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**FACTORS INFLUENCING EMPLOYEE ENGAGEMENT IN THE EDUCATIONAL
SECTOR**



Thesis submitted to

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Management.



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ABSTRACT

The engagement of employees is one of the most crucial elements in preserving a company's reputation over time. Employee engagement is the term used to describe the feeling of belonging that motivates employees to work more for their company. The extent of a person's mental and emotional attachment to their job, team, and organization is thought to be a key factor in determining how engaged they are at work. In order to further examine the potential factors that influencing employee engagement, this study was developed. The primary focus of this study was on the relationship between job recognition, job motivation, work environment, co-workers support, and employee engagement. About 142 KPTM Alor Setar and Ipoh employees were chosen to participate along the completion of this study. The technique for this study involves convenience sampling. A well-designed questionnaire covering a number of important topics was distributed to the participants. Multiple regression is utilized to acquire the results of this study to make sure they are consistent with the specified assumptions and, surprisingly, the results demonstrate a favourable connection between independent and dependent variables.

Keywords: employee engagement, job motivation, job recognition, work environment, co-workers support, KPTM employees.



ABSTRAK

Penglibatan pekerja adalah salah satu elemen yang paling penting dalam memelihara reputasi syarikat dari semasa ke semasa. Penglibatan pekerja ialah istilah yang digunakan untuk menggambarkan perasaan kekitaan yang mendorong pekerja untuk bekerja lebih untuk syarikat mereka. Tahap keterikatan mental dan emosi seseorang terhadap pekerjaan, pasukan dan organisasi mereka dianggap sebagai faktor utama dalam menentukan sejauh mana keterlibatan mereka di tempat kerja. Untuk mengkaji lebih lanjut faktor-faktor yang berpotensi mempengaruhi penglibatan pekerja, kajian ini telah dibangunkan. Fokus utama kajian ini adalah pada hubungan antara pengiktirafan pekerjaan, motivasi kerja, persekitaran kerja, sokongan rakan sekerja, dan penglibatan pekerja. Kira-kira sejumlah 142 kakitangan KPTM Alor Setar dan Ipoh telah dipilih untuk mengambil bahagian sepanjang menyiapkan kajian ini. Teknik untuk kajian ini melibatkan persampelan kemudahan. Satu soal selidik yang direka dengan baik merangkumi beberapa topik penting telah diedarkan kepada para peserta. Regresi berganda digunakan untuk memperoleh keputusan kajian ini untuk memastikan ia konsisten dengan andaian yang ditetapkan dan, mengejutkan, keputusan menunjukkan hubungan yang menggalakkan antara pembolehubah bebas dan bersandar.

Katakunci: penglibatan pekerja, pengiktirafan pekerjaan, motivasi kerja, persekitaran kerja, sokongan rakan sekerja, pekerja KPTM



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TABLE OF CONTENTS

PERMISSION TO USE.....	ii
ABSTRACT.....	iii
ABSTRAK.....	iv
ACKNOWLEDGEMENT.....	v
TABLE OF CONTENTS	vi
LIST OF TABLES	ix
LIST OF FIGURES	x
CHAPTER ONE	1
INTRODUCTION.....	1
1.1 Introduction	1
1.2 Background of Study.....	1
1.3 Problem Statement	3
1.4 Research Questions	5
1.5 Research Objectives	6
1.6 Scope of Study	6
1.7 Significance of Study	7
1.8 Definition of Key Terms	7
1.9 Organization of Chapter	8
1.10 Summary	9
CHAPTER TWO	10
LITERATURE REVIEW	10
2.1 Introduction	10
2.2 Variables of The Study.....	10
2.2.1 Employee Engagement.....	10
2.2.2 Job Recognition	12
2.2.3 Job Motivation.....	13
2.2.4 Work Environment	14
2.2.5 Co-Worker Support	15

2.3 Underlying Theory	16
2.3.1 Maslow Hierarchy of Needs	16
2.4 Hypotheses Development.....	18
2.4.1 Job Recognition and Employee Engagement	18
2.4.2 Job Motivation and Employee Engagement.....	19
2.4.3 Work Environment and Employee Engagement	19
2.4.4 Co-Worker Support and Employee Engagement	20
2.5 Research Framework.....	21
2.6 Summary	21
CHAPTER THREE	23
METHODOLOGY	23
3.1 Introduction	23
3.2 Research Design.....	23
3.3 Measurement	24
3.3.1 Employee Engagement.....	24
3.3.2 Job Recognition	26
3.3.3 Job Motivation.....	26
3.3.4 Work Environment	27
3.3.5 Co-Workers Support.....	28
3.4 Sampling Design	30
3.4.1 Population.....	30
3.4.2 Sample	30
3.4.3 Sampling Technique	31
3.5 Questionnaire Design	31
3.6 Pilot Test	32
3.7 Data Collection Procedures	33
3.9 Summary	35
CHAPTER FOUR.....	36
FINDINGS.....	36
4.1 Introduction	36
4.2 Response Rate	36
4.3 Profile of Respondents	36
4.4 Descriptive Analysis	39

4.5 Reliability Analysis	40
4.6 Pearson Correlation Analysis	41
4.7 Multiple Regression Analysis	43
4.8 Summary of Hypothesis	44
4.9 Summary	45
CHAPTER FIVE	46
DISCUSSION AND CONCLUSION	46
5.1 Overview	46
5.2 Discussions of Findings	46
5.2.1 Job Recognition and Employee Engagement	46
5.2.2 Job Motivation and Employee Engagement	47
5.2.3 Work Environment and Employee Engagement	48
5.2.4 Co-Worker Support and Employee Engagement	49
5.3 Implications of Study	51
5.4 Limitations and Suggestion For Future Studies	53
5.5 Conclusion.....	55
REFERENCES.....	56
APPENDIX A: QUESTIONNAIRE.....	70
APPENDIX B: SPSS OUTPUT	82

LIST OF TABLES

Table 3.1 Operational Definition and Items for Employee Engagement.....	24
Table 3.2 Operational Definition and Items for Job Recognition.....	26
Table 3.3 Operational Definition and Items for Job Motivation.....	26
Table 3.4 Operational Definition and Items for Work Environment.....	27
Table 3.5 Operational Definition and Items for Co-workers Support.....	28
Table 3.6 The number of workers.....	30
Table 3.7 Variables and Number of Items.....	32
Table 3.8 Pilot Test Result.....	33
Table 4.1 Response Rate.....	36
Table 4.2 Demographic background of respondents.....	37
Table 4.3 Mean and Standard Deviation of Dependent and Independent Variables.....	39
Table 4.4 Cronbach's Alpha Index.....	40
Table 4.5 Summary of Reliability Analysis.....	41
Table 4.6 The Pearson Correlation Coefficient's Rule of Thumb.....	42
Table 4.7 Summary Results of Pearson Correlation among Variables.....	42
Table 4.8 Multiple Regression Result.....	43
Table 4.9 Summarize of Hypotheses.....	44

LIST OF FIGURES

Figure 2.1 Research Framework.....	21
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CHAPTER ONE

INTRODUCTION

1.1 INTRODUCTION

This chapter covers the background of research that emphasizes on employee engagement in educational sector in Malaysia. As for that, various factors are stated that greatly influence the level of employee's engagement throughout the course of their employment. Background of the study, problem statement, research questions, research objectives, scope of study, significance of the study, definition of terms, and organization of chapter are clarified in this chapter.

1.2 BACKGROUND OF STUDY

Storey, Welbourne, Wright and Ulrich (2008) defined job engagement as an expansion of employee's commitment, work effort, and intention to remain in certain organizations. It is believed that high engagement of employees can greatly impact individuals and organizations result, for instance enhance job involvement, reduce intention to quit from working and cultivate organization citizenship behaviour (Ferreira & Rodrigues, 2018).

Furthermore, Singh, Ramgulum, Rosanne, and Ramdeo (2019) presumed job engagement to be more important than employee motivation in terms of employment in the customer service segment and bottom-line profit since engaged employees can give a manageable contented state of the organization. Employees with high level of engagement find themselves more comfortable to stay longer with a similar organization, subsequently improving their work performance as well.

Undoubtedly, employee engagement should be given extra attention by every sector, particularly educational sector in Malaysia to improve the management and operation of the

business, and at the same time maintaining a high level of employee's reputation every once in a while. In line with the previous statement, Sauian, Kamarudin and Mat Rani (2013), as cited in Economic Report Data (2010) in their study revealed that service sector is the main contributor to the Malaysia GDP, aside from other regular contributors such as agriculture, manufacturing and others.

Taking the educational sector as the focus of discussion, this sector requires more engagement from employees in order to attract student's interest thus, increasing the organization's profit as well as Malaysia economy in a whole. According to Kaňovská (2010), satisfaction of the customers can be attained by organizations through providing a good customer service.

As stated by Saxena, Manav, Lata and Singh (2015), employees are one of the major connections in delivering value and preserving the relationship between customers and company. Service by employees also encompasses a series of more or less intangible activities that regularly occur in interaction between customers and service employees, which in turns also help in solving customer's problem (Johnson and Roberto, 2011).

According to Mallari (2019), gaining an understanding of empowerment in the workplace is essential to promoting employee engagement and retention because it satisfies workers' needs for innovation, flexibility, and hard effort in the workplace. Companies globally endeavour to identify and foster approaches that enable workers to communicate, cooperate, and work as a team in order to improve workers' quality of life as well as the quality of work as a whole (Mallari, 2019). Engaged employees demonstrate diligence, motivation, and dedication in fulfilling their job responsibilities at a high level. They work with excitement, voluntarily going above and beyond expectations, and have a deep and abiding bond with their company (Mallari, 2019).

1.3 PROBLEM STATEMENT

Over the last twenty years, tremendous changes have occurred in manufacturing, information technology, healthcare, the hospitality sector, and nearly every other industry (Menon, Devika, Manoharan, Pasha, and Rajkumar, 2023). The education sector is not exempt from the effects of rapid technological advancements, like other businesses (Menon, et., 2023). The workplace and how employees work have changed dramatically as a result of the usage of current digital tools like artificial intelligence, Internet of Things (IoT), Big Data, and others (Nikolić, 2023). Hence, conventional methods of working are gradually being reorganized and modified to become more intelligent and adaptable (Ćormarković, Dražeta, and Njeguš, 2022).

Current trends and technological progressions have resulted in employees having less engagement in their duties, as they are required to enhance in various aspects, including physical and cognitive skills, to align with the necessary competencies. Kahn (1992) asserted that employee engagement extends beyond mere attendance and physical presence in the workplace. It encompasses the active investment of employees' physical, cognitive, and emotional energies and skills during work (Kahn, 1992).

According to Manivannan and Sanchita (2020), six domains within work-life scenarios that can result in either engagement or burnout of employees include rewards and recognition, workload, autonomy, social and co-workers support, perceived equity, and personal principles. However, in line with the problem of this study which related to technological development, employee engagement might decrease due to insufficient familiarity with new technologies. If these tools are used ineffectively, it could lead to less recognition from the employer because they assumed that the employees need extensive training to become more skilled with updated technology since they are illiterate.

Employees are supposedly to be dedicated to performing their duties to the best of their abilities in order to guarantee that tasks are completed correctly. Concurrently, it is expected of the employer to recognize and incentivize the diligent work done by its employees as well (Sadilla and Wahyuningtyas, 2023). According to Rana and Chopra (2019), many sectors work to grow to set themselves apart from rivals, and remain resilient in a fiercely competitive climate. This leads to notable employee turnover and decreased job motivation among employees.

Research on job motivation shows that nowadays, employees express their needs and desires more openly. They vary in what they seek, such as fair pay, a good lifestyle, job security, chances to grow in their careers, and a balance between work and personal life (Abdullah, Shonubi, Hashim, and Hamid, 2016). The facts that people have endless needs and desires that cannot be fully satisfied, companies should establish clear rules and strategies to support their employees' growth, aside from natural ways of motivating and engaging them (Abdullah, et al., 2016).

Shammout (2021) clearly stated that technological advancements have also increased the level of competition among companies, making it harder to meet the organizational requirements of the work environment. The workplace environment in technological era comprises more than just the physical set up and incentives. It encompasses intangible elements that are crucial to any company's success, and examples of the elements include policies, incentives, work culture, relationships at work, support from supervisors, cohesion among workers, and many more (Genzorová, 2017).

Assuredly, an unsafe work environment perceived by employees may therefore have negative impacts on employee's wellbeing as it weakens people's sense of security (Rusdiyanto, 2023). A poor work environment will have a significant influence on employee

engagement (Kaliannan and Adjovu, 2015). Conversely, a welcoming and secure work environment might draw employees as their wants will probably be met. In order for a company to be successful, its work environment must be designed to raise employee engagement and motivation, which will eventually end up in positive outcomes (Hanaysha, 2016).

Moreover, when work patterns shift due to technological interferences, employees truly rely in support from co-workers to collaboratively deliver quality work. Given diverse backgrounds, employees' levels of digital literacy also differ. By having co-workers support, it provides opportunities for social engagement, crucial for individuals' learning experiences, sense of belonging, and fostering a post

Griep, Vranjes, Hooff, Beckers, and Geurts (2021) mentioned that companies must devise strategies to enhance the best possible functioning and well-being of their employees in the automation era as technology keeps transforming the face of work. Research on the factors that predict engagement seems to be lacking in many ways (Manivannan & Sanchita, 2020). From the foregoing, it should be clear that the main purpose of this study is to gain a better understanding of the factors that can aid in increasing employees' engagement among educational sector workers in Malaysia. This study should show a dedication in offering employees clear chances for growth (Mansor, Jusoh, Hashim, Muhammad, and Omar, 2023).

1.4 RESEARCH QUESTIONS

Therefore, this study focuses on the following questions:

- i. Does job recognition influence employee engagement?
- ii. Does job motivation influence employee engagement?
- iii. Does work environment influence employee engagement?
- iv. Do co-worker support influence employee engagement?

1.5 RESEARCH OBJECTIVES

The purpose of this study inclusive of:

- i. To examine the relationship between job recognition and employee engagement.
- ii. To examine the relationship between job motivation and employee engagement.
- iii. To examine the relationship between work environment and employee engagement.
- iv. To examine the relationship between co-worker support and employee engagement.

1.6 SCOPE OF STUDY

The aim of this study is to look into the most influential factors that can boost employee engagement while working in a company. Job recognition, job motivation, work environment, and co-worker support are all taken into account. Staff members from Kolej Poly-Tech MARA Alor Setar and Ipoh are scheduled to participate in this study. There will be a range of job levels involved, including lecturers, administrative positions like deans, head of divisions and other positions available in the company. Approximately 142 responders are the target audience. Along with it, this study will make use both primary and secondary data to acquire successful outcomes during data gathering. To gather primary data, the predefined questionnaire will be disseminated to the selected respondents via an online and offline distribution techniques. While secondary data will be acquired by looking through articles from different earlier study investigations in different article categories. Books, newspapers, and scholarly journals are all essential sources of secondary material. The results of this study are predicted to assist a wide range of people, notably those working in the educational sector.

1.7 SIGNIFICANCE OF STUDY

The significance of this study can be seen from the theoretical and practical point of view.

To begin, in terms of theoretical contribution, it can be claimed that this study will ultimately help employees in educational sector understand their needs, whether job recognition, job motivation, work environment, or co-worker support influencing their level of engagement. This study will also fill the gap by investigating the relationship between independent variables and dependant variable which in return, benefiting both employers and employees to put in the same effort in understanding one another. For academic's purposes, it is believed that this study may serve as a guide for future researchers to broaden their findings based on the factors discovered that can influence employee engagement.

On the other hand, in term of practical contribution, it is hoped that this study can assist employees and employers in service industries in providing their best and being completely engaged with their work, as this can be beneficial for the service industry in the long run until the pandemic is eradicated.

1.8 DEFINITION OF KEY TERMS

Employee Engagement

A study has emphasized that a completely involved and engaged employee is one that is dedicated to their task (Rutledge, 2005, as cited in Soon, 2015).

Job recognition

According to Hussain, Khaliq, Nisar, and Kamboh (2019), recognition can be demonstrated by valuing and caring for an employee's contribution.

Job motivation

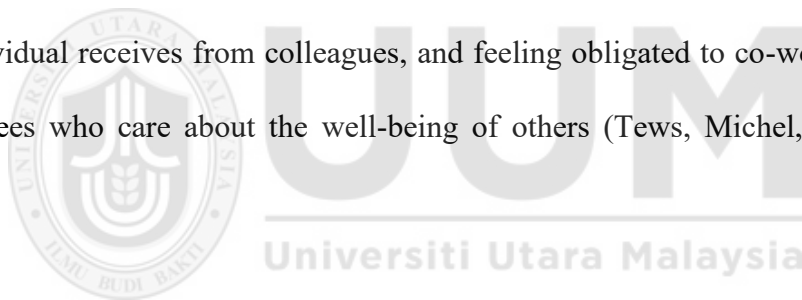
Job motivation is a psychological process that induces an impulse, giving a person's actions direction and stability (Kamdron, 2015).

Work environment

The term work environment refers to everything that surrounds employees and has the potential to impact employees' ability to complete duties as given (Nitisemito, 2008, as cited in Fithri, Mayasari, Hasan, and Wirdianto, 2019).

Co-worker support

The definition of co-worker support can be seen in the attention and care that an individual receives from colleagues, and feeling obligated to co-workers relates to employees who care about the well-being of others (Tews, Michel, and Ellingson, 2013).



1.9 ORGANIZATION OF CHAPTER

This research is structured into several chapters and begins with the introduction sections. The division of chapters is arranged according to the suitability of the reader in order to give a clear picture of the purpose of this study. In general, this research consists of 5 chapters to be understood and used as references to the others.

First section will be explaining about the background of the study, problem statement, research questions, research objectives, scope of study, significance of the study, definition of terms, organization of chapter and chapter summary. The second section deals with the study of literature. In this part, the issues to be addressed include the concept of variables, the

literature of previous researchers, the underlying theory of this study, the formulation of hypotheses and the research framework.

After the details of chapters 1 and 2 are completed, the study will move on to chapter 3, which will focus on research design, sampling design, measurement of study, the questionnaire design and pilot test. Further, this chapter will also go into greater detail about data collection procedures and data analysis techniques.

Following the completion of the explanation of how to obtain the data in chapter 3, chapter 4 will proceed with data collection results and findings which can give a further clarification about final result as expected from this study. Last but not least, this study will be supplemented by the final chapter, chapter 5, which will clarify the study's implications, limitations, and suggestions for future studies.

1.10 SUMMARY

The first chapter provided an overview of the study, which included several topics such as the study's background, problem statement, research questions, research objectives, scope of study, significance of the study, definition of terms, chapter organization and chapter summary. The research study's literature review will be summarised in Chapter 2.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

This chapter went over all of the previous literature reviews that have been compiled and offer detailed information, explanations and support for this study. There were multiple sections in total. The first section started with an explanation of the research variables and related theory to strengthen the finding of this study. Then, the next section went through hypotheses development, which is the process of determining if independent variables and dependent variables have a positive or negative association. Following that, this chapter presented a research framework for this study as well as a summary of the chapter.

2.2 VARIABLES OF THE STUDY

2.2.1 EMPLOYEE ENGAGEMENT

Employee engagement can be referred as those who work with a sense of excitement and develop a deep connection with the company which resulting in innovative ideas and the advancement of the organization (Storey, Welbourne, Wright, & Ulrich, 2008). Guo and Hou (2022) argued that employee engagement refers to the emotional dedication and active participation that employees show toward their work, co-workers, and the entire organization.

An engaged employee demonstrates their ideal self and show their true individuality, thoughts, feelings, and self-expression, that could be seen physically, emotionally, and cognitively throughout their working time (Walsh and Gordon, 2008). By the same token, Mansor, Jusoh, Hashim, Muhammad, and Omar (2023) found that employee engagement surpasses simple job satisfaction and represents a profound connection that inspires employees to exceed their fundamental duties.

According to Schaufeli, Salanova, Roma and Bakker (2001) positive thinking that motivates hard and dedicated workers is a hallmark of employee engagement. It also characterized by a person positive mindset that leads to working hard and devotedly. Workers that are invested in their work are fully present in it (Gupta & Shaheen, 2017). Moreover, a number of popular perspectives hold that engaged employees are less likely to voluntarily leave the organization, more loyal, and contribute more than they ought to (Macey & Schneider, 2008).

Adding to that, Budriene and Diskiene (2020), stated that high employee engagement has a positive impact on company performance and is frequently a decisive competitive advantage. Employees who are engaged help the company achieve its mission, vision, strategy, and produce significant financial results (Chanana & Sangeeta, 2020). In light of the preceding assertion, De-la-calle-Durán and Rodríguez-Sánchez (2021) concluded that employee engagement practices have a significant impact on organizational health.

As indicated by Kahn (1990), resource availability, physical, emotional, and psychological security are factors that influence an employee's level of engagement or disengagement with their work and the organization.

Patro (2013) stressed out employee engagement can be achieved by aligning employees with the organization's strategies, empowering them to engage themselves and instilling a sense of active participation. Markos and Sridevi (2010) added that employee engagement rises when both employers and employees acknowledge that they have work to accomplish together. Expanding on an earlier investigation concerning employee engagement in higher education, Hermesen and Rosser (2008) discovered a robust connection between employee engagement and job satisfaction, serving as a method to enhance educators' motivation and productivity.

Al-Ruqaishi (2017) mentioned that organizational support, innovativeness, job recognition, and workplace climate could indeed help educators to engage.

2.2.2 JOB RECOGNITION

Hussain, Khaliq, Nisar, Kamboh, and Ali (2019), from recent released article cleared up that job recognition means employers appreciate and care about their employees' commitments. As referring to Smith (2014), job recognition reflects not only work performance but also individual fidelity and engagement, which can be obtained through employers' constructive responses to employees. According to Marcellus (2021), a study has been conducted by Harvard Business School with 432 respondents from public institutions which clarified the foundations of comfort between employers and employees can be successfully accomplished through appreciation and job recognition.

Indeed, employees will be highly motivated and perform admirably when they are being recognized by employers (Hussain, et al, 2019). They will also certainly outperform expectations if they are given positive feedback and reinforcement as a matter of recognition (Short, 2016). In addition, Baqir, Hussain, Waseem, and Islam (2020), stated in their study that providing job recognition and motivation increases employee productivity and engagement, as recognition works better than giving rewards.

In line with the preceding clarifications, it can be justified that when employees feel valued and recognized for their contributions, the workplace becomes more vibrant and innovative, with greater employee engagement, lower turnover rates, and higher customer satisfaction ratings (Paul, 2016; Shonubi, Abdullah, Hashim, Hamid, 2016). Meanwhile, Combs (2018) appealed that job recognition is linked to a sense of belonging and self-esteem, both of which are fundamental human needs in the workplace. In the context of education, according to a study by Bialopotocki (2006), educators value job recognition when they are

commended for a job well done. Therefore, it is critical for any institution or organization to recognize employees on a regular basis, regardless of their whereabouts.

2.2.3 JOB MOTIVATION

The term motivation is commonly used to describe the reasons why people willingly perform work. As studied by Tohidi and Jabbari (2012), motivation is defined as a force that causes individual to react in particular ways, and from the perspective of management, the goal of motivating employees is to have them behave in a manner that add value to the company the most. In the same exploration, Dawson (1986) described motivation as a prime mover of attitude, which explains why employees appear to want to exert more effort toward setting and achieving goals.

As a matter of fact, motivation also been expressed as the energy that promotes work-related behavioural patterns and influences a person's work style, direction, and concentration (Baron, 1991; as cited in Brooks, 2007). Generally, it can be stated that motivation plays a key role in encouraging employees to do their best and contributes to the achievement of large-scale business goals (Jain, Gupta, & Bindal, 2019). According to Mariza (2016), motivation is crucial in empowering employees to work hard in order to achieve and engage with their goals, be it individual, group, or organization. A dedicated and motivated employee is certainly beneficial to their daily productivity (Baah, 2010).

The topic of motivation can be further explored with two different types of it, namely intrinsic and extrinsic motivation. As shared by Engidaw (2021), the meaning of intrinsic motivation is a desire to engage in a certain activity for the purpose of gaining contentment. In contrast to intrinsic motivation, extrinsic motivation is known for desirable behaviour conduct by employees that is fundamentally dependent on the achievement of a goal that is distinct from the activity itself (Legault, 2016).

On top of that, according to Gribanova (2021), motivation is not solely based on intrinsic and extrinsic factors, but also involves the employee's personal expectation when performing work. To sum up based on the purpose of the study, in order for educational organizations to enhance their effectiveness, educators such as inspectors, school administrators, and especially teachers must be motivated as much as possible (Turabik & Baskan, 2015).

2.2.4 WORK ENVIRONMENT

Employees are more engaged with their employers and jobs these days for a variety of reasons, together with compensation and benefits, working environment, and work-life stability (Mohd, Shah, & Zailan, 2016). Work environment, according to Al-Omari and Okasheh (2017), is anything that surrounds the employee and thus can obstruct how he performs his roles and responsibilities. It can also refer to the place where tasks are completed (Awan & Tahir, 2015). Work environment has an impact on employees in some way due to a significant portion of time they spend at work (Hafeez, Zhu, Hafeez, Mansoor, & Rehman, 2019).

Even if the issue of the working environment appears to be minor, it surely can have impacts on employee engagement at work, particularly in the context of digitalized work. Approximately 14% of existing jobs might become automated, requiring around 32% of employees to acquire new skills for their roles (OECD, 2019, as cited in Cazan, 2020). Significant adaptations are essential with the help of conducive work environment to thrive in the evolving digitally-driven work setting. The problems indicated previously can be solved by having a good working environment.

Judeh (2021) disclosed in his study that employees require a healthy workplace, which can influence organizational behaviours like organizational commitment and engagement towards employees. Therefore, office space, lighting, noise, room temperature, room appearance, neatness, and entertainment are all physical factors that help in improving the

quality and healthy work environment (Senata, Nuridja, and Suwena, 2014). Nevertheless, Gangwar (2018) analyzed that workplace environment encompasses more than just the physical features, it also includes having supportive co-workers and superiors, fair competition, and the ability to celebrate successes and learn from failures.

Along with that, employees will be more committed and feel a sense of ownership towards the organization right after they realize how valuable they are as a result of the support they receive from their surroundings, which can be obtained if they work at their usual workstation rather than at home (Raziq & Maulabakhsh, 2015). An ideal workplace environment is one where employees feel secure, safe, no pressure, engaged, encouraged, and contented while performing their duties as if they are working in their second home (Shammout, 2021).

All in all, according to a study conducted by Atmaja and Puspitawati (2018), an employee's engagement can be influenced by their surroundings. If an employee enjoys his or her work environment, he or she will feel at ease in their workplace and will perform tasks efficiently.

2.2.5 CO-WORKER SUPPORT

Co-worker support, is defined by Wright (2009) as social assistance provided by colleagues at the workplace. Zhou and George (2001) added co-worker support as employees helping out one another with their assigned tasks by sharing their skills and knowledge, along with offering guidance and support. Appreciation, empathy, care, and respect are all considered aspects of co-worker's support (Lowe, 2019). In other words, the level of interaction and support from peers at the workplace are the most important factors in reducing employee dropout and enhance engagement (Ludwig-Hardman, 2003; Sinclair, 2017).

Above and beyond the definitions given, co-worker support also serves as a crucial development tool for promoting appropriate employee engagement at work (Ng & Sorensen, 2008). This is due to the fact that support attained from co-worker is regarded as a constant source of comfort for employees from their co-workers and therefore, fostering a sense of engagement when completing work-related tasks. Also, employees, particularly those who are new to the organization, can actually benefit from co-worker's assistance in adjusting and gaining knowledge by being provided consistent feedback and fresh work-related insights from supervisors and colleagues (Ng & Sorensen, 2008).

This implies that a company's work relationship and support for its employees are critical (Williams, 2021). On the whole, support from co-workers can have a serious influence on one another, and it is possible that this kind of influence is even more powerful than having a supervisor who encourages employees to do their job. In short, employees will appear more engaged and have favourable attitudes toward their work when they receive endless support from their colleagues in an organization (Chen, 2018).

2.3 UNDERLYING THEORY

2.3.1 MASLOW HIERARCHY OF NEEDS

Maslow's Hierarchy of Needs was proposed by Abraham Maslow, a reputable psychologist in early 1990s to discover the motivating factors that lead people to achieve greater success in life and career, as well as to comprehend elements that encourage and engage them the most (Ghatak & Singh, 2019). In this theory, Abraham has elucidated five key indicators for motivating people which consist of physiological needs, security needs, belonging needs, self-esteem needs, and self-actualization (Ghatak & Singh, 2019). Yahaya (2008), explained in his study by beginning with the first tier, physiological need, which refers to a person's natural

desire to live. As an example, employees had to continue working even as the world transitioned towards digitalized work environment.

The second tier, the security need, addresses the urgency of employees to experience a safe and dependable physical and emotional environment, as well as economic security by being hired throughout the intervention of technology over time. The next tier, the belonging need, is concerned with the need for social recognition, including such companionship or workplace collaboration, plus the feeling of attachment to a group of people. The fourth tier, self-esteem need, focuses on things that people perceive as personal attainment. Personal attainment, for instance, a decent working space, a significant job position, and being recognized for one's accomplishments and growth, all of which require strenuous effort during the shifting process of work requirement. Finally, the last tier, self-actualization, stressed the importance of giving chances for people to develop their abilities so that they can be translated into actual skill sets (Wolor, Solikhah, Susita, & Martono, 2020).

On top of this, Maslow depicted all of the needs mentioned as a pyramid, and the needs at higher level will only emerge once the needs at lower level have already been met and sated by employees (Wolor, et al., 2020). As far as being perceived, this theory is the most well-known conceptualization of human fundamental needs in organizations (Kaur, 2013). By following the Maslow's theory, organizations can uncover employee's utmost capacities and make them become self-actualized. When employees evolved as a self-actualized person, they are inclined to work to their full productive potential (Kaur, 2013). Insufficiency motivated people are those who are not self-actualizers (Grinstead, 1990). Uysal, Aydemir, and Genç (2017) stated that the power of continuous passions, anticipation pertaining to the outcomes of certain acts, and specific acquisition and risks determine how motivated employees are.

2.4 HYPOTHESES DEVELOPMENT

2.4.1 JOB RECOGNITION AND EMPLOYEE ENGAGEMENT

According to Baqir et al (2020), employees easily manifested engagement when they feel contented and recognized in their work. To put it in another way, when managers acknowledge their employee's efforts, employees always feel much more engaged and find their jobs and the workplace to be more enjoyable as a result (Shahid, 2019). To solidify the statement made previously, Johnson (2017) found that employee engagement completely mediates the impact of rewards and recognition on a person's overall performance at the organization. Further to this, organizations can inculcate employees to be engaged by rewarding and recognizing them (Baqir et al., 2020). Muchai and Benson (2012), precisely claimed that motivation and engagement equation is said to depend heavily on recognition. By all means, employees require both constructive criticism and recognition, along with positive reinforcement to steadily move far and beyond in their professional life.

Approximately, adequate recognition and rewards are crucial for engagement, while a lack of either one can result in burnout (Maslach, Schaufeli, & Leiter, 2001). The strength of an employee's recognition has also been proven to have a direct correlation with employee engagement (Tetrick & Haimann, 2014, as cited in Bartlomiejczuk, 2015). It is empirically proven that good allocation of rewards and recognition have a positive impact on employee engagement (Madhani, 2020). The research hypothesis for this study is the following, which is suggested in light of the discussion above:

H1: There is a positive and significant relationship between job recognition and employee's engagement

2.4.2 JOB MOTIVATION AND EMPLOYEE ENGAGEMENT

As elaborated by Chaudhary and Sharma (2012), the word ‘motivation’ is derived from the word ‘motive’, which refers to a person’s inner needs and desires. It initially involves motivating others to take action in order to accomplish a goal. Another definition of motivation raised up by George and Jones (2012), stating that it is the psychological forces within an individual that govern the course of that individual’s behaviour within an organization. Not only that, motivation will give employees a lasting spirit to perform with high devotion, commitment, diligence, and happiness, which will eventually improve the level of employee engagement (Engidaw, 2021).

An in-depth investigation on the Allied bank of Pakistan by Khan and Iqbal (2013) revealed a positive correlation between employee engagement and work motivation. It is also discovered in another study that both intrinsic and extrinsic motivation have important roles in shaping employee engagement (Engidaw, 2021). The following research hypothesis for this study is put forth in light of prior research:

H2: There is a positive and significant relationship between job motivation and employee’s engagement

2.4.3 WORK ENVIRONMENT AND EMPLOYEE ENGAGEMENT

Gubman (2003) asserts that essential elements like work challenge, career advancement, meaningful job roles, a positive work environment, and equal wages are extremely vital in encouraging employees to engage to long-term employment. Jagannathan (2014), has greatly emphasized the importance of the working environment as well as the relationships between co-workers affecting employee performance and involvement in an organization. Likewise, Siddiqi and Tangem (2018) made it abundantly evident that the quality of the workplace has

an impact on productivity, which in turn has an impact on how competitive the employees are. Employees who work in healthy environments stay emotionally and physically fit.

Elements like size of the furniture, the height and thickness of the partitions in the workspace, and the availability of work environment might as well enhance employees' engagement (Vischer, 2008). Notably, a positive work environment is a key factor in growing employee commitment with their assigned job (Jayaweera, 2015).

H3: There is a positive and significant relationship between work environment and employee's engagement

2.4.4 CO-WORKER SUPPORT AND EMPLOYEE ENGAGEMENT

Tews, Michel, and Ellingson (2013), defined co-workers' support as the regard and thoughtfulness that one receives from co-workers. Kahn (1990) discovered that trusting and supportive relationship between employees in an organization can provide the highest employee engagement levels. Another key thing to remember, co-workers that are supportive will encourage each other to experiment new things and give unwavering assistance in challenging situation (Kahn, 1990).

According to Jagannathan (2014), when employees are able to establish string bonds with other team members by being supportive, their degree of work engagement is deemed to be high. In another study, it has been demonstrated that employees who experience social support at work from co-workers are more likely to feel appreciated, which raises engagement (Bedoyan, 2022).

H4: There is a positive and significant relationship between co-workers' support with employee's engagement

2.5 RESEARCH FRAMEWORK

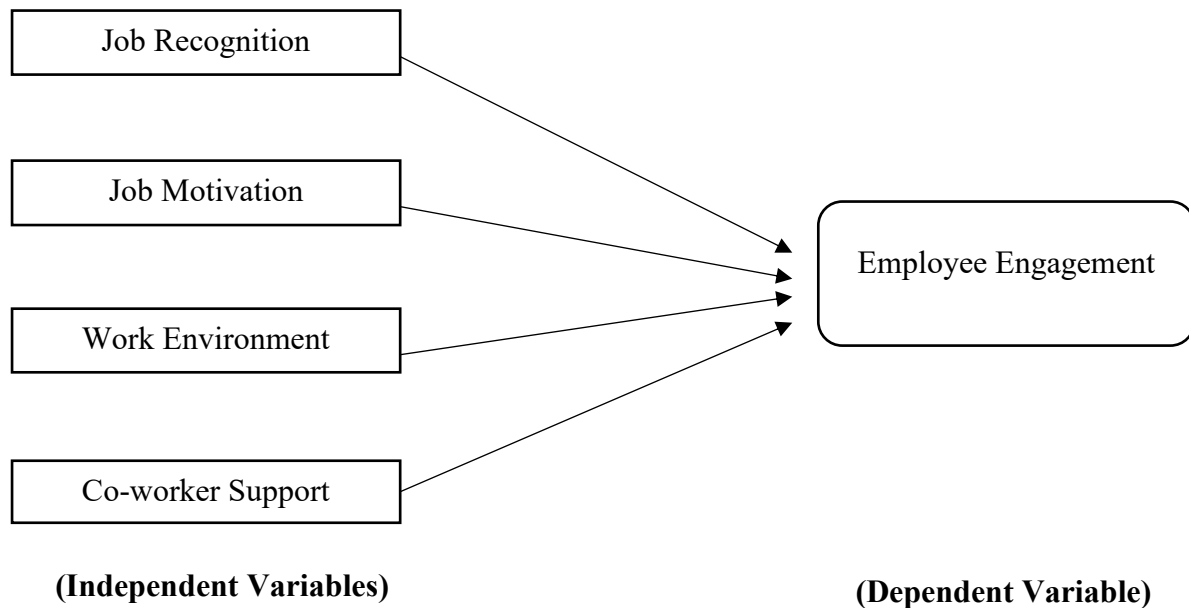


Figure 2.1: Research Framework

The variables in this research framework include both independent and dependent variables. The main purpose of illustrating the research framework above is to see whether the independent variables of job recognition, job motivation, work environment, and colleagues support are positively or negatively related to employee engagement, which is the dependent variable.

2.6 SUMMARY

Overall, it can be seen that this chapter covered every aspect of the involved variables, both independent (job recognition, job motivation, work environment, and colleagues support) and dependent (employee engagement). Previous research has also demonstrated that independent and dependent variables have a positive relationship, which can be proven through the identification and development of hypotheses. Furthermore, two theories relevant to this study have been highlighted in order to provide a clear insight of the correlation between the two

variables. As a result, previous studies' participation is critical for the study's continuation and for demonstrating that the study's independent variables have a direct impact on the dependent variable.



CHAPTER THREE

METHODOLOGY

3.1 INTRODUCTION

The strategies and approaches used to gather data to complete the study were covered in this section. The chapter addressed topics such as research design, sampling design, questionnaire design, measurement, and pilot testing. Also, every step taken to obtain the data was thoroughly outlined, which is an equally important component of the chapter.

3.2 RESEARCH DESIGN

Research design, in accordance to Kumar, Talib, and Ramayah (2013), is a well-structured plan with precise instructions that researchers must adhere if they want to achieve their goals and test the hypotheses of their investigations. Finding the association between the two indicated variables was the aim of the research design for this study. Moreover, quantitative research was used in this study to collect results from the given components in order to strengthen the acquisition of valid results. As it shows the information's results in numerical form utilising questionnaires that were either manually administered or distributed via a Google form to Kolej Poly-Tech MARA employees, quantitative research proved practically beneficial to the researcher.

Equally important to emphasize in this study, descriptive research was employed because the researcher wanted to show the variables of employees' preferences in raising their level of engagement in a company. As stated by Sekaran and Bougie (2016), descriptive research is the best technique to use whenever information about the characteristics of things like individuals, organizations, companies, brands, and event to be acquired. Also, the primary

and secondary data were used to solidify the reliability of the study. The Kolej Poly-Tech MARA employees served as the study's main source of data through the distribution of questionnaires.

3.3 MEASUREMENT

3.3.1 EMPLOYEE ENGAGEMENT

A few factors were selected to be observed in order to completely comprehend the study's findings. This study's dependent variable is employee engagement, which was measured using Twenty-one (21) items derived from Rutledge (2015), as cited in Soon (2015). According to a five-point Likert scale, from strongly disagree (1) to strongly agree (5), each item will be assessed. Every item's reliability analysis value from the prior study was evaluated and the range of the value was between 0.61 to 0.81.

Table 3.1

Operational Definition and Items for Employee Engagement

Variable	Operational Definition	Items
Employee engagement	A study has emphasized that a completely involved and engaged employee is one that is dedicated to their task.	1. My superior provides me with feedback and guidance 2. My superior helps me know what is expected of me 3. My superior has a clear understanding of where I are going. 4. My superior shows respect for my personal feelings 5. My superior acknowledges improvement in my quality of work

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6. My superior see that the interests of employees are given consideration
 7. I can freely share my ideas, feelings, and hopes
 8. I can talk freely about difficulties I am having at work
 9. The management listen the difficulties of workers
 10. The management reacts fast the workers need constructively
 11. I am proud to work at this company
 12. I would recommend this company as a good place to work to other people
 13. I would prefer to remain with this company
 14. I am satisfied with this company at the present time
 15. I am motivated to produce good work
 16. I am motivated with the rewards provided
 17. I am motivated to take pride of my work
 18. I can continue working for very long periods of time
 19. I feel happy when I am working intensely
 20. It is difficult to detach myself from my job.
 21. I am immersed in my work
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3.3.2 JOB RECOGNITION

Job recognition is one of this study's independent variables. The job recognition was assessed using four (4) items modified from De Beer (1987) as cited in Hussain, Khaliq, Nisar, and Kamboh (2019). Each item listed in the table will be scored using a Likert scale with a maximum of five point, from strongly disagree (1) to strongly agree (5). Value of reliability analysis for this variable using the selected reference source is 0.710.

Table 3.2

Operational Definition and Items for Job Recognition

Variable	Operational Definition	Items
Job Recognition	Recognition can be demonstrated by valuing and caring for an employee's contribution.	1. I am praised regularly for my work 2. I receive constructive criticism about my work 3. I get credit for what I do 4. I am told that I am making progress

3.3.3 JOB MOTIVATION

The second independent variable in this study is job motivation. The job motivation was assessed using twelve (12) items modified from Gagné, Forest, Gilbert, Aubé, Morin, and Malorni (2010), as indicated in the table below. Each item listed in the table will be scored using a Likert scale with a maximum of five point, from strongly disagree (1) to strongly agree (5). The reliability analysis value for this independent variable is 0.71.

Table 3.3

Operational Definition and Items for Job Motivation

Variable	Operational Definition	Items
Job Motivation	Job motivation is a psychological process that induces an impulse, giving a person's actions direction and stability.	1. I enjoy this work very much. 2. I have fun doing my job 3. For the moments of pleasure that this job brings me 4. I chose this job because it allows me to reach my life goals 5. This job fulfils my career plans 6. This job fits my personal values 7. I have to be the best in my job, I have to be a "winner" 8. My work is my life and I don't want to fail 9. My reputation depends on it 10. This job affords me a certain standard of living 11. It allows me to make a lot of money 12. I do this job for the paycheck

3.3.4 WORK ENVIRONMENT

The third independent variable in this study is work environment. This variable was assessed using nine (9) items modified from Fithri, Mayasari, Hasan, and Wirdianto (2019), as indicated in the table below. Each item listed in the table will be scored using a Likert scale with a maximum of five point, from strongly disagree (1) to strongly agree (5). For work environment, the reliability analysis value from the reference source is 0.88.

Table 3.4

Operational Definition and Items for Work Environment

Variable	Operational Definition	Items
Work environment	The term work environment refers to everything that surrounds employees and has the potential to impact employees' ability to complete duties as given.	1. Guaranteed safety when working 2. Guaranteed safety of goods when working 3. Safety guarantee against external threats 4. The quiet atmosphere of the workspace 5. Communication with fellow co-workers 6. Proximity/familiarity with fellow co-workers 7. Coordination in each activity with fellow co-workers 8. Communication with superiors 9. Attention given by superiors

3.3.5 CO-WORKERS SUPPORT

The last independent variable in this study is co-worker support. This variable was assessed using fourteen (14) items modified from Tews, Michel, and Ellingson, (2013), as indicated in the table below. Each item listed in the table will be scored using a Likert scale with a maximum of five point, from strongly disagree (1) to strongly agree (5).

Table 3.5

Operational Definition and Items for Co-workers Support

Variable	Operational Definition	Items
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Co-worker support	The definition of co-worker support can be seen in the attention and care that an individual receives from colleagues, and feeling obligated to co-workers employees who care about the well-being of others.	1. My co-workers assist me with heavy workloads 2. My co-workers go out of their way to help me with work-related problems 3. My co-workers help me out when things get demanding 4. My co-workers help me when I'm running behind my in work 5. My co-workers help me with difficult assignments, even when I don't directly request assistance 6. My co-workers show me where things are that I need to do my job 7. My co-workers compliment me when I succeed at work 8. My co-workers listen to me when I have to get something off my chest 9. My co-workers make an effort to make me feel welcome in the work group 10. My co-workers make an extra effort to understand my problems and concerns 11. My co-workers show concern and courtesy toward me, even when things are difficult 12. My co-workers take a personal interest in me 13. My co-workers take time to listen to my concerns 14. My co-workers try to cheer me up when I'm having a bad day
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3.4 SAMPLING DESIGN

3.4.1 POPULATION

The participants in this study are Kolej Poly-Tech MARA employees. Kolej Poly-Tech MARA was chosen since it is one of the educational institutions in Malaysia with a sizable workforce. There are six of them located around Malaysia; KPTM Alor Setar, KPTM Batu Pahat, KPTM Kota Bharu, KPTM Ipoh, KPTM Bangi, and KPTM Kuantan. The researcher could only access KPTM Alor Setar and KPTM Ipoh due to the limited opportunities to collect data from every branch. The heads of the human resource departments, Mrs. Nafizah for KPTM Alor Setar and Mr. Hermie for KPTM Ipoh, revealed the number of workers at each location. An email was sent to them requesting approval. Specifically, there are 215 people employed among the targeted branches. Thus, 215 employees make up the study's population.

Table 3.6

The number of workers

Name of Branch	Number of workers
KPTM Alor Setar	96
KPTM Ipoh	119

3.4.2 SAMPLE

Researches commonly utilize the broad guideline proposed by Krejcie and Morgan (1970) to estimate the sample size selected from the population. The sample size would be adequate to reflect the complete population for this investigation. Researchers could also determine their sample size conventionally instead of following to the rules set forth by Krejcie and Morgan. Since there are 215 employees working in the chosen KPTM branches, this study required at least 138 samples of respondents to ensure that the whole population was represented. For that

reason, 142 sets of questionnaires were given out to prevent problems with pointless answers and other possible negative reactions.

3.4.3 SAMPLING TECHNIQUE

Sampling aids researchers to focus their attention on a smaller group of individuals. Convenience sampling was chosen as the most suited strategy used in this study to collect data from respondents. Convenience sampling refers to a sampling process where the researchers choose the samples that are most accessible and available at the moment of collection (Elfil & Negida, 2017). Another crucial element to be made clear, the convenience sampling is a non-probability sampling type. Non-probability sampling means researchers do not call for a whole survey frame and it is quick, simple, and affordable method of collecting data compared to probability sampling. Therefore, KPTM employees who were reachable and free at the time of the approach were the sampling.

3.5 QUESTIONNAIRE DESIGN

The questionnaires were divided into six. Sections A, B, C, D, E and F of the questionnaires, all of which were prepared in Malay and English. There needed to be a language option since individuals who are not fluent in English would find it easier to understand. Five sections served as the representations for all the variables indicated in the theoretical framework. The questionnaire was split into sections to make it simpler for the respondents to comprehend the focus of the questions.

Researchers concentrated on demographic information in section A, which included details such as gender, age, marital status, level of education, job category, length of employment, and subject matter of lectures. These specifics were necessary to classify respondents and simplify the process to enter data into SPSS. Section B was added after section

A was finished, and it contains questions based on the dependent variable. Respondents were given questions about independent factors in sections C, D, E, and F after completing sections A and B. The researcher applied the Likert scale to sections B through F. A five-point Likert scale, ranging from strongly disagree (1) to strongly agree (5) is used.

Table 3.7

Variables and Number of Items

Section	Variables	Items
A	Demographic	7
B	Employee Engagement	21
C	Job Recognition	4
D	Job Motivation	12
E	Work Environment	9
F	Co-worker Support	14

3.6 PILOT TEST

To prepare for more extensive investigations, researchers must undertake brief studies or called as pilot test to evaluate research procedures, data gathering tools, sample recruitment tactics, and other research approaches. The Cronbach Alpha coefficient was used in a pilot study to help researcher assess the reliability of the questionnaire. The researcher would substitute the initial questions and either remove them or amend them if a particular question's value was less than 0.7. Numerous instances were shown, as detailed by Bonett and Wright (2014), in which publications were turned down only because a Cronbach's Alpha sample value was below 0.7. In a similar vein, Sekaran and Bougie (2013) underlined that value higher than 0.7 results for the acceptable Cronbach Alpha are thought to be good and reliable. Other than that,

researchers may select any number of participants from the available range and it is not compulsory to use the complete size when performing a pilot study. Regarding that, this study required roughly 30 respondents in total and table 3.6 shows the findings. In addition, respondents for this pilot study were recruited through E-Idaman Sdn. Bhd company. A call has been made to Mrs. Aida Safiah Binti Jamaludin to ask for assistance with the pilot study. Their staff members have been notified via the WhatsApp to submit their responses.

Table 3.8

Pilot Test Result

Variables	No. of items	Cronbach's Alpha
Employee Engagement	21	0.888
Job Recognition	4	0.901
Job Motivation	12	0.918
Work Environment	9	0.887
Co-worker support	14	0.899

3.7 DATA COLLECTION PROCEDURES

The use of appropriate data collection procedures is a further concern while compiling study data. Data collection procedures are vital for researchers to grasp the study's emphasis. For the first step, as specified in the population section, prior authorization to disseminate the questionnaire was obtained from both KPTM personnel of human resource department. They gave their permission to conduct the study's survey. The researcher transmitted the Google form link containing the study's poll using the WhatsApp app. Not only that, the researcher personally approached the respondents at KPTM Alor Setar, offering them the choice to do the

survey via a form or a Google form. All of the respondents opted to complete through the Google form.

On the other hand, KPTM Ipoh has grown thanks to personal acquaintances who work there. Since all responses were provided online and the researcher annotated the names of those who responded, it is assumed that there are no duplicate responses.

Apart from that, this study used both primary and secondary data to reach its conclusions and achieve its objectives. A self-administered and Google form questionnaire served as the main information sources for the study's researcher. The respondents received the questionnaires both online and offline with plenty of time to complete them. A Google form was employed for online distribution, while Whatsapp was utilized for outreach.

For offline distribution, the surveys were essentially handed out by hand to respondents. Employees of Kolej Poly-Tech MARA were supposed to participate in this study as responders. Between October 26, 2023 to November 10, 2023, the surveys were efficiently disseminated. Due to the time restrictions and the likelihood of losing the questionnaire, respondents preferred online distribution over traditional way of distribution. The researchers accepted respondents' filled questionnaires on the specified date mentioned, and they collected sufficient data as the outcome. The survey yielded the desired number of completed questionnaires from KPTM employees as a consequence of a smooth distribution method. It took around two weeks to receive all of the reliable responses.

3.8 DATA ANALYSIS TECHNIQUES

The information collected over the course of the collecting period was interpreted using The Statistical Package for Social Science (SPSS). As mentioned by Divya (2017), files entered into the SPSS may produce tabular summaries, charts, plots of distributions and trends,

descriptive statistics, and sophisticated statistical analyses. Descriptive statistical analysis provided a brief description of the population or sample that consists of all KPTM employees who took part in the questionnaire-answering process. Additionally, inferential statistics were employed for a number of analyses, including Cronbach Alpha, Pearson Correlation, and Multiple Regression.

The Cronbach Alpha coefficient, often known as coefficient Alpha, illustrates the degree to which a group of components are interconnected. It is forcefully suggested to use Cronbach Alpha to determine the validity of surveys that include a variety of Likert scale questions. The following analysis involved is Pearson correlation, which determines if there is a strong or weak relationship of the two variables by using integers between +1 and -1. Finally, the identification of the predictive variables that contribute to the association between the independent and dependent variables in the study was facilitated by multiple regression.

3.9 SUMMARY

To sum up, the researcher has benefited immensely from all of the subtopics in this chapter in achieving the intended research objectives and figuring out the link between independent and dependent variables. The following chapter, Chapter 4 will discuss the outcomes of data collection through several methods of analysis.

CHAPTER FOUR

FINDINGS

4.1 INTRODUCTION

The findings of this study were discussed in this chapter. The research questions and hypotheses of this study have been addressed by a variety of analyses, including descriptive analysis, reliability, correlation, multiple regression, and hypothesis testing.

4.2 RESPONSE RATE

Up to 142 responses from KPTM Alor Setar and Ipoh have been successfully gathered. All 142 of the accurately collected responses can be used to process data. Table 4.1 displays the study's response rate, which is 100%.

Table 4.1

Response Rate

Sample Size	No. of Questionnaires
Targeted sample	142
Actual sample	142
Response rate	$(142/142) \times 100\% = 100\%$

4.3 PROFILE OF RESPONDENTS

The study employed descriptive analysis to gain a clearer understanding of demographic background of the participants. This analysis makes it possible to comprehend the differences among respondents in terms of their gender, age, marital status, highest qualification, job category, length of employment at the company, and fields of lecturing.

Table 4.2***Demographic background of respondents***

Demographic	Category	Frequency	Percentage (%)
Gender	Male	51	35.9%
	Female	91	64.1%
Age	20 – 29 years old	29	20.4%
	30 – 39 years old	52	36.6%
	40 – 49 years old	57	40.1%
	50 – 59 years old	4	2.8%
Marital Status	Single	26	18.3%
	Married	116	81.7%
Highest Qualification	Sijil	2	1.4%
	Diploma	8	5.6%
	Degree	45	31.7%
	Master	82	57.7%
	PhD	5	3.5%
Job Category	Academic Staff/Lecturer	91	64.1%
	Administration including deans, division, department heads, and others	51	35.9%
How long have you been working at this company?	Less than 1 year	4	2.8%
	1 – 5 years	40	28.2%
	6 – 10 years	53	37.3%
	11 – 15 years	38	26.8%
	More than 16 years	7	4.9%
What fields are you lecturing?	Accounting & Business management	11	7.7%
	Animation	8	5.6%
	Computer Science	11	7.7%
	Digital Marketing	8	5.6%
	Economy	1	0.7%
	Engineering	4	2.8%
	Game Design	8	5.6%
	Mathematics & Science	1	0.7%
	Multimedia	9	6.3%
	Office Management	4	2.8%
	Social Science	19	13.4%

Teaching of English as a second language	10	7.0%
Tourism Management	5	3.5%
NONE OF THE ABOVE	43	30.3%

It is evident from table 4.2 that, of the 142 respondents, 51 (35.1%) are men, and 91 (64.1%) are women. The plurality of poll respondents which is 57 (40.1%) are between the ages of 40 until 49. These are followed by those between the ages of 30 until 39 with 52 (36.6%), 20 until 29 years old with 29 (20.4%), and 50 until 59 years with 4 (2.8%). Of the total, 116 (81.7%) are married, and 26 (18.3%) are not. The preceding sentence illustrates the breakdown of marital status category.

The respondents are further grouped according to their level of education. 82 (57.7%) of the respondents held a master's degree. Degree holders accounted for the next largest group of respondents, with 45 (31.7%), followed by Diploma holders at 8 (5.6%). 5 (3.5%) respondents had completed their doctorate, while 2 (1.4%) respondents had completed Sijil level. Next is about respondents' job category. Academic staffs and lecturers constitute 91 (64.1%) of the responders; the remaining 51 (35.9%) have different roles within the company.

Length of employment is also one of the things asked to respondents, thus, 53 (37.3%) of them have worked for 6 to 10 years, 40 (28.2%) for 1 to 5 years, 38 (26.8%) for 11 to 15 years, 7 (4.9) for more than 16 years, and lastly 4 (2.8%) for less than a year. Finally, the majority of lecturing fields are in the social science sector with 19 (13.4%), followed by 11 (7.7%) in computer science, accounting, and business management, 10 (7.0%) in teaching english as a second language (Tesl), 9 (6.3%) in multimedia, 8 (5.6%) in animation, digital marketing, and game design, 5 (3.5%) in tourism management, 4 (2.8) in office management and engineering, 1 (0.7%) in economy, mathematics and science, and the rest 43 (30.3%) are not lecturing.

4.4 DESCRIPTIVE ANALYSIS

One of the most crucial components of doing evaluations for research is descriptive analysis, which makes the process of calculating data into means and standard deviations easier. Table 4.3 shows the mean and standard deviation for the dependent and independent variables.

Table 4.3

Mean and Standard Deviation of Dependent and Independent Variables

Variables	Mean	Std. Deviation
Employee Engagement	4.234	0.568
Job Recognition	4.107	0.842
Job Motivation	4.198	0.559
Work Environment	4.259	0.586
Co-worker support	4.180	0.629

The table indicates that the dependent variable, which is employee engagement has a mean value of 4.234. Observing the independent variables, it is apparent that the work environment has the greatest mean value (4.259), followed by job motivation (4.198), co-worker support (4.180), and lastly job recognition (4.107).

The standard deviation for each of the two variables is shown next to the mean. The standard deviation of job recognition is the greatest (0.842), whereas job motivation has the lowest value (0.559). Furthermore, the standard deviations for the co-worker support (0.629) and work environment (0.586) are noted.

4.5 RELIABILITY ANALYSIS

Heale and Twycross (2015) define reliability as the extent to which a research instrument produces consistently the same outcomes when utilized repeatedly in the same circumstances. To strengthen the previous statement, Sekaran and Bougie (2013) adamantly asserted that a measure's reliability is a sign of the consistency and stability with which the tool assesses the idea and aids in determining the measure's quality.

Therefore, the internal consistency and Cronbach's Alpha value are displayed in the table 4.4 below. When Cronbach's Alpha exceeds 0.7, it is deemed to be a strong indicator of consistency. In the event where the value is less than 0.6, the study ought to reconsider the original inquiry and consider either changing or eliminating the questions.

Table 4.4

Cronbach's Alpha Index

Cronbach's Alpha	Internal Consistency
$\alpha \geq 0.9$	Excellent
$0.9 > \alpha \geq 0.8$	Good
$0.8 > \alpha \geq 0.7$	Acceptable
$0.7 > \alpha \geq 0.6$	Questionable
$0.6 > \alpha \geq 0.5$	Poor
$0.5 > \alpha$	Unacceptable

Table 4.5 displays the obtained results of Cronbach's Alpha value for every variable. Based on the table, it can be seen that job recognition has the highest Cronbach's Alpha of all at 0.910. This is followed by job motivation at $\alpha = 0.889$), co-worker support at $\alpha = 0.887$, work

environment at $\alpha = 0.878$, and employee engagement at $\alpha = 0.872$. There appears to be excellent and good internal consistency in every value that is offered.

Table 4.5

Summary of Reliability Analysis

Variables	No. of items	Cronbach's Alpha
Dependent Variable		
Employee Engagement	21	0.872
Independent Variables		
Job Recognition	4	0.910
Job Motivation	12	0.889
Work Environment	9	0.878
Co-worker support	14	0.887

4.6 PEARSON CORRELATION ANALYSIS

The degree of the linear link between dependent and independent variables is gauged by the Pearson correlation. Furthermore, the computed connection coefficients may exhibit positive or negative values. When two variables have values of -1 and +1, it means that although they are very relevant, they may be distinguished from one another according to how favourably or negatively they are connected. The broad principles for analysing the Pearson data, which ranges from very high correlation to very low correlation is listed in Table 4.6, while the study's findings are listed in Table 4.7.

Table 4.6***The Pearson Correlation Coefficient's Rule of Thumb***

Correlation Indices Size	Interpretation
± 0.91 to ± 1.0	Very High Correlation
± 0.70 to ± 1.89	High Correlation
± 0.50 to ± 0.69	Moderate Correlation
± 0.30 to ± 0.49	Low Correlation
± 0.00 to ± 0.29	Very Low Correlation

Source: Asuero, Sayago, and Gonzalez (2006)

Table 4.7***Summary Results of Pearson Correlation among Variables***

Variables	EE	JR	JM	WE	CS
Employee Engagement (EE)	1				
Job Recognition (JR)	0.721**	1			
Job Motivation (JM)	0.761**	0.575**	1		
Work Environment (WE)	0.776**	0.663**	0.713**	1	
Co-worker support (CS)	0.686*	0.633**	0.683**	0.701**	1

N = 142

**Correlation is significant at the 0.01 level (1-tailed)

Table 4.7 indicated that of the four independent variables, three had high correlations (job recognition, job motivation, and work environment), while one has a moderate correlation. Work environment and employee engagement have the highest correlation ($r = 0.776$) in the

study, followed by the job motivation and employee engagement ($r = 0.761$), and job recognition and employee engagement ($r = 0.721$). Subsequently, a moderate correlation ($r = 0.686$) was discovered between co-worker support and employee engagement. Despite one having a moderate correlation, the independent variables are nevertheless thought to have a favourable effect with employee engagement.

4.7 MULTIPLE REGRESSION ANALYSIS

Multiple regression is a method used to examine relationship between dependent variable (employee engagement) and independent variables (job recognition, job motivation, work environment, and co-worker support).

Table 4.8

Multiple Regression Result

Variables	Standardized Coefficient Beta	t	Sig.
(Constant)		2.590	0.011
Job Recognition	0.289	4.705	0.000
Job Motivation	0.340	5.077	0.000
Work Environment	0.299	4.147	0.000
Co-worker support	0.061	0.898	0.371
Sig.	0.000		
F	98.033		
R Square	0.741		
Adjusted R Square	0.734		

The aforementioned table indicates that there is a positive significant relationship between job recognition and employee engagement ($\beta = 0.289$, $p < 0.05$), and between job motivation and employee engagement ($\beta = 0.340$, $p < 0.05$). With a value of ($\beta = 0.299$, $p < 0.05$), work environment is also found to be positive significantly related with employee engagement. Hence, H1, H2, and H3 are accepted. Support from co-workers does not appear to be related with employee engagement, thus H4 is rejected.

4.8 SUMMARY OF HYPOTHESIS

Table 4.9 displayed an overview of the hypothesis testing conducted for the study. The results of a further examination of the data showed that the employee engagement among educational sector workers was influenced by job recognition, job motivation, and work environment. This result supports the hypothesis statements that were introduced in Chapter 2.

Table 4.9

Summarize of Hypotheses

Hypotheses Statement	Result	Finding
H1: There is a positive and significant relationship between job recognition and employee's engagement	Significant	Supported
H2: There is a positive and significant relationship between job motivation and employee's engagement	Significant	Supported
H3: There is a positive and significant relationship between work environment and employee's engagement	Significant	Supported
H4: There is a positive relationship and significant relationship between co-workers' support with employee's engagement	Not significant	Not supported

4.9 SUMMARY

This chapter illustrates the connection between job recognition, job motivation, work environment, co-worker support and employee engagement among those employed in the educational sector. Most of the study's objectives and hypotheses have been realized, according to the SPSS results. Only the fourth hypothesis (H4) was not supported out of the four. Thus, it implies that support from co-worker has no bearing on employee engagement in the educational sector.



CHAPTER FIVE

DISCUSSION AND CONCLUSION

5.1 OVERVIEW

This chapter details this study's results and provided discussions for them. This chapter also covers the limits of the study and potential future paths for this field of research. The conclusion of this chapter completes the research investigation.

5.2 DISCUSSIONS OF FINDINGS

5.2.1 JOB RECOGNITION AND EMPLOYEE ENGAGEMENT

The study's primary aim was to explore how job recognition relates to the level of engagement demonstrated by employees. Through a comprehensive analysis provided in Chapter 4, the study successfully substantiates a significant relationship between job recognition and the engagement levels of employees. The statistical findings, derived from multiple regression analysis, reveal compelling evidence: a p-value of 0.000 implies strong statistical significance, indicating that job recognition significantly impacts employee engagement. Moreover, the standardized coefficient of 0.289 signifies the strength and direction of this relationship, while the t-value of 4.705 emphasizes the substantial importance of this association, indicating a considerable effect size between job recognition and employee engagement.

The research titled understanding the impact of recognition on employees, their work, and feelings toward managers (Short, 2016), impact of reward and recognition, supervisor support on employee engagement (Baqir et al., 2020), the impact of employees' recognition, and rewards and job stress on job performance (Hussain et al., 2019) show how this investigation's findings correspond with those of previous studies' results.

Workers that receive great job recognition from the company will turn in more excellent work. Workers will be more inclined to contribute significantly on multiple occasions if they believe that their efforts are acknowledged each time. According to Mufeed & Showkat (2018), a worker who voluntarily and merrily contributes creativity, enthusiasm, improved ideas, and innovation are those who is fully engaged, all of which are necessary for a company to flourish. In particular, employers should prioritize job recognition as a way to lower the probability that workers will leave.

Companies place a high value on acknowledging workers, which has numerous advantages which is what the following sentence will imply. Through job recognition, workers will feel more invested in the company, foster a positive and encouraging work atmosphere, and eventually increase employee retention dramatically (Mngomezulu, Challenor, Munapo, Mashau, & Chikandiwa, 2015). Considering that employee engagement, quality of life at work, and job recognition at work are all critically dependent on each other, it is clear recognition at work is essential (Brun & Dugas, 2008).

5.2.2 JOB MOTIVATION AND EMPLOYEE ENGAGEMENT

The study's secondary objective involves examining how job motivation relates to employee engagement. Just like the association found with job recognition, job motivation similarly demonstrates a positive correlation with employee engagement. The attention then shifts towards the multiple regression analysis outcomes. As previously outlined in Chapter 4, the statistical significance represented by $\beta = 0.340$ denotes the strength and direction of the relationship between job motivation and employee engagement.

Specifically, for job motivation as an independent variable, the p-value of 0.000 ($p < 0.05$) emphasizes high statistical significance, indicating that job motivation significantly influences employee engagement. Furthermore, the t-value of 5.077 underscores the substantial

importance and reliability of this relationship between job motivation and employee engagement within the regression analysis. Analogous findings have been found in other research as well on the following topics; the effect of motivation on employee engagement in public sector (Engidaw, 2021), the impact of employees' motivation and engagement on employees' performance of manufacturing companies in Jakarta Indonesia (Mariza, 2016), and the relationship between motivation, engagement and performance of employee (Bustasar, Sumarsih, and Nugroho, 2019).

The multiple regression value of job motivation also the highest among all the independent variables. When used to the fullest extent possible by the company, job motivation can be extremely beneficial to the establishment of the company. Varma (2017), expressed that job satisfaction and motivation are critical components of long-term goals, and most companies recognize the fact. It has compelled companies to anticipate the same response from their workers and to satisfy their wants and expectations that lead to increase level of employee engagement.

Adding to that, Sulaiman, Jailani, Saari, Abidin, Abidin, Norizan, and Zolkapli (2022), concluded that achieving a high degree of job motivation is part of the important things that employees look for in their career.

5.2.3 WORK ENVIRONMENT AND EMPLOYEE ENGAGEMENT

The third goal of this study concentrates on exploring how the work environment correlates with employee engagement. The study's findings establish a clear connection between the work environment and employee engagement. Notably, it emphasizes the resilience or robustness of the impact between these two variables even after their association is confirmed by the Pearson correlation. The beta coefficient regression value of $\beta = 0.299$, coupled with both the p-value and t-value (0.000 and 4.147, respectively), strongly supports the conclusion that the work

environment holds a significant influence over employee engagement. This statistical significance indicates that variations in the work environment have a substantive impact on the level of employee engagement.

The effect of work environment on employee engagement (Judeh, 2021), impacts of workplace factors on employee engagement in the public sector (Alnuaimi, 2022), and how work environment affects the employee engagement in a telecommunication company (Mohd, Shah, and Zailan, 2016) have all suggested identical results, implying that work environment and employee engagement do possess a significant relationship. In short, ensuring that workers are engaged with their work is partly dependent on the work environment.

Companies can accomplish their objectives in a variety of ways, and one of them is by providing their workers with a fulfilling and stimulating work environment (Muffed & Showkat, 2018). Yadav and Gangwar (2018), also claimed that a supportive work environment fosters employee engagement. As referring to Sumarsih and Nugroho (2019), working environment, workplace knowledge, and motivation all affect an employee's engagement for a long period of time. It is indisputable that having a well-designed workplace environment increases worker's engagement and facilitates simpler access to work supplies. Regardless of workers' skills and knowledge, tools, and work supplies must be given to make it easier for workers to do their jobs (Kuruparensothynathan, 2016, as cited in Zhenjing, Chupradit, YanKu, Nassani, & Haffar, 2022) This can reduce stress and enable employees to focus more on completing their responsibilities.

5.2.4 CO-WORKER SUPPORT AND EMPLOYEE ENGAGEMENT

The final objective of this study focuses on exploring the relationship between co-worker support and employee engagement. Initial observations imply a positive connection between

co-worker support and employee engagement. However, when compared to other factors that exhibit stronger correlations based on Pearson's correlation value, co-worker support shows only a moderate association. Contrary to expectations, the multiple regression analysis findings reveal no discernible relationship between co-worker support and employee engagement among employees.

The coefficient beta value of 0.061, accompanied by a p-value of 0.371, which exceeds the conventional threshold of 0.05, and a t-value of 0.898 collectively indicate that co-worker support does not significantly influence employee engagement in this study. This suggests that, according to the analysis conducted, variations in co-worker support do not appear to have a substantive impact on the level of employee engagement among employees.

The following studies, titled co-worker support and work engagement of staff of federal colleges of education in Nigeria (Ojeleye and Muktar, 2023), role stressor, co-worker support, and work engagement: a longitudinal study (Wright, 2009), and the effect of work environment on employees' engagement (a case of University of Gondar, Bahir Dar University and Debre Tabor University) (Guadie, 2020), can be used as additional references, as they all reveal the same correlation between variables discussed.

The absence of a noteworthy association between co-worker support and employee engagement in this research can be ascribed to an individual's perspective. Numerous causes could be to blame for the two variables' lack of influence association. The responders, many of whom are in their 40s and have worked for six to ten years, are thought that their co-worker support is no longer what keeps them going in the company anymore.

Presumptively, it is thought that there may be an influence correlation between the two variables, co-worker support and employee engagement if the majority of respondents are in their 20s and worked fewer than five years. However, previous studies majority able to prove

significant influence of co-worker support to employee engagement. Ahmed, Majid, Al-Aali, and Mozammel (2018), elucidated that co-worker support at work as a crucial tool for predicting employee engagement.

5.3 IMPLICATIONS OF STUDY

For theoretical implications, it can be stated that the findings carry significant consequences for the level of engagement exhibited by employees within the education sector. This study ultimately aims to investigate the connection involving dependent variable (employee engagement) with independent variables (job recognition, job motivation, work environment, and co-worker support). From all the independent variables, only job recognition, job motivation, and work environment were revealed to have a statistically significant correlation with employee engagement. It is crucial to emphasize the significance of the three independent variables that have been linked to employee engagement since they can have significant influence on it.

The present study provides assistance with prior research indicating that employee engagement was influenced by the mentioned factors. Overall, this study adds to the body of knowledge, particularly in the area of employee engagement. The results portrayed in Chapter 4 can be consulted and applied to similar research in the years to come.

Practically, the research findings that have been discovered and documented have a significant influence on the private higher institutions market as well as the teaching workers at large. The results suggest that the most important factor influencing an employee's level of engagement at work is job motivation. As is already known, there are several strategies to encourage workers to feel motivated about their work, such as providing monetary compensation or expressing gratitude for accomplishments. Of the reward categories listed in

the preceding phrase, it cannot be overstated because workers increasingly require such benefits and privileges from their places of employment due to rising living expenses and debilitating emotional state. Adding up about job motivation issue, since there is very little chance that students will pursue higher education these days, having engaged and highly motivated lecturers are essential to piquing students' interest in continuing their study.

Furthermore, working in the educational sector is not always simple if workers are not able to do it in a pleasant environment. The environment in which one works should support work-related activities, such as managing student affairs or holding consultation sessions with students in a lecture hall. This study shows that complete working tools, lighting, and other factors have a significant impact on employee engagement levels. In contrast to working from home, which can be challenging, it is crucial to have supportive work environment to enable any matters that arise during working hours.

Moreover, job recognition is just one of the several independent variables than affect the dependent variable, which is employee engagement. Recognizing worker's job is important because it can make them feel valued and as though others are taking notice of them. Feeling like they belong to the company inspires workers to constantly strive for improvement in their work. The use of effective recognition in the workplace is necessary to ensure workers are consistently engaged in the task they accomplish.

The influence of all the independent variables that were discussed in the preceding paragraphs was not found to be significant when it comes to co-worker support. Nonetheless, in order to carry out their jobs, workers in the educational sector frequently need self-sufficiency. The capacity for self-sufficiency must also originate from the company's ability to guarantee that workers experience self-sufficiency. Companies must therefore focus on a number of efforts to guarantee that workers support is well-maintained.

A few aspects concerning increasing employee engagement might be improved. From the company's perspective, it is feasible to show workers appreciation more consistently. For instances, rather than offering workers only monetary remuneration for their contributions, employers may consider offering non-monetary prizes as well, such as free flight tickets or other possible items that might occasionally make them feel better.

Moreover, companies can also facilitate the sharing of work solution difficulties that have not been successfully resolved among workers by offering a guidance system. By providing such system, a company may also assist workers in reducing their workload, which will ultimately reduce burnout and be devastating for their output.

Another idea that can be put into practice is to give workers a designated area, like a café, where they can relax after their lectures and long due working hours. Not to mention, a company might also give workers a period of time that is filled with activities so they can take breaks from regular duties. Worker's disengagement and a lack of new insights to advance skills might result from repetitive tasks.

It is thought that all of the recommendations made can influence how engaged employees are throughout the duration of their employment with a company. Therefore, it makes perfect sense for companies to think about whatever strategy they may use to uplift workers' morale.

5.4 LIMITATIONS AND SUGGESTION FOR FUTURE STUDIES

This study had a number of drawbacks that resulted from the researcher's incompetence to regulate outside constraint while the investigation was in progress. Because of this, a number of restrictions have been outlined, and various steps can be done to address any issues that may come up for further study in the pertinent field. The researcher has to contend with some

limitations, such as those pertaining to the technique of collecting data, the participation of respondents, and time.

Concentrates on the first limitation, which is the data collecting technique. Since most respondents would rather respond online rather than by written form, it can be claimed that this study uses a Google form exclusively for data collection. When the Google form is used in its entirety, it is challenging to guarantee that every prospective respondent completes the questionnaire. In order to determine the number of respondents, researchers must frequently check the Google form. It is simpler for the researcher to wait for respondents to return their response if offline distribution is also used.

Second, limitations on responder involvement. As previously mentioned, the two KPTM branches, KPTM Alor Setar and KPTM Ipoh were the subject of this investigation. Because the questionnaire is distributed online, it is challenging to verify which respondents have responded and who have not. To make sure that the target respondents respond within the allotted period, there are a few trusted contacts who can be of great assistance. Making it worse, it is also necessary to keep reminding respondents to reply.

The third is limitations concerning time. The study has too little time allocated to it, and it will be challenging to finish in that amount of time. The best possible execution of this investigation was not possible due to time constraints. More work can be done more carefully if there is more time than what has been allotted. Since chapters 2 and 4 is quite time consuming, a significant amount of time is devoted to make it done. Other limitations that have occurred because of time constraint is that the respondents in this study have only come from two KPTM branches. To obtain more trustworthy findings in the realm of education, future researchers should broaden the scope of their investigation to include all KPTM employees from all branches.

Lastly, to expand on the study's findings, future researchers should look into the relationship between factors of employee engagement in the hybrid workplace among those employed in the educational sector. The hybrid workplace is a problem that require discussion because so many companies these days adopt flexible scheduling.

5.5 CONCLUSION

To put it briefly, the goal of this study is to determine the variables that influence employee engagement over the course of a worker's tenure at a company, particularly in educational sector. The dependent variable (employee engagement) and independent variables (job recognition, job motivation, work environment, and co-worker support) play a vital role in achieving results for this study. To effectively lower the turnover rate, it is crucial to understand what factors elevate the level of employee engagement. Consequently, it is evident that the most important factor influencing employee engagement is job motivation as shown in Chapter 4. It is intended that this study's completion will aid organizations in better understanding worker needs by offering more advantageous incentive.

Apart from that, the study specifically helps the involved organization, which is KPTM Alor Setar and KPTM Ipoh by serving as a reference for bettering their management in fulfilling workers' need. As a summarization for this chapter, a number of recommendations have been put forward for the future used of understanding the topic of employee engagement. Additionally, the research findings might aid academic professionals in developing a thorough grasp of the elements that impact employee engagement so that workers can retain their sense of belonging with the company.

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APPENDIX A: QUESTIONNAIRE



*College of Business Management
Universiti Utara Malaysia*

FACTORS INFLUENCING EMPLOYEE ENGAGEMENT AMONG WORKERS IN THE EDUCATIONAL SECTOR.

Greetings, Sir/Madam

You are cordially invited to take part in my study on the title mentioned. The goal of the study is to pinpoint the variables that will affect employee engagement among workers in educational sector.

I am hoping you can help me out by answering the survey that is enclosed. This study shall be accomplished with your assistance in exchange for your precious time and sincere response. The questionnaire is divided into six (6) sections, with Section A containing demographic data and Sections B through F containing both independent and dependent factors. The information you enter will be kept private and confidential and used only by me for my study.

I would appreciate it if you could answer the questions on the accompanying form. Your time and cooperation are highly appreciated.

Regards,

Ummul Nisa Binti Zahran (825921)

Master of Human Resource Management

College of Business

Universiti Utara Malaysia

Email: ummulnisa95@gmail.com

SECTION A:
DEMOGRAPHIC DATA

1. Gender / Jantina:

- a. Male / *Lelaki*
- b. Female / *Perempuan*

2. Age / Umur:

- a. 20 – 29 years old / *20 – 29 tahun*
- b. 30 – 39 years old / *30 – 39 tahun*
- c. 40 – 49 years old / *40 – 49 tahun*
- d. 50 – 59 years old / *50 – 59 tahun*
- e. 60 years old > / *60 tahun ke atas*

3. Marital Status / Status Perkahwinan:

- a. Single / *Bujang*
- b. Married / *Berkahwin*

4. Highest Qualification / Tahap Pendidikan tertinggi:

- a. SPM/STPM / *SPM/STPM*
- b. Diploma / *Diploma*
- c. Degree / *Ijazah Sarjana Muda*
- d. Master / *Ijazah Sarjana*
- e. Other / *Lain-lain* (Please specify)

5. Job Category / Kategori Pekerjaan:

- a. Academic Staff/Lecturer / *Staf Akademik/Pensyarah*
- b. Administration-including deans, division and department heads) / *Pentadbiran termasuk dekan, bahagian dan ketua jabatan)*

6. How long have you been working at this company? / Berapa lama anda telah bekerja di syarikat ini?

- a. Less than 1 year / *Kurang dari 1 tahun*
- b. 1 - 5 years / *1 – 5 tahun*
- c. 6 - 10 years / *6 – 10 tahun*
- d. 11 – 15 years / *11 – 15 tahun*
- e. More than 16 years / *Lebih daripada 16 tahun*

7. What fields are you lecturing? / Apakah bidang pengajaran anda?

- a. Engineering / *Kejuruteraan*
- b. Social Science / *Sains Sosial*
- c. Computer Science & Information Technology / *Sains Komputer dan Teknologi Maklumat*
- d. Accounting & Business Management / *Perakaunan & Pengurusan*
- e. Other / *Lain-lain* : _____



For the sections that follow, kindly read the instructions below.

Untuk bahagian berikut, sila baca arahan di bawah.

Please tick in the box provided for sections B, C, D, E, and F to signify your level of agreement with the presented statement using the below 5-point scale.

Sila tandakan dalam kotak yang disediakan untuk bahagian B, C, D, E, dan F untuk menandakan tahap persetujuan anda dengan pernyataan yang dibentangkan menggunakan skala 5 mata di bawah.

1	2	3	4	5
Strongly Disagree / <i>Sangat tidak setuju</i> (SD)	Disagree / <i>Tidak setuju</i> (D)	Neutral / <i>Neutral</i> (N)	Agree / Sangat <i>Setuju</i> (A)	Strongly Agree <i>/ Sangat setuju</i> (SA)

SECTION B: EMPLOYEE ENGAGEMENT (Dependent Variable)

BAHAGIAN B: PENGLIBATAN PEKERJA

No.	Statement	1 (SD)	2 (D)	3 (N)	4 (A)	5 (SA)
1	My superior provides me with feedback and guidance <i>Pihak atasan saya memberikan maklum balas dan bimbingan kepada saya</i>					
2	My superior helps me know what is expected of me <i>Pihak atasan saya membantu saya mengetahui apa yang diharapkan daripada saya</i>					
3	My superior has a clear understanding of where I am going <i>Pihak atasan saya mempunyai pemahaman yang jelas tentang saya</i>					

4	My superior shows respect for my personal feelings <i>Pihak atasan saya menunjukkan rasa hormat terhadap perasaan peribadi saya</i>					
5	My superior acknowledges improvement in my quality of work <i>Pihak atasan saya mengiktiraf peningkatan dalam kualiti kerja saya</i>					
6	My superior see that the interests of employees are given consideration <i>Pihak atasan saya memberi pertimbangan terhadap kepentingan pekerja</i>					
7	I can freely share my ideas, feelings, and hopes <i>Saya bebas berkongsi idea, perasaan dan harapan saya</i>					
8	I can talk freely about difficulties I am having at work <i>Saya boleh berterus terang tentang kesukaran yang dihadapi di tempat kerja</i>					
9	The management listen the difficulties of workers <i>Pihak pengurusan mendengar masalah pekerja</i>					
10	The management reacts fast the workers need constructively <i>Pihak pengurusan bertindak balas dengan pantas kepada keperluan pekerja</i>					
11	I am proud to work at this company <i>Saya bangga bekerja di syarikat ini</i>					
12	I would recommend this company as a good place to work to other people					

	<i>Saya akan mengesyorkan syarikat ini sebagai tempat yang baik untuk bekerja kepada orang lain</i>					
13	I would prefer to remain with this company <i>Saya lebih suka untuk kekal bekerja dengan syarikat ini</i>					
14	I am satisfied with this company at the present time <i>Saya berpuas hati dengan syarikat ini buat masa ini</i>					
15	I am motivated to produce good work <i>Saya bermotivasi untuk menghasilkan kerja yang bagus</i>					
16	I am motivated with the rewards provided <i>Saya bermotivasi dengan ganjaran yang diberikan</i>					
17	I am motivated to take pride of my work <i>Saya terdorong untuk berbangga dengan hasil kerja saya</i>					
18	I can continue working for very long periods of time <i>Saya boleh terus bekerja untuk jangka masa yang sangat lama</i>					
19	I feel happy when I am working intensely <i>Saya berasa gembira apabila saya bekerja dengan gigih</i>					
20	It is difficult to detach myself from my job. <i>Sukar untuk melepaskan diri daripada pekerjaan saya.</i>					
21	I am immersed in my work <i>Saya terlalu taksu dengan kerja saya</i>					

SECTION C: JOB RECOGNITION (Independent Variable)

No.	Statement	1 (SD)	2 (D)	3 (N)	4 (A)	5 (SA)
1	I am praised regularly for my work <i>Saya sentiasa dipuji diatas hasil kerja saya</i>					
2	I receive constructive criticism about my work <i>Saya menerima kritikan membina tentang hasil kerja saya</i>					
3	I get credit for what I do <i>Saya mendapat penghargaan untuk apa yang saya lakukan</i>					
4	I am told that I am making progress <i>Saya diberitahu bahawa saya membuat kemajuan bagi kerja saya</i>					

SECTION D: JOB MOTIVATION (Independent Variable)

No.	Statement	1 (SD)	2 (D)	3 (N)	4 (A)	5 (SA)
1	I enjoy this work very much <i>Saya sangat menyukai kerja ini</i>					
2	I have fun doing my job <i>Saya seronok melakukan kerja saya</i>					
3	For the moments of pleasure that this job brings me <i>Pekerjaan ini memberikan detik-detik kegembiraan kepada saya</i>					
4	I chose this job because it allows me to reach my life goals					

	<i>Saya memilih pekerjaan ini kerana ia membolehkan saya mencapai matlamat hidup saya.</i>					
5	This job fulfils my career plans <i>Pekerjaan ini memenuhi rancangan kerjaya saya</i>					
6	This job fits my personal values <i>Pekerjaan ini sesuai dengan nilai peribadi saya</i>					
7	I have to be the best in my job, I have to be a “winner” <i>Saya harus menjadi yang terbaik dalam pekerjaan saya</i>					
8	My work is my life and I don’t want to fail <i>Kerja saya adalah hidup saya dan saya tidak mahu gagal</i>					
9	My reputation depends on it <i>Reputasi saya bergantung pada kerja saya</i>					
10	This job affords me a certain standard of living <i>Pekerjaan ini memberi saya taraf hidup tertentu</i>					
11	It allows me to make a lot of money <i>Pekerjaan ini membolehkan saya membuat banyak wang</i>					
12	I do this job for the pay check <i>Saya melakukan kerja ini untuk gaji</i>					

SECTION E: WORK ENVIRONMENT (Independent Variable)

No.	Statement	1 (SD)	2 (D)	3 (N)	4 (A)	5 (SA)
1	Guaranteed safety when working <i>Keselamatan terjamin semasa bekerja</i>					
2	Guaranteed safety of goods when working <i>Keselamatan barang terjamin semasa bekerja</i>					
3	Safety guarantee against external threats <i>Jaminan keselamatan terhadap ancaman luar</i>					
4	The quiet atmosphere of the workspace <i>Suasana ruang kerja yang sunyi</i>					
5	Communication with fellow co-workers <i>Komunikasi dengan rakan sekerja</i>					
6	Proximity/familiarity with fellow co-workers <i>Keakraban dengan rakan sekerja</i>					
7	Coordination in each activity with fellow co-workers <i>Penyelarasan aktiviti dengan rakan sekerja</i>					
8	Communication with superiors <i>Komunikasi dengan pihak atasan</i>					
9	Attention given by superiors <i>Perhatian diberikan oleh pihak atasan</i>					

SECTION F: CO-WORKER'S SUPPORT (Independent Variable)

No.	Statement	1 (SD)	2 (D)	3 (N)	4 (A)	5 (SA)
1	My co-workers assist me with heavy workloads <i>Rakan sekerja membantu saya dengan beban kerja yang berat</i>					
2	My co-workers go out of their way to help me with work-related problems <i>Rakan sekerja berusaha keras untuk membantu saya dengan masalah berkaitan kerja</i>					
3	My co-workers help me out when things get demanding <i>Rakan sekerja saya membantu saya dalam keadaan mendesak</i>					
4	My co-workers help me when I'm running behind my in work <i>Rakan sekerja membantu saya menyelesaikan kerja yang tertangguh</i>					
5	My co-workers help me with difficult assignments, even when I don't directly request assistance <i>Rakan sekerja saya membantu saya dengan tugas yang sukar, walaupun saya tidak meminta bantuan secara langsung</i>					
6	My co-workers show me where things are that I need to do my job <i>Rakan sekerja menunjukkan kepada saya di mana semua perkara yang diperlukan untuk melakukan kerja saya</i>					
7	My co-workers compliment me when I succeed at work					

	<i>Rakan sekerja memuji saya apabila saya berjaya</i>					
8	My co-workers listen to me when I have to get something off my chest <i>Rakan sekerja mendengar luahan saya apabila saya perlu menyatakan sesuatu</i>					
9	My co-workers make an effort to make me feel welcome in the work group <i>Rakan sekerja berusaha untuk membuat saya berasa dialu-alukan dalam kumpulan kerja</i>					
10	My co-workers make an extra effort to understand my problems and concerns <i>Rakan sekerja menunjukkan usaha untuk memahami masalah dan kebimbangan saya</i>					
11	My co-workers show concern and courtesy toward me, even when things are difficult <i>Rakan sekerja menunjukkan keprihatinan terhadap saya, walaupun dalam keadaan sukar</i>					
12	My co-workers take a personal interest in me <i>Rakan sekerja mengambil minat secara peribadi terhadap saya</i>					
13	My co-workers take time to listen to my concerns <i>Rakan sekerja saya meluangkan masa untuk mendengar kebimbangan saya</i>					
14	My co-workers try to cheer me up when I'm having a bad day					

	<i>Rakan sekerja saya cuba menghiburkan saya apabila saya mengalami hari yang kurang baik</i>					
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END OF QUESTION



APPENDIX B: SPSS OUTPUT

a) Profile of respondents

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	91	64.1	64.1	64.1
	Male	51	35.9	35.9	100.0
	Total	142	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20 – 29	29	20.4	20.4	20.4
	30 – 39	52	36.6	36.6	57.0
	40 – 49	57	40.1	40.1	97.2
	50 – 59	4	2.8	2.8	100.0
	Total	142	100.0	100.0	

Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	116	81.7	81.7	81.7
	Single	26	18.3	18.3	100.0
	Total	142	100.0	100.0	

Highest Qualification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Degree	45	31.7	31.7	31.7
	Diploma	8	5.6	5.6	37.3
	Master	82	57.7	57.7	95.1
	PhD	5	3.5	3.5	98.6
	Sijil	2	1.4	1.4	100.0
	Total	142	100.0	100.0	

Job Category

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Academic Staff/Lecturer	91	64.1	64.1	64.1
	Administration	51	35.9	35.9	100.0
	Total	142	100.0	100.0	

How long have you been working at this company?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 – 5 years	40	28.2	28.2	28.2
	11 – 15 years	38	26.8	26.8	54.9
	6 – 10 years	53	37.3	37.3	92.3
	More than 16 years	7	4.9	4.9	97.2
	Less than 1 year	4	2.8	2.8	100.0
	Total	142	100.0	100.0	

What fields are you lecturing?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Accounting & Business Management	11	7.7	7.7	7.7
	Animation	8	5.6	5.6	13.4
	Computer Science	11	7.7	7.7	21.1
	Digital marketing	8	5.6	5.6	26.8
	Economy	1	.7	.7	27.5
	Engineering	4	2.8	2.8	30.3
	Game design	8	5.6	5.6	35.9
	Mathematics & science	1	.7	.7	36.6
	Multimedia	9	6.3	6.3	43.0
	None of the Above	43	30.3	30.3	73.2
	Office management	4	2.8	2.8	76.1
	Social Science	19	13.4	13.4	89.4
	Teaching of English as a second language	10	7.0	7.0	96.5
	Tourism management	5	3.5	3.5	100.0
	Total	142	100.0	100.0	

b) Result of Descriptive Analysis

	Mean	Std. Deviation	N
Employee Engagement	4.234	.568	142
Job Recognition	4.107	.842	142
Job Motivation	4.198	.559	142
Work Environment	4.259	.586	142
Co-worker Support	4.180	.629	142

c) Result of Reliability Analysis

i. Reliability Result of Employee Engagement

Case Processing Summary

		N	%
Cases	Valid	142	100.0
	Excluded ^a	0	.0
	Total	142	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
.957	.958	21

ii. Reliability Result of Job Recognition

Case Processing Summary

		N	%
Cases	Valid	142	100.0
	Excluded ^a	0	.0
	Total	142	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	.910	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
I am praised regularly for my work	12.37	6.193	.825	.687	.872
I receive constructive criticism about my work	12.45	6.306	.806	.661	.879
I get credit for what I do	12.20	7.100	.775	.602	.891
I am told that I am making progress	12.26	6.719	.782	.616	.887

iii. Reliability Result of Job Motivation

Case Processing Summary

		N	%
Cases	Valid	142	100.0
	Excluded ^a	0	.0
	Total	142	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
.896	.903	12

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
I enjoy this work very much	46.11	38.932	.643	.767	.887
I have fun doing my job	46.09	39.148	.603	.741	.888
For the moments of pleasure that this job brings me	46.10	39.253	.658	.668	.886
I chose this job because it allows me to reach my life goals	46.11	37.485	.712	.735	.883
This job fulfils my career plans	46.13	37.493	.750	.741	.881

This job fits my personal values	46.08	38.844	.647	.556	.886
I have to be the best in my job, I have to be a winner	46.37	36.773	.667	.630	.885
My work is my life and I don't want to fail	46.23	37.637	.666	.603	.885
My reputation depends on it	46.23	37.495	.650	.569	.886
This job affords me a certain standard of living	46.01	38.354	.658	.623	.886
It allows me to make a lot of money	46.56	36.191	.607	.600	.890
I do this job for the paycheck	46.25	41.634	.222	.306	.910

iv. Reliability Result of Work Environment

Case Processing Summary

		N	%
Cases	Valid	142	100.0
	Excluded ^a	0	.0
	Total	142	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
.896	.901	9

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Guaranteed safety when working	34.02	22.787	.618	.702	.887
Guaranteed safety of goods when working	33.96	22.168	.719	.764	.880
Safety guarantee against external threats	34.08	21.709	.785	.735	.874
The quiet atmosphere of the workspace	34.25	20.957	.656	.525	.886
Communication with fellow co-workers	33.94	23.010	.684	.650	.883
Proximity/familiarity with fellow co-workers	34.01	23.113	.659	.761	.885
Coordination in each activity with fellow co-workers	34.03	23.063	.675	.687	.884
Communication with superiors	34.16	21.796	.595	.538	.891
Attention given by superiors	34.20	22.259	.617	.579	.888

v. Reliability Result of Co-worker Support

Case Processing Summary

		N	%
Cases	Valid	142	100.0
	Excluded ^a	0	.0
	Total	142	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
.949	.951	14

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
My co-workers assist me with heavy workloads	54.37	65.441	.761	.691	.945
My co-workers go out of their way to help me with work-related problems	54.32	65.537	.787	.734	.944
My co-workers help me out when things get demanding	54.20	68.727	.692	.621	.947
My co-workers help me when I'm running behind my in work	54.32	66.629	.789	.724	.944
My co-workers help me with difficult assignments, even when I don't directly request assistance	54.37	66.546	.829	.752	.943
My co-workers show me where things are that I need to do my job	54.31	69.393	.632	.560	.948
My co-workers compliment me when I succeed at work	54.32	68.374	.712	.561	.946

My co-workers listen to me when I have to get something off my chest	54.30	69.018	.748	.737	.946
My co-workers make an effort to make me feel welcome in the work group	54.23	69.268	.732	.741	.946
My co-workers make an extra effort to understand my problems and concerns	54.36	66.799	.784	.795	.944
My co-workers show concern and courtesy toward me, even when things are difficult	54.28	67.466	.755	.762	.945
My co-workers take a personal interest in me	54.68	65.497	.669	.610	.948
My co-workers take time to listen to my concerns	54.46	66.207	.732	.644	.946
My co-workers try to cheer me up when I'm having a bad day	54.28	67.381	.762	.621	.945

d) Result of Pearson Correlation

Correlations						
		EE	JR	JM	WE	CS
Pearson Correlation	Employee Engagement (EE)	1.000	0.721	0.761	0.776	0.686
	Job Recognition (JR)	0.721	1.000	0.575	0.663	0.633
	Job Motivation (JM)	0.761	0.575	1.000	0.713	0.683
	Work Environment (WE)	0.776	0.663	0.713	1.000	0.701
	Co-worker Support (CS)	0.686	0.633	0.683	0.701	1.000

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

e) Result of Multiple Regression

Model	Variables Entered	Variables Removed	Method
1	Co-worker Support, Job Recognition, Job Motivation, Work Environment	.	Enter
a. Dependent Variable: Employee Engagement			
b. All requested variables entered			

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.861 ^a	.741	.734	.29325
a. Predictors: (Constant), Co-worker Support, Job Recognition, Job Motivation, Work Environment				

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	33.720	4	8.430	98.033	.000 ^b
	Residual	11.781	137	.086		
	Total	45.501	141			
a. Dependent Variable: Employee Engagement						
b. Predictors: (Constant), Co-worker Support, Job Recognition, Job Motivation, Work Environment						

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for B	
		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound
1	(Constant)	.522	.201		2.590	.011	.123	.920
	Job Recognition	.195	.041	.289	4.705	.000	.113	.277
	Job Motivation	.345	.068	.340	5.077	.000	.210	.479
	Work Environment	.290	.070	.299	4.147	.000	.152	.428
	Co-worker Support	.055	.061	.061	.898	.371	-.066	.176
a. Dependent Variable: Employee Engagement								