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**THE RELATIONSHIP BETWEEN HUMAN
RESOURCE PRACTICES AND WORK
ENGAGEMENT**

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**MASTER OF HUMAN RESOURCE MANAGEMENT
UNIVERSITI UTARA MALAYSIA
AUGUST 2023**

**THE RELATIONSHIP BETWEEN HUMAN RESOURCE PRACTICES
AND WORK ENGAGEMENT.**

BY

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**Research paper Submitted to
College of Business
Universiti Utara Malaysia,
In Fulfilment of the Requirement for the Master of Human Resource
Management**



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ABSTRACT

The purpose of this research is to investigate the relationship between human resource practices and work engagement. This is a correlational study, as its objective is to analyse the relationship between different variables. The population for this study consists of employees from a manufacturing company located in Kuala Kangsar, Perak, with a total target population of 439 employees. This study used simple random sampling technique to choose the respondents. This study also used quantitative research approach with cross-sectional study. Besides that, data for this study were obtained by distributing questionnaire via google form to sample size of 203 employees that has been chosen from simple random technique. The response rate of this study is 93.5%, which has been used for further analysis. To examine the data Statistical Package for Social Science (SPSS) version 27 was used. The result of Pearson's correlation analysis shows that career advancement, employee participation, performance feedback, job security, rewards and recognition and training and development have positive and significant relationship with work engagement. The multiple regression result shows employee participation, performance feedback and training and development has no significant influence towards work engagement. Meanwhile, career advancement, job security and rewards and recognition have positive significant relationship with work engagement in a manufacturing company. This study also has indicated on practical implication, theoretical implications and limitation while performing this study. This study also suggested recommendations for future researchers who are interested in studying the relationship between HR practices and work engagement.

Keywords: Human resource practices, work engagement, manufacturing company.

ABSTRAK

Tujuan kajian ini dijalankan adalah untuk mengkaji hubungan diantara amalan-amalan Sumber Manusia dengan penglibatan pekerja. Ini adalah satu kajian korelasi, kerana objektif kajian ini adalah untuk menganalisis hubungan antara pelbagai pembolehubah. Populasi untuk kajian ini adalah pekerja dari sebuah syarikat pembuatan yang terletak di Kuala Kangsar, Perak dengan sasaran populasi keseluruhan. Kajian ini menggunakan teknik persampelan rawak mudah untuk memilih responden. Kajian ini juga menggunakan pendekatan penyelidikan kuantitatif dengan kajian keratan rentas. Selain itu, data untuk kajian ini diperoleh dengan mengedarkan soal selidik melalui borang Google kepada saiz sampel sebanyak 203 orang pekerja yang telah dipilih menggunakan teknik persampelan rawak mudah. Kadar respons kajian ini adalah 93.5%, yang telah digunakan untuk analisis lanjut. Untuk mengkaji data, Statistical Package for Social Science (SPSS) versi 27 telah digunakan. Hasil analisis korelasi Pearson menunjukkan bahawa kemajuan kerjaya, penyertaan pekerja, maklum balas prestasi, jaminan kerja, ganjaran dan pengiktirafan, serta latihan dan pembangunan mempunyai hubungan positif dan signifikan dengan penglibatan pekerja. Hasil regresi berganda menunjukkan bahawa penyertaan pekerja, maklum balas prestasi, dan latihan dan pembangunan tidak mempunyai pengaruh yang signifikan terhadap penglibatan pekerja. Sementara itu, kemajuan kerjaya, jaminan kerja, dan ganjaran dan pengiktirafan menunjukkan hubungan positif yang signifikan dengan penglibatan pekerja dalam sebuah syarikat pembuatan. Kajian ini juga telah menunjukkan implikasi praktikal, implikasi teoretikal, dan batasan semasa menjalankan kajian ini. Selain itu, kajian ini juga mencadangkan cadangan untuk penyelidik-penyelidik masa depan yang berminat untuk mengkaji hubungan antara amalan sumber manusia dan penglibatan pekerja.

Kata Kunci: Amalan sumber manusia, penglibatan pekerja, industri pembuatan

ACKNOWLEDGEMENT

First, I would like to express my sincere thanks to my beloved supervisor, Dr. Tang Swee Mei for the guidance and advice throughout the semester to complete this research on Human Resource practices and work engagement. Also, for good guidance in completing this research paper. Despite being extraordinarily busy with duties, even the classes are online, still managed to hear and guide along, apart from that also suggested me the best solutions to almost every challenges.

Continuously, I also would like to thank my parent for giving encouragement, enthusiasm, and valuable assistance to me. Without all this, I might not be able to complete this research paper. On the other hand, I also would like to thank the College of Business, for provided an opportunity for me to do the research.

Additionally, my deepest gratitude to my friends with abundance of information and helpful feedbacks to ease the journey. In short, all helps, and contributions given from different parties in this research journey have helped me to complete the report successfully. Moreover, I also have gained valuable knowledge and meaningful experience in completing this report.

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Figure 1.1: Engagement Score of Employees Worldwide from 2011 to 2022

Figure 2.1: Conceptual Framework of the Human Resource Practices and Employee Engagement.



LIST OF ABBREVIATION

Abbreviation	Meaning
HRM	Human resource practices
CA	Career Advancement
EP	Employee Participation
JS	Job Security
PF	Performance Feedback
R & R	Rewards and Recognition
T & D	Training and Development



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CHAPTER 1

INTRODUCTION

1.1 Background of the Study

Work engagement is an essential term to achieve a greater organizational goal. Greater work engagement in an organization has a high potential to increase organizational performance as well as employee performance (Ahmed, Khan, Thitivesa, Siraphatthada & Phumdara, 2020). For a successful organization, high work engagement is an important key element to increase employee productivity and organization turnover (Saks, 2006). Many scholars have also claimed that work engagement is crucial to an organization's success and competitive advantage (Rich, Lepine & Crawford, 2010; Macey & Schneider, 2008). In different terms, engaged employees are connected both physically and emotionally to their job, which is reflected in their performance and contributions.

Moreover, employees who are highly engaged in their work can contribute to the competitiveness and success of the organization (Al Mehrzi and Singh, 2016; Gruman and Saks., 2011). There are also few studies shows that positive work engagement will lead to a better organizational performance. Besides that, manufacturing sector plays an important key role in ensuring economic stability around the globe. According to the statistics department of Malaysia, manufacturing companies are being one of the biggest contributions in Malaysia with mount of 95514 MYR Million in fourth quarter of year 2022 (Greenfield, 2023). In order to continuously sustain in the competitive business especially in

the manufacturing sector, work engagement is an important factor towards an organization's success. It has been proven that, an engaged employees are shows an affective and motivational state, that includes employee's level of dedication and focus at work (Schaufeli & Bakker., 2010).

In continue, the manufacturing industry is a rapidly evolving industry that faces new challenges and issues every year (Othman & Nasurdin, 2021). Therefore, it is crucial for management in the company to be aware of their work engagement level, as high engagement positively impacts an organization's success. This includes employee's level of loyalty towards their organization and their dedication and willingness in performing their jobs to achieve objective of the organization (Othman & Nasurdin, 2021).

However, globally majority of the employee's disengagement level is remains high at 85% due to lack of motivation (Gallup, 2021). It is due to uncertainties throughout the world, economic and social activities as well as the labour issues include with work engagement will be affected in the upcoming years. Besides that, referring to the survey among 155 countries, only average of 15% of employees are engaged in their work (Gallup., 2017). Hence, it can be concluded that majority of the employees are in lack of motivation in order to perform their job actively.

Moreover, employees are also facing stressful situations such as increased workloads, longer working hours, and reduced rest periods, layoffs, and pay cuts results in increased levels of uncertainty among workers which affect work

engagement level negatively (Rodríguez-Sánchez, 2021). It has been noticed that the rate of employee disengagement level is high, at 80%, in the new normal (Andrlic, Priyashantha & Alwis, 2023). As a result, organizations nowadays need to overcome challenges that they have never faced before by enhancing work engagement (Narula, 2020). Therefore, it is important to study human resource practices to enhance work engagement.

Employees disengagement may impact their productivity at work since disengaged employees are psychologically absent from their work (Sonnentag, 2012). The following statistics in figure 1.1, from statista research department shows that work engagement level globally (Key, 2023). It indicates that work engagement levels from the year 2011 to 2021 increased however it has dropped from 68% to 62% in the year 2022 globally (Greenfield, 2023). Based on these statistics, the work engagement has been decreased, and human resource managers should implement effective ways to increase work engagement levels in their organizations. To manage work engagement level, human resource managers are in the situation to implement effective HRP. Therefore, Human resource professionals need to restructure or create strategic Human resource practices in order to increase work engagement.

Engagement score of employees worldwide from 2011 to 2022

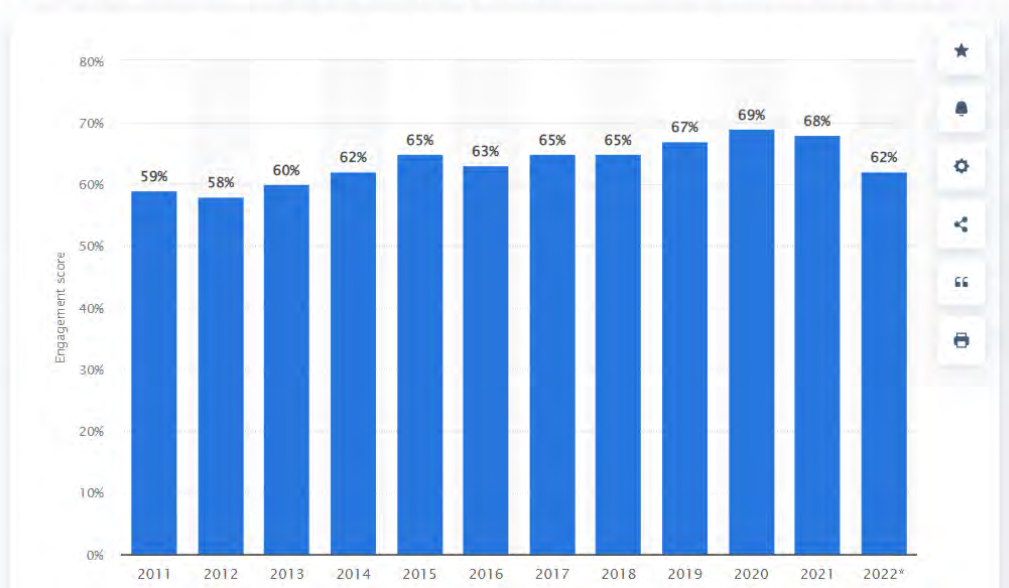


Figure 1.1: Source: (Greenfield, 2023)

This research paper will investigate the HR practices that can be implemented and how it can enhance work engagement at one of the manufacturing companies that located in industrial area of Kuala Kangsar, Perak. This study has also approached few more manufacturing companies and only this company is will to participate. At the same time, according to the current situation which is after the pandemic work engagement level is dropped in all over the world. This manufacturing company also been facing difficulties in enhancing work engagement. Therefore, by conducting this study it will contribute to a better understanding of various and effective HR practices during times of crisis and it can be helpful for other organizations to implement best HR practices in manufacturing industries.

Furthermore, employees who are highly engaged to work will lead to increase organization's productivity level and improve their job satisfaction (Harter, J. K.,

Schmidt, F. L., & Hayes, T. L. 2002). Thus, the aim and objective of this study is to determine the relationship between HRP and work engagement.

1.2 Problem Statement

This study's primary focus is on implementing human resource practices (HRP) to enhance work engagement, which serves as the dependent variable and represents a key concern for the research. This study explores six various HRP aimed at increasing employees' engagement level, includes career advancement, employee participation, job security, performance feedback, rewards and recognition, training and development.

Implementing HRP is most important component in managing employees and enhancing work engagement (Snell & Bohlander, 2007). Referring to study by Huang, Zhenzhong and Meng (2017) human resource practices positively affect work engagement that may help to accomplish the organization's goal. But with unstable economic growth and health issues, organizations have been facing challenges in managing work engagement levels, especially in the manufacturing industry. Another researcher mentioned that handling workforce issues turns out to be more challenging (Duran and Sanchez., 2021).

Saks (2006) suggests that employees' engagement with their jobs is influenced by the resources they receive from their organization or management. Specifically, this engagement is determined by how much employees feel valued and appreciated by the organization, which in turn leads to a greater willingness

to contribute to the organization's goals. Work engagement occurs when an employee is emotionally and cognitively invested in their job and actively performs their role (May, Gilson, Richard, Harter, Lynn M 2004). When employees attached to the job emotionally and cognitively, they will be willing to give full strength to work and it will lead to a better role fit and increase work engagement (Peterson & Seligman, 2004).

However, it is a challenging situation for Human resource managers to monitor work engagement. Hence, it is important that HRM from each organization to implement suitable and effective HR practices to ensure which HRP influence work engagement, especially in manufacturing sector. However, despite the significance of enhancing work engagement, the influence of HRP on work engagement remain unclear and deficient, especially in the manufacturing industry.

At the same time, although there is evidence that shows positive connection among HRP and work engagement in different sectors and countries (Alzyoud, 2018; Mustaffa, Lajuma and Wider 2022; Manjaree and Perera., 2021; Hoole and Hotz., 2016; Bakker., 2017), but only few studies have been conducted in Asia, particularly in Malaysia. Furthermore, there is a lack of clarity regarding the specific human resource practices that would be most suitable for enhancing level of work engagement. Thus, HRP that can enhance work engagement in the manufacturing industry will be investigate in this study.

According to, Elizabeth P. Karam, William L. Gardner, Daniel P. Gullifor, Lori L. Tribble, Mingwei Li (2017), HRP will improve employee's abilities and provide them with sufficient job resources, which can increase their engagement. Besides that, human resource management creates circumstances that essentially motivate employees to increase their level of production and dedication. Furthermore, an employee's contribution to the company increases when they are given more responsibility on an individual basis. By default, this will make employees to feel more involved in the decision-making process, which increase engagement level and dedication to the company.

1.3 Research Question

The central objective of this study entails examining the intricate relationship between human resource practices and work engagement. Specifically, it seeks to address a series of research questions that delve into the influence of specific HR practices on work engagement:

- a) What is the relationship between career advancement and work engagement?
- b) What is the relationship between employee participation and work engagement?
- c) What is the relationship between job security and work engagement?
- d) What is the relationship between performance feedback and work engagement?
- e) What is the relationship between rewards and recognition with work engagement?
- f) What is the relationship between training and development with work engagement?

1.4 Research Objective

This objective:

- a) To identify the relationship between career advancement and work engagement.
- b) To identify the relationship between employee participation and work engagement.
- c) To identify the relationship between job security and work engagement.
- d) To identify the relationship between performance feedback and work engagement.
- e) To identify the relationship between rewards and recognition with work engagement.
- f) To identify the relationship between training and development with work engagement.



1.5 Significance of the Research

This study holds immense potential in generating valuable insights into how Human Resource Practices (HRP) contribute to increasing work engagement. Through empirical evidence, it uncovers the essential link between HRP and work engagement, providing a solid foundation for future studies.

By identifying the best HRP practices that foster long-term work engagement, this research offers a guiding light for employers to implement strategies that can drive engagement within manufacturing companies. Considering work engagement's pivotal role in achieving organizational objectives, the focus on HRP has now become a crucial consideration for forward-thinking organizations aiming to thrive in their endeavours.

1.6 Scope and Limitation of Research

This study is focused on examining the correlation between human resource practices (HRP) and work engagement in manufacturing companies situated in Kuala Kangsar, Perak. The scope of this study will not cover other than manufacturing industry. Hence, result of this study is only appropriate and capable to refer at manufacturing industry and not to generalized to any other institutional. Since work engagement is intended to provide positive result on organizations performance (Schaufeli and Bakker, 2004; Hamouche, 2021), this study focus on Human Resource practices to enhance work engagement.

1.7 Definition of key terms

1.7.1 Human resource practices (HRP)

Human resource practices are a system and policies in Human resource management (HRM) to influence performance, behaviour, and attitudes of an employee. This study has the potential to contribute valuable knowledge on HRP's impact to increase work engagement. Additionally, it provides evidence on the correlation between HRP and work engagement with empirical result.

This research will contribute most suitable HRP that are most likely to enhance work engagement for a long-term viability. employee (K. M. Saifalislam, A.Osman, M. Alqudah, 2014). According to this study, human resource practices defined as management activity of human capital that emphasizes on career advancement, employee participation, job security, performance feedback, rewards and recognition, training and development.

1.7.2 Career advancement

Career advancement is defined as a process that involves initiative of an organization on creating chances to develop employees advance career opportunity (Delery and Doty, 1996). Career advancement also known as the process through which individuals in a variety of sectors use their skill sets and desire to accomplish new career objectives and more difficult work chances. Some organizations are offering career advancement opportunities that allow current employees to develop themselves within the organization (Fadel Shaito and Mirage ES & WS, 2019)

1.7.3 Employee participation

The operational definition of employee participation is characterized employee who are actively involving in decision making process, rather than following order (Delery and Doty, 1996). Employee participation is a process of involvement of an employee in work-related choices (Strauss, 2006).

1.7.4 Job security

The operational definition of job security is where an organization gives permanent and secured employment for their employees for long term (Delery and Doty, 1996).

1.7.5 Performance feedback

The degree to which companies offer insightful criticism on employee's performance will goal of advancing and expanding their knowledge and abilities as they perform their jobs is known as performance feedback (Zhou, 2003).

1.7.6 Rewards and recognition

Rewards and recognition are known as an offering compensation and benefits to employees in order to generate job satisfaction, work engagement, and well-being at work (Saks, 2006).

1.7.7 Training and development

The process of providing instruction and support to enhance internal skill development is known as training and development (Delery and Doty, 1996).

1.7.8 Work engagement

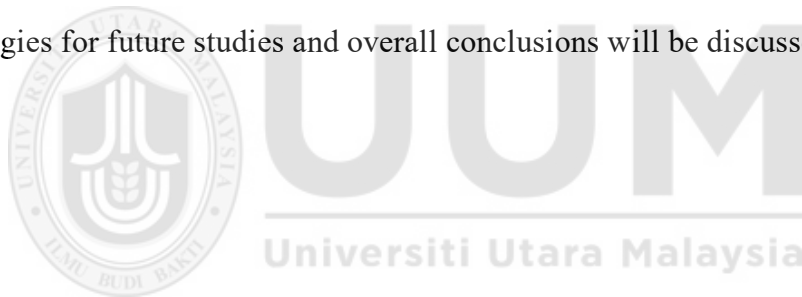
There are three characteristics of work engagement, which is enthusiasm, dedication and absorption (Schaufeli and Bakker, 2004; Schaufeli, Martinez, Pinto & Salonova, 2002). Work engagement can be described as the collective mindset of employees in the workplace, which drives them to exert effort and offer support in accomplishing the organization's mission and adhering to its core values. (Chanana & Sangeeta, 2021). Work engagement is known as an emotional connection among employee and management (Hamadamin and Atan., 2019).

1.7.9 Manufacturing Company

The word of manufacturing is derived into two words which is “manu” and “facere” in latin word. Manu is known as “hand” and “facere” meant as making, and combination of these words are manufacturing meaning of made by hand (Scallan,2003). Manufacturing is defined as the process of producing a goods with raw material by using procedures, equipment, processes, and manpower in accordance with a comprehensive plan that is both economical and profitable.

1.8 Organization of Dissertation

Commencing with the study, an introductory chapter presents an overview of the background, problem statement, research questions, research objectives, and definitions of key terms. Moving to the second chapter, the focus will be on HRP, including career advancement, job security, rewards and recognition, training and development, employee participation and performance feedback. Chapter three of this study provides an in-depth explanation of the research methods and instruments employed, including the approach to distributing the questionnaire. Chapter 4 will delve into the details of the data retrieved and present the study's conclusions. Finally, in chapter 5, the last part of this research, management strategies for future studies and overall conclusions will be discussed.



CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

In this chapter, a comprehensive literature review from previous studies will be presented. This review will focus on the dependent variable, which is work engagement, and the independent variable, encompassing human resource practices such as career advancement, employee participation, job security, performance feedback, rewards and recognition, training and development.

The chapter aims to summarize the findings of previous researchers regarding the relationship between these HRP's and work engagement. Moreover, the second chapter will introduce the underlying theory, which is the Social Exchange Theory (SET), and the conceptual framework that provides a basis for understanding the relationship between HRPs and work engagement. Additionally, this chapter will develop and conclude the hypothesis based on the reviewed literature and the proposed conceptual framework.

2.2 Definition and Concept of Work engagement

Work engagement was first discussed in the academic literature in a journal published by the Academy of Management Journal. The article's title was "Psychological Conditions of Personal Engagement and Disengagement at Work." (Kahn., 1990). According to Kahn (1990), personal engagement is defined as presence of an individual that involves physical, cognitive, and emotional in

performance of a role. On the contrary, personal disengagement is characterized by a lack of significant connection between an individual and their work role. Kahn (1990), mentioned that a disengaged employee will be physically, cognitively, and emotionally withdraw from their job task. Referring to Kahn (1990), in order to ensure work engagement, it is essential to understand on dimensions of psychological conditions that includes meaningfulness (work interactions), safety (elements of social system, organizational norms and management process) and availability (distraction).

High level of mind set of an employee to perform a job with full of concentration, dedication, enthusiasm, pride, and challenge is also known as work engagement. The one who has full concentration on their work will completely have pleasant involvement in their given task (Jose, Nimmi & Kuriakose 2022). Work engagement refers is also a discretionary effort that depicts a high level of dedication and focuses on the job in order to achieve the company's goal according to the statement of Pattnaik and Jena (2021).

Armstrong (2011), explained that the term of engagement is defined as the commitment and enthusiasm of an individual towards a job given. On the other hand, work engagement towards a task given depends on human resource practices that approach and designed to encourage employees to stay engaged thoroughly in the work. Work engagement is categorized into two major categories which is job resources and personal resources (Jose et al., 2022).

Furthermore, work engagement is known as the willingness and ability of employees to contribute to the success of their firm, primarily through making discretionary efforts on a consistent basis (Krishnamoorthy and Goswami, 2021). (Obeidat., 2016) claims that work engagement is characterized by employees' "positive behavior," which aims to maximize the productivity levels within their organization. Work engagement in other word is known as employee communication and positive bio behavioural shown by an employee towards the organization (Subramaniam and Rajee., 2011) .

Engaged employees are those who consistently deliver expected outcomes, exhibit loyalty to the company, and play a crucial role as brand ambassadors. (Subramaniam and Rajee., 2011). Work engagement is a relatively new concept that has been widely promoted by human resource professional firms that provide guidance on how it can be developed and tapped into.

Work engagement also defined as involvement of both attitudinal and behavioural components is the desired condition that has an organizational goal, and denotes involvement, dedication, passion, excitement, focused work, and energy by an employee. According to Erickson (2005), work engagement is defined as factors that lead to attitudes of an employee such as involvement, desirable condition, focused effort, and focused energy that found in the workplace environment, and organizational success (Macey et al., 2008). This study defines work engagement as a term in human resources to describe to which extent employees inspired and passionate about their job in the organization they work for.

2.3 Studies on Work engagement

There are various empirical studies has been studied on work engagement as dependent variable. Dependent variable refers to a key point that will be measured in a process of an experiment. Referring to Mustaffa *et al.* (2022); Manjaree and Perera (2021) stated that, since there is a decline in work engagement due to downturn in global economic, researchers have been investigating on best practices to enhance work engagement in an organization. With the structured literature reviews the work engagement has been measured and explained by different authors from different perspective.

Moreover, referring to the previous research on tittle work engagement and human resource management practices, HRP include of job demands, job resources, personal resources through training and guiding employees to active in job crafting (Albrecht, Bakker, Gruman, Macey, & Saks 2015). Researchers has presented that, in order to enhance work engagement, there are three primary elements been considered includes HRP, Job resources, job demands and leadership.

Xanthopoulou, Bakker, Demerouti, & Schaufeli (2009), investigated the association between workplace assets and individual assets on employees' work engagement. Besides that, Hee (2018), studied influences of salary and work-life balance on work engagement using a survey of 996 employee in a manufacturing industry. The study was examined the predictors of resilience includes family & friends support, supervisor support, facilitating conditions and self-efficacy on work engagement as dependent variable. Furthermore, Acharya (2021) proposed

model of five strategic ideas to increase work engagement, which is personal connect, listen, and educate employees, health advisories, digital platforms, and wellbeing engagement.

In addition, Manjaree and Perera (2021) examined relationship between independent variable of leadership, company practices, job security & safety, empowerment, rewards & recognition, trust, technological readiness, learning that support with dependent variable of work engagement. As a conclusion various elements are positively influencing work engagement. This study would focus on HRP.

2.4 Human Resource Practices

HRP is defined as systematic practices to motivate and develop human resources in an organization for the achievement of organizational goals and objectives (Laka-Mathebula, 2004). Other than that, HR practices help for the growth of a person's skill, knowledge, and attitudes, so that it will contribute to personal growth and organizational interest (Lee, Zang Lee & Wu 2010). The HR practices is being an important motivational factor that consist of organizational practices, policies and system that influence in developing employee's performance, attitude, and engagement (Caesens, Stinglhamber & Luypaert, 2014).

Human resource managers should ensure that HRP enhanced strategically in order to ensure work engagement. HRP plays an important strategic role in an

organization, as it holds greater responsibility for managing employee's tasks, regardless of whether these tasks are truly intended to achieve organizational goals (Guest, 1987; Miller, 1987). From this strategic perspective, scholars considered that HRP is a crucial tool for organizations to capitalize employees to achieve organizational objective (Lado and Wilson., 1994; Kamoche, 1996; Mueller, 1996).

Human resource practices (HRP) include career advancement, employee participation, job security, performance feedback, rewards and recognition, training and development. There are also five basic key elements in human resource management practices, such as staffing, human resource development (HRD), safety and health, employee and labour relations, compensation, and benefits (Mondy, Shane & Premeaux 2002). In addition, human resource practices also affect an employee's psychological condition (Rousseau and Greller., 1994). At the same time with an appropriate HRP, there are high chances to influence an employee's attitude and level of engagement (Salonova, M. , Agut, S. and Peiro & J.M 2005).

In conclusion, HR practices is being an important activity of management that imply the improvement of policies and terms related to human resource, which then match with business strategy to achieve the organization's objective. In order to achieve the objective of the organization HRP is dominant. This study will focus on human resource practices includes career advancement, employee participation, job security, performance feedback rewards and recognition, training and development.

2.4.1 Career Advancement

Process which involves initiative of an organization on creating chances to develop employees advance career opportunity is known as career advancement (Herzberg, 1986). According to Adewoye and Abioro (2017), career advancement involves psychological, sociological, and educational, when an employee been provided with career advancement opportunity, employees will be motivated and energised to perform better in the organization. When an employer support employee with career advancement opportunities, employees will appreciate employer's efforts to check on their well-being, it will lead to decrease their burnout and increase engagement level.

2.4.2 Employee Participation

Employee participation is referring to a process that includes employee's involvement in decision making process, rather than following order (Heery and Noon, 2001). Participation of an employee in an organization is an empowering procedure in the workplace. Participation is referring to an employee's emotional and mental involvement in a team to encourage the members in the team by contributing effective ideas and fulfil responsibility to achieve the team goal. Moreover, employee's participation will ensure and boosts productivity and efficiency, which then will enhance work engagement, reduce the cost on monitoring employee and strengthens commitment.

2.4.3 Job Security

Job security is where an organization gives permanent and secured employment for their employees is known as job security (Kraimer, Wayne, Liden & Sparrowe, 2005). On the other word, it is believed to be a traditional term of security on the job of employees. Job security is also known as how an organization offers stable employment for their employees (Herzberg, 1986). It is also being an important term in influencing job-related outcomes positively including work engagement. Besides that, job security has a significant influence in analysing employee's wellness that leads to a better work engagement.

2.4.4 Performance feedback

Performance feedback is referring to which extent employers provide valuable feedback on employee's performance with the aim of enhancing and developing employee's performance (Zhou, 2003). When an employee provided with favourable and effective feedback from employers on their job, they will show more involvement on the job to improve themselves which then will increase the level of work engagement (Volpone, Avery & McKay 2012). An effective performance feedback also will foster a positive psychological environment that will raise work engagement. Moreover, offering performance appraisal can aid in alleviating detrimental impacts on employees, such as apprehension, emotional strain, and despondency (Spell and Arnold, 2007). Consequently, consistent, and constructive feedback on performance can play a pivotal role in alleviating burnout, thus contributing to an elevation in employees' levels of engagement.

2.4.5 Rewards and Recognition

Rewards and recognition are one of the elements of human resource strategy. Rewarding and recognition is referring to financial and psychological benefits that offered to an employee for completing their tasks successfully. It is also known as an offering compensation and benefits to employees in order to generate job satisfaction, work engagement, and well-being at work (Duran and Sanchez., 2021). Rewarding efficiently is considered one of the elements in Human Resource Practices. From, Santos and Mejia (2015), point of view the reward system is one of the motivation fields in order to attract employees to motivate and increase their engagement.

Rewarding also known as a particular monetary or non-monetary reward offered by an organization to their employee according to employee's excellent engagement level and performance in an organization (Santos and Mejia, 2015). From this statement, researcher conclude that when we are offering effective rewarding options to employee, there are high chances to increase employee's behavior in the future. Schaufeli et al. (2002) assert that rewarding is among the affirmative aspects of HRM practices that contribute to employees' increased motivation to actively participate in their work.

2.4.6 Training and Development

Training and development also are one of the integral components of Human Development program in Human Resource practices (Raj, Achan & VShetty 2021). The purpose of offering training and development for employees is to uplift employee's skills, knowledge and improve abilities of an employee (Akter, 2016). In the process of training and development employees will experience on developing their knowledge, skills, attitudes, or behavior which is necessary to learn specific techniques, tools, strategies, and materials perform their job. Hence, when employees are fulfilled with required training and development, it will encourage employees to stay engaged in their job.

It also been identified that in training programs interpersonal and cognitive are the most two important trainings, followed by development of skills and psychological training (Salas, Tannenbaum, Kraiger & Smith-Jentsch 2012) Conducting training and development programs will be an advance instrumental for work engagement, innovation, goal achievements and improvement of organizations.

2.5 The relationship between human resource practices and work engagement.

HRP involve wide range of activities related to managing human resources (Boxall and Purcell., 2003). In a meta-analysis, states that HRP plays a crucial role in enhancing different performance measures and are highly relevant to achieving organizational success.” But there are numerous viewpoints stated that there will be varied employees' outcome from different human resource practices

(Ugwu and Okojie., 2017; Suan and Nasurdin, 2014). Studies by Jiang *et al.* (2012), Huang, Ma, Meng (2017), Wright and Kehoe, (2008) classified HRP as practices that improve opportunities and analyse how these practices are related to different measures of employee performance. HR practices aims on human aspects of employees to satisfy their requirements, consequently, produce favourable employee outcome. Moreover, a consensus has emerged in HR sources (Marescaux et al., 2012; Katou, 2017) highlighting HR practices have a significant impact on organizational performance by influencing employee outcomes.

Previous research (Huang et al., 2017; Boon & Kalshoven, 2014; Saks, 2006; Shuck et al., 2013; Suan Choo et al., 2013) highlights the significant impact of various HR practices in fostering work engagement. Thus, this study investigates the correlation between work engagement and a range of HR practices, encompassing career advancement, job security, rewards and recognition, training and development, employee participation, and performance feedback.

2.5.1 The relationship between career advancement and work engagement.

Career advancement, as defined by (Herzberg, 1986), encompasses opportunities for employees to advance within an organization's hierarchy and assume higher-level roles that come with increased responsibility, elevated status, and enhanced compensation. Wiley (1997) emphasized that career advancement opportunities are among the most critical motivational tool that may certainly inspire and influence employee behavior in a positive way. Additionally, a set of former empirical studies (Ugwu and Okojie., 2017; Batista et al., 2013; Guyo et

al., 2019; Anas et al., 2023) observed career advancement as a strong determinant of work engagement. By introducing career advancement opportunities, an organization demonstrates its commitment to the well-being of its employees, and this will be recognized by the employees, in turn, it will reduce their burnout due to work (Van De Voorde and Beijer, 2015; Chuang and Liao., 2010). Given the effective motivation it provides to employees, the approach of advancing in their careers is likely to lead to increased work engagement. This, in turn, can drive them to be more dedicated and enthusiastic in their work, consequently reducing exhaustion (Albrecht, 2012).

However, according to Tan and Nasurdin (2011), there is no significant association between career advancement and work engagement. On the contrary, Mohapatra and Sharma (2010) argued that employees without a clear career path within their organization are more prone to experiencing reduced levels of job engagement. This underscores the importance of providing career advancement opportunities to employees as it can lead to an increase in their level of engagement.

2.5.2 The relationship between employee participation and work engagement

Employee participation pertains to the extent of opportunities granted to employees for active involvement in the organizational decision-making process. (Kim and Ausar., 2018).

Cheung and Wu (2011) assert the paramount significance of employee participation in attaining organizational objectives. Employees' perception of their involvement in organizational decision-making significantly influences outcomes like organizational commitment and work engagement.

Furthermore, previous empirical research Marescaux *et al.* (2012), Ugwu and Okojie (2017), concluded that employee's participation had a substantial impact on work engagement and advised that employees should be given the opportunity in taking decisions in an organization. This is to encourage employees to be creative and understand the flow of the job in an organization Kingir and Mesci (2010).

Other than that, collaborative teamwork and involving in making decision in job will create ownership and attachment among employees and employer Noah (2008), which leads to create a positive workplace culture (Benn et al., 2015). The relationship between employee participation and work engagement is remains unclear when it comes to manufacturing employees (Estrin et al., 1987). In addition, uncertain results have been observed in the same industry such as Cooke *et al.* (2016) and Gollan, (2005) identified the significant relationship between participation and work engagement for banking employees, where employee

participation was found as irrelevant predictor of organizational performance for same industry (Delery and Doty, 1996).

But, Gollan (2005) emphasized that outstanding employee participation accelerates positive employee performance to engaged in work and achieve organizational efficiency. In alignment with this, when employees are offered ample opportunities to contribute to the decision-making process, they perceive themselves as more valued within the organization. As a result, they are more likely to display a positive attitude and show good behaviours in their job (Gould-Williams, 2007). Hence, this study establishes a correlation between employee participation and work engagement.

2.5.3 The relationship between job security and work engagement.

Herzberg (1986), described pertains to the level to which an organization can provide a secured employment opportunity for employees. Job security more specifically refers to the degree which an employee can anticipate retaining their employment with a specific organization for a predetermined duration (Delery and Doty, 1996). Employees who feel disheartened due to job security concerns are closely linked to adverse effects on their mental and physical well-being, as suggested by Chirumbolo and Hellgren (2003), potentially influencing their level of engagement. Furthermore, job security is act as a motivator for employees to stay engaged in an organization Gabris and Simo (1995). Employees who receives high strong job security from employer will display higher levels of performance, while those with lower job security tend to be less motivated and have poorer outcomes. (Miller et al., 2001). When employees begin to feel

worried about the possibility of losing their job, their engagement, performance, and behavior tend to decline.

Previous empirical studies conducted by Ugwu and Okojie (2017), Chen (2017), Senol (2011), Sverke et al. (2002), and Kraimer et al. (2005) have consistently highlighted various factors as highly effective motivators for employees to improve job performance and foster a positive work attitude. These factors include a sense of stability in their position, a feeling of assurance regarding their employment, and the provision of a secure work environment. Moreover, Chirumbolo and Areni (2005) mentioned that job security encourages and upscale the motivation of employees which positively affects employee outcome. However, Aarabi *et al.* (2013) did not find job security to be a substantial motivator for improving employee attitudes toward their engagement level. However, Chang (2005) proposed that job security serves as a means for organizations to demonstrate their dedication to their employees, and as a result, employees respond with a positive attitude in the workplace. Hence, referring to majority of previous empirical studies shows that job security enhances work engagement.

2.5.4 The relationship between performance feedback and work engagement.

The amount of helpful information regarding an employee's performance on the job that they receive is known as performance feedback (Zhou, 2003). Volpone et al. (2012) suggest that constructive performance feedback processes create a positive psychological environment that contributes to increased work engagement.

Latham and Mann (2006) emphasized the importance of fair and impartial performance evaluation and feedback. Coetzer and Rothmann (2007) highlighted that positive feedback can boost work engagement, while negative feedback may have the opposite effect, reducing engagement. Studies exploring the relationship between performance feedback and work engagement have presented varying outcomes. For example, while some research, like Van de Broeck et al. (2008), discovered a significant positive correlation, others, such as Sarti (2014), did not observe such a relationship.

Nonetheless, perceived equity in performance feedback can decrease various employee exhaustions, such as psychological distress, anxiety, and depression (Spell and Arnold, 2007). Regular performance feedback may play a crucial role in mitigating burnout, which, in turn, can increase the level of engagement (Freeny and Tiernan, 2006).

2.5.5 The relationship between rewards and recognition with work engagement.

Rewards and recognition are vital indications of gratitude delivered by the company to employees in order to accomplish organizational objectives. Rewards and recognition that satisfy employees can motivate them to perform effectively in an organization Karatepe (2013). Moreover, the perception employees have about their employer is frequently influenced by the acknowledgment and appreciation they receive (Hayes and Ninemeier, 2009) and an inadequate recognition system can result in an unsatisfactory work environment, potentially leading to decreased work efforts and a decline in job engagement. (Lytle, 1997).

Contrarily, Suan and Nasurdin (2014) found no significant relationship between rewards and work engagement. The authors put forward the notion that employees' perception of a lack of justifiable rewards for their job performance might be a contributing factor in the findings. On the contrary, Breevart et al. (2014) posited that when organizations view rewards as a means of acknowledging superior employee performance, they can positively influence employees' behavior, resulting in increased work engagement. Suan Choo et al. (2013) also espoused this notion, considering reward and recognition as a significant predictor of work engagement. Additional empirical research, such as studies conducted by Alias et al. (2014), Karatepe (2013), and Maslach and Leiter (2008), has concurred with this perspective, affirming that rewards play a pivotal role in employees' work life and can incentivize them to enhance their work engagement. In contrast, Saks (2006) found that rewards and recognition have minimal impact on work engagement.

According to Sharma and Sharma, 2010 the ability of rewards and recognition to explain the sufficient variance in employee behaviour, specifically engagement, was found to be limited. However, Karatepe (2013) establishes that higher degree of work engagement occurs as a result of employees feeling obligated to their organization when they receive suitable rewards and recognition.

Robinson *et al.* (2004), noted in their observations that the manifestation of reciprocal behavior among employees, where the level of work engagement is influenced by the rewards they receive from their organization. Additionally, employees possessing adequate socio-emotional resources, such as reward and

recognition, feel a sense of obligation to reciprocate towards their organization, leading to a higher level of engagement (Cropanzano and Mitchell, 2005)

2.5.6 The relationship between training and development with work engagement.

Training and development represent a strategic investment by organizations to cultivate the necessary skills and abilities of employees, empowering them to perform at a higher level and contribute to the achievement of organizational goals. As expounded by Yang and Fu (2009), organizations design training and development programs to enhance employees' job-related skills and capabilities. Such initiatives can empower employees to effectively navigate diverse and intricate organizational scenarios, as suggested by Karatpe et al. (2007). Undoubtedly, HR literature has established training and development as crucial factors in predicting employee behavior and performance (Goh and Pavic., 2013; Schular and MacMillan., 1984).

As an example, as emphasized by Kahn (1990), organizations can utilize training and development programs to equip employees with resources, fostering a sense of capability and enabling them to perform at an elevated level, ultimately enhancing work engagement. Moreover, training and development initiatives have the potential to bolster employees' confidence in their work, ultimately fostering a greater sense of competence (Gruman and Saks, 2011).

Moreover, prior empirical studies have discovered a positive connection between training and the psychological well-being of employees (Luthans et al., 2008). Improved psychological health among employees, in turn, can lead to heightened levels of work engagement (Gruman & Saks, 2011).

However, certain studies, such as Batt (2002), have affirmed that there is no significant association between training and positive employee attitudes. These studies argue that the lack of connection could be attributed to ineffective training programs that fail to enhance job-related skills of employees. Consequently, it becomes apparent that there exists an insufficient understanding regarding the function of training and development in enhancing work engagement.

2.6 Research Theory

2.6.1 Social Exchange Theory

This research has selected independent and dependent variable as presented in research framework of 2.1. Drawing on the existing literature, this study embraces Social Exchange Theory (SET) as its theoretical framework to investigate the relationship between work engagement and various human resource practices. The examined HR practices include career advancement, employee participation, job security, performance feedback, rewards and recognition, training and development.

By employing SET, the study seeks to gain a deeper understanding of how these HR practices impact and shape employees' levels of engagement within the organizational context. SET is the second most established theory to explain and

examine on employee's behavior from the perspective of employee and employers (Shapiro and Conway, 2005). The term of work engagement also has been found in SET in the journal of "Antecedents and consequences of work engagement" by (Saks,2006)

SET was introduced by Blau in 1964, by department of Sociology on tittle "Exchange and power in social life". The study examined key word of "reciprocity," mentioned that if an organization treat an employee with caring, effective rewarding, kind and trustworthy attitude, employees also are more likely engage themselves positively towards the job given. Hence, social exchange theory is act as an important instrument in HR practices in organization to encourage employees and offer emotional support (Cropanzano and Wright, 2001).

Corresponding relationship, in accordance with SET, it can be discovered through a series of interactions between two parties who are in condition of reciprocal interdependence and a sense of obligation. Cropanzano and Mitchell (2005) mentioned that, when organizations are willing to provide economic and socio-emotional support, employees will feel bound and will desire to contribute to their organization if they have received effective resource from their employer. Robinson et al. (2004) expressed a similar view point, defining work engagement as mutual interaction and connection between involving organization and its employees.

Furthermore, in according to the core concept of social exchange theory (SET), both the organization as a whole such as HR practices and for the individuals such as interpersonal relationship have an impact on workplace conducts or on work engagement (Cropanzano and Mitchell, 2005). Based on SET, the important contribution of several HR practices in enhancing work engagement and emphasized the strategic role of organizations in supporting these practices (Suan Choo *et al.*, 2013). These findings contribute to the existing HR literature and suggest that organizations can improve work engagement by implementing effective HR practices. In reference to previous research and theoretical backdrop of SET, hence it can be inferred that there is a positive relationship between HR practices and work engagement. And this study proposes the six (6) hypotheses in conjunction with these, which will be explained in detail in the next subtopics.

According to the SET theory, employees feel obligated, responsible and eager to contribute more to their organization with positive attitude when employers recognize their progress of work practices, such as career advancement in their workplace that are designed to improve their well-being (Van De Voorde and Beijer, 2015). Thus, according to career advancement and work engagement appear to be positively correlated in the current study, which is consistent with SET.

Referring to the SET norms, Macey *et al.* (2008) found that employees respond by devoting more time, effort and personal resources to their work when they receive rewards from manager or supervisor, whether extrinsic or intrinsic. Consequently, this study, underpinned by the reciprocity process of SET, posits a

positive correlation between performance feedback and work engagement. Furthermore, a favorable link between training and development and work engagement can also be explained within the framework of SET. As per SET, when employees receive suitable training and development opportunities, they perceive their organizations as making substantial investments in their professional growth, leading to a reciprocal response of increased engagement in their work roles (Suan and Nasurdin, 2014).

Additionally, scholars have posited that Social Exchange Theory (SET) fosters interpersonal bonds and camaraderie within teams and organizations, exerting a substantial influence on workplace communication and cultivating a caring and supportive environment among colleagues regarding work procedures (Young-Ybarra and Wiersema, 1999; Berscheid, 1984). Social-interaction oriented SET is characterized by the exchange of social interactions between managers and team members, wherein individual needs are taken into consideration within the team (Liden et al., 1997; Dansereau et al., 1973). There are few studies have used SET to describe the connection between managers and employees in theoretical view (Lee and Cadogan, 2009), colleagues and employees (Flynn, 2003; Deckop et al., 2003), customers and employees (Grandey et al., 2011; Sheth, 1996), suppliers and employees (Perrone et al., 2003), organization and employees (Moorman et al., 1998). Cropanzano and Mitchell (2005) has mentioned that when employers execute the needs of employees with job related resources, employees will feel obligated towards employers and will provide beneficial outcome to the organization.

Drawing upon Othaman and Nasuridin's (2013) research, which delved into the relationship between social support and engagement within the framework of social exchange theory, they have demonstrated that nurses working in government hospitals feels obligated to repay their manager's consideration for their needs by engaging in their work when employees notice that employers are caring, providing performance feedback, and delivering important information. Saks (2006), also similarly found that employees who are experiencing higher level of social support from their employer are more likely to be strongly involved with the company as a result of satisfying the reciprocal rule of SET to achieve organizational goals.

2.7 Research Framework

Illustrated in the figure below is the research framework, encompassing both the dependent and independent variables for the present study which presented graphically (figure 2.1). According to the research framework below work engagement serves as dependent variable and career advancement, employee participation, job security, performance feedback, rewards and recognition, training and development serves as independent variable in this study. This study will examine work engagement that serve as the dependent variable.

2.8 Development of Hypothesis

The formulation of the hypothesis aims to establish the connection between the independent variable and the dependent variable. Which is relationship between human resource practices and work engagement. Hypothesis is

developed to provide recommendations for the future researchers. The following hypothesis will indicate the result according to the theoretical framework that has been formatted for this research study.

2.8.1 Career advancement and work engagement.

Jun and Ming (2022) unveiled a strong association between career advancement and work engagement, indicating that employees' expectations for good development opportunities within a company are significantly influenced by their career advancement prospects in their previous research. Moreover, according to Van De Voorde and Beijer (2015), Chuang and Liao (2010) when an employee receives a good career advancement opportunities, it will help to reduce burnout. Which then will help to increase work engagement (Albrecht, 2012). In addition, empirical studies by Huang *et al.* (2017), Alias *et al.* (2014), Sarti (2014), Bal *et al.* (2013) identified that in order to increase work engagement, career advancement being the most important indicator.

In contrast, Tan and Nasurdin (2011) found a contrasting perspective, observing a inverse relationship between career advancement and work engagement. However, Ishak and Kamil (2016) presented an opposing argument, suggesting that employees' career advancement acts as a supportive tool to enhance engagement and retain their potential, as individuals who lack career advancement opportunities are more likely to feel demotivated in their job performance (Mohapatra and Sharma, 2010). Consequently, the present study aims to investigate the following hypothesis.

H₁: There is a relationship between career advancement and work engagement.

2.8.2 Employee participation and work engagement.

According to Benn *et al.* (2015), there is a positive relationship between employee participation and work engagement, the study was conducted among 201 educators and 436 engineers. Employee participation helps to increase work engagement (Cooke *et al.*, 2016; Ugwu and Okojie., 2017; Marescaux *et al.*, 2012). When an employee involves themselves in decision-making processes it enables them to understand on the needs of creativity (Kingir and Mesci., 2010). Thus, it will guide them to perform better with appropriate behaviour and leads to increase engagement level.

Moreover, according to Breland *et al.* (2011) and Noah (2008) employee participation in decision making processes is one of an important act to create belongingness among management team and employees. Even though, Benn *et al.* (2015) found positive relationship between employee participation and work engagement in service sector, according to Estrin *et al.* (1987), there is an insignificant relationship between employee participation and work engagement in manufacturing industry.

In order to achieve organizational success, Gollan (2005) claimed that employee participation encourages productive employee behavior. Referring to Gould-Williams (2007), employees who are participating themselves in decision making feel valued by their organization. Which then will motivate and encourage

employees to treat their work with respect and engaged in job. Therefore, this study hypothesizes that there is a relationship with employee participation and work engagement.

H₂: There is a relationship between employee participation and work engagement.

2.8.3 Job security and work engagement.

According to Gabris and Simo (1995), employees who are offered with high level of job security will feel motivated and it will enhance employees to show high level of performance. Employees with low job security will feel less motivated, face poor mental and physical health (Hellgren and Sverke., 2003) and will feel burnout (Dekker and Schaufeli., 1995; Probst, 2003). If an employee feel anxiety on losing their job, there will be deteriorate in employee's behaviour.

Moreover, according to empirical studies conducted by Chen (2017), Senol (2011), Boya *et al.* (2008), Kraimer *et al.* (2005) shows positive result on job security towards work engagement as the job security is being one of the biggest motivational tools in enhancing employee's motivation and reducing negative behaviours in performing job. Furthermore, Chirumbolo and Areni (2005) also claimed that job security also positively related to work engagement because insecurity feel in the job will lead employees to feel stress and it would affect employee's performance and well-being (Sverke et al., 2002). But, study by Aarabi *et al.* (2013), shows negative relationship between job security and work engagement as they mentioned that job security is not act as a motivational tool.

However, according to Chang (2005) job security is known as organizations demonstrate commitments to their employees and in return employees will show their good behavior by stay engaged in their job. Hence, the following hypothesis to be studied:

H₃: There is a relationship between job security and work engagement.

2.8.4 Performance feedback and work engagement.

According to scholar Volpone *et al.* (2012), providing feedback on employee's performance through appraisals is related with work engagement as it effects employees psychologically. Referring to study by Latham and Mann (2006), when employers provide more positive, fair and unbiased feedbacks on employee's performance, employees will have positive perception towards organization. As a result, it will increase work engagement in the organization. Hence, it appears that how well organizations provide feedbacks on their performance and reviewing it positively has significant affect work engagement.

Additionally, based on Coetzer and Rothmann (2007), employees who received more positive feedbacks from employees will show high level of engagement in the job, meanwhile employees who received low and negative feedbacks will reduce their engagement. Nevertheless, Sarti (2014) found that the relationship between performance feedback and work engagement is insignificant.

However, receiving feedback on performance regularly will help to reduce employees burnout, which in turn can increase level of engagement (Freeny and Tiernan., 2006). Fairness perception on performance feedback may reduce

employees burnouts includes psychological distress, anxiety and depression (Spell and Arnold., 2007). Therefore, this study proposes positive relationship between performance feedback and work engagement as the following hypothesis is to be studied.

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

2.8.5 Rewards and recognition with work engagement.

Referring to Karatpe (2013), providing effective rewards and recognition will inspire and encourage employees to support organizations with outstanding performances. Moreover, according to Hayes and Ninemeier (2009), employee's perception towards their organization and management team is usually based on the rewards and recognitions that they receive. Lack of rewards and recognition may leads to less productivity among employees as a result they may withdraw from their job and seek for any other better opportunities with effective rewards and recognitions (Lytle, 1997). Meanwhile, Suan and Nasurdin (2014) has found that insignificant relationship on rewards and recognition with work engagement. They argued that the reason on insignificant relationship is might be employees are unsatisfied with the offers that they receive from management.

Based on previous empirical studies by Presbitero (2017), Alias *et al.* (2014), Karatepe (2013), Maslach & Leiter (2008) supported that rewards are one of the key components in an organization to encourage workers in order to increase work engagement. Karatpe (2013) also mentioned that based on SET, employees will feel appreciated when they receive a proper rewards and recognition, which then will result in increase of work engagement.

Moreover, based on Robinson *et al.* (2004)'s study employees behaviours are influenced by the benefits they receive in term of rewards and recognition from their employer. Employees who have socio-emotional resources such as rewards and recognition, feel obligated to support their organization in return by exhibit good engagement level (Cropanzano and Mitchell, 2005). Since, there is a positive relationship between rewards and recognition and work engagement, the following hypothesis is to be studied:

H5: There is a relationship between rewards and recognition with work engagement.

2.8.6 Training and development with work engagement.

According to Yang and Fu (2009), the purpose of training and development is to improve employee's job-related skills and knowledge to help employees to face organizational challenges independently (Karatepe *et al.*, 2007; Schlesinger & Heskett, 1991). Based on scholars (Huang *et al.*, 2017; Goh & Pavic; 2013) training and development is being as an important element in predicting employees behaviours and performance (Huang *et al.*, 2017; Goh & Pavic, 2013; Schuler & MacMillan, 1984).

Referring to Kahn (1990), organizations are providing tools to perform jobs for employees through training and development initiatives to help them feel more capable of performing jobs efficiently, which helps to increase engagement. Moreover, Suan and Nasurdin, (2014) mentioned that based on SET, when organizations provide good training and development to employees, they will feel

appreciated by their organizations when organization invest more in employee development. Hence, it will encourage employees to show high level of engagement in the organization (Suan and Nasurdin, 2014).

However, Batt (2022) argued that there is negative result in relationship between training and development with work engagement, The author also mentioned the reason behind it might be improper training program that not suit with employee's job scope. Thus, this study focuses on following hypothesis.

H₆: There is a relationship between training and development with work engagement.

2.9 Summary of the chapter

The independent variable which is human resource practices is being an effective tool to encourage work engagement. The study is focus is to explore the relationship between human resource practices and work engagement. This research will discuss the methodology and strategies used to analyse the findings in the chapter.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

In this chapter, layout of research methodology will be clarified. The research methodology includes, research design, identifying population, sampling technique, research instrument, data collection procedures, questionnaire design, pilot study and data analytics method are presented in this topic.

3.2 Research Design

Research design is a plan for the proposed study effort and can be seen as the “glue” that holds all the components of research. The plan, structure, and method of a research are conceived to guarantee that the research question is answered and that variance is controlled (Akhtar, 2016). In this present study, quantitative research been selected as the qualitative analysis is depends on the quality of previous data screening.

A research design is the arrangement of conditions for the collection and analysis of data on the chosen population in a manner that aims to combine relevance to the research purpose and answer for the problem statement (Sekaran and Bougie., 2010; Zikmund et al, 2010; Blumberg et al., 2008). Besides that, it is depending on the dependent and independent variables that included in the research and scale of measurement to examine the hypothesis. Since, this study’s objective is to analysis the relationship between different variables, hence this is

a correlational study. This study chooses cross-sectional survey design. Since the data collection in this study required one cycle of data collection and replies to research questions. Besides that, the unit of analysis in this study involves individual which is employees from a one of a textile manufacturing company located at industrial area of Kuala Kangsar, Perak.

3.3 Population

According to Cooper and Schindler (2008), the population is defined as the individuals, occasions or records that consist the necessary data and can respond to the measurement question. The population for this study consists of 409 employees from manufacturing company located at Industrial area of Kuala Kangsar, Perak.

3.4 Sampling Technique

The sampling is defined as a portion from the population that perfectly represents it. This means that the units chose from the population as a sample must accurately reflect all the traits of the various kinds of population units (Shukla., 2020).

This study used simple random sampling technique by choosing the respondents randomly to ensure all the respondents has an equal chance of being selected (Golzar, 2022). The respondents are from a manufacturing company which is located at industrial area of Kuala Kangsar, Perak. The total population is 409, therefore it has been identified that the sample size (n) is 203 according to Krecjie and Morgan (1970). The following Table 3.1 and 3.2 describes on formula in order to identify the appropriate sample size. The proposed method is the

similar formula that has been utilize by Krejcie and Morgan (1970) to calculate on the sample size to acquire suggested sample size.

Table 3.1:
Formula for Determining Sample Size

Formula for determining sample size

$$s = \frac{X^2 NP(1 - P) + d^2 (N - 1) + X^2 P(1 - P)}{X^2 P(1 - P) + d^2}$$

s = required sample size.

X^2 = the table value of chi-square for 1 degree of freedom at the desired confidence level (3.841).

N = the population size.

P = the population proportion (assumed to be .50 since this would provide the maximum sample size).

d = the degree of accuracy expressed as a proportion (.05).

Source: Krejcie & Morgan, 1970

Table 3.2:

Sample Size

$$S = \frac{(3.841)(420)(0.5)(0.5)}{(0.0025)(409) + (3.841)(0.5)(0.5)} = 203$$

As this chosen simple random technique, there are qual chances from the total population to be selected. Referring to (Shadish et al., 2002), describe that this simple random technique is only valid to use when any of an individual has equal chance to choose on any individual from the population. The total 409 of employees been listed in a numerical order. Then using a poll, 203 employees

were randomly chosen from numerical the list. The sample for this study was then made up of these 203 employees.

3.5 Research Instrument

Research instrument refers to a tool used to collect, measure, and analyze data that has been gathered which relate to the research interest. There are few types of research instruments, which inclusive of questionnaires, surveys, interviews and checklist.

In this study, the most suitable type of research instrument to use is questionnaire design for a clear understanding on the research objective. The questionnaire consists of demographic information, dependent variable, and independent variable. And the questionnaires have been distributed using google form as an instrument to collect data for this study.

The measurement components have been adopted from the past literatures. Besides that, the measurement components been examined in many different contexts, hence it is suitable to adopt in this study. All the dependent variable been measured using a 5 points Likert scale which is ranging from 1-5, (1=Strongly Disagree, 2=Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree).

The questionnaire had three separate sections as follows:

- 1) Section A: Demographic Information
- 2) Section B: Work engagement
- 3) Section C: Human Resource Practices

The section A of questionnaire consist of demographic information of the respondents. In this part, respondents were required to provide information on

gender, marital status, age, total years of current working experience, and education qualification. Collecting demographic information will enable to identify potential respondents that suits the study. The first demographic information included in questionnaire is gender which stated in two groups of male and female. Second is about marital status inclusive of married and single. The age of respondents was stated in six groups, which is 30 years and below, 31-35 years, 36-40 years, 41-45years, 46-50years and more than 50 years. The total years of current working experience has divided into six options, less than 6 years, 6-10 years, 11-15 years, 16 -20 years, 21-25years, and 25 years and above. Moreover, there were given eight groups Penilaian Menengah Rendah (PMR), Sijil Pelajaran Malaysia (SPM), Sijil Pelajaran Tinggi Malaysia (STPM), Certificate, Diploma, Degree, Master, and “others” to specify other than these options.

Furthermore, the section B of the questionnaire is focus about work engagement, and adopted from (Schaufeli *et al.* 2002). In this study, work engagement is considered the dependent variable, reflecting a work-related state of mind expressed through three dimensions: enthusiasm, commitment, and complete immersion (Schaufeli *et al.*, 2002). This study used three dimensional of 17-item scale to measure the work engagement by Schaufeli *et al.* (2002). For the dimensional of vigor there were 6 items, for dedication is 5 items, and for absorption 6 items. For this 17-item work engagement, there were previous studies by De Braine & Roodth, (2011), Schaufeli and Bakker, 2004 shows that the adequate reliability with Cronbach’s alpha values ranging from 0.70 to 0.91.

The respondents required to rate the level of agreement or disagreement for engagement statement using 5-point Likert scale, 1= strongly disagree to 5=strongly agree.

Table 3.3:
Summary of Dimensions of Work engagement

Operational Definition	Dimension of Work engagement	Source
The operational definition of work engagement is work-related status of mind that expressed in three dimensions, which is Vigor, dedication, and absorption.	VIGOR 1. At my work, I feel that I am bursting with energy. 2. I find the work that I do full of meaning and purpose. 3. Time flies when I'm working. 4. At my job, I feel strong and vigorous. 5. I am enthusiastic about my job. 6. When I am working, I forget everything else around me. DEDICATION 7. My job inspires me. 8. When I get up in the morning, I feel like going to work. 9. I feel happy when I am working intensely. 10. I am proud of the work that I do. 11. I am immersed in my work. ABSORPTION 12. I can continue working for very long periods at a time. 13. To me, my job is challenging. 14. I get carried away when I'm working.	Schaufeli <i>et al.</i> 2002

	15. At my job, I am very resilient mentally. 16. It is difficult to detach myself from my job. 17. At my work I always persevere, even when things do not go well.	
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Section C of the questionnaire indicate on independent variable which includes six HRP. The six HRP includes career advancement, employee participation, job security, performance feedback, rewards and recognition, training and development. The first item of section C is about career advancement. The measurement instrument for career advancement is adopted from Delery and Doty (1996) with reliability value of 0.09. Previous researchers also has found that the reliability value for career advancement is 0.82(Gong and Chang,2008) and 0.86 (Aktar,2018). Table 3.4 below, includes the items of career advancement for investigation.

Table 3.4
Summary of Career Advancement.

Operational Definition of Career Advancement	Dimension of Career Advancement	Source
The operational definition of career advancement is known as a process that involves initiative of an organization on creating chances to develop employees advance career opportunity.	1. I have clear career paths in this company. 2. I have a very strong future within company. 3. My career aspirations within this industry are known by immediate supervisors. 4. Employees in this job who desire promotion have more than one potential position they could be promoted to.	Delery and Doty,1996

The second item in section C is employee participation, defined as employee's involvement in decision making process and has the authorization in providing input to their job (Delery & Doty,1996). Delery and Doty 1996, has also has used the similar 4 items of measurement as included in this study with reliability value of 0.86

Table 3.5
Summary of Employee Participation

Operational Definition of Employee Participation	Dimension Employee Participation	Source
The operational definition of employee participation is employee's involvement in decision making process, rather than following order.	1. Employees in this company are allowed to make many decisions. 2. Employees in this company are often asked by their supervisor to participate in decisions. 3. Employees are provided the opportunity to suggest improvements in the way things are done. 4. Superiors keep open communications with employees in this company.	Delery and Doty, 1996

In addition, third item of section C is about job security. Job security is known as where an organization gives permanent and secured employment for their employees for long term Delery and Doty (1996). Davy *et al.* (1997), has also made a similar, stating that job security refers to one's impressions of the stability and continuity of their position as well as their motivation to keep the job with the reliability value of 1.20. Herzberg, (1968) has stated that job security is about how much stability on employment that employers provide to their employees. Referring, to Delery and Doty (1996) job security has reliability value of 0.097 and Gong and Chang (2008) claimed reliability value of 0.77. The job security

measured using 5-point Likert scale to from 1=strongly disagree to 5=strongly agree.

Table 3.6
Summary of Job Security

Operational Definition of Job Security.	Dimension Job security.	Source
The operational definition of job security is where an organization gives permanent and secured employment for their employees for long term.	1. I can stay in this company for as long as I wish. 2. It is difficult to dismiss employees from this company. 3. Job security is almost guaranteed to employees in this company. 4. If the company were facing economic problems, in this job would be the last to get cut.	Delery and Doty,1996

The fourth item of section is about performance feedback which is known as the degree to which employees have the chance to obtain feedback from their HR managers that help employees to develop their skills and knowledge (Zhou and George,2001). The three-item scale used in this study to measure performance feedback is adopted from Zhou, 2003. From the previous study, the Cronbach's alpha values is from 0.80 to 0.86 (Menguc, *et al.*, 2013; Joo & Park,2010; Zhou,

2003) by using 5-point Likert scale, with 1 being strongly disagree and 5 is being strongly agree.

Table 3.7
Summary of Performance feedback

Operational Definition of Performance feedback	Dimension performance feedback	Source
Performance feedback is referring to which extent employers provides useful feedback on employee's performance in order to improve and develop employee's skills and knowledge while performing the job.	1. My manager gives me sufficient information about work goals. 2. My manager gives me feedback on my performance. 3. My manager gives me feedback on how I can improve my work performance.	Zhou,2003

The fifth item of section C is about the rewards and recognition The rewards and recognition are known as the degree to which employees receive offering compensation and benefits in order to generate job satisfaction, work engagement, and well-being at work (Saks,2006). This study used seven reward and recognition measurement items that were adopted from Saks (2006) and adopted from Aktar (2018). The prior studies supported the reliability value of 0.76 to 0.80 (Bhatnagar,2014; Saks,2006). The respondents were asked to rate their agreement

and disagreement with the statements on rewards and recognition using a 5-point Likert scale, where 1 denoting a strong disagreement and 5 represents a strong agreement.

Table 3.8
Summary of Rewards and recognition

Operational Definition of Rewards and recognition	Dimension of rewards and recognition	Source
Rewards and recognition is known as an offering compensation and benefits to employees in order to generate job satisfaction, work engagement, and well-being at work.	1. Employees in this company receive a pay raise for improving the level of performance. 2. If I improve the level of performance, I get more freedom to do my work in this industry. 3. If I improve the level of service to the company, I get more challenging work assignments. 4. People I work with in this company show a respect for better performance. 5. If I improve the level of job performance, I receive a praise from my manager. 6. Employees in this company receive public recognition (e.g. employee of the month/year) for their excellent job performance. 7. Employees in this industry receive a token of appreciation (e.g.lunch) for improving the level of service to the industry.	Saks,2006

The last item of section C is about training and development. The level of training supplied to employees for the aim of internal skill development is referred to as the training and development (Delery and Doty, 1996). The variable measured using a 4-item instrument that was adopted from Delery and Doty (1996). From the previous study by Delery and Doty, 1996 identified that the internal reliability value is 0.83 The 5-point Likert scale been used, 1 is for strongly disagreeing and 5 is for strongly agreeing.

Table 3.9
Summary of Training and development

Operational Definition of Training and development	Dimension of Training and Development	Source
The training and development are defined as the extent to which training that is being provided to employees for the purpose of internal skill development	1. Extensive training and development programs are offered by the company to improve my job skills. 2. Employees in this company normally go through training programs every few years. 3. There are formal training programs to teach new hires the skills they need to perform their jobs. 4. Formal training programs are offered to employees in order to increase their promotability in this industry.	Delery and Doty, 1996

3.6 Data collection procedure

Data collection procedure is one of an important part of research. In this study, for the data collection purpose questionnaire has been distributed on tittle “human resource practices and work engagement using google form link.

The link of google form were distributed to the sample that has been chosen randomly via email with the permission of Human Resource Manager of the company. Together with the questionnaire there were attached cover letter and permission letter from university. The attached cover letter is to clarify the respondents that the survey is confidential and solely used for academic research and statistical analysis purposed only. The cover letter also requested to employees to answer all the questions and to submit it as soon as possible.

3.7 Pilot Test

The questionnaire needs to be sent to a small group of respondents to conduct a pilot test to obtain some feedback and areas to be improved before the actual data collection stage. The pilot-test serves as the initial stage of data collection, designed to ascertain whether the targeted respondents comprehend the questions presented in the questionnaire. This crucial step allows for refinement and validation of the survey instrument before the main data collection process commences. At the same time, it enables to correct the grammatical errors in the questionnaires.

In this research, pilot test has been conducted among 30 respondents at one of the manufacturing companies located at industrial area of Kuala Kangsar Perak, which is similar company where the actual data will be collected. These 30 respondents will be excluded from the actual data collection. The data collected will be analyze using the IBM SPSS Statistics 27 software to ensure the accuracy of the survey. The table below indicates the internal reliability that has been computed in pilot test.

Table 3.10:
Result of Reliability Testing

Dimension	Number of Items	Cronbach's Alpha
Work engagement	17	0.95
Career Advancement	4	0.90
Employee Participation	4	0.87
Job Security	4	0.82
Performance Feedback	3	0.86
Rewards and Recognition	7	0.94
Training and Development	4	0.92

Based on the pilot test conducted, Table 3.10 presents the results of the reliability analysis. The test is computed Cronbach's alpha for variables from 0.82 to 0.95 for the survey. SPSS version 27 was used for this purpose.

3.8 Data Analysis Techniques

In this study, to obtain statistical techniques Statistical package for Social Science (SPSS) version 27 were used to obtain data from respondents. This research will focus on descriptive data, Cronbach's alpha, Pearson correlation, and multiple regression. The information from respondents mean and standard deviation are serves as an example of descriptive analysis. Multiple regression analysis is to investigate how work engagement is related to various human resource practices. Pearson correlation is utilized to showcase the correlation existing between human resource practices and work engagement.

3.8.1 Descriptive Analysis

Descriptive analysis of data enables to limit generalization in order to focus on a particular group of individuals to collect data. Descriptive statistics includes frequencies, mean, standard deviation and percentage used in this research. Gender, relationship status, age, tenure in the current company, and educational attainment were measured using percentage and frequency.

3.8.2 Inferential Statistics

Inferential statistics are used to provide broad conclusion about the data collected from the respondents and help to assure that the selected group has the ability to support the hypothesis or not. Pearson Correlation and Multiple Regression were employed in this study to assess the strength of variables.

3.8.2.1 Pearson Correlation

Pearson's correlation coefficient also called as correlation coefficient. This study employed Person correlation to assess the potency and establish the relationship between variables. The table 3.11 below shows Pearson Correlation values.

Table 3.11:
Interpretation of the Value of Correlation Efficient

Correlation coefficient, $r(+/-)$	Relationship between variables
0.00 – 0.20	Insignificant relationship
0.20 – 0.40	Low relationship
0.40 – 0.60	Moderate relationship
0.60 – 0.80	High relationship
0.80 – 1.00	Very High relationship

3.8.2.2 Multiple Regression

According to Pallant (2020) multiple regression analysis is a method of assessing if there is relationship between dependent variable and independent variables. Multiple regression model provides information about relative contribution dependent variable and each independent variable. Table 3.12 below shows equation of multiple regression.

Table 3.12:

Multiple Regression Equation

$$Y = a + b_1x_1 + b_2x_2 + b_3x_3 + b_4x_4 + b_5x_5 + b_6x_6$$

Where a is the interception at Y, When x=0

Y = Work engagement (dependent variable)

X1 = Career advancement

X2 = Employee participation

X3 = Job security

X4 = Performance feedback

X5 = Rewards and recognition

X6 = Training and development

b1, b2, b3, b4, b5 and b6 are the standardized coefficient (betas)

3.9 Summary

This chapter encompasses the research methodology employed to investigate the relationship between human resource practices and work engagement. It outlines the chosen research design, the questionnaire development process, identification of the targeted respondents, and the procedures for data collection and analysis. Apart from that this chapter also discussed about the instruments used to measure the variables. Data Analysis and the research findings will be discussed in Chapter 4.

CHAPTER 4

RESEARCH FINDINGS

4.1 Introduction

This chapter analysis the feedback that obtained from the distributed questionnaire using SPSS software version 27. In-depth details within this chapter encompass preliminary data analysis, incorporating the demographic profile of respondents, mean and standard deviation analysis, normality test results, Pearson correlation analysis, and multiple regression analysis between variables. In addition, the structural route model also constructs the relationships between human resource practices career advancement, employee participation, job security, performance feedback, rewards and recognition, training and development with work engagement.

4.2 Rate of response

For this study, 203 employees were chosen to fulfill the questionnaire, and the link of questionnaire was distributed via email to them. However, for further analysis only 201 were responded for this questionnaire. The response rate of this study is 99.01%. But, out of 201 respondents, 13 respondent's feedback were deleted as the participants answer is incomplete and excluded from the survey. The remaining 188 which is 93.5% of response rate from 201 respondents is sufficient and utilized for comprehensive analysis.

4.3 Descriptive Analysis

4.3.1 Respondents' Demographic Profile

The respondents' demographic profile includes percentage and frequencies of respondent's gender, marital status, age, total years of working experience and education level is provided in Table 4.1. Referring to the Table 4.1 there were a sum of 188 respondents and 31.4% of them was male and 68.6% of them is female. According to the percentage level of marital status, 50% of them are female and 50% are male. Besides that, the respondents in age below 30 years are majority with 44.1% and only 6.9% are in category of more than 50 years old.

Besides that, the total years of working experience in this company, 52.7% of them has less than 6 years of experience and only 7.4% of them has experience more than 25 years. Finally, majority of the respondent's education level is Sijil Pelajaran Malaysia (SPM) which is 47.3%.

Table 4.1
Respondent's Demographic Background (n= 188)

Demographic Characteristics	Frequency	Percentage (%)
Gender		
Male	59	31.4
Female	129	68.6
Marital Status		
Married	94	50.0
Single	94	50.0
Age		
30 years and below	83	44.1
31 years – 35 years	35	18.6
36 years – 40 years	27	14.4
41 years – 45 years	14	7.4
46 years – 50 years	16	8.5
More than 50 years	13	6.9
Total years of working experience in current company		
Less than 6 years	99	52.7
6 years – 10 years	29	15.4
11 years – 15 years	16	8.5
16 years – 20 years	16	8.5
21 years – 25 years	14	7.4
25 years above	14	7.4
Education level		
Penilaian Menengah Rendah (PMR)	26	13.8
Sijil Pelajaran Malaysia (SPM)	89	47.3
Sijil Pelajaran Tinggi Malaysia (STPM)	13	6.9
Certificate	1	0.5
Diploma	16	8.5
Degree	38	20.2
Master	5	2.7
Others:		
Total	188	100

4.3.2 Analysis of Mean and Standard Deviation

Human resource practices include of career advancement, employee participation, job security, performance feedback, rewards and recognition, training and development are examined in analysis of mean and standard deviation. The mean statistic for each factor were listed in Table 4.2 and the range is from 3.82 to 4.09 with standards deviation of 0.45 to 0.60 respectively. This verifies that human resource managers are more likely to use these practices to enhance work engagement. Other than that, for dependent variable, which is work engagement, the analysis indicates that the mean score is 3.94, with a standard deviation of 0.45. Table 4.2 indicates the collected data on mean and standard deviation analysis for each variable.

Table 4.2:
Mean and Standard Deviation for Variables

	Mean Statistic	Standard Deviation Statistics
Career Advancement	3.87	0.60
Employee Participation	3.82	0.56
Job Security	3.92	0.54
Performance feedback	4.09	0.51
Rewards and recognition	3.95	0.49
Training and development	3.97	0.56
Work engagement	3.94	0.45

4.3.3 Normality Test

Examining the normality of data distribution serves as a fundamental benchmark for statistical procedures. As posited by Hair et al. (2010), a data distribution is considered to follow a normal distribution when the shape of the distribution for a particular variable aligns with the standard bell-shaped curve characteristic of a normal distribution. In accordance with the recommendations of Hair et al. (2014), this study employed skewness and kurtosis distributions as statistical measures to assess the normality of the data distribution. As per the approach outlined by Pallant (2020), the calculation of the z-score involves dividing the values of skewness and kurtosis by their respective standard errors. The normality of the data distribution is referred to the z-score with 99% of confidence level. If the z-value is falls within the range from -2.58 to +2.58, it indicates that the sample distribution is consistent with a normal distribution at significant level of 0.05.

Table 4.3 below shows output of skewness and kurtosis value is within the acceptable range. The study's data collection met all the parametric testing assumptions and as the conclusion of the result it is fit for further parametric analysis.

Table 4.3

Result of Skewness and Kurtosis

	Statistic	z-value	Statistic	z-value
Career Advancement	-0.345	-1.949	-0.054	-0.152
Employee Participation	-0.394	-2.226	0.262	0.742
Job Security	-0.116	-0.655	-0.231	-0.654
Performance feedback	-0.087	-0.492	0.271	0.767
Rewards and recognition	-0.355	-2.006	0.263	0.745
Training and development	-0.087	-2.198	0.642	1.818
Work engagement	-0.391	-2.209	-0.152	-0.430

Note: Skewness standard error= 0.177. Kurtosis standard error=0.353

4.4 Inferential Analysis

4.4.1 Correlation Analysis

This study employed Pearson's correlation to evaluate the relationship between the six variables. Table 4.4 presents clear evidence of a positive correlation between career advancement and work engagement. ($r = 0.737$; $p < 0.001$). Following with that job security also has a positive correlation with work engagement ($r = 0.628$; $p < 0.001$). The Table 4.4 also shows that the other four variables have substantial correlation with work engagement. The result support with the value of correlation coefficient shows that the employee participation ($r=0.546$; $p < 0.001$), performance feedback ($r = 0.513$; $p < 0.001$), rewards and recognition ($r=0.594$; $p < 0.001$), training and development ($r = 0.449$; $p < 0.001$). In summary, the correlation analysis revealed a remarkably significant relationship ($p < 0.001$) among career advancement, employee

participation, job security, performance feedback, rewards and recognition, training and development and work engagement (2-tailed).

Table 4.4:
Result of Pearson Correlation Analysis

Variable	Work engagement
Career Advancement	0.737**
Employee Participation	0.546**
Job Security	0.628**
Performance feedback	0.513**
Rewards and recognition	0.594**
Training and development	0.449**

n= 188

Correlation is significant at the 0.001** level (2-tailed)

4.4.2 Multiple Linear Regression Analysis

The study employed multiple regression analysis to investigate the association between human resource practices and work engagement. This study aims to investigate the relationship between work engagement and human resource practices, where work engagement serves as the dependent variable and human resource practices as the independent variable. Table 4.5 indicates the result of multiple regression analysis using stepwise method, which the result shows $R^2 = 0.621$ and $F = 49.374$ ($p < 0.00$).

In preparation for the regression analysis, the researchers conducted a comprehensive investigation of multicollinearity among the six independent variables using the Variation Inflation Factor (VIF) as a metric. The analysis

revealed that all VIF values were below 3, indicating a minimal presence of multicollinearity issues. As a result, the selected independent variables are considered sufficiently independent and suitable for the subsequent regression analysis.

After evaluating multicollinearity among the independent variables, stepwise multiple linear regression was implemented to discern the human resource practices that significantly impacted work engagement. As depicted in Table 4.5, only three HR practices were found to significantly predict work engagement. Career advancement was shown to be the most significant (value = 0.499, $t=7.452$, $p < 0.001$), followed by job security which contributed (value = 0.244, $t=3.740$, $p < 0.001$) and rewards and recognition which further improved the variance explained by (value = 0.224, $t=3.333$, $p < 0.001$). The outcome of career advancement, job security and training and development has significant impact on work engagement. On the other hand, employee participation, performance feedback and training & development has no significant relationship with work engagement. Therefore, H_1 , H_3 , H_5 is supported and H_2 , H_4 , H_6 is rejected.

Table 4.5:
Multiple Regression Results between Human Resource Practices and Work engagement.

	Coefficients(a)		Standardized Coefficients		
	Unstandardized Coefficients				
	B	Std. Error	Beta	t	Sig.
Constant	19.931	3.276		6.084	0.000
Career Advancement	1.584	0.213	0.499	7.452	0.000
Employee Participation	0.155	0.217	0.046	0.714	0.476
Job Security	0.851	0.228	0.244	3.740	0.000
Performance feedback	-0.358	0.331	-0.072	-1.079	0.282
Rewards and Recognition	0.498	0.149	0.224	3.333	0.001
Training and Development	-0.161	0.214	-0.047	-0.753	0.452
R = 0.788					
R ² = 0.621					
Adjusted R ² = 0.608					
F value = 49.374					
Significant of F = 0.000 ^b					

4.5 Summary of Result

In order to explore the connection between human resource practices and work engagement, this study employed both Pearson correlation and multiple regression analyses. These statistical techniques were utilized to determine the strength of the relationship between the variables and to assess how human resource practices influenced work engagement. The findings from the hypothesis testing are summarized in Table 4.7, providing a comprehensive overview of the results obtained from the analyses.

Table 4.7
Summary of Results

	Hypothesis	Result
H1	The relationship between career advancement and work engagement.	Supported
H2	The relationship between employee participation and work engagement.	Rejected
H3	The relationship between job security and work engagement.	Supported
H4	The relationship between performance feedback and work engagement.	Rejected
H5	The relationship between rewards and recognition with work engagement.	Supported
H6	The relationship between training and development with work engagement.	Rejected

4.6 Summary of the Chapter

The chapter culminates with an extensive discussion that employs statistical techniques to test the hypothesis. This section focused on the data screening process including the determination of mean and standard deviation, normality test, correlation analysis and multiple regression analysis. The primary objective of this research is to intricately analyse the interplay between human resource practices and work engagement within a manufacturing company situated in Kuala Kangsar, Perak. Utilizing inferential statistics enabled the study to effectively address the research question and provided robust support for the research finding.

CHAPTER 5

DISCUSSION AND CONCLUSION

5.1 Introduction

This chapter serves as the conclusive part of the study, offering a comprehensive and detailed discussion of the findings in alignment with the six research objectives, research questions, and formulated hypotheses presented in the initial chapter. Additionally, the chapter explores the practical and theoretical contributions of the study. Finally, a conclusion will be drawn, encompassing the study's limitations, and providing recommendations for future study.

5.2 Recapitulation of Study Findings

This study primarily investigates the relationship between work engagement and diverse human resource practices, including career advancement, employee participation, job security, performance feedback, rewards and recognition, and training and development with research objectives revolving around understanding the impact of these HR practices on work engagement.

This study aims to determine the relationship between career advancement opportunities and work engagement as its first objective. It seeks to investigate whether employees who perceive better career advancement prospects tend to be more engaged in their work.

The second objective aims to examine the relationship between employee participation and work engagement. It investigates whether involving employees in decision-making and organizational processes positively influences their engagement levels.

Another objective which falls as third objective of this study is to assess the relationship between job security and work engagement. It explores whether a sense of job security has an impact on employees' level of engagement and commitment to the organization.

The fourth objective focuses on understanding the relationship between performance feedback and work engagement. It aims to determine whether providing constructive feedback on employees' performance positively affects their engagement.

The fifth objective is to investigate the relationship between rewards and recognition and work engagement. This objective aims to explore whether acknowledging and rewarding employees for their contributions lead to higher levels of engagement.

The final objective of this study is to analyse the relationship between training and development opportunities and work engagement. It seeks to understand whether providing employees with learning and development opportunities correlates with increased engagement in the workplace.

Through the examination of these HR practices and their impact on work engagement, this study endeavours to provide valuable insights that can aid organizations in enhancing their employees' overall engagement levels. The independent variables in this study are career advancement, employee participation, job security, performance feedback, rewards and recognition, training and development. And the dependent variable is work engagement. The total return response rate for this study was 99.01%. The result of Cronbach's alpha for the variables from reliability analysis has been accepted with the range from 0.82 to 0.95.

In this study, descriptive analysis has been used to assess respondent's background and to determine the relationship between HR practices and work engagement. Following with that, from the result of Pearson Correlation, career advancement and job security had good Pearson correlation with positive significant relationship with work engagement. For employee participation, performance feedback, rewards and recognition, training and development had a substantial relationship. Furthermore, the outcome of multiple regression analysis shows there is a positive and significant relationship between career advancement, job security, rewards and recognition with work engagement. But, employee participation, performance feedback and training and development has no significant relationship on work engagement.

5.3 Discussion of Findings

5.3.1 The relationship between career advancement and work engagement.

The primary objective of this research is to establish the association between career advancement and work engagement.

H₁: There is a relationship between career advancement and employee engagement.

Table 4.4 indicate the findings of Pearson correlation study, which indicates that there is a strong relationship between career advancement and work engagement ($r = 0.737$; $p < 0.001$). The results of this study align with the recommendations put forth by Chen (2017), Van De Voorde and Beijer (2015) and Alias *et al.* (2014).

Their research demonstrates that career advancement, as one of the HR practices, has a positive impact on improving work engagement. Since, it has been proven that career advancement is an important HR practices, HR managers should focus in offering more career advancement opportunity to employees.

The findings also indicate that if employees provided with career advancement, employees will feel that employers care about their welfare, which will motivate them to put more effort into their jobs. Moreover, according to the survey by Alias *et al* (2014), career advancement opportunity that offered by organizations not only to develop employee's career but to increase work engagement level. This term is mentioned by Blau (1964) according to social exchange theory (SET) stated that there is a reciprocal relationship among employee and employer. In conclusion, when employers offer move career

advancement opportunities employees will reciprocate by increasing engagement in work. Hence, H₁ is supported, indicating that career advancement is one of the most important practices for enhancing work engagement, and this finding is further corroborated by additional researchers with empirical evidence.

5.3.2 The relationship between employee participation and work engagement.

The second objective aims to examine the relationship between employee participation and work engagement.

H₂: There is a relationship between employee participation and work engagement.

In this study, the results of the hypothesis indicate that there was no significant relationship between employee participation and work engagement ($t = 0.714$, $p > 0.10$). This finding differs from the findings of Ugwu and Okojie (2017), whose study showed a positive and significant impact of employee participation on work engagement. They suggested that encouraging employees' involvement in the organizational decision-making process could enhance work engagement. However, in the context of manufacturing companies, this study suggests that employee participation alone might not be the major driving factor for increased work engagement. Consequently, H₂ is rejected in this study.

5.3.3 The relationship between job security and work engagement.

The third objective is to assess the relationship between job security and work engagement.

H₃: There is a relationship between job security and work engagement.

The statistical analysis for this objective reveals a positive and significant relationship between job security and work engagement ($t = 3.740$, $p < 0.001$). This finding can be attributed to the fact that employees who feel secure in their jobs tend to exhibit higher levels of confidence in carrying out their assigned tasks, leading to increased engagement. This outcome is also proven by Senol (2011), the higher the job security that offered by employers within the organization will lead employees to stay engaged in their task. Job security is one of the important HR practices that creates and attachment between employer and employee. Additionally, according to Bolt (1983), Mooney (1984) and Ahmed *et al* (2017), the level of an employee's job security positively influences their level of engagement with their work within an organization. According to (Manjaree and Perera., 2021) claimed that job security has a positive relationship with work engagement, suggesting that employees' perception of stability in their jobs leads to higher levels of engagement with their work.. Furthermore, Chen (2017) also discovered a beneficial relationship between HR practices includes job security and work engagement. Employees perception on organization provide job security to employees is positively impact work engagement in their job (Firdaus et al., 2023). Hence, H₃ is supported in this study.

5.3.4 The relationship between performance feedback and work engagement.

The fourth objective focuses on understanding the relationship between performance feedback and work engagement.

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

The statistical findings for this objective reveal a non-significant relationship ($t = -1.079$, $p = 0.282$), implying that the p-value is greater than 0.10.

Despite the significant positive relationship reported by Van de Broeck et al. (2008) between performance feedback and work engagement, the current study's statistical analysis indicates a non-significant relationship between these variables. This finding could be attributed to the limited opportunity for employees to express their thoughts or provide feedback to their managers when receiving performance feedback, regardless of its nature, whether positive or negative. Consequently, this study rejects H4.

5.3.5 The relationship between rewards and recognition with work engagement.

The fifth objective is to investigate the correlation between rewards and recognition and work engagement.

H₅: There is a relationship between rewards and recognition with work engagement.

The statistical analysis reveals a positive and significant relationship between rewards and recognition and work engagement ($t = 3.333$, $p < 0.001$), indicating that providing rewards and recognition is associated with increased levels of work engagement in the organization. This study's finding also supported by previous researchers as it provides consistent result as current study (Hoque *et al.*, 2018; Presbitero, 2017; Lardner, 2015; Breevaart *et al.*, 2014; Alias *et al.*, 2014; Karatepe, 2013).

Rewards and recognition stand as one of the most critical HR practices, and their absence may precipitate burnout and detrimental behavioural consequences. Given the significant relationship found in this study between rewards and recognition and work engagement, it becomes imperative for HR managers to

enhance their efforts in providing more rewards and recognition to boost employees' engagement. This conclusion aligns with the notion SET, suggesting that employees who receive sufficient rewards and recognition from their organization may feel a sense of obligation to reciprocate by contributing more to the organization through increased job engagement. Thus, this study supports H₅, as rewards and recognition demonstrate a positive and significant relationship with work engagement.

5.3.6 The relationship between training and development with work engagement.

The final objective of this study is to analyse the relationship between training and development opportunities and work engagement.

H₆: There is a relationship between training and development with work engagement.

Statistically, this study did not find a positive and significant relationship between training and development with work engagement, despite the support provided by Kahn (1990) for the idea that training and development could increase work engagement. The primary objective of organizations in providing tools to enhance employee job performance through proper training and development is to foster a sense of capability and efficiency, thereby promoting engagement. Additionally, Suan and Nasurdin (2014) mention that, based on SET, employees feel appreciated when organizations offer good training and development opportunities. However, in this study, the training and development provided might not have been suitable for the nature of employees' jobs. Therefore, it is crucial to analyse and review the training and development programs to ensure

they positively impact work engagement. Consequently, H₆ is rejected in this study.

5.4 Implication of the Study

This study holds multifaceted implications, encompassing both practical and theoretical aspects. This study also focuses on six HR practices that influence on work engagement. This is one of the new empirical studies that have been carried among employees from manufacturing sector to investigate connection between career advancement, employee participation, job security, performance feedback rewards and recognition, training and development with work engagement.

5.4.1 Practical Contribution

The findings of this study have an important implication, particularly for manufacturing industry looking for ways to enhance work engagement via strategic Human Resource management.

The findings discovered that career advancement is significantly impacting work engagement. It is revealed that employees in the Toyobo Textiles want to be recognized by their employees for their work performance by moving them into higher-level positions that offer greater responsibility, status, and compensation. The findings emphasize the importance of clear pathways for vertical career progression within a manufacturing industry, demonstrating that employees' aspirations to ascend higher in the organizational hierarchy positively contribute to their overall engagement and motivation.

Besides, job security is another important criterion affecting work engagement. It is proven that employees in Toyobo Textiles desire for job security where they need a confirmation that their management able to provide stable employment for their employees. Ensuring job security not only instils a sense of stability and trust among employees but also fosters a positive work environment that promotes productivity, loyalty, and higher levels of engagement.

Another Human Resource strategy which positively impact work engagement is rewards and recognition. By acknowledging and rewarding the employees of Toyobo Textiles, employees feel valued and appreciated for their contributions, leading to increased motivation, job satisfaction, and a stronger commitment to the organization. Furthermore, these rewards and recognition initiatives create a culture of healthy competition and continuous improvement within the company, encouraging employees in manufacturing industry to strive for excellence, set higher goals, and actively contribute to the overall success of the organization.

Despite initial expectations, hypothesis regarding employee participation, performance feedback and Training and Development as significant factors in work engagement was not supported in the context of Toyobo Textiles. While these factors have been widely acknowledged as influential in work engagement within various industries, their impact may differ in the unique context of Toyobo Textiles and other manufacturing industry

This finding emphasizes the importance of considering the specific dynamics and organizational factors at play when designing work engagement strategies within the manufacturing industry. The practical contribution of this research lies in emphasizing the exploration of alternative avenues and factors, particularly those related to compensation and benefits, that may exert a stronger influence on work engagement within this specific organization.

5.4.2 Theoretical Contribution

The collection of this research is about the strategic human resource strategy and approach in improving work engagement, especially in manufacturing industry.

By challenging the prevailing assumptions and exploring the specific dynamics and organizational factors at play, this study offers fresh perspectives on the determinants that shape work engagement. The finding that compensation-related factors, rather than psychological benefits, have a stronger impact on work engagement in this specific organization contributes to the existing theoretical frameworks of work engagement. It highlights the need for a nuanced approach that considers the unique characteristics and needs of employees in the manufacturing industry, emphasizing the role of compensation as an important key in enhancing engagement.

This study focus on understanding of work engagement in the manufacturing sector by highlighting the multifaceted nature of this concept and the contextual factors that influence it. The results encourage further research and

exploration of alternative factors and approaches that can help to improve work engagement in similar organizational contexts.

5.5 Limitations and Recommendations for Future Research

Throughout this study, certain limitations have been acknowledged and conscientiously addressed. The primary limitation arises from the relatively small sample size of employees (n=203) drawn from a specific textiles manufacturing industry in Kuala Kangsar, Perak. Due to this limited sample size, the generalizability of the study's conclusions to the entire Malaysian population may be limited. To improve the robustness and applicability of the findings, future studies should strive to include larger and more diverse samples.

One limitation of this research pertains to the potential introduction of cognitive biases and inaccuracies due to the use of quantitative approaches. Respondents may not thoroughly read the questions or provide inappropriate answers, leading to discrepancies between the measured factors and their actual reactions. Consequently, the ratings obtained in this study may reflect respondent biases and inconsistencies in judgment.

To address this limitation, future researchers are encouraged to utilize a comprehensive approach which is quantitative method as this integration will help to overcome constraints and lead to a deeper and more nuanced understanding of work engagement. This would provide a richer and more nuanced exploration of the subject matter, capturing the intricacies and insights that may be missed through quantitative measures alone.

Finally, future studies are urged to delve deeper into exploring additional factors that can enhance the effectiveness of human resource strategies focusing on employee participation, performance feedback, and training and development. Despite the lack of a significant relationship between these factors and work engagement in the context of Toyobo Textiles, it is imperative to conduct further investigations to explore their potential impact in diverse organizational settings. Researchers could explore alternative approaches or variations of these strategies that may better align with the unique needs and dynamics of manufacturing industries

5.6 Conclusion

The primary goal of this research is to look into variables that may be related to work engagement in the manufacturing company, particularly in Toyobo Textiles, Kuala Kangsar Perak. This study used SPSS for statistical analysis and employed a quantitative approach for data collecting. Particular attention was paid on how the HR practices affected on work engagement.

The outcomes of this study shows that three out of six HR practices, namely career advancement, job security and rewards and recognition have significant relationship in enhancing work engagement. These findings which positively correlates with work engagement highlight the importance of providing clear pathways for vertical career progression, offering job security assurances, and implementing effective rewards and recognition programs to foster a highly engaged workforce. While the other three HR practices; performance feedback,

training and development and employee participation has little or no effect in enhancing work engagement. Rather than dropping the HR practices of employee participation, performance feedback, and training and development altogether, finding of this study indicate the need for organizations to reevaluate and fine-tune their approaches to these practices. By better aligning these practices with the unique needs and characteristics of their workforce, organizations can potentially enhance their impact on work engagement.

The findings of this study have practical implications for human resource management. Companies within the manufacturing industry, including Toyobo Textiles, can leverage the identified influential HRM practices to improve work engagement levels, leading to enhanced productivity, job satisfaction, and overall organizational performance. In conclusion, this study emphasizes on work engagement within the manufacturing industry and highlights the significance of specific HRM practices in enhancing work engagement. It provides valuable insights for organizations seeking to develop targeted and effective strategies to boost work engagement.

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Appendix 1: Cover letter for Questionnaire

COVER LETTER



UNIVERSITI UTARA MALAYSIA KUALA LUMPUR

41-3 Jalan Raja Muda Abdul Aziz, Kampung Baru,
50300 Kuala Lumpur, Wilayah Persekutuan Lumpur.

02nd June 2023

To whom it may concern

Sir/Madam

I am Kogilavani Veraiyah, a student of Master of Human Resource Management from University Utara Malaysia. I am conducting research on the topic **'THE RELATIONSHIP BETWEEN HUMAN RESOURCE PRACTICES AND WORK ENGAGEMENT'**.

I am humbly looking for your help in completing this questionnaire by answering the attached survey instrument and returning it. Please be assured that your information will be kept confidential and used solely for academic research and statistical analysis purposes only.

Your cooperation in participating in this research would be highly appreciated. Your valuable insights will contribute significantly to my study. It would be an honor if you could return the completed questionnaires by June 16, 2023.

I would greatly appreciate it if you could complete the questionnaire at your earliest convenience time. If you have any inquiries, please do not hesitate to contact me at 016-5327009. Thank you in advance for your cooperation. Sincerely,

Kogilavani Veraiyah
School of Business Management
E-mail: kogivani00@gmail.com

Academic Supervisor
Dr.Tang Swee Mei
College of Business
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Appendix 2: Questionnaire

SURVEY QUESTIONNAIRE

THE RELATIONSHIP BETWEEN HUMAN RESOURCE PRACTICES AND WORK ENGAGEMENT

SECTION A: Respondent's Background

Please **TICK (/)** the appropriate response category that applied to you.

1. Gender : ☐ Male ☐ Female

2. Marital status: ☐ Married ☐ Single

3. Age :

☐	30 years and below	☐	31 years – 35 years	☐	36 years – 40 years
☐	41 years – 45 years	☐	46 years – 50 years	☐	More than 50years

4. How long have you been working in this manufacturing company (approximately):

☐	Less than 6 years	☐	6 years –10 years	☐	11 years –15 years
☐	16 years – 20 years	☐	21 years – 25 years	☐	25 years above

5. Education Level (choose the highest):

☐	Penilaian Menengah Rendah (PMR)	☐	Diploma
☐	Sijil Pelajaran Malaysia (SPM)	☐	Degree
☐	Sijil Pelajaran Tinggi Malaysia(STPM)	☐	Master
☐	Certificate	☐	Others: Please specify) _____

SECTION B: WORK ENGAGEMENT

Instructions: Please indicate the degree of your agreement to each of the statement by tick the rating provided. A Likert scale of 1-5 is used to signify the range of your ratings as per below:

1 = Strongly Disagree | 2 = Disagree | 3 = Neutral | 4 = Agree | 5 = Strongly Agree

No.	Items	Scale				
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Work engagement						
1	At my work, I feel that I am bursting with energy					
2	I find the work that I do full of meaning and purpose					
3	Time flies when I'm working					
4	At my job, I feel strong and vigorous					
5	I am enthusiastic about my job					
6	When I am working, I forget everything else around me					
7	My job inspires me					
8	When I get up in the morning, I feel like going to work					
9	I feel happy when I am working intensely					
10	I am proud of the work that I do					
11	I am immersed in my work					
12	I can continue working for very long periods at a time					
13	To me, my job is challenging					
14	I get carried away when I'm working					
15	At my job, I am very resilient mentally					
16	It is difficult to detach myself from my job					
17	At my work I always persevere, even when things do not go well					

SECTION C: HUMAN RESOURCE PRACTICES

Instructions: Please indicate the degree of your agreement to each of the statement by tick the rating provided. A Likert scale of 1-5 is used to signify the range of your ratings as per below:

1 = Strongly Disagree | 2 = Disagree | 3 = Neutral | 4 = Agree | 5 = Strongly Agree

No.	Items	Scale				
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Career Advancement						
1	I have clear career paths in this company.					
2	I have a very strong future within company					
3	My career aspirations within this company are known by immediate supervisors.					
4	Employees in this job who desire promotion have more than one potential position they could be promoted to.					
Employee Participation						
1	Employees in this company are allowed to make many decisions.					
2	Employees in this company are often asked by their supervisor to participate in decisions.					
3	Employees are provided the opportunity to suggest improvements in the way things are done.					
4	Superiors keep open communications with employees in this company.					
Job Security						
1	I can stay in this company for as long as I wish.					
2	It is difficult to dismiss employees from this company.					
3	Job security is almost guaranteed to employees in this company.					
4	If the company were facing economic problems, employees in this job would be the last to get cut.					
Performance Feedback						
1	My manager gives me sufficient information about work goals					
2	My manager gives me feedback on my performance					
3	My manager gives me feedback on how I can improve my work performance					

Rewards and Recognition					
1	Employees in this company receive a pay raise for improving the level of performance.				
2	If I improve the level of performance, I get more freedom to do my work in this company.				
3	If I improve the level of service to the company, I get more challenging work assignments.				
4	People I work with in this company show a respect for better performance.				
5	If I improve the level of job performance, I receive a praise from my manager				
6	Employees in this company receive a public recognition (e.g. employee of the month/year) for their excellent job Performance				
7	Employees in this company receive a token of appreciation (e.g.lunch) for improving the level of service to the company.				
Training and Development					
1	Extensive training and development programs are offered by the company to improve my job skills.				
2	Employees in this industry normally go through training programs every few years.				
3	There are formal training programs to teach new hires the skills they need to perform their jobs.				
4	Formal training programs are offered to employees in order to increase their promotability in this industry.				

Appendix 3: Reliability Analysis

i. Work engagement

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

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

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.955	.956	17

ii. Career Advancement

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

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

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.909	.913	4

iii. Employee Participation

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

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

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.873	.878	4

iv. Job security

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

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

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.824	.822	4

v. **Performance Feedback**

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

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

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.862	.865	3

vi. **Rewards and Recognition**

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

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

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.948	.954	7

vii. Training and Development

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

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

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.927	.930	4

Appendix 4: Descriptive Analysis

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Work engagement	188	2.88	5.00	3.9424	.45033
Career Advancement	188	2.25	5.00	3.8737	.60330
Employee Participation	188	2.25	5.00	3.8271	.56647
Job Security	188	2.75	5.00	3.9202	.54810
Performance feedback	188	3.00	5.00	4.0957	.51507
Rewards and Recognition	188	2.71	5.00	3.9506	.49161
Training and development	188	2.25	5.00	3.9747	.56321
Valid N (listwise)	188				

Appendix 5: Correlation

		Correlations						
		EE	CA	EP	JS	PF	R&R	T&D
WE	Pearson Correlation	1	.737**	.546**	.628**	.513**	.594**	.449**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000
	N	188	188	188	188	188	188	188
CA	Pearson Correlation	.737**	1	.581**	.616**	.616**	.577**	.514**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000
	N	188	188	188	188	188	188	188
EP	Pearson Correlation	.546**	.581**	1	.579**	.512**	.587**	.545**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000
	N	188	188	188	188	188	188	188
JS	Pearson Correlation	.628**	.616**	.579**	1	.605**	.521**	.480**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000
	N	188	188	188	188	188	188	188
PF	Pearson Correlation	.513**	.616**	.512**	.605**	1	.595**	.558**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000
	N	188	188	188	188	188	188	188
R&R	Pearson Correlation	.594**	.577**	.587**	.521**	.595**	1	.619**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000
	N	188	188	188	188	188	188	188
T&D	Pearson Correlation	.449**	.514**	.545**	.480**	.558**	.619**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	
	N	188	188	188	188	188	188	188

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

Appendix 6: Multiple Regressions

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition	Variance Proportions						
			Index	(Constant)	CA	EP	JS	PF	R&R	T&D
1	1	6.948	1.000	.00	.00	.00	.00	.00	.00	.00
	2	.013	23.339	.32	.31	.05	.07	.00	.02	.08
	3	.011	25.576	.23	.02	.22	.12	.04	.02	.32
	4	.009	27.146	.07	.19	.56	.05	.06	.01	.18
	5	.008	30.009	.16	.34	.04	.57	.03	.03	.13
	6	.006	33.791	.21	.14	.01	.04	.39	.34	.28
	7	.006	35.519	.01	.00	.13	.16	.49	.59	.01

a. Dependent Variable: Work engagement

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				Sig. F Change	Durbin-Watson
					R Square Change	F Change	df1	df2		
1	.788 ^a	.621	.608	4.79218	.621	49.374	6	181	.000	1.837

a. Predictors: (Constant), T&D, JS, EP, PF, CA, R&R

b. Dependent Variable: Work engagement

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6803.253	6	1133.875	49.374	.000 ^b
	Residual	4156.662	181	22.965		
	Total	10959.915	187			

a. Dependent Variable: Work engagement

b. Predictors: (Constant), T&D, JS, EP, PF, CA, R&R

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	19.931	3.276		6.084	.000	13.467	26.395					
	CA	1.584	.213	.499	7.452	.000	1.165	2.003	.737	.485	.341	.467	2.143
	EP	.155	.217	.046	.714	.476	-.274	.584	.546	.053	.033	.506	1.977
	JS	.851	.228	.244	3.740	.000	.402	1.301	.628	.268	.171	.493	2.028
	PF	-.358	.331	-.072	-1.079	.282	-1.011	.296	.513	-.080	-.049	.469	2.133
	R&R	.498	.149	.224	3.333	.001	.203	.793	.594	.240	.153	.464	2.155
	T&D	-.161	.214	-.047	-.753	.452	-.583	.261	.449	-.056	-.034	.528	1.892

a. Dependent Variable: Bnew