague engagement, have better safety records and are less likely to leave the organization. Additional to that, the Council (2004) also said that financial reward and performance show a clear link with rewarding organization, which employee will exert more discretionary effort who believe their effort will be monetary rewarded.

Based on the above discussion, it is hypothesized that:

H1: Rewards and recognition positively influence employee engagement

2.6.2 Performance appraisal and employee engagement

Performance Appraisal is a very important tool in any workplace and help to evaluate behavior of the employees at workplace (Anand, 2011). According to Bohlander and

Snell (2004), to evaluate who is doing a good job or not is a narrow purpose of performance appraisal to be used. Performance Appraisal can serve many purposes that benefit both organization and the employees whose performance appraised. Performance Appraisal is considered as one of the most important activities of HRM in both public and private sector (Bekele, Shigutu & Tensay, 2014). Moriones, Sanches and Morentin (2011) claims that frequency with which the appraisal is conducted, the person who carries out the appraisal and the type of measures used to rate performance are the three dimensions that should be considered when analyzing performance appraisal at the establishment level. There are few studies conducted with regards to performance appraisal and employee engagement. Gupta and Kumar (2013) conducted a study to test the relationship between performance appraisal justice and employee engagement in Indian Professional context and the finding shows that there is significant positive relationship between performance appraisal dimension (Distributive, Procedural, Interpersonal and Informational Justice). The study on employee engagement and performance appraisal conducted by Anand (2011) on two important HR practices of performance appraisal and employee engagement in ITC Maurya, India. The findings of the study stated that the respondent is highly satisfied with both performance appraisal and employee engagement in the organization, including with the working environment at ITC Maurya.

Based on the above discussion, it is hypothesized that:

H2: Performance appraisal positively influence employee engagement

2.6.3 Training and development and employee engagement

Organizational culture and values being instill through training and development. McGunnigle and Jameson (2000), Yang (2012) stated that training relates to scheduled

training matrix produce by a company to overcome the actual expression skills of the workers and general skills. These skills enable employees to better handle the complex and diverse customer needs, wants and personalities (Karatepe et al., 2007; Schlesinger and Heskett, 1991). Indeed, its rationale to foresee the high-level training shall strive the workers to make good their work result, and concurrently decline their job demands. As a result, employees will be more productive and efficiently executing their task base from the training obtained. Training and development program for employees are very important in improving the work engagement and performance of the workers. According to Collin (2000), training is crucial because its grow output as well as drive and encourage employees by informing them on how essential their tasks and letting them knows about the data needs to execute their task better and get engage with it.

According to Rosner (1999), training could be an extraordinary investment, or it may be profitless activity. For example, training is profitless activity when the wanted behavior doesn't exist. The key role should be played by administrator to examine an issue which arise from training's weakness and once its resolve, administrator needs to ensure that the right training is implemented. Feldman and Ng (2007) stated, the workers who go after their occupation by continuing in time of personal-interest with growth has put a foundation that training, and development carried positive connection to employee's dedication with company. Those who change the jobs regularly doesn't have sense of obligation to stay in the organization (Kondratuk et al. 2004). Referring to Williams et al. (1993) highlighted that training procedures is a critical step in order to grow workers' accomplishment, dedication, satisfaction and suit the workers' job value. Stated by Acton and Golden (2003); Tzafirir (2006); Othman, (2009), new

technologies evolve as job change, hence workers must join related training and development plan in order they enrich themselves. Chew (2008) stated, several workers which open to career grow and training shall enhance their positive emotional attachment to the organization. Nonetheless, Chew (2008) debated that employees' commitment is likely to positively affect and retaining employees within the company is due to benefits and challenging employment opportunities, and assignment, efficient selection career and development, equality on compensation and reward and recognition of the value of employees.

Based on the above discussion, it is hypothesized that:

H3: Training and development positively influence employee engagement

2.7 Summary

This chapter elaborates the literatures referred that related to the research paper in findings the influence of employee engagement to human resource practices (rewards and recognition, training and development, performance appraisal). Next chapter explained on the methodology that were used for data collection and analysis in, this study.

CHAPTER 3

METHODOLOGY

3.1 Introduction

In this chapter it discusses on the methodology of the study. Theoretical analysis which use appropriate instrument to the field of study is refers as methodology. This procedure is most crucial and be used as guidelines during gathering data and how to derive it to make the result from the study reliable. Hence, data analysis and sampling method been used to obtain the reliability result to support this research. At the end, data collection procedure, proposed analysis technique and summary of the chapter were offered.

3.2 Research Design

A high-quality research design may help the researcher to gather the facts needed to build and close the research problem. Additional to that, it also helps researcher to perform the research project effectively and efficiently. The research design can be classified to two category, first type is exploratory research design and second is conclusive research design. Saunders, Lewis, and Thornhill (2012), stated that exploratory research doesn't plan to produce conclusive evidence, however it helps readers to understand of the issue.

Selecting the best course of action for a given situation, assist the decision maker in determining, evaluating is conclusive research design whereas the provision of insights into and comprehension of the problem situation confronting the researcher is main

objective of exploratory research design. The final information that is the only solution to an existing research problem is under the studies of conclusive research while result in a range of causes and alternative options for a solution of a specific problem is under the studies of exploratory research (Sandhursen, 2000). The research method used in this research is descriptive research. Descriptive research is used to explain an employee engagement that related to the research question such as identifying relationship with independent variables. According to Fox and Bayat (2007), descriptive research is “targeted at highlighted on recent issues or problems via a process of collecting data that allowing them to explain the scenario more completely than was possible without employing this method. Surveys, secondary data panel, observation, and collecting other data as part of data collection techniques falls under descriptive research. The instrument used for survey is questionnaire. This is because the questionnaire survey is suitable to the objective of the research which can identify the most significant factor that influence to employee engagement.

Descriptive study is to provide the researcher to portray rationale criteria of the phenomenon of interest from the organizational perspective (Sekaran, 2007). A quantitative method was used as survey mode in this research. Stated by Sekaran and Bougie (2010), quantitative methodology is about collecting numerical data to clarify a question that seems immediately suited to being answered. The cross-sectional research design use in this paper, which the data at point of time been collected by researcher or one period of data collection. This method is easier and more convenient to carried out by taking into considerations the short period of time in completing the paper. Contrary to longitudinal design, which use to the data collected on long time-study or over an extended time period. Longitudinal research design is suitable to study phenomenon. The value demonstrates on its ability to change over a certain.

Longitudinal studies are generally classified into three types, trend study, panel study and follow-up study.

3.3 Population and Sample

The major entity that you are analyzing in your research represents towards aggregation degree of figures gathered on the next stages of data modelling (Sekaran, 2002). For the study, major entity that been analyzed is at a person level where each employee in the Property Management Company will be the respondents. The data collection will be done at individual level via distribution of questionnaire to test employees' rewards and recognition, training and development and performance appraisal towards employee engagement. This is because different individuals differ in their perceptions towards variables such as rewards and recognition, training and development and performance appraisal among others, and it can contribute a significant output for this study. Triola, (2004) stated that score, people, measurement and so on to be studies as population is the complete collection of elements. The sub collection member which selected from a population is known as sample. Hence, the target population for this research will be the employees that are working in Property Management Company. The details of the numbers of workers that are working in the Property Management Company as depicted in the table 3.1 below.

Table 3.1
Number of employees in the Property Management Company

No	Job Grade	Total
1	Executive and above	103
2	Non-Executive	47
	Total Responses	150

Source: Data from Human Resource Department Property Management Company

3.3.1 Sample Size

Sample size is governed by how to determine the sample size required for the study (Sekaran, 2002). According to Sekaran (2005), a suitable sample size is very essential in deciding the facts about the sample so as to the generalization made on the population is precise. Census sampling is the sample size used in this research due to calculation of minimum sample. If the entire population is small or reasonable to include the whole population, hence a census study shall be used. The data is collected on every single person of the population. In this case study at least, 95 percent of the respondent need to answer on the questionnaires.

The executive and above as indicated in table 3.1 are working in normal working hours while the non-executive staff are working on three shifts, as they need to support the operation team. Hence, the distribution of the questionnaire is given to the employees through google document link which being sent via email. Technique which has been adopted which comes under non-probability category is convenience sampling technique. According to Sekaran and Bougie (2010), convenience sampling is the process of collecting data or information from those members of the population who are easily approached. However, in this study the census sampling be used to acquire information for this research and the targeted respondents are the studied Property Management Company's employees.

3.4 Measurements

This research applies the self-administered questionnaire as the data collecting instrument that was used by Lu et al., (2010). The questionnaire consisted of five sections. Section one contains questions related to a dependent variable of employee

engagement. Section two to four consist of independent variables namely rewards and recognition, training and development and performance appraisal. Finally, section five consist of questions on demographic data which includes gender, age, highest academic achievement, pay grade and length of service. Table 3.2 illustrates the distribution of variables.

Table 3.2
Distribution of variables

Section	Variables	Items
1	Employee Engagement	11
2	Rewards and recognition	14
3	Training and development	8
4	Performance appraisal	4
5	Demographics	8

3.4.1 Employee engagement

Extracted from Saks (2006) was the items in the questionnaires. In this section, it consists job engagement and organizational engagement questionnaires.

Table 3.3
Operational definition and description on items for employee engagement

Variables	Operational Definition	Items
Employee Engagement (Job Engagement)	Employee engagement is people employ and express themselves physically, cognitively, and emotionally during role performances (Kahn,1990) Job engagement described as a positive energized attitude to work, may be a central concept to explore (Bakker and Demerouti, 2008; Cole et al., 2012)	<ol style="list-style-type: none"> 1. I really “throw” myself into my job. 2. Sometimes I am so into my job that I lose track of time. 3. This job is all consuming; I am totally into it. 4. My mind often wanders, and I think of other things when doing my job ®

(Organization Engagement)	Engagement as harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances (Kahn, 1990)	<ol style="list-style-type: none"> 5. I am highly engaged in this job. 6. Being a member of this organization is very captivating 7. One of the most exciting things for me is getting involved with things happening in this organization. 8. I am really not into the "goings-on" in this organization ® 9. Being a member of this organization make me come "alive." 10. Being a member of this organization is exhilarating for me. 11. I am highly engaged in this organization
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® = Negatively worded items
Source: Saks (2006).

3.4.2 HRM Practices

The Human Resource Management practices used standard total 26 of items translated to 5-point Likert-scale range from 1= strongly disagree to 5= strongly agree. The details items and its operational definition are presented in Table 3.4. The questionnaires were used in (Harpen, Praag and Cools, 2002) for rewards and recognition. Delery and Doty (1996) for training and development and Keeping and Levy (2000) for performance appraisal.

Table 3.4

Operational definition and description on items for rewards and recognition, training & development and performance appraisal

Variables	Operational Definition	Items
Rewards and Recognition	Rewards and recognition consist of financial rewards, non-financial rewards and organized process (Armstrong, 2002)	<ol style="list-style-type: none"> 1. The way in which my salary is determined is fully clear to me. 2. It's clear to me what my promotion possibilities are 3. It's clear to me what the criteria are for me to get promoted to the next level. 4. I feel fully appreciated by the total compensation I receive for the work I do 5. My compensation fits my performance 6. My salary is good when compared to what I could earn in another company doing the same job. 7. People who I've seen receive promotions at the company deserve them 8. The manner in which I am compensated ensures that I am motivated to give the fullest effort possible. 9. There are enough promotion possibilities to stimulate me to work hard. 10. I'm satisfied with the way in which my compensation is determined 11. I'm satisfied with the promotion possibilities existing in the company



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Training and Development

Training is systematic development of the knowledge, skills and attitudes required by an individual to perform adequately a given task or job (Michel Armstrong, 2001)

12. I get the feeling that the company finds it important to have a solid and clear compensation system
13. I'm enthusiastic about my salary level.
14. I find the compensation system to be motivating.

1. I find my job have clear career paths within the organization
2. I find this job have very little future within this organization ®
3. My career aspirations within the Company are known by my immediate supervisors
4. I find this job promotion have more than one potential position could be promoted to.
5. Extensive training programs are provided for me in this job
6. I will normally go through training programs every few years for my job
7. There are formal training programs to teach new hires the skills they need to perform their jobs
8. Formal training programs are offered to me in order to increase promotability in this organization



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Performance Appraisal

Performance appraisal is the specific and formal evaluation of an employee to determine the degree to which they are performing their job (Wilson and Western, 2000; Manoharan *et al.*, 2009).

1. The performance appraisal was fair.
2. I agree with my final rating.
3. I agree with the way my manager rated my performance.
4. The performance review fairly represented my past year's performance

® = Negatively worded items

Source: Delery and Doty (1996), Keeping and Levy (2000) and Harpen, van Praag and Cools (2002)

3.5 Questionnaire Design

The set of questionnaires has been used according to researcher's information needs. It also been simplifying for respondents understanding. The questionnaire of this research will be separated to 5 section which is Section A to E. Questionnaires in this research was developed in one language. The original questionnaires and for the current study the questionnaires were created in English. Likert scale has been used in all the section except section E. Likert scale which have five-point scale started from "strongly disagree" to "strongly agree". The respondents need to select level of agree and disagree from the given questionnaires.

Table 3.5
Scale Likert 5 points

Strongly Disagree	Disagree	Moderate	Agree	Strongly Agree
1	2	3	4	5

Section A, the questions ask the information about respondent's background. The respondent's demographic information included gender, age, race, education level,

occupation and income level. In section B, the questionnaire is about employee engagement. In section C (rewards and recognition), D (training and development) and E (performance appraisal), the questionnaire is derived from factors giving impact to employee engagement. Respondents must answer all the sections that related to goal of the research.

3.6 Pilot Study

In this research a pilot test questionnaire shall be distributed to thirty respondents from property management office which have similar business with the studied Property Management Company. The main purpose of the pioneering the pilot test is to examine the stability of the instruments, whether set of questionnaires are easily understood by the respondents or not. This is to test the questions reliability of the input which will be gathered (Porta, 2008). The questionnaire's reliability will be tested using Cronbach's Alpha value. Based on Sekaran (2003), reliability coefficient that is closer to 1.00 is better. The value that is less than 0.60 can be considered as poor, meanwhile good one is in the range of over 0.80. A reliability test is using Cronbach's Alpha since it has been used widely and accepted reliability test tool (Cavana, *et.al*, 2001) with the following measures:

- i) A reliability of less than 0.6 is considered weak.
- ii) Reliability in the range of 0.7 is considered moderate.
- iii) A reliability of more than 0.8 is considered good.

Table below showed the reliability of data. Based on the result showed all factors are acceptable. Based on employee engagement showed the Cronbach Alpha are 0.642, The factors influence of employee engagement depicted reward of recognition are 0.963, training development area 0.767 and performance appraisal area 0.895. Every

questionnaire item is said to be valid because the Cronbach's alpha greater than 0.7. So, the data in this study can be categorized as good and enough for this research means.

Table 3.6
Pilot study reliability test

Section/ Variables	Cronbach's Alpha Value	Number of items
Employee Engagement	0.642	11
Reward and Recognition	0.963	14
Training and Development	0.767	8
Performance Appraisal	0.895	4

3.7 Data Collection Procedure

In research, data collection is very crucial because it can determine the way to interpret data. A set of questionnaires were given to the studied Property Management Company's staff through email together with questionnaires link. The duration is set about two weeks for the respondents to replied. The present researcher managed to receive 150 sets of complete questionnaires. In other words, the present researcher obtained 100% data from the questionnaires given to respondents

3.8 Data Analysis Techniques

The collected data will be massaged with quantitative method. The result of analysis helps to elaborate further on the interpretation of the data. All the quantitative information gathered and later the input entered to the system with SPSS software, use on data analysis. It is very helpful in this study to interpret the answer for the findings results.

An analysis using Pearson Correlation Coefficient is look into the connection or factor influence on human resource practices and employee engagement. A correlation analysis was also tested in this research to measure the connection between independent variables and dependent variables. For this study, Pearson Correlation Coefficient was applied to demonstrate the direction and significance of the bivariate relationships of all variables in the research. Coefficient will be used and the scale model, shown below, suggested by Davies (1971) for describing the relationship was adopted:

0.7 and above - very strong relationship

0.50 to 0.68 - strong relationship

0.30 to 0.49 - moderate relationship

The multiple regression been used to check on hypothesis that is to look into an association between the variables, direction of the influence, the level of the relationship and the strength of the relationship.

3.9 Summary

Data collection is a very important process in determining the significance of the study. Therefore, the SPSS statistical tool allows researchers to recognize the association between the variables. Sum up, this analysis can indicate whether this research has accomplished the goal of this research or otherwise.

CHAPTER 4

RESULTS AND DISCUSSION

4.1 Introduction

The analysis outputs will be discussed in this section to show either there is influence between rewards and recognition, training and development and performance appraisal with dependent variable employee engagement is exist. Each of research findings are elaborated in discussion paragraph using descriptive and inferential statistics method. Statistical Package for The Social Sciences (SPSS), Version 21 has been used in data analysis

4.2 Rate of Response

150 questionnaires were distributed to the employees of Property Management Company and 150 of them responded via online questionnaires. Hence, the 100 percent of respondent rate was obtained in this research. Table 4.1 depicted survey's response percentage.

Table 4.1
The Response Percentage of Survey

Items	Total	Percentage (%)
Distributed questionnaire	150	100
Returned questionnaire	0	0
Completed questionnaire	150	100

4.3 Respondents' Demographic Background

Respondent chosen are the employees of Property Management Company, to analyzed demographic profile of the respondents such as gender, age, race, nationality, marital

status, qualification, position, employment, length of service and number of organizations the joining working consisted of 150 target respondents.

Table 4.2
Demographic Characteristic of the Respondents

	Demographic	Frequency	Percent
Gender	Male	78	52.0
	Female	72	48.0
Age	20-30 years	27	18.0
	31-40 years	67	44.7
	41-50 years	43	28.7
	51-60 years	11	7.3
	Others	2	1.3
Race	Malay	87	58.0
	Chinese	39	26.0
	Indian	20	13.3
	Others	4	2.7
Nationality	Malaysian	147	98.0
	Others	3	2.0
Marital Status	Single	48	32.0
	Married	91	60.7
	Divorced	11	7.3
Qualification	Bachelor Degree	119	79.3
	Master Degree	3	2.0
	Doctoral Degree	1	0.7
	Others	27	18.0
Position	Executive and Above	103	68.7
	Non-Executive	47	31.3
Type of Employment	Permanent	147	98.0
	Contract	3	2.0
Length of Service	Less than 2 years	35	23.3
	2-7 years	62	41.3
	8-13 years	33	22.0
	14-19 years	14	9.3
	20-25 years	6	4.0
Organization	Ist time	5	3.3
	2nd time	15	10.0
	3rd time	41	27.3
	4th time	44	29.3
	more than 5th time	45	30.0

Respondent chosen are the employees of Property Management Company, to analyzed demographic profile of the respondents such as gender, age, race, nationality, marital status, qualification, position, employment, length of service and number of organizations the joining working consisted of 150 target respondents. Table 4.2 depicted details demographic profile. Categorized by gender, the respondents are derived from 78 respondents or 52% are involved in the research are male and female respondents are 72 respondents or 48%. The respondent by female is lower than a male.

Age category showed 27 respondents or 18% between 20 to 30 years, 67 respondents or 44.7% are between 31 to 40 years, 43 respondents or 28.7% between 41 to 50 years, 11 respondents or 7.3% between 51 to 60 years and other ages which are 60 years and above showed 2 respondents or 1.3%. It shows the major are age from 31 to 40 years and smallest is others which are more than 60 years.

In terms of race, there are 87 (58%) respondents are Malay while 39 (26%) respondents are Chinese. Indian respondents are 20 which correspond to 13.3% and other races are 4 (2.7%). The result unveils the major are Malay respondents and the smallest is other races. The nationality showed 147 respondents or 98% are Malaysian and 3 respondents or 2% are others.

The marital status showed 48 of them or 32% are single followed by 91 of them which represent 60.7% are married. While 11 of the respondents with 7.3% are divorced. Thus, it shows that most respondents are married, and the minority are divorced. Besides that, qualification level showed 119 of them or 79.3% are bachelor's degrees followed by 3 of them which represent 2% are master's degree. In term of educational,

1 of the respondents with 0.7% are Doctoral Degree and 27 respondents or 18% are others. It concludes that the highest education level is Doctoral Degree and majority of respondents graduate with bachelor's degree qualifications.

Referring to the position indicated 103 respondents or 68.7% are Executive and above and 47 respondents or 31.3% are non-executive. This show that the respondents are executive and above is higher than non-executive. Based on the type of employment, the permanent status showed 147 respondents or 98% and 3 respondents or 2% are contract. This show that the respondents are permanent is higher than contract. The length of service showed majority of the respondent's experience between 2 to 7 years with 62 respondents or 41.3% and followed by service less than 2 years with 35 respondents or 23.3%. Then the experience between 8 to 13 years are 33 respondents or 22% and followed by between 14 to 19 years with 14 respondents or 9.3%. The minority of the respondent's experience between 20 to 25 years with 6 respondents (4%). Lastly the organization working before this showed 5 respondents or 3.3% are 1st time, 15 respondents or 10% are 2nd time, 41 respondents or 27.3% are 3rd time, 44 respondents or 29.3% are 4th time and 45 respondents or 30% are more than 5th time. The result shows the frequency of respondents works in different company which indicated respondents were worked more than 5 times in different organization.

4.4 Reliability Analysis

According to Sekaran and Bougie (2010), there are three different levels of reliability coefficients. Those value that near exactly at 1.0 or near 1.0 consider is considered the better, and those value get over 0.80 is good. Any values that at 0.70 is acceptable and reliability values than less than 0.60 is poor. The current study produced quite good

reliability and both variables fulfilled with range within 0.80 to 0.90. As presented in the table 4.3, the reliability range between 0.80 to 0.90.

Table 4.3
Reliability of data

Variables	No. of Final Items	Cronbach Alpha Value
Employee Engagement	11	0.840
Rewards and Recognition	14	0.937
Training and Development	8	0.822
Performance Appraisal	4	0.949
Total	40	

4.5 Descriptive Analysis

Descriptive analysis is used to describe the foundation given data set in a study. It gives a summary about the sample which can represent the entire sample. This study explains the mean and the standard deviation values which for all the variables. According to Sekaran and Bougie (2010) the average of total value in a data set is called mean value. The mean is a descriptive statistic that measures the center of a balance of the data. All the variables were evaluated based on the five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Based on Davies (1971), the level of the variables is considered high when the mean score is 3.68 to 5, whereas the score of 2.34 to 3.67 is considered moderate level and the low level is at value 1 to 2.33.

4.6. To examine the employee engagement at Property Management Company

The employee engagement percentage and frequency depicted in Table 4.4. Most of the respondents select strongly agree about “In general, I like working here” (68.7%) and “In general, I like my job” (67.3%), following with “I really “throw” myself into my job” (63.3%) and “I am highly engaged in this job” (62%). Additional to that, the

respondents also agree about “I am focused when doing my job” (52.7%) and “Sometimes I am so into my job that I lose track of time” (48.7%). Highest mean indicated on the level of agreement about “I really “throw” myself into my job” (M=4.626, SD=0.498) and “One of the most exciting things for me is getting involved with things” (M=4.64, SD=0.534). Lower mean also depicted level of agreement on “I am focused when doing my job” (M=4.053, SD=0.918) and “my organization cares about my opinions” (M=4.200, SD=0.941).

Table 4.4:
Distribution of employee engagement

Statement	1	2	3	4	5	Mean	SD
I really "throw" myself into my job	0 0%	0 0%	1 0.70%	54 -36%	95 63.30%	4.626	0.498
Sometimes I am so into my job that I lose track of time	6 -4%	12 -8%	8 5.30%	73 48.70%	51 -34%	4	1.039
This job is all consuming; I am totally into it	0 0%	0 0%	2 1.30%	57 -38%	91 60.70%	4.593	0.519
I am focused when doing my job	2 1.30%	13 8.70%	8 5.30%	79 52.70%	48 -32%	4.053	0.918
I am highly engaged in this job	0 0%	0 0%	1 0.70%	56 37.30%	93 -62%	4.613	0.502
Being a member of this organization is very captivating	0 0%	0 0%	3 -2%	59 39.30%	88 58.70%	4.566	0.536
One of the most exciting things for me is getting involved with things happening in this organization	0 0%	1 0.70%	1 0.70%	49 32.70%	99 -66%	4.64	0.534
I am really interested in this organization	3 -2%	5 3.30%	5 3.30%	70 46.70%	67 44.70%	4.286	0.846
Being a member of this organization make me come "alive"	0 0%	3 -2%	2 1.30%	55 36.70%	90 -60%	4.546	0.63
Being a member if this organization is exhilarating for me	0 0%	2 1.30%	3 -2%	52 34.70%	93 -62%	4.573	0.605
I am highly engaged in this organization	0 0%	2 1.30%	0 0%	54 -36%	94 62.70%	4.6	0.567
My organization really cares about my well-being	0 0%	13 8.70%	6 -4%	62 41.30%	69 -46%	4.246	0.889

My organization strongly considers my goals and values	1 0.70%	10 6.70%	3 -2%	69 -46%	67 44.70%	4.273	0.85
My organization cares about my opinions	2 1.30%	12 -8%	6 -4%	64 42.70%	66 -44%	4.2	0.941
Help is available from my organization when I have a problem	1 0.70%	6 -4%	5 3.30%	60 -40%	78 -52%	4.386	0.792
All in all, I am satisfied with my job	0 0%	4 2.70%	6 -4%	60 -40%	80 53.30%	4.44	0.699
In general, I like my job	1 0.70%	6 -4%	1 0.70%	41 27.30%	101 67.30%	4.566	0.763
In general, I like working here	2 1.30%	5 3.30%	3 -2%	37 24.70%	103 68.70%	4.56	0.806

4.6.1 To identify the factors contribute of employee engagement of Property Management Company

The factors contribute of employee engagement divided by four factors. There are rewards and recognition, training and development and performance appraisal.

4.6.1.1 Reward and Recognition

Table 4.5 represents the frequency and percentages of the reward and recognition. Most of the respondents pick strongly agree at statement “My salary is good when compared to what I could earn in another company doing the same job” (83.3%) and “I’m enthusiastic about my salary level” (64%). The respondent also agrees about “It’s clear to me what my promotion possibilities are” (56.7%) and “People who I’ve seen receive promotion at the company deserve them” (49.3%). Depicted in Table 4.5, they are several responses about reward and recognition. Highest mean indicated on the level of agreement about “My salary is good when compared to what I could earn in another company doing the same job” (M=4.793, SD=0.534). Lower mean also depicted level of agreement on “It’s clear to me what my promotion possibilities are”

(M=4.3, SD=0.692). As a whole, mean shows reward and recognition is 4.454 while SD indicate 0.504. Its concluded that respondents agree on reward and recognition.

Table 4.5:
Distribution of reward and recognition

Statement	1	2	3	4	5	Mean	SD
The way in which my salary is determined is fully clear to me	0 (0%)	1 (0.7%)	3 (2%)	71 (47.3%)	75 (50%)	4.466	0.575
It's clear to me what my promotion possibilities are	1 (0.7%)	4 (2.7%)	2 (1.3%)	85 (56.7%)	58 (38.7%)	4.3	0.692
It's clear to me what is the criteria are for me to get promoted to the next level	0 (0%)	5 (3.3%)	1 (0.7%)	68 (45.3%)	76 (50.7%)	4.433	0.679
I feel fully appreciated by the total compensation I receive for the work I do	1 (0.7%)	2 (1.3%)	4 (2.7%)	69 (46%)	74 (49.3%)	4.42	0.678
My compensation fits my performance	1 (0.7%)	5 (3.3%)	3 (2%)	65 (43.3%)	76 (50.7%)	4.4	0.75
My salary is good when compared to what I could earn in another company doing the same job	1 (0.7%)	0 (0%)	3 (2%)	21 (14%)	125 (83.3%)	4.793	0.534
People who I've seen receive promotions at the company deserve them	0 (0%)	6 (4%)	3 (2%)	74 (49.3%)	67 (44.7%)	4.346	0.714
The manner in which I am compensated ensures that I am motivated to give the fullest effort possible	0 (0%)	3 (2%)	4 (2.7%)	68 (45.3%)	75 (50%)	4.433	0.649
There are enough promotion possibilities to stimulate me to work hard	0 (0%)	6 (4%)	4 (2.7%)	72 (48%)	68 (45.3%)	4.346	0.723
I'm satisfied with the way in which my compensation is determined	1 (0.7%)	8 (5.3%)	1 (0.7%)	66 (44%)	74 (49.3%)	4.36	0.805
I'm satisfied with the promotion possibilities existing in the company	0 (0%)	9 (6%)	3 (2%)	53 (35.3%)	85 (56.7%)	4.426	0.805
I get the feeling that the company finds it important to have a solid and clear compensation system	0 (0%)	3 (2%)	2 (1.3%)	64 (42.7%)	81 (54%)	4.486	0.631
I'm enthusiastic about my salary level	1 (0.7%)	0 (0%)	3 (2%)	50 (33.3%)	96 (64%)	4.6	0.602
I find the compensation system to be motivating	0 (0%)	2 (1.3%)	4 (2.7%)	53 (35.3%)	91 (60.7%)	4.553	0.618
Overall						4.454	0.504

4.6.1.2 Training and Development

The distribution of the training and development depicted in Table 4.6. Positively pick strongly agree by respondents on “There are formal training programs to teach new hires the skills they need to perform their jobs” (71.3%) and “Formal training programs are offered to me in order to increase promo ability” (68%). The respondent also agrees about “My career aspirations within the Property Management Company are known by my immediate supervisors” (58%) and “I find my job have clear career paths within the organization” (57.3%). Depicted at Table 4.6, they are several responses about training and development. they are several responses about “There are formal training programs to teach new hires the skills they need to perform their jobs” (M=4.64, SD=0.647). Lower mean also depicted on neutral on “I find this job have very bright future within this organization” (M=3.526, SD=1.059). As a whole, mean shows training and development stated 4.138 while SD indicate 0.462. Its concluded that respondents agree on training and development.

Table 4.6:

Distribution of training and development

Statement	1	2	3	4	5	Mean	SD
I find my job have clear career paths within the organization	0 (0%)	8 (5.3%)	2 (1.3%)	86 (57.3%)	54 (36%)	4.24	0.729
I find this job have very bright future within this organization	4 (2.7%)	34 (22.7%)	10 (6.7%)	83 (55.3%)	19 (12.7%)	3.526	1.059
My career aspirations within the Company are known by my immediate supervisors	1 (0.7%)	6 (4%)	1 (0.7%)	87 (58%)	55 (36.7%)	4.26	0.727
I find this job promotion have more than one potential position could be promoted to	2 (1.3%)	24 (16%)	6 (4%)	65 (43.3%)	53 (35.3%)	3.953	1.076
Extensive training programs are provided for me in this job	1 (0.7%)	4 (2.7%)	3 (2%)	66 (44%)	76 (50.7%)	4.413	0.725
I will normally go through training programs every few years for my job	1 (0.7%)	4 (2.7%)	4 (2.7%)	47 (31.3%)	94 (62.7%)	4.526	0.739

There are formal training programs to teach new hires the skills they need to perform their jobs	0 (0%)	3 (2%)	5 (3.3%)	35 (23.3%)	107 (71.3%)	4.64	0.647
Formal training programs are offered to me in order to increase promo ability in this organization	0 (0%)	4 (2.7%)	4 (2.7%)	40 (26.7%)	102 (68%)	4.6	0.675
Overall						4.27	0.542

4.6.1.3 Performance Appraisal

Table 4.7 depicted on frequency with percentage for performance appraisal. Most respondents select strongly agree on “I agree with my rating” (56.7%) and “The performance review fairly represented my past year’s performance” (56%). The respondents also agree about “The performance appraisal was fair” (42%). Various respondents show response as depicted in Table 4.7, about performance appraisal. Highest mean indicated on the level of agreement about “I agree with my final rating” (M=4.453, SD=0.764). Lower mean also depicted level of agreement on “The performance appraisal was fair” (M=4.366, SD=0.789). As a whole, mean shows performance appraisal is 4.408 while SD is 0.738. Its concluded that respondents agree on performance appraisal.

Table 4.7:
Distribution of performance appraisal

Statement	1	2	3	4	5	Mean	SD
The performance appraisal was fair	1 (0.7%)	6 (4%)	5 (3.3%)	63 (42%)	75 (50%)	4.366	0.789
I agree with my final rating	1 (0.7%)	5 (3.3%)	4 (2.7%)	55 (36.7%)	85 (56.7%)	4.453	0.764
I agree with the way my manager rated my performance	2 (1.3%)	6 (4%)	4 (2.7%)	60 (40%)	78 (52%)	4.373	0.831
The performance review fairly represented my past year’s performance	1 (0.7%)	6 (4%)	3 (2%)	56 (37.3%)	84 (56%)	4.44	0.781
Overall						4.408	0.738

4.7 Pearson Correlation Analysis

Table 4.8 shows the correlation between independent variable (performance appraisal training and development, reward and recognition) and dependent variable (employee engagement). The employee engagement has positive significant relationship with independent variables. In the following segment, all the independent variables correlation coefficient would be elaborated on according to the relationships.

4.7.1 To examine the positive relationship between reward and recognition, training development, performance appraisal with employee engagement

Table 4.8 showed the result of relationship between reward and recognition, training development, performance appraisal with employee engagement. The Pearson correlation showed employee engagement is significant relationship with reward and recognition ($r=0.838$, $p=0.000$), training development ($r=0.756$, $p=0.000$) and performance appraisal ($r=0.756$, $p=0.000$) besides that, the reward and recognition are significant relationship with training development ($r=0.756$, $p=0.000$) and performance appraisal ($r=0.715$, $p=0.000$). The training development showed significant relationship with performance appraisal ($r=0.714$, $p=0.000$).

Table 4.8:
The relationship between variables

	Employee Engagement	Reward and Recognition	Performance Appraisal	Training Development
Employee Engagement	1			
Reward and Recognition	.838**	1		
Performance Appraisal	.756**	.715**	1	
Training Development	.756**	.735**	.714**	1

Note: **. Correlation is significant at the 0.01 level (1-tailed); n=150

4.8 Hypotheses Testing for Employee Engagement

Table 4.9 below describes the relationship between the variables; there are rewards and recognition, training and development, performance appraisal for the studied Property Management Company

Table 4.9:

Multiple regression results of rewards and recognition, performance appraisal and training and development on employee engagement

Valuable Entered	Employee Engagement				
	B	Unstandardized Coefficients Std. Error	Beta	t	Sig.
(Constant)	.777	.176		4.403	.000
Reward and Recognition	.490	.061	.514**	8.032	.000
Performance Appraisal	.157	.040	.241**	3.892	.000
Training Development	.182	.057	.205*	3.215	.002
R ² = 0.769					
F=16.20					
Adjusted R ² = 0.764					
* p<0.05, **p<0.01					

4.8.1 Rewards and recognition and employee engagement

The multiple regression results show the relationship between human resource practices variables. Firstly, the relationship for employee engagement with respect to reward and recognition is positively significant ($\beta=0.514$ at p-value <0.01). This indicates that the employee engagement with respect to rewards and recognition is significantly related. Therefore, supported for hypothesis 1

4.8.2 Training and development and employee engagement

The relationship for training and development in relation towards employee engagement is significant at ($\beta=-0.205$ at p-value <0.05), therefore, there is a

significant influence between training and development with employee engagement.

Thus, supported for hypothesis 2

4.8.3 Performance appraisal and employee engagement

From the result there is no influence of performance appraisal towards employee engagement or in other words are not positively significant ($\beta=0.241$ at $p\text{-value} < 0.01$).

Therefore, supported for hypothesis 3

4.8.4. R Square

For this research, independent variables reward and recognition, training and development, performance appraisal can explain 76.9% of the variations in dependent variable (employee engagement). However, it is still leaving 23.1% (100% - 76.9%) unexplained of this study.

Table 4.10
Hypotheses results

Hypotheses Statement	Results
Hypotheses 1: There is a positive and significant relationship between rewards and recognition with respect to employee engagement	Supported
Hypotheses 2: There is a positive and significant relationship between training and development with respect to employee engagement	Supported
Hypotheses 3: There is a positive and significant relationship between performance appraisal with respect to employee engagement	Supported

4.9 Summary

This chapter has presented the most important segment of the theses, which has indicated the results of all data analysis, and has determined whether the present study variables are consistent with the previous empirical studies. In this chapter, respondents' demographic details were described and followed by all analysis such as

reliability analysis, descriptive analysis, Pearson correlation analysis and multiple regression analysis. All 3 of the hypotheses that are supported.



CHAPTER 5

CONCLUSION

5.1 Introduction

This final chapter explains about results derived from present study which tested the influence between employee engagement with rewards and recognition, training and development, performance appraisal at a Property Management Company. The following part covers the discussions on the obtained results, implications of the current study along with suggestions provided for a realistic approach to improve the employee engagement among property management company's employees. Lastly, the limitation of this study will be highlighted followed by the conclusion

5.2 Recapitulation of Major Findings

With reference to the output in chapter four, there are only 3 independent variables are confidently connected with employee engagement. The 3 independent variables (employee engagement) are reward and recognition, training and development and performance appraisal

5.3 Discussion of Findings

The paper is concentrated of investigating on cause of employee engagement with rewards and recognition, training and development, performance appraisal at Property Management Company, one of the biggest property management located in Kuala Lumpur. The next section will elaborate on the result of the hypotheses to this study.

5.3.1 Rewards and recognition and employee engagement

The research output has indicated that rewards and recognition have influence towards employee engagement is significant. It is consistent with the present study's

hypotheses. Discomfort situation due to less rewards will cause workers to quit the task and weaken their effort to work (Lytle, 1994). Positive influence of organizational commitment and rewards has shown in past study (Yang, 2012), at Taiwanese restaurants involves 172 employees of customer-contact. According to Hayes and Ninemeier (2009), workers perceive their values is according to the rewards given by the employer. Company have to initiate in creating a recognition and instils that in company culture to ensure they stay competitive and growth. To ensure the company success, there a need for all levels support throughout from the company which involves all department and all level of workers. Hence, it is proven the rewards and recognition bring positive improvement through employee engagement. To increase the employees' motivation and increase their productivity, company must reward them appropriately (Karatepe, 2013)

5.3.2 Training and development and employee engagement

The results of present study have revealed that training and development and employee engagement is significant, and it is consistent with the present study's hypotheses. Once workers obtained enough training, they likely to show positive work attitudes, example is satisfaction (Karatepe et al., 2007) and commitment (Yavas et al., 2011).

Alderfer (1972) recommended that when a company gives employees an opportunity to enhance, it is equal to rewarding people. He strongly stated out that "satisfaction of growth needs depends on a person finding the opportunity to be what he or she is most fully and become what he or she can". Management to prioritize the training and development as it will drive to opportunities of enrichment and development to the employees in climbing their career ladder. Indirectly, its automatically improves the level of engagement and also contributing to employee engagement. The work which was found meaningless may trigger an interest through learning new skills. From

training the company is helping new joiner and current employees to obtain the skills and knowledge they require in executing the task. The workers who obtain appropriate training will feel engage with the work they done and strongly satisfy by mastering the appointed task.

5.3.3 Performance appraisal with respect to employee engagement

The results of present study have revealed that performance appraisal and employee engagement is significant, and it is consistent with the present study's hypotheses. The positive relationship suggest that the implementation and performance appraisal process will give an impact to employee engagement at workplace. According to Erdogan (2002), performance appraisal as the procedure which include the establishment of performance standards, assessment of the related behavior's, determination of performance rating and communication of the rating assessment to the employee. The predetermined-job related will be assess using performance appraisal with continuous observation (Cheung and Law, 1998). The performance appraisal process provides an opportunity for the employees and their superior to reflect and provide a feedback on the expectation from the employees and the company expectation. Hence, this procedure helps an employee to understand on the improvement and closing the gap between company expectation and employee's current performance. The two ways communication between the organizational and employees may create a motivation and loyalty to the employees. Furthermore, the performance appraisal is a platform for employees to discuss on their potential promotion, salary increment or bonuses. The performance evaluation has big effect towards workers behavior and attitude in organization (Erdogan, 2002). Individual performance is essential, and outcomes is required at company level, however there is

insufficient proof on how engagement link to employee's performance (Gruman & Saks, 2011).

5.4 Implication

In this section, the implications resulting from the outcome on both theoretical and practical will be highlighted here

5.4.1 Theoretical Implication

Ultimate reason of the research is to examine on influence of rewards and recognition, performance appraisal and training and development with employee engagement at Property Management Company, located at Kuala Lumpur. Most of the studies have been conducted in service industry, hospitality, manufacturing company, however it was not done in property management company. Therefore, this study was done in property management company to examine on reliability of the employee engagement and human resource management practices. Besides, this research was performed among workers who are working as managing agent and dealing with building owners, tenants and visitors. Moreover, this study would also be beneficial to the academic world due to the limited number of studies done among property management company

Theoretically, the study pointed out that the property management company should emphasize on the employee engagement to make better the rewards and recognition, training and recognition and performance appraisal.

5.4.2 Managerial implication

It has found few implications that can be highlighted in this study and suggestions can be provided to enhance property management industry. The result shows that employee engagement is a main variable in examining the organization's human

resource practices. Therefore, every organization should practice it by designing a good and effective method in engaging their employees. Managers are expected to involve and encourage an engagement with team members and inter department. On the other hand, organizations should offer a platform where employees can provide their feedback and channel the input to the departmental head, colleagues, or to the top management. This study proposes several suggestions based on the findings which shows the influence of employee engagement in encouraging human resource management practices.

In practical perspectives, the findings collected via this study will be beneficial for industrial practitioners or property management company who will benefit from understanding the influencing factors towards employee engagement. The outcome of this research can also be used as reference for managerial team in dealing with employees and to identify the weakness on their rewards and recognition, training and development and performance appraisal program.

5.5 Limitation and Suggestions for Future Research

The current research has faced some restrictions in terms of the small population. The use of online questionnaire was also another limitation, as the respondents are likely to have been influenced by intentional distortions and misinformation.

Apart from that, the method used to collect data was cross-sectional research design. This data collection process collected data from a representative subset, or a population at a specific time which was only done once. In order to obtain exhaustive data or information, a longitudinal sectional research design should be applied and ensure the questions is short and comprehensive so that respondents will not get to bored in

answering lengthy questions which may not be accurate in the end due to their time constraint.

On the other hand, the other limitation was that the questionnaire is too lengthy. Some respondents had responded that they need to take longer time to answer the questions which cause their tasks got interrupted. Therefore, short and comprehensive questions would be the ideal way of preparing the questionnaire.

5.6 Conclusion

Outcomes of the research indicate the validity as well as the reliability of the four independent variables, performance appraisal, rewards and recognition, training and development, to stay on employee engagement of property management company. The outcome of this research also highlighted certain variables are important to human resource department and organization and so on to develop an efficient system of human resource in encouraging employee engagement.

This study is beneficial to those involved in academic research, and various practitioners in the property management industries to think of mechanisms to improve workplace employee engagement.

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