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**THE RELATIONSHIP BETWEEN JOB DEMANDS, JOB RESOURCES AND
WORK ENGAGEMENT: A STUDY AMONG EMPLOYEES AT
DEPARTMENT OF AGRICULTURE, PUTRAJAYA**



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Management**



**Pusat Pengajian Pengurusan
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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 kebolehppercayaan, 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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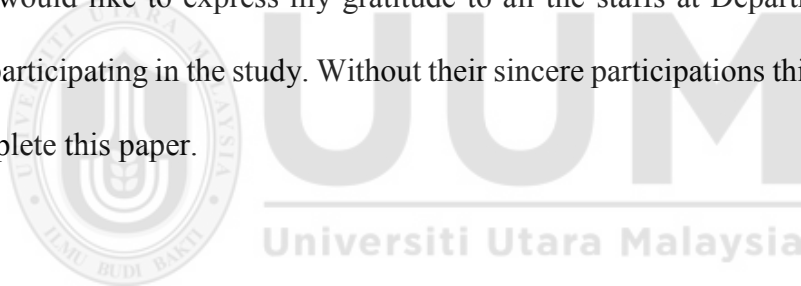


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LIST OF ABBREVIATIONS

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

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APPENDICES

APPENDIX A: LETTER OF APPROVAL FOR DATA COLLECTION



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



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

Ketua Pengarah Perikanan
Jabatan Perikanan Malaysia
62624 Wilayah Persekutuan Putrajaya

Dear Sir,

DATA COLLECTION

COURSE: Research Paper
 COURSE CODE: BPM269913
 LECTURER: Dr. Siti Norasyikin Binti Abdul Hamid

PA
Siti Norasyikin
Date: 27/11/2019

This is to certify that the following is a postgraduate student from Othman Yeap 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 BINI 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 – KAHAPAN BERSAMA MAKMURKAN KEDAH"
"ILMU, BUDI, BAKTI"

Yours faithfully,



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



c.c. - Student's File (823462)

Universiti Pengurusan Terkemuka
The Emerald 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 confidentiality 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

Section A: Demographic

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

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

Section E: 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

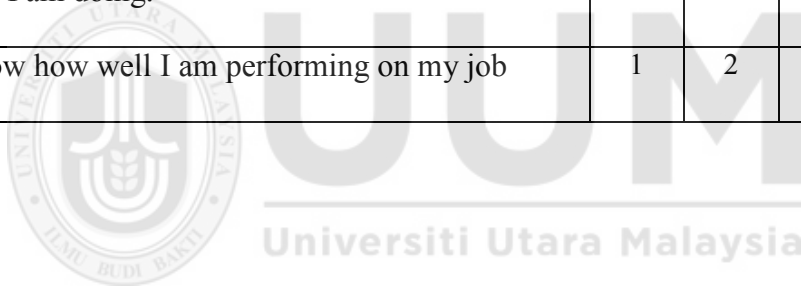
Items	SD	D	N	A	SA
1. My supervisor is concerned about the welfare of those under them.	1	2	3	4	5
2. My supervisor pays attention to what I am saying.	1	2	3	4	5
3. My superior is helpful in getting the job done.	1	2	3	4	5
4. My superior is successful in getting people to work together.	1	2	3	4	5
5. People 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 Education Position 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 Matrix^a

	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

PERFORMANCE 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

		Workengagem ent	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	.519 ^a	.269	.257	.44652

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

ANOVA^a

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

a. Dependent Variable: Workengagement

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

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
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