THE RELATIONSHIP BETWEEN JOB DEMANDS, JOB RESOURCES AND

WORK ENGAGEMENT: A STUDY AMONG EMPLOYEES AT

DEPARTMENT OF AGRICULTURE, PUTRAJAYA

FARAH AMIERA BT ABU BAKAR

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(Name of Supervisor)

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(Signature)

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(Date)

ABSTRACT

Good work engagement among employees is very crucial to ensure employees are engaged with their job in order to achieve an organizational success. The purpose of this study is to examine the relationship between job demands (workload and work-family conflicts), job resources (social support, performance feedback and organizational culture) and work engagement among employees at Department of Agriculture, Putrajaya. 300 respondents have participated in this research. This research used survey method using questionnaire and analysed by descriptive analysis, factor analysis, reliability test, Pearson correlation analysis and multiple regression analysis by using statistical package for social sciences (SPSS). Findings showed that there is no relationship between workload with work engagement, while work-family conflict have moderate strength negatively relationship with work engagement. The results also showed that the other variables such as social support, performance feedback and organizational culture have moderate strength positively relationship with work engagement. In a nutshell, discussion and conclusion on the implication of this research were presented.

Keywords: work engagement, job demands, job resources

ABSTRAK

Penglibatan kerja yang baik dalam kalangan pekerja amat penting untuk memastikan pekerja melakukan kerja mereka dengan baik untuk mencapai kejayaan organisasi. Tujuan kajian ini adalah untuk mengkaji hubungan antara tuntutan kerja (beban kerja dan konflik keluarga kerja), sumber pekerjaan (sokongan sosial, maklum balas prestasi dan budaya organisasi) dan penglibatan kerja dalam kalangan pekerja di Jabatan Pertanian, Putrajaya. 300 responden telah mengambil bahagian dalam kajian ini. Kajian ini menggunakan kaedah tinjauan menggunakan soal selidik dan dianalisis dengan analisis deskriptif, analisis faktor, ujian kebolehpercayaan, analisis korelasi Pearson dan analisis regresi berganda dengan menggunakan pakej statistik untuk sains sosial (SPSS). Dapatan kajian menunjukkan bahawa tidak terdapat hubungan antara beban kerja dengan penglibatan kerja, sementara konflik keluarga-keluarga mempunyai hubungan negatif yang sederhana dengan penglibatan kerja. Hasil kajian juga menunjukkan bahawa pembolehubah lain seperti sokongan sosial, maklum balas prestasi dan budaya organisasi mempunyai hubungan positif yang sederhana dengan penglibatan kerja. Secara ringkas, perbincangan dan kesimpulan mengenai implikasi kajian ini turut dibentangkan.

Kata kunci: penglibatan kerja, tuntutan kerja, sumber pekerjaan

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LIST OF ABBREVIATIONS

DOA - Department of Agriculture

FWC - Family-work conflict

GDP - Gross Domestic Product

JD-R MODEL- Job Demand-Resource model

NAP - National Agro-Food Policy

WFC - Work-family conflict

CHAPTER ONE

INTRODUCTION

1.1 Background of Study

As mentioned by Agarwal (2014), there are many studies which had been carried out concentrating on work engagement in several sectors. The researcher points out that participation in the study catches the concentration of industry experts, academic researchers and governments. While there are extensive work-related studies, most of the studies centered on the corporate and public sectors (Robertson & Cooper, 2010; Saks & Gruman, 2011; Dikkers, Jansen, Lange, Vinkenburg & Kooij, 2010; Karatepe, 2011; Hu, Schaufeli & Taris, 2013; Maha & Saoud, 2014; Anaza & Rutherford, 2012; Nur Farihah, 2017), the industrial sector (Ling, Norsiah & Mohammed, 2013), the education sector, banking sector (Imas & Dhini, 2013; Piyali, Alka & Apsha, 2014) administrative sector (Nur Hidayah, 2016). However, not much study had been conducted in basis of work engagement issues amongst staffs in the Department of Agriculture. This study is therefore conducted to investigate how job demands (workload, work-family conflict) and job resources (social support, performance feedback, organizational culture) have a connection to work engagement at the agricultural department in Putrajaya.

The Ministry of Agriculture and Agro based Industry, or recently renamed the Ministry of Agriculture and Food Industries, is the country's largest patron of the agricultural sector. The main function of the Ministry is to evaluate, formulate, track and enforce the country's agricultural development policies, strategies and programmes. One of the crucial policies implemented that helps to increase the agricultural sector's Gross Domestic Product (GDP) is called National Agricultural Policy. Since 1984, National Agricultural Policies have been established through the

ministry named National Agro-Food Policy 1.0, 2.0 and 3.0. The existing policy is the National Agro-Food Policy (NAP) 4.0 established in 2010. This policy covers the 2011–2020 period.

This policy focuses on improving the performance of Malaysia's agro-food industry in increasing productivity and profitability of the industry. The policy spans a period of ten years starting from 2011 until 2020. This policy is used in order to solve the food supply problem in Malaysia. By using this strategy, it is hoped that enough food can be produced by our country. Moreover, referring to the plan to become a developing nation by the year 2020, the National Agro-Food Policy (NAP) 4.0 is expected to raise both farmers' and entrepreneurial incomes. As the results, the agro-food sector can grow into a steady, resilient industry.

National Agro-Food Policy (NAP) 4.0 also targets the industry become a profitable and supportable industry and to raise income rates for agro-based entrepreneurs(Rozhan,2019). Many action plans under the Department of Agriculture were coordinated to attain the goal. One of them is to make sure national food security, growing the agro-food industry's contributions to Growth Domestic Product, completing the supply chain, improving human resources; enhancing Research and Development activities, to innovate and used technology, to build business led by the private sector; and to strengthen the system of service delivery.

As stated by Rozhan (2019). In 2015, the agricultural sector contributed to the Gross Domestic Product (GDP) greater than RM89.5 billion (US22.658 billion), or around 8.1% of the total GDP. In 2018, where the agricultural sector contributed 7.3% (RM99.5 billion) to the Gross Domestic Product (GDP), the number is growing. In order to increase the value of Gross Domestic Product (GDP) in 2020, the government is concentrating on the concept of improving the agricultural human resources that will be poured into the training of experts in expertise and subject matter. This requires the provision of highly trained agricultural technical workers to help farmers achieve optimum agricultural yield.

Anon (2016) stated that, to build human resources, agricultural workers must have a strong work commitment to execute tasks from the Department of Agriculture's Management in order to enforce the goals that have been established. To ensure that agricultural workers are engaged in their jobs, certain steps or activities may be coordinated such as ensuring that there is good social interaction between supervisor and workers or as co-worker interaction plays a vital role in promoting well-performing employees at jobs by improving their psychological well-being.

Working atmosphere in which employees receive proper support from their colleagues will allow employees to exhibit energy and commitment to their work and thus perform completely (Karatepe, Keshavarz, & Nejati, 2010). Assisting and encouraging co-workers through work-related problems; appreciating job-related successes and maintaining good working relationships can help improve motivation, dedication and involvement in work, thereby promoting work-related involvement (Anitha, 2014; Hakanen et al., 2007; Caesens, Stinglhamber & Lyupaert, 2014; Bakker et al., 2007; Schaufeli & Bakker, 2004). Furthermore, work engagement is vital to stress at Department of Agriculture because most of the staffs need to work outside the building and not everyone has the skills and knowledge that the agricultural staffs has thus it is important to make sure that all the staffs are engaged with their job to achieve the objective.

Corbin, J. reports in "State of the Global Workplace" (2017) in a survey by Gallup. According to the 2014-2016 global survey done in 155 countries, there are just 15 percent of workers engaged in their work, which means about 85 percent of workers worldwide that are not engaged or actively engaged in their work. The workers who participated in their jobs are those who are strongly active and excited about their job and workplace while the disengaged workers are an obstacle to building high-performance cultures around the world. The study also shows that only 1.4 billion of the 5 billion people on the planet have a decent career, and only 16% of those are engaged.

When doing their job Rich, LePine, & Crawford (2010) argue that, motivated workers have proved to be happier and more successful. Highly engaged workers are usually enthusiastic, full of enthusiasm and have a strong identity to their work, according to De Braine and Roodt (2011). Engage workers who are not only rich in appreciation but who have adequate exposure to career development and opportunities (Nur Hidayah,2016). Other than that, employee engagement has also been given opportunities to keep a voice or power, set a clear path between daily tasks, good two-way contact flow and input, and wider mission to achieve organizational aim.

Employee work participation is very important to ensure optimum organizational efficiency and employees have excellent customer service (Nur Farihah,2017). Lepine and Crawford (2010) have found that an active worker can produce good results in countless way, as well as demonstrating advanced personal task efficiency together greater habits of organizational citizenship. Other research suggested that employee engagement could even result in increased organizational performance, likely through increased voluntary effort on the part of employees towards their job (Shuck, Reio & Rocco, 2011). For example, organizations that are effective in recruiting their employees will achieve organizational benefits like increased efficiency, higher profits and lesser turnover rates (Agarwal et al., 2012). Getting employee involvement will help companies achieve their aims (Schaufeli, 2013). (Gruman & Saks, 2011) To succeed and perform effectively in a constantly evolving and volatile work climate, the workers need to be physiologically and physically active in their jobs.

The surrounding environment produces a difficult set of workplace challenges due to the interplay involving globalization's growing complexity and competition, technological innovation, resource constraints, climate concerns, and a host of other issues that affect workplace engagement. Allam (2017) described disengagement as absence of passion, excitement, and employee dedication to their job or place of work. While, Saks (2006) concluded that unengaged workers are tend to exhibit negative job disposition, such as do not participate fully in job, unengaged, and lack

of actions in organizational citizenship. Disengaged workers appear to be more inactive, generate lower quality production, drive away customers and have a negative impact on their colleagues Corbin, J. (2017). Obviously the efficiency of companies is declining as a result of employees' disengagement. Thus, this is why it is necessary to have highly engaged employees in the agricultural industry in order to meet the objectives of National Agro-Food Policy 4.0 for our Malaysian agriculture industry.

1.2 Problem Statement

Work engagement among agricultural staff in the Department of Agriculture is vital to ensure that the National Agro-Food Policy 4.0 implemented from 2011 to 2020 is effective, which is crucial to increase the output in agro-food industry in Malaysia by fostering efficiency and provide competitiveness in the industry.

Previous studies claimed that job demands consist of workload, (Nur Farihah, 2016; Nur Hidayah,2016). In study concerning 247 city council participants has revealed that workload plays a slight part in their dedication to job (Tomic, 2016). The researchers also reported about the issues that arise because of workload that can give impact towards work engagements. One of the officer at Human Capital Development Section, Department of Agriculture agree that even though the staffs had been provided with the agriculture skills and knowledge but still the issues of work engagement weakens.

The officer said that there are excessive workload that the staffs have to endure. This excessive workload occurred due to vacancies that were not filled by the Department of Agriculture Management. As such, employees must bear the burden of employment that is not filled with his post to meet the work demands and objectives of the Agriculture Department. Resting time with family had to be used to resolve the responsibilities instructed.

Moreover, job resources are consisting of social support (Nur Farihah,2016), performance feedback (Hans,2016; Hontake & Ariyoshi,2016; Kim, 2017) and organizational culture (Nor Arpizah, 2016). All the three variables in job resources are crucial to make employees engage to their job. Employees who received social support and performance feedback tend to be engage in their job (Hans, 2016). Officer at Human Capital Development Section, Department of Agriculture reported that, social support in the organization is less because each staffs busy completes his or her own assignment. Each employee will be evaluated through the Annual Working Target, so they have to compete with each other in order to obtain the highest ratings from the supervisors. Furthermore, social pressure for these new recruitments increased if the supervisor did not consult the given tasks with the right standard of working procedures.

Organizational culture in the company also can gives effect towards the employee engagement (Nor Arpizah, 2016). The association amongst organizational culture and workers' engagement in a South African Information Technology company was studied by Naidoo and Martins (2014). They found out that the culture of organizational maintenance is positive and significant, and this causes employees to interact more in their work to keep employees in the company longer.

However, there is poor organizational culture at the Department as many employees did not understand the visions and missions of the Department of Agriculture and some have taken lightly in providing adequate and safe food supply. In addition, less effective communication provides a poor factor in organizational culture such as the vital information is reach to the staffs inefficiently.

Therefore, the study is conducted to investigate about job demands (workload, work-family conflict), job resources (social support, performance feedback, organizational culture) and its connection to work engagement at the Department of Agriculture, Putrajaya(DOA).

1.3 Research Questions

This research purposes to identify the relationship between job demands (workload, work-family conflict) and job resources (social support, performance feedback, organizational culture) with of work engagement. The questions which arise here are:

1. Does workload affect work engagement?

2. Does a work-family conflict affect work engagement?

3. Does a social support affect work engagement?

4. Does a performance feedback affect work engagement?

5. Does an organizational culture affect work engagement?

1.4 Research Objectives

The aim of this study is to identify the relationship between job demand (workload, work-family conflict) and job resources (social support, performance feedback, organizational culture) with work engagement at Department of Agriculture, Putrajaya.1. To examine the relationship between workload and work engagement.

2. To identify the relationship between work-family conflict and work engagement.

3. To determine the relationship between social support and work engagement.

4. To examine the relationship between performance feedback and work engagement.

5. To identify the relationship between organizational culture and work engagement.

1.5 Significance of the study

Research is done to explore about demands of job (workload, work-family conflict), resources of job (social support, performance feedback, organizational culture) and its connection to work engagement at the Department of Agriculture, Putrajaya. This study's results may advantage academician and practitioners in terms of methods that can be used to boost employee engagement in Department of Agriculture (DOA).

Potential findings obtained from this analysis would support the existing knowledge base on engagement according to Job Demand-Resource (JD-R) model from the theoretical perspective. Through literature research there are still limited study that are focusing on the issues of employee engagement among employees at department of agriculture. Most of the studies were focusing on staffs in manufacturing industry (Najis, 2011; Nurnajmi 2015), academic staffs in public university (Ng, 2015; Adel, 2015; Nur Hafizah, 2015), accountants in accounts firm (Syahir, 2014), hospital staff in health industry (Badariah, 2013; Adiwayu, 2012), staffs in security industry (Aini, 2014).

Moreover, the finding of this study may contribute to the management of the Department of Agriculture (DOA) on the method that they can do to enhance work engagement amongst employees. Research report provide empirical evidence on the function of job demands, job resources towards work engagement. It will encourage the administration better concentrate on the most important elements in achieving enhanced employee engagement.

1.6 Scope of the study

Research study on this subject covers many important aspects, especially in investigating the association between job demands (workload, work-family conflicts), job resources (social support, performance feedback, organizational culture) with dependent work engagement variable. This study focused on employees employed at the Department of Agriculture (DOA).

Since the department's goal is to create a sustainable agricultural industry by producing quality goods that are healthy and environmental friendly and based on exportation, and its objective is to furnish good quality and services to agricultural entrepreneurs by using advanced technology and agricultural regulatory services in order to improve production efficiency and ensure efficient services. But making sure the workers are satisfied with their work is important. Therefore, this study is performed to find the relation of independent variable on dependent variable to increased engagement amongst employees at Department of Agriculture (DOA).

1.7 Definition of Key Terms

Work engagement: positive and task-related state of awareness described by vigour, commitment, and absorption (Schaufeli, Bakker & Salanova, 2006)

Workload: Volume of job and quantity of things that need to be completed, time and specific component of time individual is concerned and the human operator's subjective emotional experiences (Hill et al., 1989)

Work-family Conflicts: An inter-role controversy that emerges in the wider requirements of, the time spent and the effort created by the job interferes with the fulfilment of family-related obligations (Greenhause & Beutell, 1985).

Social Support: A wide degree of positive social interaction that colleagues and supervisors have available on the job (Karasek 1985).

Performance Feedback: Amount of which a worker knows about his or her individual work performance from the work itself, co-workers, superiors, or clients (Sims, Szilagyi & Keller, 1976).

Organizational culture: Is the glue that binds the employees in the company and inspires workers to contribute to the company and to do well. (Wilderom et al., 2001).

1.8 Organization of the study

Research comprises five main chapters which will be widely discussed. The first chapter covers the entire purpose to do this analysis such as problem statement, research issues, research objectives, significance of the study as well as study scope. Chapter 2 then summarizes the analysis of relevant literatures, overview of previous literature on studied variables, and literature associated with supporting conceptual structure for this research. Meanwhile, Chapter 3 describes the processes and methods to gather and interpret the information. Chapter 4 will then address the issue of interpreting data and identifying study results from analysis. Finally, the final chapter will illustrate the discussions, conclusions, and recommendations for upcoming research in this subject area.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Chapter 2 discussed on the literature which consists of concept of each variable that had been used in the study, the affiliation of independent and dependent variables and finding of past studies by various researcher that related to the topic of concern. This is review important to have a good comprehension about the subject of research.

2.2 Work engagement

William A. Kahn proposed the concept of job engagement in his study on individual engagement in 1990. Engagement was described in numerous ways, for example, individual engagement, engagement with job, or employee engage with work (Welch, 2011). Kahn (1990) describe employee engagement as concurrent job and appearance of the preferred self of an individual in job behaviors which affirm relation with work and many others, individual presence such as physical, cognitive, emotional and performance. Employment engagement also could be viewed as having a contextual connection with work-related behaviors which are essential to job quality arguments (Taipale et., al 2011). As per Shuck & Wollard (2010), work engagement could be referred as a human social, cognitive, and behavioral condition based on institutional result.

Albrecht (2010) noted that engagement not just to represents a genuine passion for the intent of organizing an effort to achieve organizational objectives, yet also considers it a constructive psychological state-related function. Job engagement can even be defined as an engaged worker who have been equipped with a wide range of individual resources and is often regarded as a definition of motivation. (Christian et al., 2011). Tillott, Walsh & Moxham (2013) is founding that employees engaging in their job may concentrate on success in the organization. Hence it could be defined by positive workplace interplay, strength and commitment (Ghadi et

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al., 2010). Even though there are several interpretations in the literature of work engagement, this research adopted the definition provided by Schaufeli et al. (2002) that described engagement as optimistic, satisfying, work state of concentration characterized by absorption, dedication, and vigour.

2.3 Dimension of Work Engagement

Engagement to the job has a multi-dimensional form. Schaufeli et al. (2002) presented the idea that seeks to explore the optimistic, psychological and inspirational mental state marked by vigour, dedication and absorption. Such concepts indicate that there are three main components of work engagement which are behavioural-energetic (vigor), mental (dedication) and cognitive (absorption) (Schaufeli & Bakker, 2010).

2.3.1 Vigour

According to Schaufeli et al. (2002), even in difficult circumstances vigor can be referred to as being optimistic and striving. When achieving their mission, Vigour seems to have the trait of maximum strength and mental stamina, the determination to commit the work output, and persistence even when meeting certain difficulties (Schaufeli et al., 2002, p.74). In certain words, it can be defined that vigor is filled with power and stamina, and the exuberance to dedicate the commitment to the job. Schaufeli and Bakker (2010, p. 22) described work engagement as "the psychological condition that encompasses personal energy behavioral investment." This explains how thrilling and hostile the staff feel towards their jobs. Apart from that, there is something they just want to spend their time and energy on as well.

2.3.2 Dedication

Schaufeli (2012) also stated that dedication is interconnected to experience of valuable work and work authorization commitment which encourages an individual person self-esteem in his job and explore its material. Dedication means a good engagement in the workplace and workers feel a sense of value, anticipation, motivation, self-esteem and difficulty (Schaufeli et al., 2002, p.74). It is followed by emotions of excitement and sense referring to a deep participation in the individual projects. That also covers the affective aspect (Schaufeli et al., 2002). Dedication also refers to focus on essential and necessary activity when doing their work (Bakker et al., 2011).

2.3.3 Absorption

Third dimension of work engagement was being defined as absorption by Schaufeli et al., (2002). Absorption occur when if a person loves the jobs that require personal oscillation, they can concentrate entirely on the job then finish it with a joyful feeling. When they focus on their jobs, they do not know that time moves too quickly. In comparison, employee commitment is often very difficult to disconnect from job. (Schaufeli et al., 2002, p.74). Absorption refers to anything that fascinates them and gives them maximum focus of doing tasks (Bakker et al., 201 1).

2.4 Workload

Workload has been defined as association between the sum of ability for mental processing and amount needed by the job (Hart and Wickens, 1990). In addition, the other concept of workload is the intention of evaluating and forecasting workload in order to attain uniformly dispersed, controllable workload and prevent overload and under load of work (Wickens, 1984). In other words, workload is the amount of jobs required by one's entity, and it reflects the correlations between group and individual with job demands.

Workload can be measured dependent on many variables, including the amount of hours working and the responsibilities in a task to be performed, production rates and others. According to Spector and Jex (1998), one of the terminology widely used in research is to describe quantitative workload as an employee's absolute job ability. Scholars have also shown that there is a broad classification of job demands based on time constraints, position stressors, working time and many others (Shaffer et al., 2012). Variables such as position conflict and anger, burnout and exhaustion after work are linked to quantitative workload based on previous studies (Spector & Jex, 1998; Pisanti et al., 2011; Basinka & Wilczek-Ruzyczka, 2013).

According to Beehr and Bhagat (1985), when employees have to do several things, the implications of high workload are that they may abandon some side of their work and family life, which also relate to some degree unstable feelings of concern and anxiety.In this research, the term workload is characterized as the volume of job and quantity of things to be done; time as well as the aspect of time that the individual is worried; and the human psychological experiences.

2.5 Work-family Conflict

According to Bakker et al. (2010) and Mauno et al. (2006) job-family conflict is one of the causes in job demand referring to JD-R model.   Previously, in Greenhaus and Beutell (1985) research, work-family conflict is characterized as conflicting with each other's demands for job and family roles. (Greenhaus, Tammy, & Spector, 2006) argue that conflicts between work and family occur at relevant times that require the execution of such tasks.

Frone (2000) and Judge et al. (2006) reported that work-family conflict is interpret as the perception that their work pressure or their efforts to maximize their work demands create conflict. The two vice versa conflict is a family-work conflict (FWC) and a work-family conflict (WFC). The WFC is a work-related incident that revolves around the family while the FWC embodies the commitment of the household as opposed to the work activities. Parents are prone to work - family conflict, especially women (Azami, Shamsuddin & Akmal, 2015).

In fact, the earliest theoretical problems are family conflicts of stress, action and time (Greenhaus & Beutell, 1985). This research emphasis concept established by Netemeyer, Boles and McMurrian (1996) in which family-work dispute is characterized as a type of conflict between organizations that requires public employment, time spent and the burden of overlapping family-related issues.

2.6 Social Support

According to Leavy (1983), social assistance is the interaction of help between peers and superiors, and the relationship is profound. Rodriguez and Cohen (1998) say social support can be instrumental, analytical, or emotional. Instrumental type of support is the define as help of a colleague or superior, that are helping with workload. Analytical social support is seen as the encouragement or guidance given by colleagues and bosses.

In the past, the services of others were referred to as social (Cohen & Syme, 1985) and among individuals who used the sharing of expertise or information, providing encouragement, input, confirming identity, promoting competence and others (Kaplan 1979). The support of peers and superiors may have good influence on the healthiness and well-being of an employees(Cohen & Syme, 1985).

As claimed by Coetzer & Rothmann (2007), it is important to increase worker engagement with colleagues, including proper input from managers in achieving the company's goal. In order for a worker to succeed in his work, social support will give the person a good flow of energy. Good relationships with superiors and coworkers can is good for employees, which will help them understand the social aspects of their work. Karasek (1985) established socialization in this study as a kind of beneficial social interaction available from colleagues and supervisors at work.

2.7 Performance Feedback

According to Hillman, Schwandt and Bartz (1990), the idea of feedback on work performance is a sensible action that can identify other areas for improvement by providing employees with knowledge of their past work performance. Furthermore, their engagement will be enhanced with positive input from their superiors. good feedback will increase the engagement of other workers and if it is negative it will affect the workers (Rothmann & Coetzer, 2007) as well as the opinion that,

Performance feedback and employee performance appraisals are great. One study shows that performance feedback must be measured on employee engagement behaviors, extra work, self-efficacy, flexibility, employment and other activities (Gruman & Saks, 2011). They prove that clear perceptions and fairness are important variables for increasing employee engagement through performance appraisals and feedback. Feedback from coworkers and managers on employee motivation (Firestone & Pennell, 1993). Employee performance review for each individual employee, peer, manager, or customer, their own work performance from the job itself (Sims, Szilagyi & Keller, 1976).

2.8 Organizational culture

Referring to Hobfoll (2001) the behavior and cognition of individuals are influenced by the accessibility of resources and cultural limitations. Actions and attitudes are the result of the common values, beliefs and norms of their corporate culture (Hobfoll, 2001). Organizational culture oversees as an element, some companies offer more services to their employees, based on current cultural features or characteristics.

To illustrate this, the search for additional engagement encourages, recognizes and incentives to be creative as a source of work (Bakker et al., 2007) However, organizational culture sees positive, rewarding, and creative, organizational culture ultimately providing a decent amount of resources. It is possible for employees to see the work environment appropriately. In addition, they respond more by focusing their efforts and skills, time and energy, and are mentally and actively engaged in their job and company (Bakker et al., 2011; Las Heras & Bakker, 2017).

In essence, corporate culture has the potential to promote an employee's interest in the job itself. Literature on culture and the definition of culture are very useful in clarifying the relationship amongst organizational culture and work. The common denominator of cultural definition users is the concept that culture is something shared by members of the organization (Schneider et al., 2013).

Furthermore, Denison, Nieminen, and Kotrba (2012) accept that the principles, principles, and general expectations that organizational activities have are core elements of any cultural concept. Therefore, the organizational culture of the unit is higher and needs to be researched appropriately (Hartnell et al. 2011). The use of organizational culture constructs is used to characterize various organizational phenomena. Debates about constructions still exist about methods, content and methods used (Schneider et al., 2013).

Nevertheless, organizational cultural architecture has evolved to serve as mechanism to explain and define social and organizational phenomenon (Denison, 1996; Schneider et al., 2013). The impetus behind many cultural studies, such as Hartnell et al. (2011) acknowledged that organizational culture has shaped attitudes and attitudes at the organizational, group, and individual levels.

2.9 Relationship between variables

2.9.1 Relationship between workload and work engagement

Study concerning 247 city council participants has revealed that workload plays a slight part in their dedication to job (Tomic, 2016). Review on the literature, exposed that workload is not significantly supplementary with engagement. For instance, study done by Nurul Aimi, Ho, Ng & Murali Sarnbasivan (2015) among teachers from three districts with the highest number of high schools in Negeri Sembilan presented that there was no association amongst work load and work engagement. Other than that, a study by Nur Hidayah (2016) among 178 administrative staffs at Universiti Pendidikan Sultan Idris (UPSI) also showed that there is no association amongst workload and engagement as even though there is a high workload, it is still manageable for all administrative staffs.

Apart from that, study by De Braine & Roodt (2011) involving 2429 workers involving information and communications technology (ICT) sector in South Africa, they reveal that there was a negative relationship between workload and job engagement involving 342 IT professionals in 21 ICT organizations located in four sub-sectors of the ICT industry in Thailand. Interpreting the poor assessment of top IT professionals and their organizations will result in excessive workload and, in turn, reduce job satisfaction, resulting in the intention to leave the organization. Not to be overlooked, the impact of workers on high-ranking employees and organizations does

not directly affect turnover intention but does influence their job satisfaction ratings leading to the intention to leave the organization.

A study conducted by Schaufeli, Bakker and Rhenen (2009), involving 420 middle managers and executives of the Tele coin Company, revealed that workload and work engagement has a negative relationship while a study by Amira (2014) involving 144 part-time students from Universiti Utara Malaysia (UUM), have different results where work engagement and workload has had significant positive relationship.

Based on the empirical evidence, the hypothesis proposed for this study is:

H1: There is a significant relationship between workload with work engagement.

2.9.2 Relationship between work-family conflicts and work engagement

Sayar et al. (2016) a previous study that involved 120 female nurses that are working at a hospital in Iran. The study exposed a negative association amongst work engagement and family conflict while in the study by Listau, Christensen, Innstrand (2016) among 4378 participants at the university sector in Norway found there is a positive relation the variable of engagement (passion, dedication) and work conflict. Apart from that, there are also studies by (Hontake & Ariyoshi, 2016) that found a negative relationship amongst family conflict and employment using 917 nurses working in Japan. According to Karatepe & Karadas (2016), family-to-work (WFC) and family-to-work (FWC) conflicts are negatively related to work engagement associated to 282 hotel workers in Romania.

Recently there are also reported a positive connection between engagement and work-family conflict. One of the study conducted that have positive results between these variables, are tensions between stress, actions, family and employment based on time and employee engagement

(Halbesleban, Harvey & Bolino, 2009). Because workers have difficulties between work and family, they recommend that employees have a higher level of commitment. In addition, positive aspects of family work done with greater dedication to work (Ng & Hassan Ali, 2014), life satisfaction (Fisher et al., 2009), job fulfilment, affective engagement, family happiness, mental and physical health (Magee et al., 2012; McNall, Nicklin, & Masuda, 2010).

Based on the empirical evidence, the hypothesis proposed for this study is:

H2: There is a significant relationship between work-family conflict with work engagement.

2.9.3 Relationship between social support and work engagement

Past study in various settings and countries has shown strong links between social and occupational users (Gozukara & Simsek, 2016; Saratun, 2016). Empirically, social support is positively affected job engagement (Christian et al., 2011; Othman & Nasurdin, 2012). Othman and Nasurdin (2012) published similar results in Malaysia, one against 402 nurses in public hospitals. Both of these results are consistent with the results observed by Christian et al. (2011), where social support positively affects job engagement. In a study published by Bakker and Demerouti (2008); Halbesleben (2010) and Schaufeli and Bakker (2004) consistently show that colleagues and supervisors facilitate work-related relationships.

In fact, co-workers have an imperative role in maintaining good employees well-being at the workplace with their psychological well-being improved. Working environments where employees receive enough attention from their peers will allow workers to show energy and commitment to their work and in a way that is practicable (Karatepe, Keshavarz, & Nejati, 2010). Assisting co-workers during work-related problems; appreciate work-related work and maintaining a good working relationship will help improve motivation, dedication and involvement in work, thereby promoting work-related engagement (Anitha, 2014; Hakanen et al.,

2007; Caesens, Stinglhamber & Lyupaert, 2014; Bakker et al., 2008; Schaufeli & Bakker, 2004). These studies have confirmed the nature and users of promising partners in predictive cooperation.

Apart from that, studies conducted on employee involvement in the banking sector also prove the importance of supporting colleagues (Morris, Podolny, & Sullivan, 2008; Rasheed, Khan & Ramzan, 2013; Tahir et al., 2011). Model of JD-R work engagement, in parallel (Bakker & Demerouti, 2014). This serves as a co-worker as an important tool for enhancing work commitment. Interestingly, in the midst of all this, it has been done, explicitly criticizing colleagues empirically in the interaction literature.

Studies such as Poortvliet, Anseel, and Theuwis (2015) on education and management sector workers, and Hengel et al. (2010) stated that employees of a separate company have no significant relationship between coworkers and employees. According to the researchers, this is largely due to the fact that people in the workforce have diverse expectations that they want to remember their work compilation and that all of the formal-directed encouragement from their co-workers will engage them in their work. The special study concluded that the characteristics did not differ from the psychological aspects and well-being of blue collar workers.

In particular, the inconsistent relationship between supervisors and coworkers with work dedication also reminds us of the fact that everyone looks at employment sources differently and with varying degrees of psychological and behavioral choices that sell them to appreciate and accept these resources. We cannot deny that every job has specific characteristics, cultures, products, and jobs, and that the use and validity of resources can change accordingly. Quite recently, for example, Van Woerkom, Bakker and Nishii (2015) empirically pointed to the service sector by examining nurses, indicating that managing a difficult situation like an angry patient may perceive the supervisor's support differently from normal situations.

On a general note, support in the workplace like boss and co-workers support is important for any work climate. Help from managers is required to make it easier for workers to achieve the desired job results (Yuan & Woodman, 2010). Importantly, most of these contradictory findings have been recorded in the service sectors (Bakker & Bal, 2010; Freeney & Fellenz, 2013; Hengel et al., 2010; Witte & Notelaers, 2008; Wright, 2009; Poortvliet, Anseel & Theuwis, 2015; Karatepe & Olugbade, 2009), hence marking the need for further study of these variables.

Based on the empirical evidence, the hypothesis proposed for this study is:

H3: There is a significant relationship between social support with work engagement.

2.9.4 Relationship between performance feedback and work engagement

Schaufeli & Bakker, 2004; Bakker, Albrecht & Leiter (2011). This research rationalizes that input from results has a positive influence on engagement with work. This is clear when the empirical evidence showing feedback is checked as one of the tools increases employee job engagement. Hackman & Oldham (1975) have considered feedback to be one of the essential foundations of involvement in the research. In nursing. Feedback may help nurses appreciate the effect of their practice on patients, services or activities, organizations and the general health care system. Job feedback may also be related to collaborative practice as input from other parties such as patients, co-workers and supervisors can be received.

In addition, Shantz et al., (2013) found that workers receiving feedback about their actions are showing higher rates of engagement. That is due to feedbacks understand the effects of the work itself, and will increase the confidence and excitement of a individual in their work (Hackman and Oldham 1975). However, Gittell (in Grant & Parker, 2009) has also performed a study in the airline industry and found that feedback would improve employee jobs. Feedback is also part of people's motivation, as it makes them more motivated and successful in coping with difficulties.

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Besides that, several previous researches in various settings and countries have shown that performance feedback has a strong association of job participation (Gozukara & Simsek, 2016; Saratun, 2016). Some earlier studies have shown that performance reviews, professional learning opportunities and career growth are significantly linked to job participation in various settings (Bakker & Demerouti (2008); Taipale et al., 2011).

In addition, Wellins, Bernthal and Phelps (2015) stated that, strong feedback skills between workers and leaders are required to participate in work. Such transparent contact would ensure that the actions of workers will stay concentrated on the key issues. They need and expect input from their managers to direct them, by endorsing their work and acknowledging their success. Motivator can build awareness and shape action by providing continuous input for the employees to enhance their work.

Based on the empirical evidence, the hypothesis proposed for this study is:

H4: There is a significant relationship between performance feedback with work engagement.

2.9.5 Relationship between organizational culture and work engagement

Many studies carry out focusing on impact of work engagement with organizational culture. The association amongst organizational culture and workers' engagement in a South African Information Technology company was studied by Naidoo and Martins (2014). They found out that the culture of organizational maintenance is optimistic, and this causes employees to interact more in their work to keep employees in the company longer. Sadeli (2015) promotes ideas to influence employee motivation through corporate culture within the organization. Sadeli (2015) notice that leadership culture significantly influences engagement by certifying that leadership should share the mission, vision, principles and priorities of the company and employee. Meanwhile, Brenyah and Darko (2017) argue that, employees continue to participate in their work as they consider the

company to be a positive community. The existence of a supportive culture in the company indicates that there is a mutual relationship between the company and the person that can lead employee engagement to an advanced level.

In addition, administration in the organization have a vital part in fostering constructive organizational beliefs to inspire employees and resolve conflicts that influence employee success (Chaudhary, 2017). This can affect their ability to take part in their work when employees adapt positive view of organizational culture (Naidoo & Martins, 2014). Corporate culture not only makes employees more motivated but also influences their behavior.

Chaudhary (2017) stated that, it is necessary for employee engagement to build the organizational culture. For example, an organization's learning culture will help to improve workers' awareness and abilities, so they will function more efficiently and effectively. Najeemdeen, (2018) backs this. Where he explained that people appear to be more involved when the company provides them with an atmosphere of learning and growth. In fact, an efficient communication organizational culture frequently facilitates engagement (Ludwig & Frazer, 2012). Communication will create trust among organization and its staff, which influence employee's morale and increase efficiency.

Organizational culture is often linked to the engagement cycle, as its workers are motivated by a supportive workplace. Therefore, there will be increased participation if there are good working partnerships, feedback from workers in suggesting recommendations and promoting growth and advancement through learning chances (Sirisetti, 2012). Whereas, organizational change, developing a positive culture is essential for the company in order to sustain employee engagement (Parent & Lovelace, 2015). Supportive corporate culture, coping with the transition and continuing in employees' job as normal makes it easier for them to adapt.

Based on the discussion above, a hypothesis for this study was developed as follows:

H5: organizational culture related to work engagement

2.10 Underpinning Theory

2.10.1 Job Demand- Resources Model

Job Demand-Resuces model by (Demerouti, Bakker, Nachreiner & Schaufeli, 2001), stated that there were two kinds of job environment features, namely demands of job and resources of job, depending on the situation under review, integrate various basic requirements and resources. Work demands typically denote as a psychological, interpersonal or administrative aspect job that stimulates physically or psychologically energy, like workload and family-to-work stress. Whereas, job resources denote as job features involved in accomplishing work goals and stimulating own development and growth. Bakker & Demerouti (2007) discovered the context and implications of engaging in research.

Two suppositions exist. Prior to the beginning of motivational process, job resources including social support, performance review and organizational culture are significantly interrelated with work engagement. Job resources contributing to organizational engagement and work participation in the motivational process (Schaufeli & Bakker, 2004). Fostering workers to achieve their goals because of their (intrinsic and extrinsic) motivational ability. Employees, in effect, may become more dedicated to their work and therefore go to higher output as employees originate fulfillment (Hackman & Oldham, 1980).

2.11 Research Framework and Hypothesis

Research framework proposed for the study shown in Figure 3.1, underneath. This research framework shows the connection between variables of job demands (workload, work-family conflict) and job resources (social support, performance feedback, organizational culture) with work engagement. The independent variables in this research are job demands and job resources meanwhile the dependent variables are work engagement. Referring to Job Demands- Resources model (JD-R Model), job demands and job resources are chosen as the independent variables. Through this research, the association amongst job demands, job resources with work engagement among employees at Department of Agriculture in Putrajaya are examined.

Independent variables   **Dependent Variable**
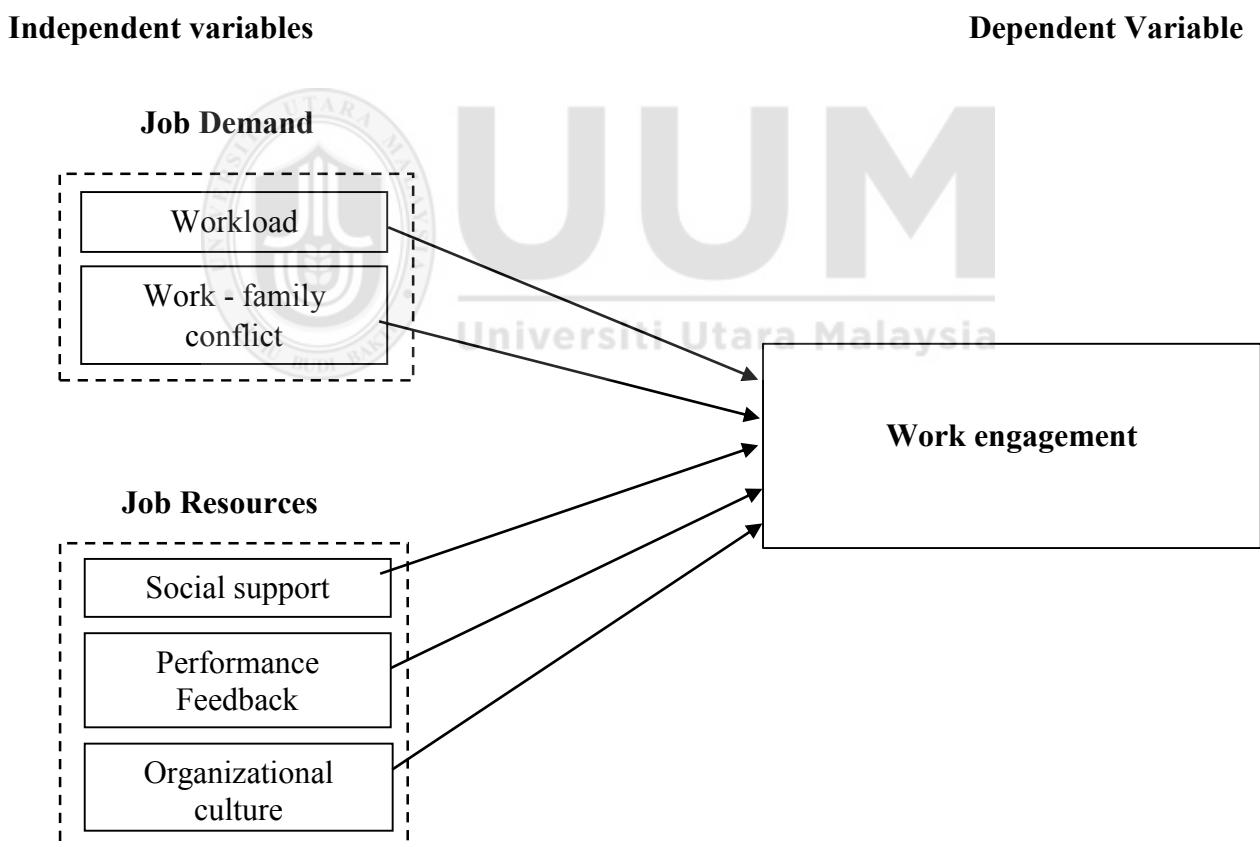
Figure 2.1

Research framework

Based on the above research framework, the hypotheses as follows.

H1: There is a significant relationship between workload with work engagement.

H2: There is a significant relationship between Wok-family conflicts with work engagement

H3: There is a significant relationship between Social Support with work engagement

H4: There is a significant relationship between Performance Feedback with work engagement

H5: There is a significant relationship between Organizational Culture with work engagement

2.12 Conclusion

This chapter highlights the analysis of relevant literatures, discussion of previous literature on studied variables and associated literature to support research context for this report. Chapter 3 will explain the methods and procedures used in this research to collect and analyze the data in the next chapter.
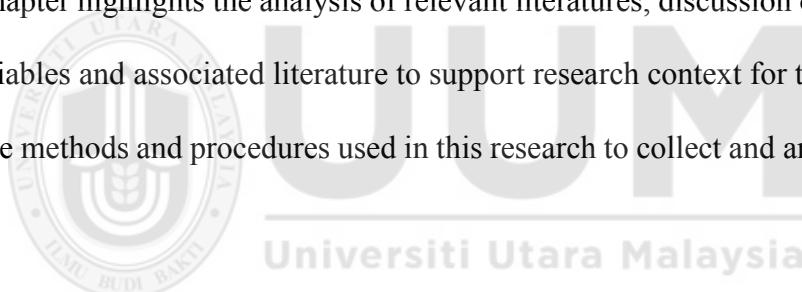
CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter has the purpose of presenting the methodology used to test the hypothesis. The chapter further sheds light on research design, sampling of data, research instrument along with data analysis.

3.2 Research Design

Research design specified the aspects of leading the research or the essential procedures for gathering the information necessary to define and explain the research issue. Or put it simply, research design is a structure job or a roadmap in the conduct of the study. The focus of this research is to observe the association amongst job demands (workload, family work-family conflict), job resources (social support, performance feedback and organizational culture) with work engagement. A quantitative approach to collect the data is used to analyze the variables. According to Mohd Majid (2005), using quantitative analysis helps researchers to accurately analyze the relation between variables. Quantitative methods for answering questions about the relation between measured variables to the objective of describing, foreseeing and guiding the circumstances (Chua et al.,2012).

Cross- sectional study was employed for this study. Sekaran and Bougie (2010) stressed that data which obtain from cross- sectional study is less biased and more accurate. Cross- sectional study is more applicable rather than longitudinal study because its allow data collection in a relatively short period. For this research the analysis unit is individual (administrative staff). Primary data for this research was gathered through questionnaire distribution. As far as work engagement is concerned, the basis of comprehension is shaped by respondents' attitudes towards

job demands and job tools. Hence, it is best to use the individual as a unit of analysis to analyse all of the factors identified throughout the research framework.

3.3 Population and Sampling Design

3.3.1 Population

Study analytics unit is individual employee. The research population comprises of Agriculture Department administrative workers which is about 1000 staffs in total. Reasons for selecting administrative staff as the participants in this study are that these workers have a significant influence on the organization and involve a highly engage staff member in an organization.

3.3.2 Sampling Size

Krejcie and Morgan (1970) table is being used to evaluate the sample size. The table shows that when population size, N=1000, sample size s=278 is expected to considered as cross section of population and obtain an accurate result. This sample size is consistent with the thumb rule of Roscoe suggesting that the sample size must be greater than 30 and less than 500 is appropriate for further study. According to Saunders et al (2009) it is advised that the researchers used the oversampling technique to attain the right sample size, which can properly present the target population, Therefore, in this study, researcher distribute 300 set of questionnaire with the aim to receive high response rate.

3.3.3 Sampling Technique

In this study, all the 300 respondents are chosen through simple random sampling techniques. The purpose of choosing this type of sampling is because every sample has the same probability of being chosen and can avoid bias. Moreover, this type of sampling can save cost and time and gives accurate representation of the larger population

3.4 Operational Definitions and Measurements

In this research, there are several subsections of the operational definitions has been discussed, begins with the measurement adopted in this study followed by dependent variable and independent variable**.**

3.4.1 Work Engagement Measures

Work engagement is characterized as positive and task-related state of awareness described by vigour, dedication, and absorption (Schaufeli, Bakker & Salanova, 2006). Table 3.2 indicate nine-items to be used instead of the longer version that has 17 items in the Utrecht Work Engagement Scale (UWES). Nine-item work engagement also often used in many studies has been shown to be accurate and truthful in assessing work engagement. The Cronbach Alpha obtained have a value from 0.78 to 0.91 (Storm & Rothmann, 2003; Schaufeli & Bakker, 2004; Sayar et al., 2016). Respondents scored their compliance with the statements on a five-point scale namely, 1 = strongly disagree, and 5 = strongly agree.

Table 3.1:

Work engagement items

Variable	Operational Definition	Items	Author
Work engagement	Positive and task-related state of awareness described by vigour, dedication, and absorption.	1. At my work, I feel that I am busting with energy 2. At my job, I feel strong and vigorous 3. I am enthusiastic about my job 4. When I am working, I forget everything else around me. 5. My job inspires me 6. I feel happy when I am working intensely 7. I am proud of the work that I do 8. I am immersed in my work 9. I get carried away when I'm working	Schaufeli, Bakker & Salanova, 2006

3.4.2 Workload

Workload can be characterized as volume of job and quantity of things that need to be completed, time and specific component of time individual is concerned and the human operator's subjective emotional experiences (Hill et al., 1989). Table 3.3 indicate, six-item calculation of workload was developed by Hill et al. (1989). The Cronbach Alpha obtained have a value from 0.82 and 0.87 (de Jonge, Landeweerd, & Nijhuis, 2001; Jonge et al., 2000; Bakker & Demerouti, 2008; Schaufeli et al., 2009), past studies have shown that the instrument has a reasonable internal consistency.

Table 3.2:

Workload items

Variable	Operational Definitions	Items	Author
Workload	Volume of job and quantity of things that need to be completed, time and specific component of time individual is concerned and the human operator's subjective emotional experiences	1. Due to the workload I have, I do not have enough time to perform my work. 2. I have accounted any job disruption during my work. 3.The amount of job responsibility expected to do is reasonable 4. I often need to work after hours to meet my work requirements 5. My work requires physical demands to fulfil the task. 6. My workload has increased over the past 12 months.	Hill et al (1989)

3.4.3 Work-family conflict

Work-family conflict and vice versa is characterized as an inter-role controversy that emerges in the wider requirements of, the time spent and the effort created by the job interferes with the fulfilment of family-related obligations (Greenhause & Beutell, 1985). The other way around, as for family-work dispute. Table 3.4, indicate 10-item construction of Netemeyer, McMurrian and Boles (1996). The Cronbach Alpha obtained have a value from 0.74 and 0.96 (Bagozzi & Yi, 1988; Anderson & Gerbing, 1988; Sayar et al., 2016). In this study, respondents rated their compliance on statements of work-family dispute statements based on a five-point scale whereby 1 = strongly disagree before 5 = strongly agree.

Table 3.3:

Work-family conflicts items

Variable	Operational definitions	Items	Authors
Work-family conflict	An inter-role controversy that emerges in the wider requirements of, the time spent and the effort created by the job interferes with the fulfilment of family-related obligations (Greenhause & Beutell, 1985).	***Work to family conflict*** 1. The demands of my work interfere with my home and family life. 2. The amount of time my job takes up makes it difficult to fulfil my family responsibilities. 3. Things I want to do at home do not get done because of the demands my job puts on me. 4. My job produces strain that makes it difficult to fulfil family duties. 5. Due to work-related duties, I have to make changes to my plans for family activities. ***Family to work conflict*** 6. The demands of my family or partner interfere with work-related activities. 7. I have to put off doing things at work because of demands on my time at home. 8. Things I want to do at work don't get done because of the demands of my family or partner. 9. My home life interferes with my responsibilities at work such as getting to	Netemeyer, McMurrian & Boles (1996)

		work on time, accomplishing daily tasks, and working overtime. 10. Family-related strain interferes with my ability to perform job-related duties.	

3.4.4 Social support

Social support is a wide degree of positive social interaction that colleagues and supervisors have available on the job (Karasek 1985). Table 3.5 indicate eight-item used. Past experiments have shown that the calculation of items has adequate results based on Cronbach's Alpha scale from 0.71 to 0.93 (Karasek et al., 1998; Susskind et al., 2003; Nehzat, Huda & Syed Tajuddin, 2014). For this research, respondents graded their agreement on the five-point scale sentences, where 1 = strongly disagreed before 5 = strongly agreed. The items used in this research are given in Table 3.5 below.

Table 3.4:

Social Support items

Variables	Operational definition	Items	Authors
Social Support	A wide degree of positive social interaction that colleagues and supervisors have available on the job (Karasek 1985).	1. My supervisor is concerned about the welfare of those under them. 2. My supervisor pays attention to what I am saying. 3. My superior is helpful in getting the job done. 4. My superior is successful in getting people to work together. 5. People I work with are competent in doing their jobs. 6. People I work with take a personal interest in me. 7. People I work with are friendly. 8. When needed, my colleagues will help me.	Karasek (1985)

3.4.5 Performance feedback

Performance feedback is the amount of which a worker knows about his or her individual work performance from the work itself, co-workers, superiors, or clients (Sims, Szilagyi & Keller, 1976). Table 3.6, indicate 4-item used. Past studies have shown that the Cronbach Alpha-based instrument has a adequate internal accuracy ranging from 0.76 to 0.93 (Hackman & Oldham, 1975; Karasek's, 1985; Van Veldhoven & Meijman, 1994). For this research, respondents graded their agreement on the five-point scale sentences, where 1 = strongly disagree until 5 = strongly agree. The items used in this research are provided in Table 3.6 below.

Table 3.5:

Performance Feedback items

Variables	Operational definition	Items	Authors
Performance Feedback	Amount of which a worker knows about his or her individual work performance from the work itself, co-workers, superiors, or clients (Sims, Szilagyi & Keller, 1976).	1. I have received enough information from my supervisor about my job performance. 2. I receive enough feedback from my superior on how well I am doing. 3. There is enough opportunity in my job to find out on how I am doing. 4. I know how well I am performing on my job	Sims, Szilagyi & Keller (1976)

3.4.6 Organizational culture

Organizational culture is the glue that binds the employees in the company and inspires workers to contribute to the company and to do well. (Wilderom et al., 2001). Organizational culture was measured by Boon, Arumugam, Vellapan, Yin & Wai (2006). Table 3.6, indicate 10-items that had been created. The instrument has a Cronbach alpha frequency of 0.64 and 0.84. Participants measured their degree of agreement with organizational culture statement in this study by using five-point scale where 1 = strongly disagree until 5 = strongly agree. Table 3.7 below displays the items used for this study.

Table 3.6:

Organizational culture items

Variables	Operational definition	Items	Authors
Organizational culture	Is the glue that binds the employees in the company and inspires workers to contribute to the company and to do well. (Wilderom et al., 2001).	***Supportiveness (Teamwork)*** 1. This Organization Missions are well understood by every employee. 2. This organization supports on self-development. 3. This organization focused on the human resource as the most important asset. 4. Team working is valued in this organization. ***Communication*** 5.This Organization encourages freedom of speech and open communication. 6.This Organization keeps employees well informed on matters important to them. 7. Communication is regularly used for improvement of work process.	Boon, Arumugam, Vellapan, Yin & Wai (2006)

3.5 Questionnaire Design

The questionnaire is written in English. Each one of the respondents received a four-page questionnaire, including a cover letter attached to this survey. The three-page questionnaire comprised of seven sections. Section A includes the demographic question of respondents, which consists of gender, age, highest academic qualifications, marital status, role and year of service. Such knowledge is important to display that sample is representative and it can be applied broader population of organizations and employees. In the next section, each section has specific questions, such as Section B on work engagement, Section C on workload, Section D on work-family conflict, Section E on social support, Section F on performance feedback and section G organizational culture.

3.6 Data Collection

One of the most integral parts in research is data collection. Generation of data for this research is solely attained from primary data collection. There are various method to obtain data whether through observations, interviews or questionnaire in survey research. This study applied questionnaire method as it is known to have the advantage of attaining data efficiently in terms of cost, time, energy (Sekaran & Bougie, 2013). By using questionnaire, respondents were asked questions which related to the tested variable.

The data collection starts with written permission from the university of data collection and formal letter was forwarded to General Director of Department of Agriculture, Putrajaya to seek for his permission for data collection. After receiving the approval. One responsible person at Training Department is assign to help distributing the questionnaire. Then, the researcher gave instructions and the 300 questionnaires to the responsible person at Training Department at Department of Agriculture, Putrajaya and he help to distribute it to 300 staffs at the workplace. After 3 weeks the researcher managed received all the questionnaires. Data was collected from 2nd

December 2019 to 21st December 2019. Moreover, respondents were guaranteed that the information given will stay unrevealed and be used for references only.

3.7 Technique of Data Analysis

The information gathered was evaluated using version 26 of the Statistical Package for the Social Sciences Programme (SPSS).

3.7.1 Descriptive analysis

Used for analyzing participants' basic characteristics. The profile of the descriptive analysis included gender, age, race, highest academic qualifications, marital status, role and length of services. Analysis used was a frequency statistical test.

3.7.2 Factor Analysis

Used to predict the interconnections of the corresponding variables and to aggregate the data into a greater variety of factors that are associated into a fewer number of factors that may not be equal to one another which are job demand, job resources and work engagement. Factor analysis is used as a method of data reduction that is often used before further work is carried out to create a direct correlation among variables. Kaiser and Rice (1974) suggested Kaiser-Meyer-Olkin (KMO) as an inacceptable standard of less than 0.50.

3.7.3 Reliability test

To test for reliability of the item in variable. The test was performed using the Cronbach alpha on all of the assessed items. The nearest the coefficient of reliability gets to one the higher the reliability, according to Sekaran & Bougie (2013). Generally, if the reliability coefficient is below 0.60, it is regarded as poor for those in the range of 0.70 are satisfactory and those above 0.80 are acknowledge as good.

3.7.4 Correlation Analysis

For determining the intensity and direction of relationship between two variables, a correlation test is used (Field, 2009). Correlation testing the relationship and path amongst the variable dependent and the variable independent. The study acts as an early stage of testing theories. The correlation intensity can be tested between the ranges of -1 to +1, while the direction can be verified based on the positive value representing a positive relation and the negative value indicating negative relation.

3.7.5 Multiple Regression Analysis

For recognising the relationship within a variable od dependent and one or more variables of independent. Multiple regressions are vital because it can forecast upcoming outcomes. In this study, the reason of performing analysis is to recognize the foretelling power of the independent variable (workload, work-family conflicts, social support, performance feedback, organizational culture) toward dependent variable (work engagement). Regressions use the p-value to check the hypothesis that the coefficient is equal to zero (no effect). The null hypothesis can be dismissed implying the hypothesis with low p-value (< 0.05) is important. In other words, different in value of the predictor are linked to changes in the dependent variable when a predictor has a low p-value that is appropriate as a relevant addition to the context of analysis. Otherwise the p-value is greater than relevant amounts (> 0.05 & > 0.01) the result is negligible.

3.8 Conclusion

In overall, this chapter describes the design of this study, which included research design, sampling process and instrument, methodology of data collection, and how data would be analysed. The questionnaire's production and operationalization has also been presented to demonstrate its compatibility with the research goals. Chapter 4 describes the outcomes of the results and discussions.

CHAPTER 4

DATA ANALYSIS AND FINDINGS

4.1 Introduction

This chapter analyzes the findings of this study by using for window version 26 of the social sciences statistical package (SPSS). The findings for this study are published, starting with a description of the response rate and demographic profile such as gender, age, ethnicity, marital status, educational level, role and service length. The discussion continues with the reports on factor analysis, reliability analysis, correlation analysis, regression analysis and relationship between independent variables and dependent variables.

4.2 Response rate

On 2nd December 2019, a total of 300 questionnaires were distributed to the administrative staff of the Department of Agriculture, Putrajaya, and this questionnaire was collected within 3 weeks until 21st December 2019. All questionnaires were returned and collected within the timeframe set. The number of questionnaires distributed and received is the same. The response rate of the survey was therefore 100 percent (n=100). Table 4.1 shows the summary of the total questionnaires distributed and returned.

Table 4.1

Summary of Questionnaires Distributed and Returned

	Total	Percentage
Number of questionnaire distributed	300	100
Number of questionnaire return	300	100

4.3 Demographic profile

The descriptive analysis has been run to examine the respondents profile by using 300 collected questionnaires. The data collected was entered in SPSS in order to complete the analysis process. The respondents demographic were describing by frequency and percentage values. There were 7 questions asked on the information related to the respondent's background which includes gender, age, highest academic qualifications, marital status, their position and year of services in the organization

Referring to Table 4.2, which represents the demographic profile of this study, the majority of the respondents were female, covering 60.3% while the male was 39.7%. With 38.3 percent or about 115 respondents, the age range within 31-35 represents the higher percentage in terms of the respondents age.Followed by the range of age between 26-30 with 25.3% or 76. Respondents' age within 36-40 is 14.0% or 42 respondents. For age below than 25 and 46-50 years old, the data recorded that there were only 26 respondents with percentage of 8.7%. Next, for age 41-45 years old there are about 11 respondents or 3.7% and the lowest percentage is the range of age above 50 years with the percentage of 3 or 1.0%.

Afterward, in term of race, most of the respondents are Malay which are about 276 respondents or 92.0%. Followed by Chinese about 11 respondents or 3.7%. Indians about 6 respondents or 2.0% and others 7 respondents or 2.3%. In term of marital status, most of the respondents are married about 268 respondents or 89.3% and those who are single are about 32 respondents or 10.7%.Apart from that, according to the table, Bachelor degree holder represent 42.3% about 127 respondents, followed by diploma holder about 96 which is 32.0%. Respondent who possess SPM is 17.0% or 51 respondents, while 8.7% or 26 respondents are master holder.

In term of position level, the largest number of respondent represent the G29 grade about 95 or 31.7%. Followed by G41 about 83 person or 27.7%. N22 about 40 respondents or 13.3%. G44 about 35 respondents or 11.7%, Next, G54 about 21 respondents or 7.0%, G32 about 2 respondents or 0.7%. 12 respondents or 4.0% for respondents grade G48. Respondents N19 about 10 person or 3.3% and only one respondent or 0.3% having grade JUSA A and G40. Finally, for the period of service in the Department of Agriculture, 40.7% or 122 of respondents worked between 5-10 years, 32.3% or 97 respondents worked between fewer than 5 years, 52 respondents or 17.3% 11-15 years, 23 respondents or 7.7% served more than 20 years, and finally about 6 or 2% served 16-20 years.

Table 4.2

Respondents Demographic

Characteristics	Frequency (N)	Percentage (%)
Gender		
Male	181	60.3
Female	119	39.7
Age		
< 25	26	8.7
26-30	76	25.3
31-35	115	38.3
36-40	42	14.0
41-45	11	3.7
46-50	26	8.7
> 50	3	1.0
Race	11	3.7
Chinese	6	2.0
Indian	276	92.0
Malay	7	2.3
Others		
Marital status		
Married	268	89.3
Single	32	10.7
Education		
Master Degree	26	8.7
Bachelor Degree	127	42.3
Diploma	96	32.0
SPM	51	17.0
Position		
JUSA A	1	0.3
G54	21	7.0
G48	12	4.0
G44	35	11.7
G41	83	27.7
G40	1	0.3
G32	2	0.7
G29	95	31.7
N22	40	13.3
N19	10	3.3
Length of service		
< 5 years	97	32.3
5-10 years	122	40.7
11-15 years	52	17.3
16-20 years	6	2.0
> 20 years	23	7.7

4.4 Factor Analysis

Factorability of the items was investigated, and some well-recognized parameters of matrix factorability were used. The Kaiser -Meyer-Olkin (KMO) value in table 4.4 below was 0.876 for the WE factor, for the WL, WFC and SS 0.845 factor, and finally 0.882 for the PF and OC factor. The frequently recommended value of 0.6 was stated for all six variables, and Bartlett's sphericity test was significant for all elements.

In this analysis, four items have been removed due to failure in meeting with the minimum criteria of having a primary factor. The four items that had been removed are WL2, WL3, and WL5 the presence of the items loaded heavily on one factor question. The next item that has been removed is from SS7 because this item does not substantially burden any element. All other items were retained.

Six factors were accepted based on the table 4.3 underneath, the first factor which is Work Engagement consists of nine items (WE1, WE2, WE3, WE4, WE5, WE6, WE7, WE8, WE9) and still maintain its original items after rotated component matrix process. The second factor is Workload (WL). The factor consists of three items overall (WL1, WL4, WL6) after three factor have been removed. The third factor is Work-family conflicts (WFC) which consists of ten items (WFC1, WFC2, WFC3, WFC4, WFC5, WFC6, WFC7, WFC8, WFC9, SS1). Item SS1 joined work-family conflicts factor after rotated component matrix process.

The fourth factor is Social Support (SS) which consists of six items (SS2, SS3, SS4, SS5, SS6, SS8) after one item (SS1) has been removed and SS7 transferred to WFC factor. The fifth factor is Performance Feedback (PF) which consists of five items (PF1, PF2, PF3, PF4, OC1) after item OC1 joined Performance Feedback factor after rotated component matrix process.

The six factor is Organizational Culture (OC) which consists of 6 items (OC2, OC3, OC4, OC5, OC6, OC7) after item OC1 have been transferred to Performance Feedback factor. A detailed summary of the exploratory factor analysis is presented in Table 4.4 below.

Table 4.3

Factor Analysis

	Component					
	1	2	3	4	5	6
WE1	0.840					
WE2	0.862					
WE3	0.786					
WE4	0.624					
WE5	0.774					
WE6	0.780					
WE7	0.742					
WE8	0.801					
WE9	0.550					
WL1		0.739				
WL4		0.745				
WL6		0.739				
WFC1			0.751			
WFC2			0.795			
WFC3			0.827			
WFC4			0.833			
WFC5			0.763			
WFC6			0.849			
WFC7			0.792			
WFC8			0.821			
WFC9			0.862			
SS1			0.844			
SS2				0.723		
SS3				0.861		
SS4				0.861		
SS5				0.864		
SS6				0.713		
SS8				0.594		
PF1					0.575	
PF2					0.883	
PF3					0.850	
PF4					0.854	
OC1					0.604	
OC2						0.794
OC3						0.828

OC4						0.759
OC5						0.600
OC6						0.525
OC7						0.677
KMO	0.876	0.845	0.845	0.845	0.882	0.882
Barlett's Test	0.000	0.000	0.000	0.000	0.000	0.000

Dependent variable: Work Engagement (WE)

Independent variable: Workload (WL), Work-family Conflicts (WFC), Social Support (SS),

Performance Feedback (PF) and Organizational Culture (OC)

Table 4.4

Summary of Exploratory Factors Analysis

Variable	Original Item	Final Item
Work engagement (WE)	- 9 items (WE1, WE2, WE3, WE4, WE5, WE6, WE7, WE8, WE9)	9 items (WE1, WE2, WE3, WE4, WE5, WE6, WE7, WE8, WE9)
Workload	- 6 items (WL1, W2, W3, WL4, W5, WL6) - 3 items(W2,W3,W5) items have been deleted due to cross loading	-3 items (WL1, WL4, WL6)
Work-family conflicts	-9 items (WFC1, WFC2, WFC3, WFC4, WFC5, WFC6, WFC7, WFC8, WFC9). -1 item SS1 joined work-family conflicts factor after rotated component matrix process.	-10 items (WFC1, WFC2, WFC3, WFC4, WFC5, WFC6, WFC7, WFC8, WFC9, SS1).
Social support	-8 items - 1 item (SS1) has been deleted due to cross loading. - 1 items (SS7) transferred to WFC factor due to rotated component matrix	- 6 items (SS2, SS3, SS4, SS5, SS6, SS8)

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Performance Feedback	- 4 items (PF1, PF2, PF3, PF4) -1 item OC1 joined Performance Feedback factor after rotated component matrix process.	- 5 items (PF1, PF2, PF3, PF4, OC1)
Organizational culture	- 7 items (OC1, OC2, OC3, OC4, OC5, OC6, OC7) - 1item OC1 have been transferred to Performance Feedback factor.	-6 items (OC2, OC3, OC4, OC5, OC6, OC7)

4.5 Reliability test

The test is used to construct variables and measurement scales, as well as to develop the current scale and to measure the value of reliability. The effect of the value range of Cronbach alpha will assess the acceptability and reliability of independent and dependent variables for the products. All variables are checked as accurate, as the Cronbach Alpha values surpass 0.60, according to Sekaran (2003). The findings of the reliability test showed that all the variables exceeded a coefficient level greater than 0.60. As indicated in the table below, the value of the reliability test is 0.899 for the first variable that is the dependent variables and it has nine items for the Work Engagement that has a very good value.

Workload has three elements for independent variables, and the Cronbach's Alpha value is 0.879 which is also a very strong value. Work-family conflicts with ten items have the highest Cronbach's Alpha value 0.947. With six items, social support achieved 0.888, performance feedback exceeded 0.874 with five items and the last one, with six items, organizational culture achieved 0.855.

Table 4.5

Reliability coefficient results

Variables	Items	Cronbach's Alpha
Work Engagement	9 items	0.899
Workload	3 items	0.879
Work-family Conflicts	10 items	0.947
Social support	6 items	0.888
Performance Feedback	5 items	0.874
Organizational Culture	6 items	0.855

4.6 Pearson Correlation Analysis

Pearson Correlation relates to the methods used in measuring the level of association between two variables and ranges from negative one to positive one. The reference coefficient is symbolized with r. If r is positive one, it represents a complete (straight-line) positive linear relationship. Perfect linear negative relation or also referred to as a perfect inverse relation is of negative r value. In general terms, the greater the significance of reference to one, the stronger the association between variables. By contrast, if the correlation value drops to zero, the relation between variables becomes weaker. The rules of thumb of the correlation coefficient are shown underneath.

Table 4.6

Rules of thumb about correlation coefficient

Correlation Value,r	Strength of relationship
± 0.70 or higher	Very high relationship
± 0.50 to ± 0.69	High relationship
± 0.30 to ± 0.49	Moderate relationship
± 0.10 to ± 0.29	Low relationship

Source: Cohen (1988) and Adel (2015)

Table 4.7

The result of the Correlation

		WE	WL	WFC	SS	PF	OC
WE	Pearson Correlation	1					
	Sig. (2-tailed)						
WL	Pearson Correlation	-.089	1				
	Sig. (2-tailed)	.124					
WFC	Pearson Correlation	-.389**	.296**	1			
	Sig. (2-tailed)	.000	.000				
SS	Pearson Correlation	.439**	-.200**	-.330**	1		
	Sig. (2-tailed)	.000	.001	.000			
PF	Pearson Correlation	.392**	-.074	-.393**	.699**	1	
	Sig. (2-tailed)	.000	.204	.000	.000		
OC	Pearson Correlation	.380**	-.061	-.328**	.675**	.655**	1
	Sig. (2-tailed)	.000	.290	.000	.000	.000	

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

4.6.1 Workload with work engagement

H1: There is a significant relationship between workload with work engagement.

There is no relation between workload and work engagement. The correlation analysis supports that there is no relationship between the workload and the work engagement. This means that even though the staffs have many work to be done but it will not affect the work engagement. Therefore, H1 is not supported.

4.6.2 Work-family conflicts with work engagement

H2: There is a significant relationship between work-family conflicts with work engagement.

There is a significant and moderate strength relationship between work-family conflicts and work engagement with negative correlation ($r= -0.389$, $p<0.01$). The correlation analysis

supports that work-family conflicts have a significant negative relationship to work engagement. It means that the work engagement would be lower when work-family conflicts are higher, and vice versa. Consequently, H2 is supported.

4.6.3 Social support with work engagement

H3: There is a significant relationship between social support with work engagement

There is a significant and moderate strength relationship between social support with work engagement and a positive correlation (r=0.439, p<0.01). The correlation analysis supports that the social support has a significant positive relationship to work engagement. It means that if the workers get good social support it will improve the employee engagement and vice versa. Consequently, H3 is supported.

4.6.4 Performance feedback with work with work engagement

H4: There is a significant relationship between performance feedback with work engagement.

There is a significant and moderate strength relationship between performance feedback with work engagement and a positive correlation (r=0.392, p<0.01). The correlation analysis supports that the performance feedback has a significant positive relationship to work engagement. It means that when the performance feedback is good, the employees will engage to their work and vice versa. Therefore, H4 is supported.

4.6.5 Organizational culture with work engagement

H5: There is a significant relationship between organizational culture with work engagement.

There is a significant and moderate strength relationship between organizational culture with work engagement and a positive correlation (r=0.380, p<0.01). The correlation analysis

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supports that the organizational culture has a significant positive relationship to work engagement. It means that when the organizational culture at the office is good, the work engagement among employees will increase and vice versa. Therefore, H5 is supported.

4.7 Multiple Regression Analysis

Table 4.8 demonstrates the efficiency of multiple regression when all five independent variables of workload, work-family conflicts, social support, performance feedback and organizational culture simultaneously influence dependent variable, job commitment. R-value indicates the association between the two variables which is 0.519 and R Square describes the variance, which is 0.269. It means that all the variables described just 26.9 percent of the work engagement.

Table 4.8

Multiple regression

Variables	Standardized Coefficients Beta	Sig.
WL	.054	.311
WFC	-.270	.000
SS	.276	.000
PF	.045	.556
OC	.079	.277
R Square (R2)		0.269
Adjusted R square (R2)		0.257
F value		21.651

4.8 Hypothesis testing

The researcher developed the five hypotheses in the present study, and in overall all the hypotheses are accepted except for one hypothesis. The findings of the study can be found in the Summary of Hypotheses as shown in Table 4.9.

Table 4.9

Hypothesis Summary

	Hypotheses	Decision
H1	There is a significant relationship between workload with work engagement.	Not supported
H2	There is a significant relationship between work-family conflicts with work engagement.	Supported
H3	There is a significant relationship between social support with work engagement.	Supported
H4	There is a significant relationship between performance feedback with work engagement.	Supported
H5	There is a significant relationship between organizational culture with work engagement.	Supported

4.9 Conclusion

Chapter 4 deals with results from version 26 of SPSS. Descriptive and reliability analysis were conducted on the collected data. The Pearson correlation test plays a major role in the study as it is used to verify the relationship between the independent and dependent variable while the multiple regression study is used to analyze the relationship between all the independent variable with one dependent variable. The study reveals that some of the independent variables have a negative and positive impact on work participation and also denies one of the hypotheses.

CHAPTER 5

DISCUSSION AND CONCLUSION

5.1 Introduction

Chapter 5 concludes and summarizes the findings and outcomes of the study. This chapter also debates a little more about the relationship among variables, study limitations, recommendations for future studies and also the general conclusion from what was discussed in this study.

5.2 Discussion

This research is conducted to study the connection among independent variables which are job demand (workload, work-family conflict) and job resources (social support, performance feedback, organizational culture) with work engagement. The result shows the significant connection among the variables under studied and also one of the independent variable is not significant from the test performed using SPSS.

5.2.1 The relationship between workload and work engagement

There is no connection between workload and job engagement found in this research. The result is supported by a study concerning 247 city council participants has revealed that workload plays a slight part in their dedication to job (Tomic, 2016). Review on the literature, exposed that workload is not significantly supplementary with work engagement. For instance, study done by Nurul Aimi, Ho, Ng & Murali Sarnbasivan (2015) among teachers from three districts with the

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highest number of high schools in Negeri Sembilan presented that there was no significant relationship between work load and work engagement.

Other than that, a study by Nur Hidayah (2016) among 178 administrative staffs at Universiti Pendidikan Sultan Idris (UPSI) also showed that there is no relationship between workload and engagement as even though there is a high workload, it is still manageable for all administrative staffs. The nature of work in UPSI leads all the administrative staffs to complete the task within the time frame. In conclusion, for the relation involving workload and work engagement it means that while there is a lot of job to be done by the workers, it does not impact the work engagement.

5.2.2 The relationship between work-family conflict and work engagement.

In this study, the relationship work-family conflict and work engagement is significant with negative relationship. There are other studies that have the similar results. Sayar et al. (2016) a previous study that involved 120 female nurses that are working at a hospital in Iran. Th study exposed a negative association amongst work engagement and family conflict. Apart from that, there are also studies by (Hontake & Ariyoshi, 2016) that found a negative relationship amongst family conflict and employment using 917 nurses working in Japan. According to Karatepe & Karadas (2016), family-to-work (FWC) conflicts are negatively related to work engagement associated to 282 hotel workers in Romania.

Apart from that, there are also other study that have positive connection between engagement and work-family conflict. One of the study conducted that have positive results between these variables, are tensions between stress, actions, family and employment based on time and employee engagement (Halbesleban, Harvey & Bolino, 2009). Because workers have difficulties between work and family, they recommend that employees have a higher level of

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commitment. In addition, positive aspects of family work done with greater dedication to work (Ng & Hassan Ali, 2014), life satisfaction (Fisher et al., 2009), job fulfilment, affective engagement, family happiness, psychological and physical health (Magee et al., 2012; McNall, Nicklin, & Masuda, 2010).

Throughout a research by Martin (2013) of Work or Family Conflict as a Predictor of Employee Work Engagement of Extension involving 2,782 full-time Extension practitioners in 46 states, the outcome also showed negative relation between work-family disputes and engagement. As work-family tensions rising, job outcomes such as job commitment are diminishing. This research confirms that job and family were not two different realms. Unlike earlier research, which has empirically validated work-family conflict and family-work dispute as two different 2nd-order concepts, this study reveals the properly fitting measuring framework as a unified, 2nd-order constructs that contains six 2nd-order concepts of work-family crisis period, pressure, and behaviour and family-work conflict time, burden, and attitudes. This new development acknowledges that it may not be possible for workers to distinguish the source of their dispute is work-family or vice versa. Frone et al. (1992) suggest that it is hard for individuals to differentiate between job and family responsibilities.

5.2.3 The relationship between social support and work engagement

In this research, there's a major positive linking between social support and work engagement. The correlation analysis confirms that there is a positive connection between the social support and work engagement. This conclude that, if the social support that the staff receives is strong, the workplace engagement will increase and vice versa. Past study in various settings and countries has shown strong links between social and occupational users (Gozukara & Simsek, 2016; Saratun, 2016). Empirically, social support is positively affected job engagement (Christian

et al., 2011; Othman & Nasurdin, 2012). Othman and Nasurdin (2012) published similar results in Malaysia, one against 402 nurses in public hospitals. Both of these results are consistent with the results observed by Christian et al. (2011), where social support positively affects job engagement. In a study published by Bakker and Demerouti (2008); Halbesleben (2010) and Schaufeli and Bakker (2004) consistently show that colleagues and supervisors facilitate work-related relationships.

In fact, co-workers have an imperative role in maintaining good employees well-being at the workplace with their psychological well-being improved. Working environments where employees receive enough attention from their peers will allow workers to show energy and commitment to their work and in a way that is practicable (Karatepe, Keshavarz, & Nejati, 2010). Assisting co-workers during work-related problems; appreciate work-related work and maintaining a good working relationship will help improve motivation, dedication and involvement in work, thereby promoting work-related engagement (Anitha, 2014; Hakanen et al., 2007; Caesens, Stinglhamber & Lyupaert, 2014; Bakker et al., 2008; Schaufeli & Bakker, 2004). These studies have confirmed the nature and users of promising partners in predictive cooperation.

Apart from that, studies conducted on employee involvement in the banking sector also prove the importance of supporting colleagues (Morris, Podolny, & Sullivan, 2008; Rasheed, Khan & Ramzan, 2013; Tahir et al., 2011). Model of JD-R work engagement, in parallel (Bakker & Demerouti, 2014). This serves as a co-worker as an important tool for enhancing work commitment. Interestingly, in the midst of all this, it has been done, explicitly criticizing colleagues empirically in the interaction literature. On a general note, support in the workplace like boss and co-workers support is important for any work climate. Help from managers is required to make it easier for workers to achieve the desired job results (Yuan & Woodman, 2010).

5.2.4 The relationship between performance feedback and work engagement

In this study, the relationship between performance feedback and work engagement is positive and significant. That means the employees can engage in their work when the performance feedback is strong, and vice versa. In Schaufeli & Bakker, 2004; Bakker, Albrecht & Leiter (2011) research, it can be rationalizing that input from results has a positive influence on engagement with work. This is clear when the empirical evidence showing feedback is checked as one of the tools increases employee job engagement. Hackman & Oldham (1975) have considered feedback to be one of the essential foundations of involvement in the research. In nursing. Feedback may help nurses appreciate the effect of their practice on patients, services or activities, organizations and the general health care system. Job feedback may also be related to collaborative practice as input from other parties such as patients, co-workers and supervisors can be received.

In addition, Shantz et al., (2013) found that workers receiving feedback about their actions are showing higher rates of engagement. That is due to feedbacks understand the effects of the work itself, and will increase the confidence and excitement of a individual in their work (Hackman and Oldham 1975). However, Gittell (in Grant & Parker, 2009) has also performed a study in the airline industry and found that feedback would improve employee jobs. Feedback is also part of people's motivation, as it makes them more motivated and successful in coping with difficulties.

Besides that, several previous researches in various settings and countries have shown that performance feedback has a strong association of job participation (Gozukara & Simsek, 2016; Saratun, 2016). Some earlier studies have shown that performance reviews, professional learning opportunities and career growth are significantly linked to job participation in various settings (Bakker & Demerouti (2008); Taipale et al., 2011).In addition, Wellins, Bernthal and Phelps (2015) stated that, strong feedback skills between workers and leaders are required to participate in work. Such transparent contact would ensure that the actions of workers will stay concentrated

on the key issues. They need and expect input from their managers to direct them, by endorsing their work and acknowledging their success. Motivator can build awareness and shape action by providing continuous input for the employees to enhance their work.

5.2.5 The relationship between organizational culture and work engagement

This research shown that there is a significant positive relationship between the organizational culture and work engagement. This means that the work engagement among employees will increase if the organizational culture at the office is strong, and vice versa. Many studies carry out focusing on impact of work engagement with organizational culture. The association amongst organizational culture and workers' engagement in a South African Information Technology company was studied by Naidoo and Martins (2014). They found out that the culture of organizational maintenance is positive and significant, and this causes employees to interact more in their work to keep employees in the company longer.

Sadeli (2015) promotes ideas to influence employee motivation through corporate culture within the organization. Sadeli (2015) notice that leadership culture significantly influences engagement by certifying that leadership should share the mission, vision, principles and priorities of the company and employee. Meanwhile, Brenyah and Darko (2017) argue that, employees continue to participate in their work as they consider the company to be a positive community. The existence of a supportive culture in the company indicates that there is a mutual relationship between the company and the person that can lead employee engagement to an advanced level.

In addition, administration in the organization have a vital part in fostering constructive organizational beliefs to inspire employees and resolve conflicts that influence employee success (Chaudhary, 2017). This can affect their ability to take part in their work when employees adapt positive view of organizational culture (Naidoo & Martins, 2014). Corporate culture not only makes employees more motivated but also influences their behavior.

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Chaudhary (2017) stated that, it is necessary for employee engagement to build the organizational culture. For example, an organization's learning culture will help to improve workers' awareness and abilities, so they will function more efficiently and effectively. Najeemdeen, (2018) backs this. Where he explained that people appear to be more involved when the company provides them with an atmosphere of learning and growth. In fact, an efficient communication organizational culture frequently facilitates engagement (Ludwig & Frazer, 2012). Communication will create trust among organization and its staff, which influence employee's morale and increase efficiency.

5.3 Recommendations

First of all, some steps need to be taken to rise engagement in work. Organization should consider the four factors identified in this study that are work-family conflicts, social support, performance feedback and organizational culture to help them promote work engagement at the company as the study results showed that all variables influence work engagement.

Apart from that, organization should allow workers to take a 5-10 minute break during working time. So then do some stretching. While working on a difficult plan or paperwork that demands their full attention, it is perfect for the workers to take their mind off work for a while. There are a few programs employer can install on employee computers that remind workers to take breaks and keep their eyes off the computers. When workers see that instead of just doing paperwork, employers care about their well-being, employees will continue to work harder for the company.

Employer can also create good employee relationships by providing session sharing from time to time. Nice, honest relationships between staff, subordinates and management inspire trust and establish comradeships. It is necessary to make workers aware that their necessity concerns the superior or the management. Encouraging exchange of thoughts, feedback and improvements can help them

feel appreciated and understood. This type of work environment and feeling of belonging among employees is critical to promoting dedication to the work.

In fact, companies or organizations should also often appreciate and reward their work and effort. Employers need to make employees realize that their work is appreciated by the company in order to help workers engage in their job. Thanks at them on a regular basis would convince that the superior is aware of their hard work will provide them with full support to improve their performance. This action will make them feel they are contributing to something positive and their efforts will make them proud of the outcome. Indirectly, this activity would also allow them to see the correlation between their actions and the company's beneficial outcome.

5.4 Suggestion for future research

Study was conducted to identify the key findings about association among demands of job (workload, work-family conflict) and resources of job (social support, performance feedback, organizational culture) work engagement among employees at Department of Agriculture, Putrajaya. As, the findings in this research only captured perceptions of administrative staffs from Department of Agriculture, Putrajaya concerning factors that can increase work engagement. Hence, future research is compulsory to broaden exploration of the relationship of variables to work engagement among administrative staff from other government agencies, and to focus more on a broader sample and population. Next, the future research also should search more variables that can influence work engagement not only limited to the variables that had been used in this research

5.5 Theoretical and Practical Implications

Research offers additional empirical data in the work literature through studies on the association among demands of job (workload and work-family conflicts), resources of job (social support, performance feedback and organizational culture) and work engagement at the Department of Agriculture, Putrajaya.In this research the job-demand resource model was used.

First, there are two kinds of job environment features, namely job demands and job resources, depending on the context under review, integrate various basic requirements and resources. Work demands typically denote as a psychological, interpersonal or administrative aspect job that stimulates physically or psychologically energy, such as workload and family-to-work stress Whereas, job resources denote as job features involved in achieving work goals and stimulating personal development and growth. Bakker & Demerouti (2007) discovered the context and implications of engaging in research.

Two suppositions exist. Prior to the beginning of motivational process, job resources including social support, performance review and organizational culture are significantly interrelated with work engagement. Job resources contributing to organizational engagement and work participation in the motivational process (Schaufeli & Bakker, 2004). Fostering workers to achieve their goals because of their (intrinsic and extrinsic) motivational ability. Employees, in effect, may become more dedicated to their work and therefore go to higher output as employees originate fulfillment (Hackman & Oldham, 1980).

5.6 Conclusions

The purpose of this research is to explore relationship between demands of jobs (workload and work-family conflicts), resources of job (social support, performance feedback and organizational culture) and employee engagement at the Department of Agriculture, Putrajaya. Findings revealed that there is no relation amongst workload and job engagement, while work-family conflicts have a moderate strength and a negative connection to work involvement. Furthermore, the findings showed that the other variables for instance social support, performance feedback and organizational culture have a moderate strength positive connection to work engagement. It is hoped that a more detailed understanding of the impact of certain variables can be gained through this study.

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APPENDIX A: LETTER OF APPROVAL FOR DATA COLLECTION

OTHMAN YEOP ABDULLAH GRADUATE SCHOOL OF BUSINESS
Universiti Utara Malaysia
06010 UUM SINTOK
KEDAH DARUL AMAN
MALAYSIA

Tel. 604-928 7101/71137130
Faks (Fax): 604-928 7160
Laman Web (Web): www.oyagsb.uum.edu.my

UUM/OYAGSB/R-4/4/1
27 November 2019

Ketua Pengarah Pertanian
Jabatan Pertanian Malaysia
62624 Wilayah Persekutuan Putrajaya

Dear Sir,

DATA COLLECTION

COURSE: Research Paper
COURSE CODE: BPMZ69912
LECTURER: Dr. Siti Norasyikin binti Abdul Hamid

This is to certify that the following is a postgraduate student from Othman Yeop Abdullah Graduate School of Business, Universiti Utara Malaysia. She is pursuing the above mentioned course which requires her to undertake an academic study and prepare a project paper/ thesis/ dissertation. The details is as follows:

NO.	NAME	MATRIC NO.
1.	FARAH AMIERA BINTI ABU BAKAR	823462

In this regard, I hope that you could kindly provide assistance and cooperation for her to successfully complete the research paper/ thesis/ dissertation given. All the information gathered will be strictly used for academic purposes only.

Your cooperation and assistance is very much appreciated.

Thank you.

"BERKHIDMAT UNTUK NEGARA"
"KEDAH AMAN MAKMUR – HARAPAN BERSAMA MAKMURKAN KEDAH"
"ILMU, BUDI, BAKTI"

Yours faithfully,

ROZITA BINTI RAMLI
Assistant Registrar
for Dean
Othman Yeop Abdullah Graduate School of Business

c.c. – Student's File (823462)

Universiti Pengurusan Terkemuka
The Eminent Management University

APPENDIX B: QUESTIONNAIRE

UNIVERSITI UTARA MALAYSIA

QUESTIONNAIRE

Dear Sir/ Madam,

I am a master student at University Utara Malaysia (UUM). I am conducting a study on The relationship between job demands, job resources and work engagement: A study among employees at Department of Agriculture, Putrajaya. This research is carried out to fulfil the requirement set by UUM. The objective of this study is to identify the relationship of independent variables which are job demand (workload, work-family conflict) and job resources (social support, performance feedback, organizational culture) with the dependent variable of work engagement at department of agriculture in Putrajaya.

I would appreciate if you could spare approximately 15 minutes of your time to complete this questionnaire. This questionnaire consists of four sections. Section A contains question about demographic, section B is on work engagement, section C is on job demands and section D is on job resources.

Your response will be treated with confidentially and the response will be used for research purposes only. Thank you for your willingness to participate in this study.

Yours Sincerely,

Farah Amiera bt Abu Bakar

Sarjana Pengurusan Sumber Manusia

Universiti Utara Malaysia

 06010 Sintok, Kedah

H/P: 01113232097

e-mail: farahamiera94@gmail.com

<u>Section A: Demographic</u>

Intruction: Please indicate your answers based on the following questions (Please tick (/) which best describe you.

1. Gender

☐ Male   ☐ Female

2. Age

☐ < 25 years
☐ 26-30 years
☐ 31-35 years
☐ 36-40 years
☐ 41-45 years
☐ 46-50 years
☐ 50 years and above

3. Race

☐ Malay   ☐ Chinese   ☐ Indian   ☐ Others
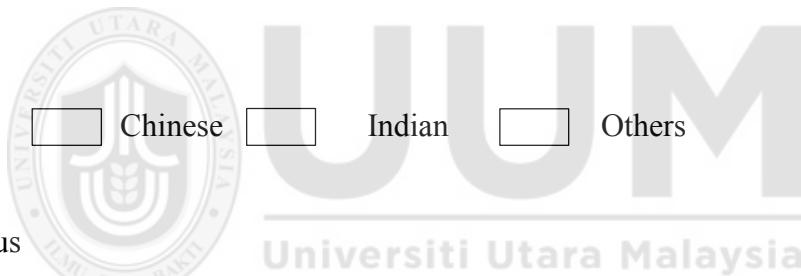
4. Marital status

☐ Single   ☐ Married   ☐ Others

5. Highest Formal Education

☐ SPM
☐ STPM
☐ Bachelor Degree
☐ Master Degree
☐ Phd
☐ Profesional

6. Position Level in the organization: _____

7. Length of Service: _____ years

Section B: Work engagement

This section examines the work engagement. Please circle your level of agreement at the end of each statement.

Statements	Strongly Disagree (SD)	Disagree (D)	Neutral (N)	Agree (A)	Strongly Agree (SA)
Score	1	2	3	4	5

Item	SD	D	N	A	SA
1. At my work, I feel that I am busting with energy	1	2	3	4	5
2. At my job, I feel strong and vigorous	1	2	3	4	5
3. I am enthusiastic about my job	1	2	3	4	5
4. When I am working, I forget everything else around me.	1	2	3	4	5
5. My job inspires me	1	2	3	4	5
6. I feel happy when I am working intensely	1	2	3	4	5
7. I am proud of the work that I do	1	2	3	4	5
8. I am immersed in my work	1	2	3	4	5
9. I get carried away when I'm working	1	2	3	4	5

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Section C: Workload

This section examines the job demands. Please circle your level of agreement at the end of each statement.

Statements	Strongly Disagree (SD)	Disagree (D)	Neutral (N)	Agree (A)	Strongly Agree (SA)
Score	1	2	3	4	5

Items	SD	D	N	A	SA
1. Due to the workload I have, I do not have enough time to perform my work.	1	2	3	4	5
2. I have accoutered any job disruption during my work.	1	2	3	4	5
3.The amount of job responsibility expected to do is reasonable	1	2	3	4	5
4. I often need to work after hours to meet my work requirements	1	2	3	4	5
5. My work requires physical demands to fulfil the task.	1	2	3	4	5
6. My workload has increased over the past 12 months.	1	2	3	4	5

Section D: Work-family conflict

This section examines the job demands. Please circle your level of agreement at the end of each statement.

Statements	Strongly Disagree (SD)	Disagree (D)	Neutral (N)	Agree (A)	Strongly Agree (SA)
Score	1	2	3	4	5

Items	SD	D	N	A	SA
1. The demands of my work interfere with my home and family life.	1	2	3	4	5
2. The amount of time my job takes up makes it difficult to fulfil my family responsibilities.	1	2	3	4	5
3. Things I want to do at home do not get done because of the demands my job puts on me.	1	2	3	4	5
4. My job produces strain that makes it difficult to fulfil family duties.	1	2	3	4	5
5. Due to work-related duties, I have to make changes to my plans for family activities.	1	2	3	4	5
6. The demands of my family or partner interfere with work-related activities.	1	2	3	4	5
7. I have to put off doing things at work because of demands on my time at home.	1	2	3	4	5
8. Things I want to do at work don't get done because of the demands of my family or partner.	1	2	3	4	5
9. My home life interferes with my responsibilities at work such as getting to work on time, accomplishing daily tasks, and working overtime.	1	2	3	4	5
10. Family-related strain interferes with my ability to perform job-related duties.	1	2	3	4	5

This section examines the job resources. Please circle your level of agreement at the end of each statement.

Statements	Strongly Disagree (SD)	Disagree (D)	Neutral (N)	Agree (A)	Strongly Agree (SA)
Score	1	2	3	4	5

Items	SD	D	N	A	SA
1. My supervisor is concerned about the welfare of those under them.	1	2	3	4	5
2. My supervisor pays attention to what I am saying.	1	2	3	4	5
3. My superior is helpful in getting the job done.	1	2	3	4	5
4. My superior is successful in getting people to work together.	1	2	3	4	5
5. People I work with are competent in doing their jobs.	1	2	3	4	5
6. People I work with take a personal interest in me.	1	2	3	4	5
7. People I work with are friendly	1	2	3	4	5
8. When needed, my colleagues will help me.	1	2	3	4	5

Section F: Social Support

This section examines the job resources. Please circle your level of agreement at the end of each

statement.

Statements	Strongly Disagree (SD)	Disagree (D)	Neutral (N)	Agree (A)	Strongly Agree (SA)
Score	1	2	3	4	5

Items	SD	D	N	A	SA
1. I have received enough information from my supervisor about my job performance.	1	2	3	4	5
2. I receive enough feedback from my superior on how well I am doing.	1	2	3	4	5
3. There is enough opportunity in my job to find out on how I am doing.	1	2	3	4	5
4. I know how well I am performing on my job	1	2	3	4	5

Section G: Organizational Culture

This section examines the job resources. Please circle your level of agreement at the end of each statement.

Statements	Strongly Disagree (SD)	Disagree (D)	Neutral (N)	Agree (A)	Strongly Agree (SA)
Score	1	2	3	4	5

Items	SD	D	N	A	SA
1. This Organization Missions are well understood by every employee.	1	2	3	4	5
2. This organization supports on self-development.	1	2	3	4	5
3. This organization focused on the human resource as the most important asset.	1	2	3	4	5
4. Team working is valued in this organization.	1	2	3	4	5
5. This Organization encourages freedom of speech and open communication.	1	2	3	4	5
6. This Organization keeps employees well informed on matters important to them.	1	2	3	4	5
7. Communication is regularly used for improvement of work process.	1	2	3	4	5

End of questionnaire

Thank you for your cooperation

APPENDIX C: RESPONDENTS DEMOGRAPHIC ANALYSIS

Statistics

	Gender	Age	Race	Marital Status	Highest Formal EducationPosition Level	Pangkat/ Gred Jawatan	Length of Service
Valid	300	300	300	300	300	300	300
Missing	0	0	0	0	0	0	0

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	181	60.3	60.3	60.3
	Male	119	39.7	39.7	100.0
	Total	300	100.0	100.0	

Race

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Chinese	11	3.7	3.7	3.7
	Indian	6	2.0	2.0	5.7
	Malay	276	92.0	92.0	97.7
	others	7	2.3	2.3	100.0
	Total	300	100.0	100.0	

Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	268	89.3	89.3	89.3
	Single	32	10.7	10.7	100.0
	Total	300	100.0	100.0	

Highest Formal Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelor Degree	127	42.3	42.3	42.3
	Diploma	96	32.0	32.0	74.3
	Master Degree	26	8.7	8.7	83.0
	SPM	51	17.0	17.0	100.0
	Total	300	100.0	100.0	

Position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	G29	95	31.7	31.7	31.7
	G32	2	.7	.7	32.3
	G40	1	.3	.3	32.7
	G41	83	27.7	27.7	60.3
	G44	35	11.7	11.7	72.0
	G48	12	4.0	4.0	76.0
	G54	21	7.0	7.0	83.0
	JUSA A	1	.3	.3	83.3
	N19	10	3.3	3.3	86.7
	N22	40	13.3	13.3	100.0
	Total	300	100.0	100.0	

Length of Service

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	11	3.7	3.7	3.7
	2	42	14.0	14.0	17.7
	3	15	5.0	5.0	22.7
	4	29	9.7	9.7	32.3
	5	32	10.7	10.7	43.0
	6	26	8.7	8.7	51.7
	7	11	3.7	3.7	55.3
	8	16	5.3	5.3	60.7
	9	34	11.3	11.3	72.0
	10	3	1.0	1.0	73.0
	11	9	3.0	3.0	76.0
	12	26	8.7	8.7	84.7
	13	4	1.3	1.3	86.0
	14	6	2.0	2.0	88.0
	15	7	2.3	2.3	90.3
	16	4	1.3	1.3	91.7
	18	1	.3	.3	92.0
	20	1	.3	.3	92.3
	24	11	3.7	3.7	96.0
	26	10	3.3	3.3	99.3
	29	1	.3	.3	99.7
	34	1	.3	.3	100.0
	Total	300	100.0	100.0	

APPENDIX D: FACTOR ANALYSIS

FACTOR ANALYSIS B

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.876
Bartlett's Test of Sphericity	Approx. Chi-Square	1596.400
	Df	36
	Sig.	.000

Component Matrix[a]

	Component
	1
B1	.840
B2	.862
B3	.786
B4	.624
B5	.774
B6	.780
B7	.742
B8	.801
B9	.550

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

FACTOR ANALYSIS C, D, E

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.845
Bartlett's Test of Sphericity	Approx. Chi-Square	5037.920
	Df	253
	Sig.	.000

Rotated Component Matrix[a]

	Component		
	1	2	3
C1			.739
C2			
C3			
C4			.745
C5			
C6			.739
D1	.751		
D2	.795		
D3	.827		
D4	.833		
D5	.763		
D6	.849		
D7	.792		
D8	.821		
D9	.862		
E1	.844		
E2		.723	
E3		.861	
E4		.861	
E5		.864	
E6		.713	
E7			
E8		.594	

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.[a]

a. Rotation converged in 4 iterations.

FACTOR ANALYSIS F, G

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.882
Bartlett's Test of Sphericity	Approx. Chi-Square	1834.222
	Df	55
	Sig.	.000

Rotated Component Matrixª

	Component	
	1	2
F1	.575	
F2	.883	
F3	.850	
F4	.854	
G1	.604	
G2		.794
G3		.828
G4		.759
G5		.600
G6		.525
G7		.677

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.ª

a. Rotation converged in 3 iterations.

APPENDIX E: RELIABILITY ANALYSIS

WORK ENGAGEMENT (WE1, WE2, WE3, WE4, WE5, WE6, WE7, WE8, WE9)

Reliability Statistics

Cronbach's Alpha	N of Items
.899	9

WORKLOAD (WL1, WL4, WL6)

Reliability Statistics

Cronbach's Alpha	N of Items
.717	3

WORK-FAMILY CONFLICT (WFC1, WFC2, WFC3, WFC4, WFC5, WFC6, WFC7, WFC8, WFC9, SS1).

Reliability Statistics

Cronbach's Alpha	N of Items
.947	10

SOCIAL SUPPORT (SS2, SS3, SS4, SS5, SS6, SS8)

Reliability Statistics

Cronbach's Alpha	N of Items
.888	6

PERFOEMANCE FEEDBACK (PF1, PF2, PF3, PF4, OC1)

Reliability Statistics

Cronbach's Alpha	N of Items
.874	5

ORGANIZATIONAL CULTURE (OC2, OC3, OC4, OC5, OC6, OC7)

Reliability Statistics

Cronbach's Alpha	N of Items
.855	6

APPENDIX F: PEARSON CORRELATION ANALYSIS

Correlations

		Workengagement	workload	WFC	SS	PF	OC
Workenga gement	Pearson Correlation	1	-.089	-.389**	.439**	.392**	.380**
	Sig. (2-tailed)		.124	.000	.000	.000	.000
	N	300	300	300	300	300	300
workload	Pearson Correlation	-.089	1	.296**	-.200**	-.074	-.061
	Sig. (2-tailed)	.124		.000	.001	.204	.290
	N	300	300	300	300	300	300
WFC	Pearson Correlation	-.389**	.296**	1	-.330**	-.393**	-.328**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	300	300	300	300	300	300
SS	Pearson Correlation	.439**	-.200**	-.330**	1	.699**	.675**
	Sig. (2-tailed)	.000	.001	.000		.000	.000
	N	300	300	300	300	300	300
PF	Pearson Correlation	.392**	-.074	-.393**	.699**	1	.655**
	Sig. (2-tailed)	.000	.204	.000	.000		.000
	N	300	300	300	300	300	300
OC	Pearson Correlation	.380**	-.061	-.328**	.675**	.655**	1
	Sig. (2-tailed)	.000	.290	.000	.000	.000	
	N	300	300	300	300	300	300

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

APPENDIX G: MULTIPLE REGRESSION ANALYSIS

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.519a	.269	.257	.44652

a. Predictors: (Constant), OC, workload, WFC, PF, SS

ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.584	5	4.317	21.651	.000b
	Residual	58.617	294	.199		
	Total	80.201	299			

a. Dependent Variable: Workengagement

b. Predictors: (Constant), OC, workload, WFC, PF, SS

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.786	.278		10.022	.000
	workload	.038	.038	.054	1.015	.311
	WFC	-.158	.033	-.270	-4.741	.000
	SS	.228	.065	.276	3.534	.000
	PF	.039	.066	.045	.589	.556
	OC	.071	.065	.079	1.090	.277

a. Dependent Variable: Workengagement