

The copyright © of this thesis belongs to its rightful author and/or other copyright owner. Copies can be accessed and downloaded for non-commercial or learning purposes without any charge and permission. The thesis cannot be reproduced or quoted as a whole without the permission from its rightful owner. No alteration or changes in format is allowed without permission from its rightful owner.



**FACTORS INFLUENCING
EMPLOYEE ENGAGEMENT IN
ENERGY & UTILITIES COMPANY IN MALAYSIA**



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

2023

**FACTORS INFLUENCING
EMPLOYEE ENGAGEMENT IN
ENERGY & UTILITIES COMPANY IN MALAYSIA**

By

SITI MAIZATUL AKMA BINTI MURIZA



UUM
Universiti Utara Malaysia

Thesis Submitted to
School of Business Management,
Universiti Utara Malaysia
in Partial Fulfillment of the Requirements for the
Master of Human Resource Management



**Pusat Pengajian Pengurusan
Perniagaan**

SCHOOL OF BUSINESS MANAGEMENT

Universiti Utara Malaysia

PERAKUAN KERJA KERTAS PENYELIDIKAN
(Certification of Research Paper)

Saya, mengaku bertandatangan, memperakukan bahawa
(I, the undersigned, certified that)

SITI MAIZATUL AKMA BINTI MURIZA (830473)

Calon untuk Ijazah Sarjana
(Candidate for the degree of)

MASTER OF HUMAN RESOURCE MANAGEMENT

telah mengemukakan kertas penyelidikan yang bertajuk
(has presented his/her research paper of the following title)

**FACTORS INFLUENCING EMPLOYEE ENGAGEMENT IN
ENERGY & UTILITIES COMPANY IN MALAYSIA**

Seperti yang tercatat di muka surat tajuk dan kulit kertas penyelidikan
(as it appears on the title page and front cover of the research paper)

Bahawa kertas penyelidikan tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu dengan memuaskan.
(that the research paper acceptable in the form and content and that a satisfactory knowledge of the field is covered by the research paper).

Nama Penyelia
(Name of Supervisor)

: **DR. HAFIZ MUHAMMAD FAREED**

Tandatangan
(Signature)

:

Tarikh
(Date)

:

5 DISEMBER 2023

DECLARATION

I declare that this research paper is my own work (unless otherwise acknowledged in the text). All sources quoted have been acknowledged by proper citations, quotations and references.



Signature : *Maizatul*

Name : Siti Maizatul Akma Binti Muriza

Date : 13/12/2023

PERMISSION TO USE

In presenting this research paper in fulfillment of the requirements for the Post Graduate Degree of Master of Human Resource Management from Universiti Utara Malaysia (UUM), I agree that the university library make it freely available for the inspection. I further agree that permission of copying of this research paper in any manner, in whole part or in part, for scholarly purposes may be granted by supervisor or, in their absence, by the Dean of School Business Management, University Utara Malaysia. It is understood that any copying or publication or use of this research paper or parts thereof for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to Universiti Utara Malaysia for any scholarly use which may be made of any material from my research paper.

Request for permission to copy or to make other use of materials in this research paper, in whole or in part should be addressed to:-

Dean

School of Business Management

Universiti Utara Malaysia

06010 UUM Sintok

Kedah Darul Aman

ABSTRACT

The well being of an organization and the success of the company can be influenced by the level of employee engagement among their employees. The employees that feel engaged, their motivation level increase and they tend to commit to their work. Employee engagement also is one of the reasons employees can pay more attention when they are working which leads to high productivity while the organization's goal can be achieved together at the same time the number of resignation can be reduced. Therefore, this research was to determine the factors influencing employee engagement. This research paper was carried out among employees in a private sector which is Energy & Utilities Company. A quantitative research method was employed in which questionnaire as the main instrument. This study examined the four independent variables which are organizational leadership, rewards and recognition, professional development and training, and effective communication that influence the dependent variable, employee engagement. Questionnaires have been distributed and 247 employees in Energy & Utilities Company have answered via online platform which is SurveyMonkey. The collect data was analyses using Smart-PLS. Findings of the the research revealed that only three variables gives significant to the employee engagement while professional development and training as one of the factor is not accepted. Discussion on findings, implication of study and recommendation for future also highlighted toward the end of the research paper.

Keyword: Employee Engagement, Organizational Leadership, Rewards and Recognition, professional development and training, Effective Communication

ABSTRAK

Kesejahteraan organisasi dan kejayaan syarikat boleh dipengaruhi oleh tahap penglibatan pekerja di kalangan pekerja mereka. Pekerja yang banyak penglibatan, tahap motivasi mereka meningkat dan mereka cenderung untuk berkomitmen kepada kerja mereka. Penglibatan kakitangan juga merupakan salah satu sebab pekerja boleh memberi perhatian yang lebih apabila mereka bekerja yang membawa kepada produktiviti yang tinggi manakala matlamat organisasi boleh juga dicapai pada masa yang sama dan bilangan perletakan jawatan boleh dikurangkan. Oleh itu, penyelidikan ini adalah untuk menentukan faktor-faktor yang mempengaruhi keterlibatan pekerja. Dokumen penyelidikan ini dijalankan di kalangan pekerja sektor swasta yang merupakan Syarikat Tenaga & Utiliti. Kaedah penyelidikan kuantitatif digunakan di mana soal selidik sebagai alat utama. Kajian ini mengkaji empat pembolehubah tidak bersandar yang merupakan kepimpinan organisasi, ganjaran dan pengiktirafan, pembangunan profesional & latihan, dan komunikasi yang berkesan yang mempengaruhi pembolehubah bersandar, keterlibatan pekerja. Soal selidik telah diedarkan dan 247 pekerja di Syarikat Tenaga & Utiliti telah menjawab melalui platform dalam talian iaitu SurveyMonkey. Data yang dikumpulkan adalah analisis menggunakan Smart-PLS. Temuan penyelidikan mendedahkan bahawa hanya tiga pembolehubah tidak bersandar yang memberi kesan kepada penglibatan pekerja manakala pembangunan profesional & latihan sebagai salah satu faktor penglibatan pekerja tidak diterima. Perbincangan mengenai penemuan, implikasi kajian dan cadangan untuk masa hadapan juga diketengahkan di akhir kertas penyelidikan ini.

Kata Kunci: Penglibatan Pekerja, Kepimpinan Organisasi, Ganjaran dan Pengiktirafan, Pembangunan Profesional & Latihan, Komunikasi Pekerja



ACKNOWLEDGEMENT

I would like to first express my gratitude towards Allah S.W.T for give me strength to go through all the challenges in completing this research. Without his blessings, I may not be able to finish this research. I would like to take this opportunity to thank these people who helping me throughout the whole time to finish this research.

First and foremost, I would like to express my gratitude to my supervisor, Dr Hafiz Muhammad Fareed for assist me in completing my research paper. Dr Fareed has helped me by making sure that this research is heading towards the right direction within the time allocated. I also would like to thank all the academicians and staffs from School of Business Management from Universiti Utara Malaysia. Not to forget, I would like to thank participants which involved in this research.

In this opportunity, I would like to express my gratitude to my parents who motivates me since the beginning until I finish my research paper. I also appreciate my siblings for their emotionally support and keep encourage me to not give up.

Not to forget, I would like to thank my lecturer specifically Ts Dr Norbayah Mohd Suki for being my lecturer for Research Methodology in my previous semester. I am very thankful for the guidance, suggestions, and encouragement.

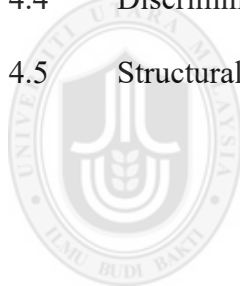
Last but not least, I have pleasure in acknowledging my gratitude to my classmates for working hard together with me and keep motivates each other when we felt demotivate in completing the research.

TABLE OF CONTENTS

DECLARATION	ii
CERTIFICATION OF THESIS WORK	iii
PERMISSION TO USE	iv
ABSTRACT	v
ABSTRAK	vi
ACKNOWLEDGEMENT	vii
LIST OF TABLES	x
LIST OF FIGURES	xi
LIST OF ABBREVIATIONS	xii
CHAPTER ONE: INTRODUCTION	
1.1 Introduction	1
1.2 Background of the Study	1
1.3 History	4
1.4 Problem Statement	6
1.5 Research Questions	10
1.6 Research Objectives	10
1.7 Scope of Research	11
1.8 Significance of Research	11
1.9 Definition of Key Terms	12
1.10 Organization of the Chapters	14
1.10.1 Chapter One: Introduction	14
1.10.2 Chapter Two: Literature Review	14
1.10.3 Chapter Three: Methodology	15
1.10.4 Chapter Four: Result of the Analysis	15
1.10.5 Chapter Five: Discussion	15
CHAPTER TWO: LITERATURE REVIEW	
2.1 Introduction	16
2.2 Conceptualization of Variables	16
2.2.1 Concept of Employee Engagement	16
2.2.2 Concept of Organizational Leadership	19
2.2.3 Concept of Rewards and Recognition	22
2.2.4 Concept of Professional Development and Training	24
2.2.5 Concept of Effective Communication	28
2.3 Conceptual Framework	32
2.4 Hypotheses Development	32
2.5 Theoretical Framework: Self-Determination Theory (SDT)	33
2.6 Summary of the Chapter	36
CHAPTER THREE: METHODOLOGY	
3.1 Introduction	37
3.2 Research Design	37
3.3 Study Population	38
3.4 Sample Size	39
3.5 Sampling Technique	40
3.6 Units of Analysis	41
3.7 Research Instruments	42
3.7.1 Measurement of Variables	42

3.7.2 Employee Engagement	43
3.7.3 Organizational Leadership	44
3.7.4 Rewards and Recognition	44
3.7.5 Professional Development and Training	45
3.7.6 Effective Communication	46
3.8 Data Collection Procedure	47
3.9 Reliability and Validity Analysis	48
3.10 Data Analysis Techniques	49
3.10.1 Partial Least Square (PLS) SEM Technique	49
3.11 Pilot Test	51
3.12 Summary of the Chapter	
CHAPTER FOUR: DATA ANALYSIS AND RESULT	
4.1 Introduction	52
4.2 Demographic Characteristic of Respondents	53
4.3 Reliability and Validity Analysis	54
4.3.1 Reliability and Validity Coefficients	54
4.3.2 Assessment of Measurement Model	55
4.3.3 Discriminant Validity Analysis	59
4.3.4 Implications for Research Analysis	60
4.4 Structural Model Assessment	61
4.4.1 Discussion of Path Coefficients and Significance Levels	62
4.4.2 Presentation of Hypothesis Testing Results	62
4.5 Summary of Accepted and Rejected Hypotheses	63
4.6 Summary of the Chapter	64
CHAPTER FIVE: DISCUSSION AND CONCLUSION	
5.1 Chapter Overview	65
5.2 Research Discussion	65
5.3 Implication of the Study	75
5.4 Research Limitation	77
5.5 Suggestions for Future Research	78
5.6 Conclusion	80
REFERENCES	81
APPENDICES	101

	LIST OF TABLES	PAGE NO
Table 3.1	Summary of Variables and Measurement of Instruments	34
Table 3.2	Items of employee engagement	35
Table 3.3	Items of Organizational Leadership	35
Table 3.4	Items of Rewards and Recognition	36
Table 3.5	Items of professional development and training	36
Table 3.6	Items of Effective Communication	37
Table 4.1	Demographic Characteristics of Respondents	43
Table 4.2	Reliability and Validity Measures	45
Table 4.3	Cross-Loadings for Measurement Model	46
Table 4.4	Discriminant Validity Assessment	48
Table 4.5	Structural Model Assessment and Hypothesis Testing	51



	LIST OF FIGURES	Page No
Figure 2.1	The Process of Effective Communication	24
Figure 2.2	Research Framework	26



LIST OF ABBREVIATIONS

HRM	Human Resource Management
HR	Human Resource
EE	Employee Engagement
OL	Organizational Leadership
RR	Rewards and Recognition
PDT	Professional Development and Training
EF	Effective Communication



UUM
Universiti Utara Malaysia

CHAPTER ONE

INTRODUCTION

1.1 Introduction

The focus of this research is on the factors that influence employee engagement in Energy & Utilities Company in Malaysia. At this section, the study focuses on the background of the study, the history of the company, problem statement, research questions, research objectives, scope of the research and significance of the research were discussed.

1.2 Background of the Study

The term "human resource management," or HRM for short, refers to a strategic and all-encompassing strategy to managing an organization's most precious assets—its employees—in order to accomplish its goals and achieve its objectives, (Varela, 2023). It entails the coordination and execution of a variety of functions and procedures inside an organization that are connected to the management of human capital.

The basic objective of human resource management (HRM) is to guarantee that the appropriate individuals who possess the appropriate abilities are employed, developed, motivated, and kept so that they can enhance the quality of an organization. The term "HRM" refers to a wide variety of activities, including planning for human resources entails anticipating the needs of an organization in terms of its workforce in the future and formulating strategies to satisfy those requirements (Nanwani, 2020). HRM

practices can influence the employee engagement and organizational culture (Andra, 2023).

Employee relations encompass the enduring dynamic between employers and employees within an organizational context. The subject matter comprises a range of elements, including but not limited to communication, negotiation, dispute resolution, and the development and execution of employment policies and practices (Tanaaz,2022). Positive employee relations are essential for cultivating a conducive work atmosphere, facilitating the development of mutual respect, and guaranteeing employee motivation, engagement, and productivity (Sumathi, 2020). There were few factors that influence the level of employee engagement in an organization.

Employee engagement, which reflects the degree of enthusiasm, commitment, and dedication workers bring to their work, is a crucial component of organizational success (Senelisiwe, 2020). Good organizational leadership is essential to encouraging high levels of participation. Employees feel more appreciated and driven when their leaders foster a great work environment, explain a clear vision, and offer tools and support (Giorgos, 2023). In addition to improving engagement, leaders who place a high priority on employee well-being, acknowledge accomplishments, and promote teamwork also help their organizations perform better overall and raise productivity and job satisfaction (Fouzia, 2021). Hence, strong organizational leadership serves as a catalyst to develop a work environment where people actively participate in the success of the company rather than merely being contributors.

Employee engagement is greatly impacted when efforts are recognized and rewarded. Research, like that done in 2021 by Shuck and Rose, highlights how important meaningful recognition is to raising employee engagement. Well-thought-out incentive program in conjunction with timely and customized recognition help foster a healthy work environment and boost employee motivation. Organizations can foster a work climate that appreciates people and encourages a sense of purpose and dedication by tying recognition and awards to individual and team accomplishments.

Organizational research has consistently focused on the connection between employee engagement, training, and professional development. Putting money into training and professional development program is a smart way to improve staff members' abilities and expertise, which will eventually raise engagement. Research, as exemplified by Allen et al. (2021), highlights the benefits of offering chances for ongoing education on staff engagement. Providing pertinent training gives staff members the skills they need to succeed in their positions and demonstrates a commitment to their professional development. In 2022, a highly engaged and motivated workforce is largely dependent on the alignment of professional development with organizational objectives and individual aspirations.

A key component of employee engagement is effective communication, which also affects motivation, job satisfaction, and the performance of the organization as a whole. Studies repeatedly emphasize how important communication is in determining the degree of employee engagement. A study by Men, Ng, and Chiu (2022) found that leadership that is open and transparent communicates with people in a way that

promotes a healthy work environment and builds trust. A leader may augment staff involvement and a sense of belonging by sharing information, setting clear expectations, and actively listening to employee input. Moreover, proficient communication helps staff members comprehend their responsibilities inside the larger organizational framework, coordinating personal endeavors with corporate objectives. The focus on two-way communication and the utilization of several channels, including digital platforms, in 2023 demonstrate how communication strategies are changing and how they can have a good impact on employee engagement.

1.3 History of the Company

The Energy & Utilities Company is an energy producer whose main operations include thermal power generation, renewable energy (solar, mini-hydro, biogas, waste-to-energy) water desalination, and other environmental solutions. This company is a publicly traded corporation on Bursa Malaysia. This Energy & Utilities Company is also one of the members of MMC Group.

It first began operating in 1975. This Energy & Utilities Company is Malaysia's largest independent power generator. When MMC Corporation Berhad ("MMC") made an offer to buy all of this company's assets as part of MMC's transformation goal to become a leading utilities and infrastructure operator, this Energy & Utilities Company was given a great chance to further develop its core businesses and services. The acquisition was finished on April 30, 2007, and on July 18, 2007, this company was

formerly delisted from Bursa Securities' Main Market. The Energy & Utilities Company was subsequently established as a result on April 25, 2007. It was reinstated to Bursa Malaysia on May 15, 2015.

The Energy & Utilities Company entered the Environmental Solutions business to boost its expansion in the environmental and sustainability sectors because it wanted to keep one step ahead of its business competitors. The Group hopes to move beyond landfills and trash disposal to a circular economy-based strategy to waste management that is in line with Malaysia's objectives for economic growth and population expansion.

The Energy & Utilities Company run this objective through their subsidiary in managing solid waste in a huge amount and making them the country's biggest environmental services company. Currently, Pahang, Putrajaya and the Federal Territories of Kuala Lumpur are recipients of public cleanliness management and solid waste collection and services from the subsidiary company.

With 6 power stations that run on gas, coal, and oil, the corporation has a 5836 MW total power production capacity. The company held their power capacity through various subsidiaries and partnering companies which took place in many power plants in Malaysia.

1.4 Problem Statement

In order to build a good culture in the organization, employee engagement is one of the key areas where the management should prioritize (Employee Engagement, 2023). The widespread influence of remote work and the difficulties in sustaining motivation and connection are major problems for employee engagement in today's workplace. Global events have expedited the shift to remote or hybrid work patterns, which may cause a rift between individuals and their companies (Oswald et al., 2023). Therefore, it has come to the era where it is encouraged for the management from all industries to pay attention to employee engagement as this can enhance the employee's motivation and productivity at the workplace. Since employee engagement directly affects many aspects of workplace dynamics, performance, and overall organizational success, it is a critical topic of study in contemporary organizational research. Higher levels of employee engagement are associated with better work satisfaction, lower turnover rates, and enhanced productivity, according to research like that done by Bakker and Albrecht (2022). Therefore, the purpose of this study is to identify the factors that influence the employee engagement in Energy & Utilities Company in Malaysia.

Leadership of a supervisor has gradually impacted employee engagement among the many industries. For example, research has been conducted on employee engagement at not-for-profit organizations. The study has identified that few factors that involved employee engagement included leadership (Nguyen & Pham, 2020). Leadership of supervisor gives impact towards the employee engagement among the manufacturing

industry (Gengatharan, 2021) and (Peikai et al., 2021) find out that the abusive supervision negatively affects work engagement. Addressing the issue on organizational leadership can affect the employee engagement, performance, and transparent communication in an organization (Nereida & Nejla, 2022). Those, the reason of this study is to identify the relationship between organizational leadership and employee engagement in Energy & Utilities Company since there were least study towards this sector.

The problem at hand revolves around the intricate relationship between employee engagement and the effectiveness of rewards and recognition systems within the organizational context. While employee engagement is widely acknowledged as a critical factor in organizational success, there exists a gap in understanding how specific rewards and recognition practices influence the level of engagement among employees (Jemal et al., 2022). From the previous study, there were also limited in generalization due to data collected from specific sample only (Frinlicia & Nilasari, 2019). The challenge lies in identifying the optimal combination of rewards and recognition strategies that not only motivate employees but also align with their intrinsic motivations and contribute to sustained engagement (Ignatius, 2019). This study seeks to address this gap by investigating the impact of diverse rewards and recognition approaches on different dimensions of employee engagement, aiming to provide actionable insights for organizations to tailor their recognition programs effectively and enhance overall employee engagement.

The topic of discussion is the complex interplay that exists in modern companies between professional development and training programs and employee engagement. Although it is widely acknowledged that professional development has a good effect on employee engagement, there is still a lack of understanding regarding the subtle dynamics and particular components of training initiatives that have a major impact on engagement levels (Danish & Noor, 2019). The difficulty is figuring out the best methods for training and professional development that not only improve workers' abilities but also help them feel committed, satisfied, and have a purpose (Jennifer & Dhita, 2022). A closer look at the key components that close the gap between professional development opportunities and greater employee engagement is required, as research by Chen et al. (2021) indicates that some training initiatives may not always result in higher engagement. Career development has a negligible and insignificant impact on employee engagement (Ganesh & Shreekrishna, 2023). The purpose of this study is to identify the level of employee engagement in Energy and Utilities Company affected by professional development and training.

The issue at hand concerns the complex interactions that occur in contemporary organizational settings between effective communication and employee engagement. Although there is general agreement on the importance of effective communication in promoting employee engagement, little is known about the precise communication methods and approaches that have the greatest impact on engagement levels (Titik & Ahmad, 2023). The task at hand involves pinpointing and clarifying the essential components of communication—such as frequency, channels, and clarity—that either

support or undermine employee engagement (Romat & Arif, 2020). Research by Johnson and Nguyen (2022) highlights the need for a more nuanced knowledge of how different communication strategies influence engagement outcomes by indicating that the quality of communication has a major impact on employee engagement. By examining the connection between effective communication and employee engagement, this study seeks to close this knowledge gap by offering insights to help organizations tailor their communication strategies for maximum impact on employee engagement.

In the study conducted in 2022 on the elements impacting employee engagement in Mydin Mohamed Holdings Berhad, Ismawanie has proposed that future research should incorporate additional aspects pertaining to employee engagement and expand the sample size to enhance the overall findings of the study. Based on the overall finding from the above-mentioned researchers, there was less study of those dimensions in the Energy & Utilities industry. Therefore, this study will analyze the factors towards employee engagement at the Energy & Utilities Company

1.5 Research Questions

This research basically focuses on answering a few questions such as:

1. Does organizational leadership have a relationship with employee engagement?
2. Does rewards and recognition have a relationship with employee engagement?
3. Does professional development and training have a relationship with employee engagement?
4. Does effective communication have a relationship with employee engagement?

1.6 Research Objectives

There are some objectives of this research which mainly aims:

1. To investigate the relationship between organizational leadership and employee engagement.
2. To identify the relationship between rewards and recognition and employee engagement.
3. To find out the relationship between professional development and training and employee engagement.
4. To examine the relationship between effective communication and employee engagement.

1.7 Scope of Research

This study focused on the relationship of organizational leadership, rewards and recognition, professional development and training, effective communication with employee engagement. For this purpose, executive level from Energy and Utilities Company from Tanjung Bin (Johor), Prai (Penang), Lumut (Perak), and Headquarters (Kuala Lumpur) has been selected for the study, collection of data and model testing. Two managers from the headquarters were involved in this process to assist the researcher in collecting and conducting the study. The data has been gathered through self-administered questionnaires. The questionnaires were given via SurveyMonkey where the employees received the link to go directly to the survey. There were 950 employees in Energy and Utilities Company, therefore the survey was distributed to 274 employees only of Energy and Utilities Company for the sample size.

1.8 Significance of Research

This research can benefit many organizations all over the world since it focuses more on factors that influence employee engagement as the issues on employees feel demotivated in the organization arise throughout the years and not only happened in one organization but many, this research will benefit many people globally especially Human Resource as the issue on employee engagement is one of Human Resource's field to handle.

This research can explain a few factors that influence employee engagement and encourage organizations in order to take action and improve their practices. Despite the previous academic works that have done a lot on relations between the employee engagement, this research can give better knowledge by focusing on relations between employee engagement among employees in the Energy & Utilities Company.

The suggestions and recommendations from the findings and outcomes added to the existing body of literature and put in extensively to both theory and practice. This study is helpful to the Energy and Utilities Company. Based on this study, they can implement this model for them to create a culture that encourages employee well-being, productivity, and overall success.

1.9 Definition of Key Terms

1.9.1 Employee Engagement

Employee Engagement refers to the extent the employee values, enjoy and believe in what they are doing. It is also a measurement to employee satisfaction and loyalty (Beverly & Philip, 2006).

1.9.2 Organizational Leadership

Organizational leadership refers to a management approach where leaders assist the organization to come up with strategic goals for the business while inspiring employees to successfully meet all the set goals in the organization, (Bryson, 2018).

1.9.3 Rewards and Recognition

Rewards and recognition refer as rewards serve as a means of expressing appreciation to employees for their exemplary performance or for undertaking additional responsibilities. Monetary compensation or promotion can be utilized as forms of reward for employees who work overtime. Extrinsic motivation is observed to be a significant factor in driving employee performance, as it serves to incentivize individuals to exert increased effort towards achieving predetermined objectives (Nigusie and Getachew. 2019).

1.9.4 Professional Development and Training

Professional development refers to an intentionally considered, methodical process which is meant to empower staff in matters regarding knowledge to improve their performance, (Koonce et al., 2019).

1.9.5 Effective Communication

Effective communication refers to a process of exchanging ideas, or opinions regarding the business operations which are received and assumed to achieve clarity and determination, (Tabesh et al., 2019).

1.10 Organization of the Chapters

The study is divided into three main sections: the preliminary section, the main contents section, and the closing section. In the preliminary section, it includes the title page, permission to use, abstracts, acknowledgment, dedication, table of contents, list of tables and list of figures. The main contents are divided into five chapters as mentioned below and the closing comprises references and appendix.

1.10.1 Chapter One: Introduction

Chapter one explains the entire overview of the research study. The overview focuses on the background and context, brief history of the Energy & Utilities Company, problem statement, research questions, research objective, scope of research, significance of research, key definition of terms and outline of the thesis.

1.10.2 Chapter Two: Literature Review

In the subsequent chapter, an extensive analysis of the existing literature pertaining to this subject will be provided. This chapter will provide a comprehensive overview of the relevant literature and prior research pertaining to the present topic. The literature review encompassed a discussion pertaining to the concepts of dependent variables and independent variables. The primary focus of this study centers around the dependent variable of employee engagement, while also considering the other independent variables which are organizational leadership, rewards and recognition, professional development and training, and effective communication. Finally, the research framework and hypothesis development were discussed. This literature study

will draw upon a range of sources, including books, papers, journal publications, and online resources. The aforementioned sources will be utilized as references in the context of this study.

1.10.3 Chapter Three: Methodology

This chapter provides an overview of the methodology and techniques employed in the analysis of data. It encompasses the research design, data collection procedure, sampling technique, and data analysis technique, all of which will be explored in detail within this chapter.

1.10.4 Chapter Four: Result of the Analysis

Chapter four of this study presents statistical analysis approach employed and the findings derived from the obtained data. The data analysis was conducted using Smart PLS.

1.10.5 Chapter Five: Discussion

The present chapter initiates with an examination of the data pertaining to the correlation between the influencing factors and employee engagement which are (organizational leadership, rewards and recognition, professional development and training, and effective communication) and employee engagement in the Energy & Utilities Company. This chapter progressed to the examination of theoretical and practical consequences, followed by the conclusion and the identification of limitations for further research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents the literature review towards the factors influencing employee engagement in Energy & Utilities Company. This chapter is organized into an introduction, theoretical framework, definition of variables, hypotheses development and a conceptual framework.

2.2 Conceptualization of Variables

2.2.1 Concept of Employee Engagement

The Employee engagement refers to a concept in human resources that defines the level of interest and commitment of employees in their job, (Saad, et al., 2021). Employees who are engaged show more commitment to their assigned duties, which makes them better performers in the organization. Employee engagement can also be defined as the commitment shown by the employees to their assigned duties in the organization, (Rameshkumar, 2020). Employees are not only interested in getting good salaries but also, they expect a conducive working environment with opportunities for career growth. Employees also focus on working for an organization that can give them career growth, skill development, and a feel of belonging (Paul,

2020). Numerous studies have focused on employee retention, employee turnover rate and employee satisfaction. This is, however, an increased case of reduced employee engagement in various organizations. Employees remain at work but fail to offer quality services as expected by the organization (Friedrich, 2023).

Few meanings of the engagement may be drawn from research-based literature. Folk theory may also be defined as "the common intuitive sense that people, particularly leaders within organizations, have about work motivation." Employee engagement refers to a desired state within an organization that is characterized by involvement, dedication, enthusiasm, concentrated work, and energy. It involves both the attitudes and behaviors of employees (Wadia, 2023).

Nevertheless, our primary emphasis will be directed towards the constituent elements of engagement that encompass a favorable emotional quality, spanning from minimal to maximal. Creating conceptual accuracy is critical because it maintains a clear conscious focus on the organization's advantages (Caroline, 2023). The current paradigm does not evaluate many behaviors that could be regarded as adaptive for individuals, such as the practice of taking a 'mental health day' as a means of adaptive disengagement (Paul, 2020).

Nevertheless, it is important to highlight that there existed a significant deviation from the aforementioned pattern in all instances. Specifically, it was seen that those occupying top executive positions showed a higher level of engagement compared to other groups and were less prone to experiencing disengagement (Arief et al., 2022). Skeptics may contend that this phenomenon might be attributed to variations in income

levels. However, it is important to note that although income level was identified as a significant factor in this research, it was not the exclusive predictor. The study identified certain job characteristics that exhibited a stronger correlation with increased levels of employee engagement (*"Employee Engagement: A Theoretical Review"*, 2022). These attributes encompassed elements such as the presence of challenging tasks, the possession of authority, the provision of autonomy, the provision of stimulating work environments, the availability of knowledge and resources, and the presence of opportunities for career progression. Hourly employees exhibited the lowest levels of engagement, potentially attributable to their limited autonomy and impact on their employment and work-related encounters. A group that exhibits a modest level of engagement.

There were also other factors that became the determination towards employee engagement. Employee welfare, empowerment, growth, and interpersonal relationships are critical predictors for employee relations. The study also mentioned that employee engagement can be improved through annual engagement surveys and actions based on the results (Lakshmi et al., 2022). From Lawren & Robin, 2022 defined employee engagement as an employee's level of dedication and enthusiasm towards their work and the organization. From their study, 55% of the workers aim to hunt for a new job in August 2021 from one of the case study on HCL. As for the managers, they are the actors that can increase employee engagement by empowering, making work enjoyable, and rewarding.

2.2.2 Concept of Organizational Leadership

Organizational leadership refers to a management approach where leaders assist the organization to come up with strategic goals for the business while inspiring employees to successfully meet all the set goals in the organization, (Bryson, 2018). The leadership in an organization should ensure that employees are provided with autonomy in decision making and taken through various training to enhance their knowledge. Providing autonomy in decision-making and providing employees with opportunities for skill development through training creates a sense of purpose among the employees. Lack of effective leadership in an organization makes employees leave their job even though they have a good salary (Douglas, 2022). Organizational management should therefore enhance their leadership to maintain a high number of employees in the organization.

The limited advancement in developing a comprehensive understanding of organizational leadership can be attributed to the tendency of theorists from various perspectives to propose universal leadership theories and models that utilize similar components to elucidate leadership across all levels inside organizations. This approach suggests that the psychological and sociological processes observed in leadership at lower levels within an organization are also present in top-level leadership (Sushant, 2020). Insufficient emphasis placed on the organizational level and other structural considerations has led to a scarcity of comprehensive empirical research on organizational leadership, particularly with a specific focus on executive-level positions. (Bohn, 2002) has posited the existence of qualitative differences in

leadership characteristics across various levels within organizations. This perspective recognizes several elements of organizational structure, such as hierarchical level, functional diversity, and spatial position within the organization. The phenomenon in question has the potential to have influence on the fundamental aspects of organizational leadership, as well as the reasons that underlie it and the resulting outcomes.

By conducting research on leadership in situ, scholars can gain a comprehensive understanding of how importance of leadership in organizations and how it plays a crucial role in achieving organizational goals. The leadership in an organization can determine the success of the organization (Ali, 2020). The perspective of the leadership in today's organizational context and the steps a leader needs to take in their leadership journey can contribute towards the performance of the employees within the organization (Sateesh, 2021).

In instances where team or organizational operations are entirely governed by established procedures or practices, or are entirely influenced by the prevailing circumstances, the involvement of leaders is generally unnecessary. These behaviors are typically incorporated into organizational rules or normative structures, with leadership playing a crucial role in their establishment (Vivek & Ali, 2020). In organizational contexts, leadership is necessitated by events of substantial importance that give rise to diverse interpretations. Additionally, leadership is called upon in the face of obstacles that present multiple potential solution pathways or necessitate the implementation of specific solutions.

a) Organizational Leadership and Employee Engagement

Employee engagement is influenced by leadership styles and organizational culture. Transformational leadership, mentoring-based leadership, and strengths-based leadership have been found to positively impact employee engagement (Giorgos, 2023). These leadership styles promote employee motivation, inspiration, and the development of strengths, which in turn enhance employee engagement. Additionally, a shared organizational vision and a positive leadership culture contribute to employee engagement (*“Leadership styles and employee engagement in the food industry of MSME’s,”* 2023). On the other hand, compensation and a result-oriented leadership culture may not have a significant impact on employee engagement (Jixin et al. 2023). It is important for leaders to focus on building relationships with employees and providing development opportunities to foster engagement. Overall, effective leadership plays a crucial role in promoting employee engagement in the workplace.

From Susan, 2023 research has shown that there is significant relationship between an organization’s leadership culture and employee engagement. From the research, they identified that mentoring is the main leadership culture characteristic that contributes most to employee engagement. Other than that, another method through leadership that can give big impacts towards employee engagement is by having transformational leadership (Harini et al. 2023). This is one of leadership styles that focusses on inspiring and motivating the employees to achieve the goals. Leaders who employ this leadership style often exhibit charisma, vision, and a commitment to foster positive change within the organization.

2.2.3 Concept of Rewards and Recognition

Rewards and recognition are a type of intrinsic motivation that is bestowed upon employees as a result of their exemplary performance. Recognition might manifest in the form of promotion, while rewards may take the shape of monetary incentives provided to the employee (Fischer et al., 2019). Nigusie and Getachew (2019) assert that rewards serve as a means of expressing appreciation to employees for their exemplary performance or for undertaking additional responsibilities. Monetary compensation or promotion can be utilized as forms of reward for employees who work overtime. Extrinsic motivation is observed to be a significant factor in driving employee performance, as it serves to incentivize individuals to exert increased effort towards achieving predetermined objectives (*"Rewards and Sanction"*, 2023).

Many corporations that implement non-monetary (intrinsic) recognition programs have the ability to acknowledge and reward individuals, as well as teams and entire organizations inside the company. The provision of intrinsic rewards, whereby individuals receive recognition for their exertions, achievements, and the quality of their work, serves to foster a sense of commitment, engagement, and motivation within the workforce, specifically among employees and team members (Gopal, 2022). According to Galahitigama, 2020, employees now have the opportunity to provide critiques regarding the structure of the incentive system inside their respective organizations. Consequently, the inquiry of the efficacy of rewards as drivers of job engagement emerges. From a strategic standpoint, it is imperative to design a comprehensive incentive system that effectively promotes enhanced employee

performance and organizational results (Princia & Balamurugan, 2019). The research conducted by Hareendrakumar V. R. et al. (2020) revealed the categorization of incentives into three unique groups: total compensation, performance and/or people management, and other forms of rewards. The technique employed by the organization garnered significant popularity due to its effective integration with various human resource practices and its strong emphasis on the retention of key personnel.

a) Rewards and Recognition and Employee Engagement

Rewards and recognition programs have a positive impact on employee engagement, motivation, satisfaction, and retention (*"A study on employee engagement reward and recognition in l&t construction,"* 2023). Effective reward and recognition programs can significantly improve employee engagement, leading to higher productivity, better job performance, and increased loyalty (*"The influence of employee participation, rewards and recognition, job security, and performance feedback on employee engagement,"* 2022). Employee participation, job security, performance feedback, and rewards and recognition are all positively related to employee engagement (Rahma & Rina, 2021). Perceived supervisor support, rewards, and recognition have a positive relationship with employee engagement and job satisfaction, which in turn affects performance (Shalini, 2020). Rewards and recognition practices are important factors that influence and motivate employees to be highly committed to work in the banking sector (Frinlicia & Nilasari, 2019). Perceived organizational support, rewards and

recognition, and spirituality all have a positive and significant effect on employee engagement.

From Rahma, 2021 on her research on rewards and recognition and employee engagement in employee Marketing Banks, the researcher states that there is a relationship between rewards and recognition and employee engagement. The study examines the impact of supervisor support, rewards, and recognition on employee performance. As the result, employee engagement and job satisfaction mediate the relationship between these factors. Job engagement mediates rewards and recognition towards the organizational citizenship behaviour. From the past study, it is identified job engagement not only mediates rewards and recognition towards organizational citizenship behaviour but it also mediates rewards and recognition towards task performance (Ignatius, 2019). Human Resource plays a key role in embedding Corporate Social Responsibility (CSR) and sustainability initiatives. Through CSR, it helps the company to remain socially accountable to itself, the community and also its stakeholders.

2.2.4 Concept of Professional Development and Training

Professional development is an intentionally considered, methodical process which is meant to empower staff in matters regarding knowledge to improve their performance, (Koonce et al., 2019). Professional development and training give the staff new skills and enhance their knowledge regarding the business operations.

The term "professional development" is frequently mentioned in introductory materials and scholarly publications pertaining to graduate education in the field of student affairs (Archibald, 2018), as well as in the wider body of literature on this subject. The American College Personnel Association (ACPA) and the National Association of Student Personnel Administrators (NASPA) also engage in discourse and provide explanations regarding professional development. While there is a consensus regarding the need and indispensability of professional development, there exists a lack of consensus regarding the means to attain it. Previous definitions have delineated many levels of professional development, namely individual, departmental, and divisional, as well as different types, including formal, non-formal, and informal (Alex, 2021). Our focus will now be directed towards the enhancement of professional growth through various courses and activities. In order to mitigate the uncertainty surrounding the underlying incentives and objectives of professional development, it is imperative to situate it within the framework of organizational theory.

In the management culture, an effective manager assumes the role of a parent, ensuring the professional development and engagement of employees. Professional growth is a privilege or entitlement that is subject to negotiation within a culture that values negotiation. Enlightened leaders or managers within a progressive organizational culture may exhibit a proactive inclination to both advocate for and facilitate employee development and advancement (Peni & Manoranjan, 2020). Professional development can be conceptualized as a ritualistic practice, a transformative milestone, or an integral element within a broader symbolic framework. The pursuit of professional development is indicative of an organization's potential for achieving upward mobility

and progress. One potential myth surrounding professional development might potentially serve as a source of inspiration, leading to increased levels of involvement and heightened interest inside a symbolic organization. Rituals can be associated with actions pertaining to professional development, such as the bestowal of awards to recognize those who have attained higher levels of study or achieved notable achievement. Alternatively, they may be perceived as a superfluous undertaking or a ceremonial act of degradation, indicative of one's perceived inferiority (Peni et al., 2020).

Professional growth has a profound and transformative effect on individuals across various professions. The process of human development, which entails renewal and progress, is more inclined to be observed in professional development activities as compared to other activities, such as individual endeavors, group engagements, formal classes, or workshops (Adam, 2023). In the dawn of the twenty-first century, corporations have come to recognize the imperative of swiftly adapting or innovating in order to effectively respond to emerging technologies, opportunities, and demands. Proficient organizations possess the ability to optimize the utilization of human resources and their respective capabilities, hence extending opportunities for individuals who may have previously encountered setbacks but exhibit commendable ideals and objectives (Liliya, 2022). In the realm of human resource management, it is important to acknowledge that the generation and application of novel concepts is not solely confined to the domain of business and industry. Student affairs professionals should possess the capacity to use principles of human development and progress by shifting their focus from students to staff and individuals (Delia, 2019).

a) Professional Development and Training and Employee Engagement

Professional development and training have a favorable and significant relationship with employee engagement (Ganesh & Shreekrishna, 2023). Training and development of employees play a crucial role in the growth and development of organizations, leading to high productivity and profitability (Seema & Sandeep, 2023). Dedicated training and improvement of the workforce fosters employee engagement, resulting in more efficient and satisfied employees (*"Impact of Training and Development on Employee Engagement and Satisfaction in It Industry,"* 2023). Access to training and development opportunities is positively correlated with higher rates of work engagement in the U.S. federal workforce (Michael, 2022). Perceived training opportunities and investment in employee development have a strong relationship with work engagement in the banking sector (Maria & Georgios, 2021). Therefore, investing in professional development and training programs can enhance employee engagement, leading to improved performance and customer satisfaction.

From the past study, it is identified that there was positive and significant influence of employee engagement, training, and organizational commitment on employee performance through organizational commitment. The affective commitment also showed there has a positive and significant effect towards the employee performance (Elisa et al. 2023). Training and development also can give no direct effect on employee performance yet have a significantly positive effect when mediated through employee engagement. From this study also, they are not only identified that employee engagement has a positive significant effect on employee performance, but employee

engagement mediates the relationship between work environment and employee performance (Jennifer & Dhita, 2022).

2.2.5 Concept of Effective Communication

Effective communication refers to a process of exchanging ideas, or opinions regarding the business operations which are received and assumed to achieve clarity and determination, (Tabesh et al., 2019). Effective communication enhances the flow of information from the seniors to the subordinates in an organization. Lack of effective communication by the management to the junior staff may lead to reduced employees' engagement. The management should therefore ensure enhanced effective communication within the organization.

Effective communication can significantly impact the improvement of excellent service quality, thereby increasing patient satisfaction with the health care they receive (Dwi et al., 2021). "The common elements in the communication process are the sender and receiver. The sender initiates the communication. The sender is referred to as the person who has a need to convey the desire or idea or concept to other individuals. Whereas the receiver is the person to whom the message is sent" (Reidhead, 2021). Communication is a complex phenomenon characterized by the encoding, transmission, and reception of information from a sender to a receiver through a designated medium. Subsequently, the recipient proceeds to decipher the transmitted message and provides the originator with evaluative input. Hence, communication can be described as a bilateral process by which individuals and/or

organizations exchange information, facilitating the development of mutual comprehension (Hrynychak & Ivashchenko, 2021).

The process of the same as follows:

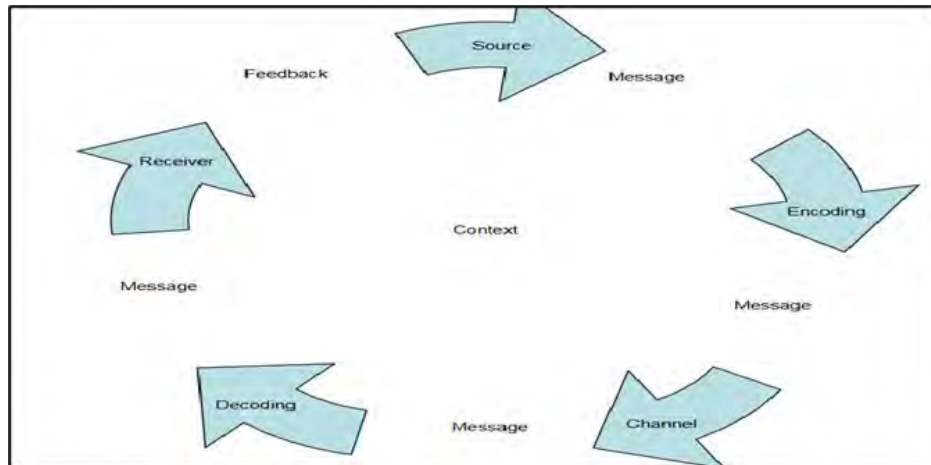


Figure 2.1: The Process of Effective Communication

Source: (Reidhead, 2021)

Effective communication is mainly divided into two forms i.e., Verbal and Non-Verbal Communication. In order to fulfill their professional responsibilities, individuals in various fields must allocate a significant portion of their working hours to engaging in verbal discourse and active listening, in addition to engaging in extensive reading and written communication. Proficient utilization of language serves as a crucial medium for effective interpersonal communication in these contexts. The form of communication being referred to is commonly known as verbal communication. The term "it" refers to both verbal and written language utilized in the process of communication. Communication can be classified into two primary forms: verbal and

written messages. Face-to-face interaction, which involves direct communication between the sender and the receiver, falls inside this particular category. According to the article titled "Language as a Tool for Effective Communication Management" published in 2019, the role of language in facilitating efficient communication management is discussed.

a) Effective Communication and Employee Engagement

Effective communication plays a crucial role in employee engagement (Ana, 2023). It is believed that effective communication, including the quality of feedback, positively influences employee involvement, which in turn leads to higher levels of employee engagement (Gu, 2023). Additionally, internal communication is identified as a critical factor in achieving employee engagement, with constructs such as participative organizational culture, supportive communication climate, and participative leadership communication contributing to higher levels of engagement (Kelli et al. 2020). Furthermore, employee communication must increase in volume and frequency to inform, educate, and empower employees, thereby enhancing employee engagement (Schrita et al. 2017). Communication failures between disciplines can negatively impact patient care and outcomes, highlighting the importance of interdisciplinary communication in fostering employee engagement. Finally, communication business leaders use strategies such as rewards and recognition, empowering employees, and building a bond between leaders and employees to engage their employees effectively.

Internal communication is essential for organizational success and effectiveness. To highlight, the critical role of internal communication is important in achieving employee engagement. Therefore, employee engagement is achieved through various factors related to internal communication (Senelisiwe & Beer, 2022). A study proves that failure to effectively communicate between disciplines, negatively impacts the patient care while fostering the development of inter-disciplinary communication strategies, positively impacts patient outcomes (Kelli et al. 2020). As for Febrial & Herminingsih, 2020 identified that organizational communication and job satisfaction positively affect the employee engagement. Hence, employee engagement positively affects employee performance.



2.3 Conceptual Framework

The findings in the extant literature indicate an appositive significant relationship between the dependent and the independent variable. The relationship is summarized by the framework shown below.

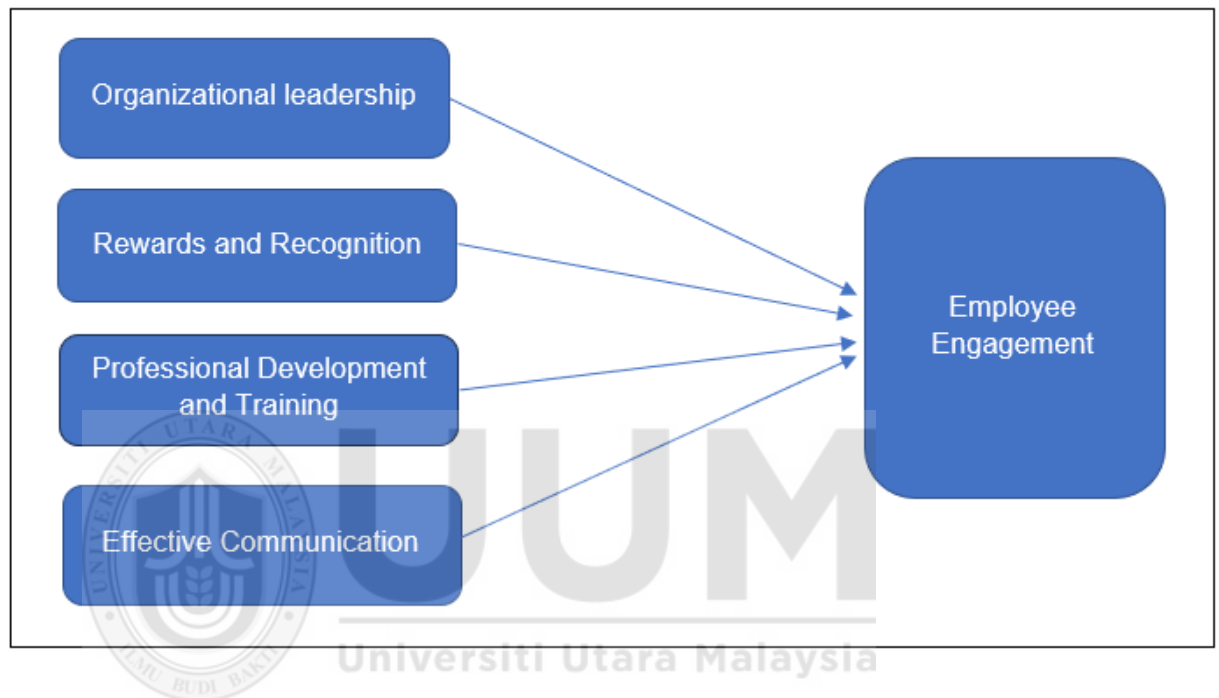


Figure 2.2 Research Framework

2.4 Hypotheses Development

There is a positive significant relationship between organizational leadership and employee engagement in Energy & Utilities Company.

There is a positive significant relationship between rewards and recognition and employee engagement in Energy & Utilities Company.

There is a positive significant relationship between professional development and training and employee engagement in Energy & Utilities Company.

There is a positive significant relationship between effective communication and employee engagement in Energy & Utilities Company.

2.5 Theoretical Framework: Self-Determination Theory (SDT)

The theory posits that employee engagement is affected by three basic psychosomatic needs which include autonomy, employees' competence, and relatedness among others. Employees tend to be more engaged in a job where their needs are catered for as opposed to a working environment with unfair treatment, (Chiu, 2022). When the three psychological needs are addressed individuals or employees will be more likely to experience intrinsic motivation, the key driver of employee engagement. Employee work satisfaction makes them more committed to their duties in the organization. Organizations can therefore enhance the rate of employee engagement by ensuring that the three psychological aspects are affected for enhanced job satisfaction which will therefore intrinsically motivate the employees making them more committed to their work. (Chiu, 2022). Providing autonomy in decision-making and providing employees with opportunities for skill development through training creates a sense of purpose and among the employees. The theory provides a framework that guides in understanding the factors that affect employee engagement and also provides strategies on how organizations can promote employee engagement.

The self-determination theory (SDT) is a theoretical framework that explores the evolution of personality and the process of self-motivated behavior modification. The underlying principle of this notion posits that individuals possess an inherent inclination towards advancement, self-coherence, and the reconciliation of psychological incongruity (Abou-Moghli, 2018). Self-Determination Theory (SDT) originated from empirical investigations conducted in laboratory and field settings, which examined the effects of external factors on intrinsic motivation. These factors include rewards, praise, and guidance. The scholarly interest in factors that enhance or hinder innate motivation has prompted investigations into the theoretical and empirical aspects of volitional behavior as a whole. According to Self-Determination Theory (SDT), all behaviors can be categorized on a spectrum that spans from heteronomy, which refers to external regulation, to autonomy, which represents complete self-regulation. Self-Determination Theory (SDT) posits a number of potential consequences linked to varying degrees of controlled and autonomous regulation of behavior. These outcomes encompass factors such as effort expenditure, persistence, quality of performance, and subjective experience. Self-Determination Theory (SDT) also delineates many factors that facilitate or impede the development of autonomous forms of behavior control. These factors encompass the roles of parents, teachers, managers, and doctors, who possess the capacity to either foster or undermine individuals' self-motivation towards adopting novel behaviors.

Self-Determination Theory (SDT) is a comprehensive framework for understanding human motivation that has undergone continuous development for more than three decades. The objective of this theory is to provide an explanation for the fundamental

factors, mechanisms, and outcomes associated with the positive development of individuals by conceptualizing the essence of 'optimal motivation,' together with the overall circumstances that facilitate or hinder such motivation. Self-Determination Theory (SDT) offers a comprehensive framework for fostering motivation in individuals, promoting their autonomy and facilitating their achievement and well-being. These studies examined a range of positive outcomes including learning and knowledge integration, optimal performance, persistence, and personal development. According to a study conducted by Nurcahyanti (2022), it has been shown that individuals who see their healthcare providers as being supportive of their autonomy tend to derive the greatest benefit from therapeutic interventions.

The study found that autonomous and impersonal causality orientations moderate the relationship between job resources and work engagement, with the positive relationship being weaker for highly autonomy-oriented and highly impersonal-oriented individuals. The interaction between controlled oriented and job resources was not significant (Diana & Aleksandra, 2020). Self-Determination Theory (SDT) is a macro theory of human motivation that is essential for organizational psychology. Social-environmental factors created by colleagues, immediate supervisors, and higher-level managers are important determinants of employee's motivation, performance, and wellness. The theoretical and framework of SDT has gained increasing attention in explaining the relation from workplace factors to work behaviors, work attitudes and occupational health (Deci et al., 2020).

2.6 Summary of the Chapter

This chapter provides an overview of the existing literature and outlines the formulation of the hypotheses. The research framework that is being proposed is also outlined in this chapter. The framework illustrates the interconnections among the variables that have received limited research attention. The subsequent chapter examines the methodological approach and design utilized within this particular industry.



CHAPTER THREE

METHODOLOGY

3.1 Introduction

This section will outline the many methodologies employed in data gathering and analysis for this study. Specifically, it will discuss the research design, study population, sample size, sampling technique, unit of analysis, research instrument, data collection procedures, reliability and validity analysis, data analysis techniques and pilot test.

3.2 Research Design

This study adopted a quantitative research approach to assess the structural relationship among the five constructs: organizational leadership, rewards and recognition, professional development and training, effective communication, and employee engagement in Energy and Utilities Company. Partial Least Squares path modeling in conjunction with Smart PLS was used to test several hypotheses.

In the current study, questionnaire design was used for gathering and collection of data because it is the most suitable way to collect the primary data. However, this study deployed a survey questionnaire research design to gather the data regarding the hypothesized relationship and can be categorized as a field with correlational research design or quantitative orientation (Kerlinger & Lee, 2000). Additionally, survey

research is considered the most appropriate because it is a widely used method adopted by organizational researchers who are interested in collecting information about a large population that cannot be observed directly (Keeter, 2005).

In this study, a survey research method was used to collect data through a self-administered questionnaire. Because the target population of the study is an individual Energy and Utilities Company. Furthermore, the study also adopts correlation research design in which data was collected once during the whole study. The data was then analyzed and interpreted statistically, while drawing conclusions or making interferences about the population of the study at one point in time.

3.3 Study Population

The population of the study refers to the collection of clearly defined elements (e.g., people, places, objects, and cases) about which a researcher wishes to make some interferences (Cooper &Schindler, 2009). So, the target population of this study was the executive employees. According to Senior Executive Recruitment from Human Resource Department of Energy and Utilities Company, there were 950 employees from all levels in Energy & Utilities Company. According to the Recruitment people, most employees in Energy and Utilities Company came from the executive level. The total number of employees came from all locations of Energy & Utilities Company which are Tanjung Bin, Johor, Lumut, Perak, Prai, Penang and Headquarters in Kuala

Lumpur. The other location beside Headquarters was known as Power Plant where the main employees were engineers.

3.4 Sample Size

In the course of the inquiry and research being conducted, it will be impossible to gather information from each and every component of the overall population. The importance of the researcher rigorously analyzing the determination of sample size and addressing concerns of nonresponse was underlined in relation to any quantitative survey design. The impracticality of the situation arises due to several circumstances such as time constraints, financial considerations, and limitations in human resources (Sekaran & Bougie, 2013). Given this consideration, there was a strong emphasis on the researcher's need to rigorously scrutinize the determination of the sample size. There are 950 employees at the Employee & Utilities Company, and 274 people make up the sample size for that demographic. As identified by Krejcie and Morgan (1970), the present study identifies a sample size of 274 who met the population inclusion criteria set forth in this study.

3.5 Sampling Technique

This study used simple random sampling of the Energy and Utilities Company. According to Creswell (2003), everyone in the population in the selecting of a random sample has an equal probability of being selected. Therefore, each element in the list of populations has the same chance of being chosen (Sekaran, 2005). For selecting the sample, the study has been used the technique of rand between in excel. In this technique researcher prepared a list of 950 employees from Energy and Utilities Company. After that put all the list of employees in excel and run the formula which later provided some random numbers, first 274 number has been selected for data collection.

Previously, it was explained by different researchers that the minimum sample of 100 is enough for using SEM technique (Medsker et al., 1994). In addition, it is reported that the general rule for SEM for every parameter estimated is 5-20 observations are needed. The subject of the present study was selected by using Excel to generate a random subject of the sample (Sekaran, 2005; Kervin, 1992).

McMillan and Schumacher (2001) proposed that sample size should be large and sufficient with approximate characteristics, that can provide the accurate results. On the other hand, most of the researchers depicted that the sample should be around 30% of the total population is sufficient and suitable (Leedy & Omrod, 2005). In this study, the data that were collected through questionnaires and analysed by using Partial Least Squares (PLS) technique using Smart-PLS software. It is a computer-based program

to support statistical analysis and widely used by many researchers for various types of studies due to its easiness of use and effectiveness of outcomes.

3.6 Units of Analysis

The unit of analysis refers to the individuals or entities that will be the focus of study in the research. The entities involved can encompass either an organization, people, or a collective of individuals/organizations. The focal point of examination for this research is the Energy & Utilities Company. This study aimed to augment the limited understanding in organizational leadership, rewards and recognition, professional development and training, and effective communication with employee engagement among the employees.

Furthermore, the sample for this study was planned to be 274 employees from Energy & Utilities Company. Majority the respondents from this survey came from the executive level in that company. These group which mostly an engineer at the power plant which responsible to handle the operation of the power plant. The power plant are their main sources to generate income for this company.

3.7 Research Instruments

3.7.1 Measurement of Variables

In order to facilitate the objectives of this research, four distinct independent variables were considered (organizational leadership, rewards and recognition, professional development and training and effective communication) and a dependent variable (employee engagement) were examined. A five-point likert scale ranging from 1. = “strongly disagree,” 2. = “disagree,” 3. = “neutral,” 4. = “agree,” and 5. = “strongly agree” was employed in this study to measure all the variables. Table 3.1 presents the summary of study variables.

Table 3.1

Summary of Variables and Measurement of Instruments

Variable	No. of items
Employee Engagement	4
Organizational Leadership	5
Rewards and Recognition	4
professional development and training	5
Effective Communication	4
Total number of items	22

3.7.2 Employee Engagement

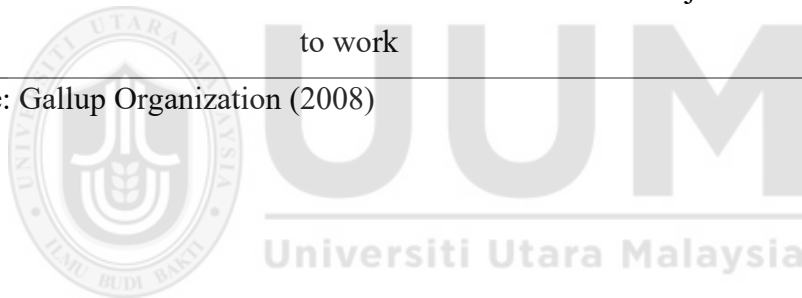
The operationalization of the employee engagement construct was limited to a one-dimensional approach. A measurement tool of four factors was devised to assess employee engagement. The specifics pertaining to the goods are presented in Table 3.2.

Table 3.2

Items of employee engagement

Dimension	Question
<i>Employee Engagement</i>	The organization motivates me to contribute more than is required The senior management is genuinely interested to listen to and reasonably act on employees' suggestions or opinions My department makes good use of my talents/ skill I would recommend others to join the organization as a good place to work

Source: Gallup Organization (2008)



3.7.3 Organizational Leadership

The construct of organizational leadership is viewed as unidimensional. The measurement of organizational leadership was conducted utilizing a scale of five items. The details of the goods are presented in Table 3.3.

Table 3.3

Items of Organizational Leadership

Dimension	Question
<i>Organizational Leadership</i>	Actions of Senior Management are consistent with their words (i.e., "walk the talk")
	My head of department treats employees as valued assets
	My superior acts with integrity
	My superior is open and honest in communication
	My superior takes charge in driving team's performance

Source: Raffety and Griffin (2004)

3.7.4 Rewards and Recognition

An instrument developed with 4 items was utilized. The items are shown in Table 3.4

Table 3.4

Items of Rewards and Recognition

Dimension	Question
<i>Rewards and Recognition</i>	I feel recognized/ appreciated when I do a good job
	Working for the organization allows me to have a good work life balance
	My job provides me with the opportunity to experience a real sense of personal accomplishment
	Favoritism is not an issue for promotion in this organization

Source: Gallup Organization

3.7.5 professional development and training

The conceptualization of professional growth and training is limited to a one-dimensional perspective. The measurement of professional development and training was conducted utilizing a scale comprising five items. Table 3.5 presents a comprehensive breakdown of the items.

Table 3.5

Items of professional development and training

Dimension	Question
<i>professional development and training</i>	I am given opportunity to participate in training and development programs that can improve my capabilities
	My superior coaches me to develop my career/ capabilities
	I have the opportunity to discuss my development plan with my superior
	The organization provides career growth opportunities to employees
	The organization provides a variety of training opportunities for the employees to learn new skills and enhance knowledge for personal and professional development

Source: Delery and Doty (1996)

3.7.6 Effective Communication

The communication construct is understood as unidimensional. The measurement of communication was conducted utilizing a scale comprising four distinct items. The details of the goods are presented in Table 3.6.

Table 3.6

Items of Effective Communication

Dimension	Question
<i>Effective Communication</i>	When changes are made, communications are usually handled well The company does an excellent job of keeping employees informed about matters affecting us Generally, there is effective communication between different units/departments/divisions that I work with The communication channels and platform (eg: portal, email, etc) are adequate to keep employees informed about the company

Source: Yusof (2015) in ORC International Pulse (1990)

3.8 Data Collection Procedure

In the realm of quantitative research, the questionnaire survey stands out as a very viable, prevalent, and indispensable method for data collecting. The primary data gathering instrument employed in this study was a questionnaire survey due of its efficacy. The utilization of a questionnaire facilitated the collection of necessary data in a concise timeframe, hence reducing the potential for response bias (Sekaran & Bougie, 2010; Zikmund et al., 2010).

Data were taken from the employees at Energy & Utilities Company. The questionnaires were personally administered to them via online platform, Survey Monkey. The primary objective of disseminating questionnaires is to facilitate researchers in elucidating the goal and advantages of the study, as well as to motivate participants to offer candid responses (Sekaran, 2003). The survey has been distributed to 274 executives in Energy & Utilities Company for a month. Before conducting the survey, the researcher has meet with the Head of Human Resource of this organization to seek for permission to conduct the study at this organization. Besides, the researcher also meet the Human Resource Manager from Recruitment to get the exact number of the total employees and to understand the organizational chart for overall of the organization.

Furthermore, according to Creswell (2012), surveys that are personally administered tend to possess a higher level of authenticity. Hence, the utilization of a self-administered survey proved to be advantageous in the current research, as it aimed to achieve a substantial response rate that aligns with the predetermined sample size.

Before the distribution of the questionnaires, a meeting has been taken with the head of human resource of the Energy & Utilities Company to get his concern and to explain the objective and the advantage from this survey. After getting the necessary approvals, the researcher visited the headquarters and meet with few Human Resource to understand the nature of the business and the organization of the company.

3.9 Reliability and Validity Analysis

The concepts of reliability and validity are fundamental components of any research study. The reliability of an instrument refers to the extent to which the instrument is devoid of errors. Furthermore, it is worth noting that the results remain consistent and stable throughout many time periods and settings, whereas the validity of an instrument refers to the extent to which said instrument accurately assesses the intended construct (Sekaran & Bougie, 2010). The objective of assessing the reliability and validity of a measurement instrument is to evaluate its internal consistency. Likewise, it is of utmost importance that the measurement accurately reflects the underlying construct (Zikmund et al., 2010). In order to establish the face and content validity of the instrument and assess its relevance, a questionnaire was distributed to a select group of specialists in the Energy & Utilities industry, with the aim of soliciting their cooperation. Moreover, content validity can be defined as the extent to which an instrument accurately captures the intended meaning embedded inside certain concepts (Babbie, 2004). In addition, content validity encompasses the involvement of a group

of specialists who provide their perspectives on the items, language, and phrases contained within the instrument (Hair et al., 2007; Sekaran & Bougie, 2010).

3.10 Data Analysis Techniques

Following the completion of data collection, both descriptive and inferential statistics were utilized as methods for data analysis. In order to investigate the hypothesis formulated based on the literature study, various analytical procedures have been proposed. The data from the current study were subjected to analysis utilizing the Partial Least Squares (PLS) method within the framework of Structural Equation Modelling (SEM). The structural equation modelling (SEM) approach is a topic of extensive discussion among quantitative researchers. It is recognized as a powerful tool for analyzing intricate relationships among variables (Fox, 2006). The data analysis and presentation of the results were conducted using Smart PLS software, as stated by Hair, Ringle, and Sarstedt (2013).

3.10.1 Partial Least Squares (PLS) SEM Technique

The efficacy of this method is demonstrated when applied to structural equation modelling (SEM), which involves latent variables and a network of interconnected interactions (Gustafsson & Johnson, 2004). According to Ringle, Wende, and Will (2012), the Partial Least Squares method is regarded as an extraordinary and adaptable tool for both statistical model structure and estimate. Furthermore, it is common for data in social scientific research to exhibit issues related to normalcy (Osborne, 2010).

Nevertheless, it is worth noting that PLS route modelling does not necessarily require data to adhere to normal distribution assumptions (Chin, 1998). In essence, the PLS method has a much superior ability to handle aberrant data when compared to other strategies. According to the different researches, it has been highlighted that the structure equational modeling is one of the most significant statistical techniques to test the numerous relationship at the same time (Tabachnick & Fidel, 2007).

3.11 Pilot Test

Pilot study is a prior test used to confirm the reliability and validity of the survey instrument of the study. According to the different researchers, it is exhibited that validity refers to how good and well an instrument has been designed while the reliability denotes how much an instrument is free from errors (Sekaran & Bougie, 2010).

Previous researchers highlighted that for pilot test the appropriate sample is approximately between the 25 to 100 (Cooper & Schinler, 2008; Emory & Cooper, 1991). In addition to this, sample size should not be larger than 100 respondents to test the reliability of the instrument (Fink, 2003; Dillman, 2007). Therefore, 30 questionnaires were distributed for pilot test and for this purpose we engaged 30 executives, in which, 30 questionnaires were received out of 30. The response rate was about 100% that consider very high whilst SPSS 23 were used to test the Cronbach alpha of the survey instruments. Furthermore, questionnaire was also discussed with

the experts and the high official of the Energy & Utilities Company. Some of the Manager form Recruitment team was also engaged in this process to ensure how will an instrument measures have designed.

This is in line with the criteria that a Cronbach's alpha coefficient of 0.60 is considered an average reliability, while a coefficient of 0.70 or higher indicates that the instrument has a high reliability standard (Hair Jr. et al., 2010; Nunnally, 1978; Sekaran & Bougie, 2010).

3.12 Summary of the Chapter

In conclusion, this chapter highlights the method that has been adopted in this study. This chapter discussed the theoretical framework, research design, sampling procedure, questionnaire design, construct measurements pilot study, and techniques of data analysis. Hopefully, the reader will get the better understanding of how to conduct this kind of research and this chapter can serve as a guide to another researcher as well.

CHAPTER FOUR

DATA ANALYSIS AND RESULTS

4.1 Introduction

The chapter discusses the findings of this study, which aimed to examine the extent to which organizational leadership, rewards and recognition, professional development and training, and effective communication are correlated with employee engagement. Data collection was carried out by distributing a structured questionnaire to workers at all hierarchical levels and departments within the business, including both non-executive and executive roles. The survey comprised demographic inquiries and inquiries using a five-point Likert scale to assess perceptions of organizational leadership, incentives and recognition, professional development and training, and effective communication.

Using Krejcie and Morgan's sample size table, a sample size of 274 employees was estimated from the study's total population of 950 employees. To avoid bias in the selection procedure, the participants were selected using a method known as simple random sampling. By using this approach, it was made sure that everyone in the population had an equal chance of becoming a part of the research.

The survey was administered on an online platform to enhance the convenience of distributing and collecting responses. This method also supported the anonymity and

confidentiality of the respondents. Upon completion, data were compiled and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM), employing SmartPLS software, which is particularly effective for models assessing multiple relationships and for data that may not be normally distributed.

4.2 Demographic Characteristic of Respondents

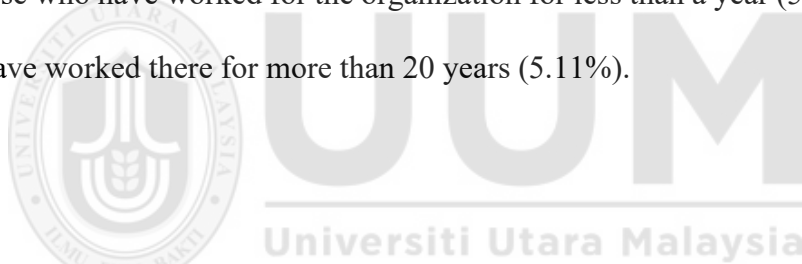
Table 4.1

Demographic Characteristics of Respondents

	Item	Frequency	Percentage (%)
Gender	Male	151	55.10
	Femele	123	44.90
Age	Below 21 years old	43	15.69
	21-29 years old	76	27.74
	30-39 years old	93	33.94
	40-49 years old	41	14.96
	More than 50 years old	21	7.66
Tenure at the company	Less than 1 year	21	7.66
	1-5 years	117	42.70
	6-10 years	74	27.01
	11-20 years	48	17.52
	More than 20 years	14	5.11

The demographic profile of respondents in this study reveals a balanced gender distribution, with a slight majority of male respondents (55.10%) compared to female respondents (44.90%). In terms of age, the majority of the respondents fall within the 30-39 age bracket (33.94%), followed by the 21-29 age group (27.74%), indicating a relatively young workforce. The least represented age group is those over 50 years, making up 7.66% of the respondents, suggesting a smaller presence of older employees within the company.

Looking at tenure, the largest group of respondents have been with the company for 1-5 years (42.70%), which may indicate successful employee retention in the early years of employment or recent growth in hiring. The least represented groups in the study are those who have worked for the organization for less than a year (5.66%) and those who have worked there for more than 20 years (5.11%).



4.3 Reliability and Validity Analysis

4.3.1 Reliability and Validity Coefficients

In order to evaluate the constructs' reliability and validity, the study examined three significant metrics: Average Variance Extracted (AVE), Composite Reliability (CR), and Cronbach's alpha. The aforementioned metrics provide insights into the construct's internal consistency, overall reliability, and the proportion of variance captured by the construct relative to measurement error.

Table 4.2

Reliability and Validity Measures

Construct	Cronbach's Alpha	Composite Reliability (CR)	Average Variance Extracted (AVE)	Discriminant Validity
Effective Communication	0.859	0.905	0.706	0.84
Employee Engagement	0.878	0.916	0.733	0.856
Organizational Leadership	0.903	0.928	0.721	0.849
professional development and training	0.882	0.914	0.679	0.824
Rewards and Recognition	0.857	0.903	0.7	0.837

4.3.2 Assessment of Measurement Model

Evaluating the measurement model in quantitative research is a vital step to guarantee that the constructs utilized in the investigation are precisely depicted by the items designed to gauge them. This involves examining both the convergent and discriminant validity of the constructs. Convergent validity is concerned with whether items of a construct are highly correlated, thus measuring the same concept. In contrast, discriminant validity assesses whether constructs are distinct from one another. Let's delve deeper into these concepts by analyzing the provided cross-loadings and discriminant validity assessment for the constructs of Effective

Communication (EC), Employee Engagement (EE), Organizational Leadership (OL), professional development and training (PDT), and Rewards and Recognition (RR).

Table 4.3

Cross-Loadings for Measurement Model

Item	Effective Communication (EC)	Employee Engagement (EE)	Organizational Leadership (OL)	professional development and training (PDT)	Rewards and Recognition (RR)
EC1	0.737	0.562	0.571	0.823	0.562
EC2	0.890	0.675	0.606	0.635	0.662
EC3	0.888	0.697	0.662	0.655	0.707
EC4	0.835	0.642	0.564	0.566	0.594
EE1	0.664	0.871	0.564	0.594	0.646
EE2	0.687	0.851	0.693	0.625	0.633
EE3	0.657	0.855	0.695	0.616	0.631
EE4	0.623	0.846	0.632	0.605	0.657
OL1	0.785	0.755	0.763	0.706	0.705
OL2	0.624	0.636	0.829	0.629	0.617
OL3	0.496	0.551	0.868	0.588	0.499
OL4	0.507	0.585	0.894	0.612	0.529

OL5	0.549	0.625	0.886	0.671	0.575
PDT1	0.611	0.514	0.570	0.817	0.525
PDT2	0.590	0.589	0.727	0.833	0.584
PDT3	0.619	0.618	0.729	0.881	0.625
PDT4	0.686	0.637	0.545	0.763	0.579
PDT5	0.737	0.562	0.571	0.823	0.562
RR1	0.711	0.680	0.667	0.641	0.882
RR2	0.492	0.553	0.522	0.527	0.788
RR3	0.668	0.680	0.613	0.616	0.877
RR4	0.638	0.583	0.538	0.554	0.796



UUM
Universiti Utara Malaysia

Table 4.4

Discriminant Validity Assessment

Construct	AVE	Square of Correlation with EC	Square of Correlation with EE	Square of Correlation with OL	Square of Correlation with PDT	Square of Correlation with RR
Effective Communication (EC)	0.706	-	-	-	-	-
Employee Engagement (EE)	0.733	0.34	-	-	-	-
Organizational Leadership (OL)	0.721	0.32	0.29	-	-	-
professional development and training (PDT)	0.679	0.28	0.25	0.25	-	-
Rewards and Recognition (RR)	0.837	0.31	0.27	0.24	0.22	-

The cross-loadings table presents each item's loading on its intended construct versus loadings on other constructs. High loadings (typically above 0.7) on a construct with correspondingly lower loadings on other constructs suggest that an item is a good measure of the construct it is supposed to represent. For example, EC1 shows a loading of 0.737 on the EC construct, which is its highest loading, indicating strong convergent validity. Similarly, each item associated with the EE, OL, PDT, and RR constructs demonstrates the highest loading on their respective constructs. It is clear that each item is more linked to its own construct than to any other construct in the model because none of them have a higher loading on a different construct.

This trend can be seen across all items, which suggests that the study's constructs are clear and that the items are good ways to measure these constructs. All of the items in the measurement model fit well with the concepts they were meant to measure, showing strong convergent validity.

4.3.3 Discriminant Validity Analysis

Discriminant validity is established when the Average Variance Extracted (AVE) for each construct exceeds the squared correlations with other constructs. This indicates that the construct has a higher degree of correlation with its individual components compared to other constructs, guaranteeing that constructs are different and measure separate concepts.

The average variance extracted (AVE) for each construct surpasses the squared correlation values, confirming the discriminant validity. As an example, the average variance extracted (AVE) for EC is 0.706, which surpasses its squared correlations with all other constructs, such as 0.34 with EE. The aforementioned pattern is consistent in all cases, since the average variance extracted (AVE) for EE, OL, PDT, and RR also surpasses their respective squared correlations with other components.

Notably, the AVE values are quite substantial, often exceeding the threshold of 0.5, which further supports the notion that a significant proportion of the variance in the items is accounted for by the respective constructs. The discriminant validity of the constructs within the measurement model is therefore well-established, indicating that each construct is capturing a distinct aspect of the theoretical model being tested.

4.3.4. Implications for Research Analysis

The robustness of the measurement model has significant implications for proceeding with the analysis. The strong convergent and discriminant validity suggests that the constructs are measured reliably and accurately, which is essential for the subsequent stages of structural model analysis and hypothesis testing.

The reliability of the measurement model lends credibility to the relationships that will be examined in the structural model. When constructs are well-defined and distinct, the path coefficients derived from the structural model analysis can be interpreted with

confidence, as they reflect the true relationships between constructs rather than being confounded by measurement error or overlap between constructs.

Moreover, the validity of the measurement model sets a solid foundation for the generalizability of the study's findings. Future research can build upon these constructs with assurance that they are measuring the intended concepts effectively. This is particularly important in organizational studies where constructs like employee engagement and leadership are often complex and multi-faceted.

4.4 Structural Model Assessment

The structural model assessment focuses on the relationships between the constructs defined in the research model. This phase involves reporting path coefficients, which represent the strength and direction of the hypothesized relationships and assessing their statistical significance. The results inform the acceptance or rejection of the proposed hypotheses. Below is a structured presentation of these elements:

Table 4.5

Structural Model Assessment and Hypothesis Testing

Relationship	Path Coefficient	Standard Error	T-Value	P-Value	Decision
EC → EE	0.311	0.072	4.345	<0.001	Accepted
OL → EE	0.318	0.067	4.759	<0.001	Accepted

PDT → EE	0.040	0.077	0.517	0.605	Rejected
RR → EE	0.263	0.064	4.099	<0.001	Accepted

EC: Effective Communication, EE: Employee Engagement, OL: Organizational Leadership, PDT: Professional Development and Training, RR: Rewards and Recognition

4.4.1 Discussion of Path Coefficients and Significance Levels:

The path coefficients indicate the predictive strength of each independent construct on employee engagement. A coefficient closer to 1 signifies a strong positive relationship, while a coefficient closer to 0 indicates a weak relationship. Significance levels are determined by the T-values and corresponding P-values, where a P-value less than 0.05 generally indicates a statistically significant relationship.

4.4.2 Presentation of Hypothesis Testing Results:

- **Effective Communication (EC) and Employee Engagement (EE):** The positive path coefficient of 0.311 and a P-value of less than 0.001 indicate a significant positive relationship, leading to the acceptance of the hypothesis that effective communication is positively related to employee engagement.
- **Organizational Leadership (OL) and Employee Engagement (EE):** Similarly, the path coefficient of 0.318 and P-value of less than 0.001 suggest

a significant positive impact of organizational leadership on employee engagement, supporting the corresponding hypothesis.

- **Professional Development and Training (PDT) and Employee Engagement (EE):** With a path coefficient of 0.040 and a P-value of 0.605, the relationship between professional development and training and employee engagement is not statistically significant, resulting in the rejection of this hypothesis.
- **Rewards and Recognition (RR) and Employee Engagement (EE):** The path coefficient of 0.263 with a P-value of less than 0.001 supports the hypothesis that there is a significant positive relationship between rewards and recognition and employee engagement.

4.5 Summary of Accepted and Rejected Hypotheses:

The structural model assessment leads to the acceptance of three hypotheses, suggesting that effective communication, organizational leadership, and rewards and recognition have significant positive relationships with employee engagement. Conversely, the hypothesis regarding the influence of professional development and training on employee engagement was not supported by the data and thus is rejected. These results suggest focal areas for organizational interventions to enhance employee engagement. However, it is important to interpret the findings within the context of the study's limitations and consider the need for further research to explore the nuances of these relationships.

4.6 Summary of the Chapter

This chapter began with data preparation and screening, where data was subjected to coding and data imputation in SmartPLS software. The demographic variables characteristics were then examined using descriptive statistics. The measurement model was assessed by the reliability of constructs indicators, internal consistency reliability, convergent and discriminant validity. This chapter then describes structural model assessment and describes the hypotheses on acceptance and rejection. An elaborate discussion of the results of this study vis-à-vis its theoretical and methodological contributions as well as its implication to research and practice is hereby discussed in chapter five.



CHAPTER FIVE

DISCUSSION AND CONCLUSION

5.1 Chapter Overview

In order to discuss the research objectives, by considering respondents inputs via the distributed questionnaire at the outset, this final chapter thoroughly examines and analyzes the findings for the current study. This chapter also provides suggestions for the future research, implications of the current research, and a brief conclusion.

5.2 Research Discussion

The main objective of this study was to ascertain the factors that have influence on employee engagement. The study employed a quantitative research approach, wherein a series of questionnaires was distributed to a sample of 274 employees in the Energy & Utilities Company.

There are 4 objectives to be achieved in the study:

- a. To examine the relationship between organizational leadership and employee engagement in Energy & Utilities Company**

The results of the study in relation to the first hypothesis, which posits a positive significant relationship between organizational leadership and employee engagement

in the Energy & Utilities Company, show a path coefficient of 0.318 with a P-value of less than 0.001. This indicates a statistically significant positive relationship between organizational leadership and employee engagement, thus supporting the hypothesis.

The findings align with the conceptual underpinnings presented in the literature review. Organizational leadership, as defined by Bryson (2018), refers to the strategic goals set by leaders and the inspiration they provide to employees to meet these goals. Effective leadership is crucial as it involves granting autonomy and providing opportunities for professional development, which are essential for fostering a sense of purpose among employees. The significant relationship found in the study corroborates Bryson's (2018) assertion that leadership plays a vital role in maintaining employee engagement levels.

Moreover, the theoretical framework provided by the Self-Determination Theory (SDT) as discussed by Chiu (2022), supports the empirical findings. SDT emphasizes three basic psychological needs—autonomy, competence, and relatedness—which, when satisfied, enhance intrinsic motivation and thereby employee engagement. The study's results suggest that organizational leadership in the Energy & Utilities Company may be effectively addressing these needs, leading to higher levels of employee engagement.

Furthermore, the study's findings align with international research undertaken by Gallup and ISR, which have emphasized the significance of leadership in influencing employee engagement across many cultures and economies. These studies indicate that leadership practices that encourage career advancement, empowerment, and a

favorable organizational reputation play a crucial role in fostering employee engagement.

In addition, Employee engagement is greatly enhanced by supportive leadership. This assistance can take many forms, including professional development opportunities, mentorship programs, and a welcoming work atmosphere (Katja et al., 20230). In our research, we discovered a substantial link between leadership support and increased employee engagement. Employees who experienced true leadership support reported higher job satisfaction, a stronger sense of belonging, and a stronger commitment to the organization.

In Energy & Utilities, organizational leadership practices that prioritize effective communication, empowerment, and support help to build an engaged workforce considerably. Leaders in this industry will benefit from a blend of transformational, transactional, and authentic leadership styles, resulting in a holistic strategy that addresses the various dimensions of employee engagement. Moving forward, leaders in the Energy & Utilities industry must recognize the intricate dynamics at work and proactively execute leadership practices that not only fulfill immediate organizational goals but also build a culture of sustainable employee engagement.

b. To examine the relationship between rewards and recognition and employee engagement in Energy & Utilities Company

Moreover, the theoretical framework provided by the Self-Determination Theory (SDT) as discussed by Chiu (2022), supports the empirical findings. SDT emphasizes three basic psychological needs—autonomy, competence, and relatedness—which, when satisfied, enhance intrinsic motivation and thereby employee engagement. The study's results suggest that organizational leadership in the Energy & Utilities Company may be effectively addressing these needs, leading to higher levels of employee engagement.

Furthermore, the study's findings align with international research undertaken by Gallup and ISR, which have emphasized the significance of leadership in influencing employee engagement across many cultures and economies. These studies indicate that leadership practices that encourage career advancement, empowerment, and a favorable organizational reputation play a crucial role in fostering employee engagement.

Rewards and recognition are powerful motivators that can have a big impact on employee engagement among Energy & Utilities staff. Employees who perceive a fair and effective reward system, including monetary incentives, performance bonuses, and recognition programs, are more likely to be involved in their work, according to our research. These tangible prizes serve as concrete representations of appreciation, encouraging staff to commit time and effort in reaching organizational goals (Maulana et al., 2022).

While monetary incentives are important, the nature of the Energy & Utilities industry frequently necessitates a balance of intrinsic and external motivation. Recognition, in the form of praise, appreciation, and opportunity for progress, is critical to building intrinsic drive (Yao & Fanxing, 2021). Employees who feel valued for their efforts are more likely to acquire a feeling of pride in their work, leading to long-term engagement that goes beyond monetary rewards.

Furthermore, within the Energy & Utilities Company, rewards and recognition have a direct impact on job satisfaction. Employees are more satisfied with their work and the organization when they believe their efforts are recognized and adequately rewarded. This enhanced job satisfaction is closely related to higher engagement, as satisfied employees are more likely to be devoted, enthusiastic, and willing to go above and beyond for the organization's success.

Finally, the relationship between rewards and recognition has a significant impact on employee engagement in Energy and Utilities firms. For building a highly engaged workforce, a balanced approach that incorporates both intrinsic and extrinsic motivators, links individual efforts with organizational goals, and generates a continuous feedback loop is crucial (Ogura, 2019). As organizations in the Energy & Utilities sector navigate the challenges of this dynamic industry, investing in a comprehensive rewards and recognition strategy is not only a means of acknowledging employee contributions, but also a strategic tool for improving overall employee engagement and, thus, organizational success.

c. To examine the relationship between professional development and training and employee engagement in Energy & Utilities Company

The third hypothesis examined whether there was a positive significant relationship between professional development and training and employee engagement within the Energy & Utilities Company. The results showed a path coefficient of 0.040 with a P-value of 0.605, which is not statistically significant. Thus, the hypothesis is rejected, indicating that professional development and training do not have a significant direct impact on employee engagement in the given context.

This outcome stands in contrast with the literature that typically underscores the importance of professional development and training in enhancing employee skills and knowledge, which should theoretically lead to increased engagement (Koonce et al., 2019; Archibald, 2018). The assumption is that professional growth opportunities contribute to employees' feelings of competence and are likely to foster engagement by aligning with the psychological needs outlined by Self-Determination Theory (SDT).

However, the rejection of this hypothesis could be interpreted in several ways. It might suggest that while professional development and training are provided within the company, they may not be adequately aligned with the employees' career goals or may not meet their expectations for growth, thus not significantly influencing their level of engagement. Additionally, the result suggests that elements such as organizational culture, leadership, or intrinsic motivation may have a greater influence on promoting employee engagement at the Energy & Utilities Company.

The research conducted in the Energy & Utilities Company sector has indicated that there may not be a direct correlation between professional development and training initiatives and employee engagement levels within the workforce. This finding suggests that while professional development and training may have a positive impact on employee engagement, they are not the key determinant of employee engagement. One potential explanation is that the employees of the organization in question are able to effectively carry out their jobs without being distracted by the professional development and training environment (Ivona,2020). Alternatively, it is possible that the professional development and training settings do not require any particular level of focus or concentration (Tommy & Paul, 2020). Hence, it can be concluded that the independent variable under consideration does not have a major impact on employee engagement within the Energy & Utilities Company.

Moreover, the perceived relevance of the training programs is another significant factor contributing to the lack of impact. Employees in the Energy & Utilities sector frequently face unique issues that necessitate industry-specific knowledge. Employees may have seen professional development and training as less relevant to their day-to-day tasks in circumstances where training programs were not adapted to suit these individual needs, resulting in a limited influence on their engagement levels (Chukwuma & Clara, 2022). Even when training programs were provided, the difficulties stemmed from their execution and efficacy. Inadequate training delivery techniques, a lack of follow-up support, or a lack of opportunities for practical application of newly acquired skills all contributed to a gap between training efforts and real increases in work performance and engagement.

Finally, the association between professional development and training and employee engagement in the Energy & Utilities Company was not as strong as expected. It is critical for organizations in the Energy & Utilities Company that want to improve employee engagement through professional development and training to overcome these challenges. This may entail a strategic appraisal of training programs, customizing them to meet industry-specific demands, enhancing the implementation process, cultivating a culture of continuous learning, and ensuring alignment with individual career objectives (Assad, 2019). By addressing these issues, Energy & Utilities Company may maximize the impact of professional development and training activities on employee engagement in the future.

d. To examine the relationship between effective communication and employee engagement in Energy & Utilities Company

The fourth hypothesis posited a statistically significant positive correlation between effective communication and employee engagement in the Energy & Utilities Company. The statistical analysis resulted in a path coefficient of 0.311, with a P-value of less than 0.001. This indicates a substantial positive link. Therefore, the hypothesis is validated, affirming that there is certainly a positive correlation between effective communication and employee engagement. Existing literature strongly supports the notion that effective communication characterized by clarity, openness, and transparency within an organization can greatly enhance employee engagement. According to Tabesh et al. (2019), effective communication is important for keeping employees informed and aware of their duties and responsibilities. It also helps create

a sense of belonging and alignment with organizational goals. Reidhead (2021) underscore the importance of successful communication, which encompasses the exchange of ideas and reciprocal feedback. These elements are essential for employees to experience a sense of being listened to and appreciated in their professional setting.

Furthermore, the Self-Determination Theory's (SDT) emphasis on relatedness as one of the core psychological needs is consistent with the positive relationship discovered in the study. A higher level of engagement is achieved when workers feel that their opinions matter and the company encourages free flow of information and ideas. Providing employees with clear objectives and feedback can help them understand how to thrive and improve in their roles, which can in turn support their psychological need for competence. A more invested workforce is a direct result of well-structured and efficiently operating communication processes, as shown by the process model of effective communication proposed by Reidhead (2021). This highlights the significance of the process and means via which communication is provided and received inside the organization, in addition to the substance of the communication itself.

Effectively, the results of this study confirm that organizational leadership, rewards and recognition, and effective communication serve as significant contributors to enhancing employee engagement, each resonating with the intrinsic psychological needs outlined by Self-Determination Theory. These findings underscore the importance of a holistic approach that encompasses strategic leadership, a well-articulated rewards system, and clear, two-way communication channels to foster a

work environment where employees feel valued, heard, and motivated. The unexpected result regarding professional development and training prompts a reflective consideration of the implementation and alignment of such initiatives with employees' aspirations and the company's strategic objectives. The insights derived from this study not only contribute to the academic discourse on employee engagement but also offer practical implications for organizational strategies aimed at cultivating an engaged and productive workforce.

Effective communication is critical in giving employees with a clear grasp of organizational aims and initiatives in the Energy & Utilities sector. Employees are more likely to feel aligned with the organizational mission when management express the company's mission, vision, and objectives transparently. This congruence promotes a sense of purpose and dedication, which contributes to total employee engagement. Moreover, employee and leadership trust is built via open and honest communication. The organizations with transparent communication and approachable top management had better levels of employee trust (Ganna et al., 2019). A healthy work environment is created when employees believe they are receiving accurate information and that their views are being heard, which leads to improved engagement.

Communication is essential for building team collaboration and cohesiveness. A sense of camaraderie develops when team members communicate well, share information, and collaborate on projects (Natalya, 2020). The teams with good communication channels have higher levels of employee engagement because individuals feel connected and supported in their job.

Finally, the connection between successful communication and employee engagement in Energy & Utilities Companies is critical. Clear communication develops understanding, trust, and collaboration, resulting in a favorable work environment that correlates directly to increased levels of employee engagement (Lamees et al., 2020). This sector's organizations should prioritize communication techniques that correspond with their unique problems, ensuring that information is delivered freely, criticism is encouraged, and employees feel linked to the company's larger aims. Energy & Utilities Company may nurture a more engaged and resilient staff by recognizing and strengthening the impact of good communication, eventually contributing to sustainable success in a dynamic industry.

5.3 Implication of the Study

The present study provides numerous insights into the difficulties pertaining to employee engagement inside organizations. Yet, there were least studies conducted in the Energy & Utilities industry in Malaysia especially the factors that contribute on the employee engagement. This study examines the effect of organizational leadership, rewards and recognition, professional development and training and effective communication in the Energy & Utilities Company. This study aims to expand the existing information in the literature by comprehensively investigating the various aspects that contribute to employee engagement. Therefore, via the incorporation of the impact of organizational leadership, incentives and recognition, professional

development and training, and effective communication, this study has made significant contributions to both the academic literature and practical applications.

The purpose of this study was to enhance comprehension regarding the interplay among organizational leadership, rewards and recognition, professional development and training, and effective communication. Based on the findings of prior research, the study's framework was established and employed as a tool to investigate the hypothesized associations. The first chapter of this paper provides a discussion on the significance of the research. This study has extensively examined several findings pertaining to literature. In this study, the discussion between independent variables, organizational leadership, rewards and recognition, professional development and training and effective communication and dependent variable, employee engagement in Energy & Utilities Company enhanced the existing literature. This study makes a valuable contribution to the existing literature by conducting separate investigations into the impact of each independent variable on employee engagement inside the Energy & Utilities Company. As a result, the findings suggest that three independent variables (IVs) exhibited a substantial positive correlation with employee involvement in the organization, but one IV, namely professional development and training, did not demonstrate a significant association. Therefore, a significant portion of prior research has focused on analyzing the banking, manufacturing, and services industries. This study expanded upon the current body of literature pertaining to independent variables within the private sector, with a specific focus on the Energy & Utilities Company as a case study. The majority of studies conducted in both the public and commercial sectors have predominantly been characterized by a conceptual, observational, and

descriptive approach. Hence, the present study on the Energy & Utilities Company has aimed to contribute to the existing body of empirical knowledge.

5.4 Research Limitation

The present investigation possesses certain limitations. One of the primary challenges encountered in performing this research pertains to the limitation of time. The researcher is obligated to conclude the study within a designated time period, specifically one academic semester. Conducting several analyses poses challenges for researchers seeking to enhance the reliability of their findings. In addition, it is important to acknowledge that the study undertaken may yield biased research outcomes due to the potential requirement for respondents to maintain confidentiality regarding certain organizational information. Consequently, this study exhibits limitations that prevent it from yielding solid findings and restrict its generalizability to other contexts. The conclusions of this study are similarly constrained to a single organization as it does not encompass a comparative analysis of employee engagement across multiple companies. This is because another company that the researcher intends to do research did not manage to get approval from the management. Therefore, only one company in the energy & utilities industry only able to coordinate with this research.

Furthermore, employing a quantitative research methodology, participants in this study were requested to convert their perceptions, as expressed in the survey

questionnaire, into numerical values using the Likert scale. The responses provided may be subject to the influence of biased perceptions of the circumstance. Hence, it is recommended that forthcoming research endeavors incorporate a mixed research design in their methodology. In order to enhance the comprehensiveness of future research, it is advisable to utilize both quantitative and qualitative research designs in a complementary manner.

One notable constraint of the current study was to the absence of additional research endeavors exploring the same variables within the Energy & Utilities sector. The limited availability of these researchers hinders their capacity to establish connections between the findings and other investigations within the same setting. Furthermore, within the Energy & Utilities industry, there is a lack of prior research that has explored the connections between the constructs examined in this study. As a result, the researcher had to proceed with the study without the benefit of existing findings to serve as benchmarks or provide additional explanations.

5.5 Suggestions for Future Research

The present study has enhanced our comprehension of the determinants that impact employee engagement. The focus of this study was directed towards four independent factors that were hypothesized to exert influence on employee engagement. However, it is possible that future research endeavors may consider incorporating supplementary factors associated with employee engagement. The inclusion of additional questions

and responders will significantly enhance the conclusion, hence enabling the attainment of more definitive and robust outcomes.

A potential avenue for further investigation could be examining employee job satisfaction, as it exhibits a clear correlation with the efficacy of internal initiatives. Given the utilization of a quantitative technique in this study, the researcher employed the questionnaire method to examine employee engagement. Subsequent investigations could employ qualitative methodologies and interviews to further explore various dimensions of engagement.

Subsequently, it is recommended that forthcoming researchers expand the scope of their investigations to encompass the energy and utilities sector in Malaysia. This expansion is necessary to enhance precision and mitigate any potential biases in the data pertaining to employee engagement. It is recommended that the research be conducted over an extended duration in order to ensure the attainment of consistent and accurate findings, which will facilitate the researcher's enhanced understanding of employee engagement.

Conclusion

In summary, this study has successfully achieved its objectives by thoroughly addressing all of the initial research questions that were introduced at the outset of the investigation. The primary objective of this study is to enhance comprehension regarding employee engagement within the Energy & Utilities sector. Additionally, this study was to identify whether the four factors, organizational leadership, rewards and recognition, professional development and training and effective communication have an impact towards employee engagement in the company. The literature extensively recognizes the significant role of organizational leadership, rewards and recognition, and effective communication as highly effective strategies that can support organizations in enhancing their performance and attaining competitive advantages over their competitors. Furthermore, this study unveiled significant discoveries and their corresponding consequences, together with the identified limits and recommendations for further research.

In brief, the findings of this empirical investigation have shed light on novel perspectives regarding the enhancement of employee engagement within the Energy & Utilities sector through organizational leadership, incentives and recognition, professional development and training, and effective communication.

REFERENCES

- A. Abou-Moghli, A. (2018, December 2). Using Self-Determination Theory (SDT) to Investigate the Relationship between Organizational Commitment, Happiness and Work Engagement in Service Industry. *Journal of Business Administration Research*, 8(1), 29. <https://doi.org/10.5430/jbar.v8n1p29>
- Adisa, T. A., Antonacopoulou, E., Beauregard, T. A., Dickmann, M., & Adekoya, O. D. (2022). Exploring the impact of COVID-19 on employees' boundary management and work-life balance. *British journal of management*, 33(4), 1694-1709. <https://onlinelibrary.wiley.com/doi/full/10.1111/1467-8551.12643>
- Ameen, N., Papagiannidis, S., Hosany, A. R. S., & Gentina, E. (2023). It's part of the "new normal": Does a global pandemic change employees' perception of teleworking? *Journal of Business Research*, 164 doi: 10.1016/j.jbusres.2023.113956
- Archibald, J. (2018, March 22). Careers in Student Affairs: A Holistic Guide to Professional Development in Higher Education. *Journal of Student Affairs Research and Practice*, 55(3), 347–349. <https://doi.org/10.1080/19496591.2018.1421206>
- Archibald, J. (2018, March 22). Careers in Student Affairs: A Holistic Guide to Professional Development in Higher Education. *Journal of Student Affairs Research and Practice*, 55(3), 347–349. <https://doi.org/10.1080/19496591.2018.1421206>

- Ayers, K.E. (2006), *Engagement is Not Enough*, Integro Leadership Institute LLC, Charleston, SC.
- Banwart, M. (2020, March). Communication Studies: Effective Communication Leads to Effective Leadership. *New Directions for Student Leadership*, 2020(165), 87–97. <https://doi.org/10.1002/yd.20371>
- Beck, M. (2017, January 24). Examining Doctoral Attrition: A Self-Determination Theory Approach. *The Nebraska Educator*. <https://doi.org/10.13014/k2jw8bsg>
- Bohn, J. G. (2002, September). The Relationship of Perceived Leadership Behaviors to Organizational Efficacy. *Journal of Leadership & Organizational Studies*, 9(2), 65–79. <https://doi.org/10.1177/107179190200900206>
- Brun, J. P., & Dugas, N. (2008, April). An analysis of employee recognition: Perspectives on human resources practices. *The International Journal of Human Resource Management*, 19(4), 716–730. <https://doi.org/10.1080/09585190801953723>
- Buckingham, M. and Coffman, C. (1999). *First, Break All the Rules: What the World's Greatest Managers Do Differently*, The Gallup Organization, Simon & Schuster, New York, NY.
- C. Balaji, C. B. (2012, June 1). Employee Welfare and Rewards on Job Satisfaction and Productivity – A Pragmatic Approach. *International Journal of Scientific Research*, 2(1), 20–21. <https://doi.org/10.15373/22778179/jan2013/8>

- Carter, S. M., & Greer, C. R. (2013, January 15). Strategic Leadership. *Journal of Leadership & Organizational Studies*, 20(4), 375–393.
<https://doi.org/10.1177/1548051812471724>
- Chiu, T. K. (2022). Applying the self-determination theory (SDT) to explain student engagement in online learning during the COVID-19 pandemic. *Journal of Research on Technology in Education*, 54(sup1), S14-S30.
- Clarke, M. (2011, November). Organizational democracy, ethics and leadership: The mediating role of organizational politics. *Leadership*, 7(4), 415–433.
<https://doi.org/10.1177/1742715011416886>
- Development Dimensions International. (2005). Predicting Employee Engagement MRKSRR12-1005.
- Dreer, B., Dietrich, J., & Kracke, B. (2016, September 5). From in-service teacher development to school improvement: factors of learning transfer in teacher education. *Teacher Development*, 21(2), 208–224.
<https://doi.org/10.1080/13664530.2016.1224774>
- Effective Internal Communication. (2007, February 20). *Journal of Communication Management*, 11(1), 90–91. <https://doi.org/10.1108/13632540710726012>
- Fischer, C., Malycha, C. P., & Schafmann, E. (2019). The influence of intrinsic motivation and synergistic extrinsic motivators on creativity and innovation. *Frontiers in psychology*, 10, 137.

- Frauenheim, E. (2006). Study: Workers are disengaged but staying put. *Workforce Management*, 85(22), 6.
- Gagné, M., & Deci, E. L. (2005, April 14). Self-determination theory and work motivation. *Journal of Organizational Behavior*, 26(4), 331–362. <https://doi.org/10.1002/job.322>
- Galahitigama, G. J. (2020, April 18). Employee Motivational Aspects Among IT Professionals in Sri Lanka - Rewards Recognition & Retention. *International Journal of Scientific and Research Publications (IJSRP)*, 10(4), p10066. <https://doi.org/10.29322/ijsrp.10.04.2020.p10066>
- Gunasekare, U. L. T. P. (2016, January 26). Self Determination Theory (SDT): a review on SDT as a Complementary Theory of Motivation. *Kelaniya Journal of Human Resource Management*, 11(1), 58. <https://doi.org/10.4038/kjhrm.v11i1.28>
- Hackman, J. R., & Oldham, G. R. (1980). Work redesign
- Hareendrakumar V. R., Subramoniam, S., & Nizar Hussain M. (2020, September 29). Redesigning Rewards for Improved Fairness Perception and Loyalty. *Vision: The Journal of Business Perspective*, 24(4), 481–495. <https://doi.org/10.1177/0972262920946142>
- Hattam, S. K., & Weiler, T. (2020, August 30). ‘Every single student counts’: leadership of professional development underpinned by social justice for sessional staff in a South Australian university. *Professional Development in Education*, 47(1), 128–140. <https://doi.org/10.1080/19415257.2020.1814388>

- Hoole, C., & Hotz, G. (2016, April 22). The impact of a total reward system of work engagement. *SA Journal of Industrial Psychology*, 42(1).
<https://doi.org/10.4102/sajip.v42i1.1317>
- Journal of Leadership and Organizational Studies. (2007, May). *Journal of Leadership & Organizational Studies*, 13(4), 135–136.
<https://doi.org/10.1177/10717919070130040601>
- Koonce, M., Pijanowski, J. C., Bengtson, E., & Lasater, K. (2019). Principal engagement in the professional development process. *NASSP Bulletin*, 103(3), 229-252.
- Kunkle, C., & Fox, M. A. (2005, January). 6. Beads for Deeds: A Unique, Results-proven Program That Provides Public Recognition and Rewards for Exemplary Patient and Colleague Customer Service. *Journal of Emergency Nursing*, 31(1), 10. <https://doi.org/10.1016/j.jen.2004.07.045>
- Language as a Tool for Effective Communication Management. (2019, August 27). *International Journal of Recent Technology and Engineering*, 8(2S4), 422–423. <https://doi.org/10.35940/ijrte.b1082.0782s419>
- Liao, G. (2010, July 17). Strategic Research on Effective English Communication. *Journal of Language Teaching and Research*, 1(4).
<https://doi.org/10.4304/jltr.1.4.426-429>
- Little, B., & Little, P. (2006). Employee engagement: Conceptual issues. *Journal of Organizational Culture, Communications and Conflict*, 10(1), 111-120.

- López-Rodríguez, V. A., & Hidalgo, A. (2014, April 1). Security needs: some considerations about its integration into the Self-determination Theory (SDT). *Dirección Y Organización*, 52, 46–58. <https://doi.org/10.37610/dyo.v0i52.446>
- McCall, M. W. (1986). Leadership and performance beyond expectations, by Bernard M. Bass. New York: The Free Press, 1985, 191 pp. \$26.50. *Human Resource Management*, 25(3), 481–484. <https://doi.org/10.1002/hrm.3930250310>
- Nathan, R. M. (2004). Impact of Servant-Leadership on Employee Engagement and Workplace Productivity. Argosy University, MBA.
- Nigusie, G. T., & Getachew, H. (2019). The effect of reward system on employee creativity. *Journal of Higher Education Service Science and Management (JoHESSM)*, 2(1). <https://www.joherd.com/journals/index.php/JoHESSM/article/view/12>
- Nurcahyanti, F. W. (2022, September 26). Sharing Knowledge and Creating Community: A Self-Determination Theory (SDT) Perspective. *Die*, 13(2), 133–142. <https://doi.org/10.30996/die.v13i2.7294>
- Organizational Traps: Leadership, Culture, Organizational Design. (2011, March 8). *Leadership & Organization Development Journal*, 32(2), 214–215. <https://doi.org/10.1108/01437731111113015>
- Osei-Frimpong, K. (2017, March 13). Patient participatory behaviours in healthcare service delivery. *Journal of Service Theory and Practice*, 27(2), 453–474. <https://doi.org/10.1108/jstp-02-2016-0038>

- Pallant, J. (2011). Multivariate analysis of variance. SPSS survival manual. Crows Nest: Allen & Unwin, 20(11), 283-96
- Rameshkumar, M. (2020). Employee engagement as an antecedent of organizational commitment—A study on Indian seafaring officers. *The Asian Journal of Shipping and Logistics*, 36(3), 105-112.
<https://www.sciencedirect.com/science/article/pii/S2092521219300707>
- Rampersad, H. (2006). Self-examination as the road to sustaining employee engagement and personal happiness. *Performance improvement*, 45(8), 18-25.
- Reidhead, C. (2021, April 29). Effective Communication as a Tool for Achieving Organizational Goals and Objectives. *Journal of Economics, Finance and Management Studies*, 04(04). <https://doi.org/10.47191/jefms/v4-i4-07>
- Reybold, L. E., Halx, M. D., & Jimenez, A. L. (2008). Professional Integrity in Higher Education: A Study of Administrative Staff Ethics in Student Affairs. *Journal of College Student Development*, 49(2), 110–124.
<https://doi.org/10.1353/csd.2008.0013>
- Reybold, L. E., Halx, M. D., & Jimenez, A. L. (2008). Professional Integrity in Higher Education: A Study of Administrative Staff Ethics in Student Affairs. *Journal of College Student Development*, 49(2), 110–124.
<https://doi.org/10.1353/csd.2008.0013>
- Robinson, D., Perryman, S., & Hayday, S. (2004). The drivers of employee engagement. Report-Institute for Employment Studies.

- Saad, M. M., Gaber, H. R., & Labib, A. A. (2021). Investigating the impact of human resource management practices on employee engagement, and the moderating role of strategy implementation in Egypt. *SA Journal of Human Resource Management*, 19, 9.
- Sirgy, M. J., & Lee, D. J. (2018). Work-life balance: An integrative review. *Applied Research in Quality of Life*, 13, 229-254.
- Tabesh, P., Mousavidin, E., & Hasani, S. (2019). Implementing big data strategies: A managerial perspective. *Business Horizons*, 62(3), 347-358.
- Varela, O., Premeaux, S., & Bajwa, N. (2023). Human capital and mobility as competing antecedents of career success: The case of academia. *Management Research Review*, doi:10.1108/MRR-05-2022-0396
- Varghese, M. (2017). HR Analytics - Impact on Human Resource Function and Skillset of HR Professionals. *NHRD Network Journal*, 10(3), 9–17. <https://doi-org.eserv.uum.edu.my/10.1177/0974173920170304>
- WININGER, S. R., & DESENA, T. M. (2012, June). Comparison of Future Time Perspective and Self-Determination Theory for Explaining Exercise Behavior. *Journal of Applied Biobehavioral Research*, 17(2), 109–128. <https://doi.org/10.1111/j.1751-9861.2012.00081.x>
- Andra-Nicoleta, Ploscaru., Claudia, Cristina, Rotea., Simona, Dumitriu., Iuliana, Georgescu. (2023). Evaluating the Effects of HRM Practices on Employee Engagement and Organizational Culture. doi: 10.24818/basiq/2023/09/034

Tanaaz, Khan. (2022). A study on employee engagement practices: a case approach. Scholarly research journal for interdisciplinary studies, doi: 10.21922/srjis.v9i71.10206

K., Sumathi., R., Vidya., K., Sujatha. (2020). Hrd practices- a strategic tool for employee engagement at organized retail organizations. Management Science, doi: 10.34293/MANAGEMENT.V7I3.1617

B., H., Nanwani., Vaishali, Doshi. (2020). Increasing Employee Engagement through Corporate Volunteering.

Senelisiwe, Mbhele., E., de, Beer. (2022). Achieving employee engagement through effective internal communication. doi: 10.36615/jcssa.v40i2.1315

Giorgos, Giallouras., Christos, Nicolaides., Elena, Gabriel., Mary, Economou., Andrea, Georgiou., Manolis, S., Diakourakis., Andreas, C., Soteriou. (2023). Enhancing employee engagement through integrating leadership and employee job resources: evidence from a public healthcare setting. International Public Management Journal, doi: 10.1080/10967494.2023.2215754

Fouzia, Ashfaq., Ghulam, Abid., Sehrish, Ilyas. (2021). Impact of Ethical Leadership on Employee Engagement: Role of Self-Efficacy and Organizational

Commitment.. European Journal of Investigation in Health, Psychology and Education, doi: 10.3390/EJIHPE11030071

Shuck, B., & Rose, K. (2021). Employee Engagement in Higher Education: A Metasynthesis of Qualitative Research. *The Journal of Higher Education*, 92(5), 635–663. <https://doi.org/10.1080/00221546.2020.1789945>

Allen, T. D., Poteet, M. L., Russell, J. E., & Dobbins, G. H. (2021). Learning and Development: A Decade in Review and the Decade Ahead. *Annual Review of Organizational Psychology and Organizational Behavior*, 8, 327–353. <https://doi.org/10.1146/annurev-orgpsych-041015-062419>

Men, L. R., Ng, Y. H., & Chiu, I. H. (2022). Internal communication and employee engagement: A meta-analytic review. *Public Relations Review*, 48(1), 102126. <https://doi.org/10.1016/j.pubrev.2021.102126>

Hrynychak, N., Bulakh, T.M., & Ivashchenko, O. (2021). Effective Communication Management: A Factor for Development of International Companies in Our Day. *Scientific Bulletin of the National Academy of Statistics, Accounting and Audit*.

- Katja, M., Friederichs., Karla, Waldenmeier., Nicola, Baumann. (2023). The benefits of prosocial power motivation in leadership: Action orientation fosters a win-win. PLOS ONE, doi: 10.1371/journal.pone.0287394
- Dr., Arnaz, Kaizad, Wadia. (2023). Growing importance of employee engagement for reducing employee turnover and enhancing business performance. Towards excellence, doi: 10.37867/te150224
- Friedrich, Schmitt. (2023). Employee Engagement is the Key: Its Mediating Role between Person–Environment Fit and Organizational Commitment among Filipino Employees. Makara Hubs-Asia, doi: 10.7454/hubs.asia.1290722
- Paul, Turner. (2020). What Is Employee Engagement. doi: 10.1007/978-3-030-36387-1_2
- Romat, Saragih., Arif, Partono, Prasetyo. (2020). Effective Human Resources Practice and Employee Engagement: The Mediating Roles of Organizational Support. Social Science Research Network, doi: 10.2139/SSRN.3551058
- Titik, Sri, Sabekti., Ahmad, Ikhwan, Setiawan. (2023). How to Improve Employee Performance through the Role of Work Engagement Mediation Empirical Studies on Public Sector Organizations. Journal of business and management studies, doi: 10.32996/jbms.2023.5.2.5
- Ganesh, Pd., Niraula., Shreekrishna, Kharel. (2023). Human Resource Development and Employee Engagement in Nepalese Development Banks. Tribhuvan University Journal, doi: 10.3126/tuj.v38i01.56213

- Danish, Ahmed, Siddiqui., Noor-us, Sahar. (2019). The Impact of Training & Development and Communication on Employee Engagement – A Study of Banking Sector. Business Management and Strategy, doi: 10.5296/BMS.V10I1.14592
- Ignatius, Soni, Kurniawan., Lusia, Tria, Hatmanti, Hutami. (2019). The Mediation of Job Engagement to Rewards and Recognition toward Organizational Citizenship Behavior and Task Performance. doi: 10.2991/ICOBAME-18.2019.10
- Frinlicia, Frinlicia., B, Medina, Nilasari. (2019). Perceived organizational support effect, rewards and recognition, and spirituality on employee engagement. doi: 10.25105/BER.V15I2.4636
- Jemal, Redwan, Muzeyin., Hamed, Mahmoud, Shamsaan, Ahmed., Yaregal, Awoke., M., Ferejo., Temesgen, Abebaw., Temesgen, Yirgu, Beyene., Shemila, Jemal, Amde. (2022). Exploring determinants of employee engagement in the emerging market. Corporate and business strategy review, doi: 10.22495/cbsrv3i2siart5
- Nereida, Hadziahmetovic., Nejla, Salihovic. (2022). The Role of Transparent Communication and Leadership in Employee Engagement. International Journal of Academic Research in Economics and Management Sciences, doi: 10.6007/ijarems/v11-i2/14067
- Peikai, Li., Jianmin, Sun., Toon, W., Taris., Lu, Xing., Maria, C., W., Peeters., Maria, C., W., Peeters. (2021). Country differences in the relationship between

leadership and employee engagement: A meta-analysis. *Leadership Quarterly*,
doi: 10.1016/J.LEAQUA.2020.101458

Bakker, A. B., & Albrecht, S. L. (2022). Work engagement: Current trends. *Career Development International*, 27(3), 341–357. <https://doi.org/10.1108/CDI-11-2021-0341>

Oswald, D., Jett, Q. R., & Kruse, D. (2023). Employee engagement in the era of remote work: Challenges and opportunities. *Journal of Applied Psychology*, 108(3), 502–516. <https://doi.org/10.1037/apl0000972>

(2023). Employee Engagement. doi: 10.1017/9781009106733.008

(2023). Leadership styles and employee engagement in the food industry of MSME's. *Journal of contemporary research in business, economics and finance*, 5(2):35-51. doi: 10.55214/jcrbef.v5i2.211

Jixin, Wang., Marianne, van, Woerkom., Kimberley, Breevaart., Arnold, B., Bakker., Shiyong, Xu. (2023). Strengths-based leadership and employee work engagement: A multi-source study. *Journal of Vocational Behavior*, 142:103859-103859. doi: 10.1016/j.jvb.2023.103859

Susan, M., Saurage-Altenloh., Tywanda, D., Tate., Franklin, M., Lartey., Phillip, M., Randall. (2023). Remote Employee Engagement and Organizational Leadership Culture, Measured By EENDEED, a Validated Instrument. *International Business Research*, doi: 10.5539/ibr.v16n7p31

- Harini, Abrilia, Setyawati., Gunarso, Wiwoho., Aji, Fauzan, Hidayat. (2023). Linking Transformational Leadership, Compensation, and Employee Performance: The Mediating Role of Work Engagement. *Journal of International Conference Proceedings*, doi: 10.32535/jicp.v6i1.2246
- (2023). A study on employee engagement reward and recognition in l&t construction. *Russian Law Journal*, 11(11s) doi: 10.52783/rlj.v11i11s.1867
- (2022). The influence of employee participation, rewards and recognition, job security, and performance feedback on employee engagement. 2(1):20-30. doi: 10.33093/ipbss.2022.2.1.3
- Rahma, Kurniawan., Rina, Anindita. (2021). Impact of Perceived Supervisor Support and Rewards and Recognition Toward Performance Through Work Satisfaction and Employee Engagement in Employee Marketing Banks. 21(1):171-192. doi: 10.25105/BER.V21I1.9280
- T., Rachel, Shalini. (2020). Impact of rewards and recognition on employee commitment- a perspective of the bank employees. *LBS Journal of Management & Research*, 18(1):10-16. doi: 10.5958/0974-1852.2020.00002.4
- Frinlicia, Frinlicia., B, Medina, Nilasari. (2019). Perceived organizational support effect, rewards and recognition, and spirituality on employee engagement. 15(2):147-170. doi: 10.25105/BER.V15I2.4636
- Ignatius, Soni, Kurniawan., Lusia, Tria, Hatmanti, Hutami. (2019). The Mediation of Job Engagement to Rewards and Recognition toward Organizational

Citizenship Behavior and Task Performance. doi: 10.2991/ICOBAME-18.2019.10

Elaine, Cohen. (2017). Employee reward and recognition. doi: 10.4324/9781351278607-8

Ganesh, Pd., Niraula., Shreekrishna, Kharel. (2023). Human Resource Development and Employee Engagement in Nepalese Development Banks. Tribhuvan University Journal, 38(01):135-153. doi: 10.3126/tuj.v38i01.56213

Seema, Bhakuni., Sandeep, Saxena. (2023). Exploring the Link between Training and Development, Employee Engagement and Employee Retention. Journal of business and management studies, 5(1):173-180. doi: 10.32996/jbms.2023.5.1.17

Michael, P., Hassett. (2022). The Effect of Access to Training and Development Opportunities, on Rates of Work Engagement, Within the U.S. Federal Workforce. Public Personnel Management, 51(3):380-404. doi: 10.1177/00910260221098189

Maria, Chovarda., Georgios, Theriou. (2021). The Impact of Training & Development on Work Engagement: A Study in the Banking Sector. International Journal of Human Resource Studies, 11(1):374-388. doi: 10.5296/IJHRS.V11I1.18343

Elisa, Natalia, Sibarani., Isfenti, Sadalia., Nazaruddin, Nazaruddin. (2023). The effect of employee engagement and training on employee performance through

organizational commitment. International Journal on Social Science, Economics and Art, doi: 10.35335/ijosea.v12i4.188

Jennifer, Jennifer., Dhita, Hafizha, Asri. (2022). Analisa Peran Employee Engagement Dalam Memediasi Work Environment, Leadership, Work Motivation, Job Satisfaction, Dan Training and Development Terhadap Employee Performance Bank Umum. Jurnal Manajemen & Bisnis Performa, doi: 10.29313/performa.v19i2.10221

ANA, JULIA, LEHMKUHL. (2023). The influence of Effective Communication and Interpersonal Trust on Employee Engagement: The Role of Employee Involvement. doi: 10.25148/etd.fidc010202

Gu,, Ruifeng. (2023). What COVID-19 has taught us about effective employee communication.. 16(3):210-217.

Kelli, D., Whittington, Dr., Jennifer, Walker., Brandon, Hirsch. (2020). Promoting Interdisciplinary Communication as a Vital Function of Effective Teamwork to Positively Impact Patient Outcomes, Satisfaction, and Employee Engagement.. Journal of Medical Imaging and Radiation Sciences, 51(4) doi: 10.1016/J.JMIR.2020.07.002

Schrita, Osborne., Mohamad, Saleh, Hammoud. (2017). Effective Employee Engagement in the Workplace. International Journal of Applied Management and Technology, 16(1):4-. doi: 10.5590/IJAMT.2017.16.1.04

- Senelisiwe, Mbhele., E., de, Beer. (2022). Achieving employee engagement through effective internal communication. doi: 10.36615/jcssa.v40i2.1315
- Kelli, D., Whittington, Dr., Jennifer, Walker., Brandon, Hirsch. (2020). Promoting Interdisciplinary Communication as a Vital Function of Effective Teamwork to Positively Impact Patient Outcomes, Satisfaction, and Employee Engagement.. Journal of Medical Imaging and Radiation Sciences, doi: 10.1016/J.JMIR.2020.07.002
- Febrial, Eka., Herminingsih, Anik. (2020). The effect of organizational communication and job satisfaction on employee engagement and employee performance at pt. abyor international. doi: 10.31933/DIJEMSS.V1I4.216
- Caroline, Tully. (2023). Aspects and activities of employee engagement. Indian Scientific Journal Of Research In Engineering And Management, doi: 10.55041/ijsrem17478
- Arief, Rahman., Sri, Gunani, Partiwi., Ratna, Dewi., Naning, Aranti, Wessiani. (2022). Measuring the social impact on employee engagement using agent-based simulation. Salud, Ciencia y Tecnología, doi: 10.56294/saludcyt2022188
- Lawren, Maria, Castelino., Robin, Shinde. (2022). Employee Engagement: A Key to Improve Performance – A Case Study on HCL. International journal of case studies in business, IT, and education, doi: 10.47992/ijcsbe.2581.6942.0179
- Douglas, C., Brauer., John, Cesarone. (2022). Organizational Leadership. doi: 10.1201/9781003208051-7

- Sushant, Kumar, Nayak. (2020). Essentials of Organizational Leadership for Quality Enhancement in Educational Institutions. doi: 10.34293/SIJASH.V8I1.2407
- Ali, Kuswadi. (2020). Organisasi dan kepemimpinan.
- Sateesh, V., Shet. (2021). Leadership: making an impact, inspiring organization, and getting to the next level. Human Resource Development International, doi: 10.1080/13678868.2020.1732732
- Vivek, Deshwal., Mohd., Ashraf, Ali. (2020). A Systematic Review of Various Leadership Theories. doi: 10.34293/COMMERCE.V8I1.916
- Gopal, Man, Pradhan. (2022). Impact of Reward Systems on Employee Performance of Service Sector Institutions in Nepal. The Batuk, doi: 10.3126/batuk.v8i2.47008
- A., Princia., G., Balamurugan. (2019). Conceptual Framework on Reward Systems in Organizations for Success and its Impacts: A Wide View. International Journal of Trend in Scientific Research and Development,
- Alex, Alexandrou. (2021). Professional learning and development – change, conceptualisation, innovation and opportunities. Professional Development in Education, doi: 10.1080/19415257.2021.1966588
- Peni, Hausia, Havea., Manoranjan, Mohanty. (2020). Professional Development and Sustainable Development Goals. doi: 10.1007/978-3-319-69902-8_53-1
- Peni, Hausia, Havea., Manoranjan, Mohanty. (2020). Professional Development and Sustainable Development Goals. doi: 10.1007/978-3-319-69902-8_53-1

- Adam, J., Brown. (2023). Designing Enduring and Impactful Professional Development to Support Teacher Growth. *Advances in higher education and professional development book series*, doi: 10.4018/978-1-6684-5518-0.ch001
- Liliya, A., Ibragimova., Elena, O., Sabitova. (2022). Professional growth of teachers of a general education organization. *Vestnik Nižnevartovskogo gosudarstvennogo universiteta*, doi: 10.36906/2311-4444/22-3/08
- Delia, Duminica. (2019). Professional Training of Staff from Organizations through the GROW Method. doi: 10.1109/ECAI46879.2019.9042118
- Sari, D.C., Kartikasari, D., & Ulfah, N.H. (2021). Impact of Effective Communication on the Quality of Excellent Service and Patient Satisfaction in the Outpatient Department. *KnE Life Sciences*.
- Malinowska, D., & Tokarz, A. (2020). The moderating role of Self Determination Theory's general causality orientations in the relationship between the job resources and work engagement of outsourcing sector employees. *Personality and Individual Differences*, 153, 109638.
- Olafsen, A.H., & Deci, E.L. (2020). Self-Determination Theory and Its Relation to Organizations.
- Mohammad, Deni, Irkhamil, Maulana., Langgeng, Budianto. (2022). The student's perception of rewards to increase their motivation in english learning in junior high school. doi: 10.18860/jetl.v1i1.1623

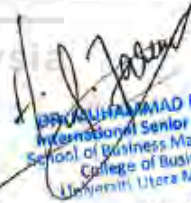
- Li, Yao., Zhu, Fangxing. (2021). Recognition method and device thereof and electronic equipment.
- Ogura, Takuya. (2019). Recognition device, recognition method, and recognition program.
- Ivona, Litsova. (2020). Training and development of employees in a remote working environment.
- Chukwuma, Chinaza, Adaobi., Clara, Owusuaa-Konadu, Snr. (2022). Employees Training and Development on Organizational Performance. doi: 10.53075/ijmsirq/56653356
- Asaad, Ali, Karam. (2019). The Impact of Training and Development on Different Cultural Employees Performance through Interaction Employees Motivation in Erbil Public and Private Banks. Mediterranean journal of social sciences, doi: 10.2478/MJSS-2019-0017
- Natalya, A., Cherepovskaya. (2020). Communication as an effective management tool. doi: 10.46486/0234-4505-2020-9-123-138
- Lamees, Talib, Hilal, Ali, Almamari., Mythili, Kolluru. (2020). A qualitative study on the relationship between management and communication within organization. Journal of Student Research, doi: 10.47611/JSR.VI.935

APPENDIX A

 Universiti Utara Malaysia Kampus Kuala Lumpur	APPLICATION FOR RESEARCH PAPER / PROJECT PAPER
---	--

INSTRUCTIONS To Candidate Applicant Please complete Section A & B and email to nurafiqah@uum.edu.my & zalyna@uum.edu.my
--

SECTION A: APPLICANT'S GENERAL INFORMATION	
Name: <u>SITI MAIZATUL AKMA BINTI MURIZA</u>	
Matric Num: <u>830473</u>	Programme: <u>MASTER OF HUMAN RESOURCE MANAGEMENT</u>
HP Number: <u>018-7618588</u>	Email: <u>malmuriza83@gmail.com</u>
Course Code: <u>BPM269912</u>	Semester: <u>4</u>

SECTION B: RESEARCH/ PROJECT PAPER INFORMATION	
Proposed Topic: <u>FACTORS INFLUENCING EMPLOYEE ENGAGEMENT IN ENERGY & UTILITIES COMPANY IN MALAYSIA</u>	
Proposed Supervisor/s:	
1. Name: <u>DR-HAFIZ MUHAMMAD FAREED</u> ☒ Agree ☐ Disagree Date: <u>12/10/2023</u>	 DR. MUHAMMAD FAREED International Senior Lecturer School of Business Management College of Business Universiti Utara Malaysia Signature & Stamp:
2. Name: _____ ☐ Agree ☐ Disagree Date: _____	Signature & Stamp:



Universiti Utara Malaysia
Kampus Kuala Lumpur

INTENT TO SUBMIT GRADUATE RESEARCH/PROJECT PAPER

To: Dean
Academic Affairs
UUM Kuala Lumpur Campus
Universiti Utara Malaysia
41-3, Jalan Raja Muda Abdul Aziz
50300 Kuala Lumpur.
Tel: 6 03 2694 9228 Fax: 6 03 2610 3046
(Attn: Mrs. Shaheda Bt. Samian)
E-mail: shaheda@uum.edu.my

PART I (To be filled up by Student)

I intent to submit my research/ project paper to be examined within 3 weeks.

Name: Siti Maizatul Akma Binti Muriza	
Matric Num: 830473	Programme: Master of Human Resource Management
HP Number: 018-7618588	Email: maimuriza83@gmail.com
Course Code: BPMZ69912	Semester: DC231

Research/Project Paper Title:
Factors Influencing Employee Engagement in Energy & Utilities Company in Malaysia

maizatul
Candidate's Signature

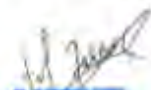
23 / 11 / 2023

Date

* Note: Please submit 2 copies of the Research Paper together with this form.

PART II (To be filled up by the Supervisor)

I am satisfied with his/her progress and have no objection regarding his/her intention.


Dr. M. Shaheda Samian
Dean, Academic Affairs
UUM Kuala Lumpur Campus
Universiti Utara Malaysia
41-3, Jalan Raja Muda Abdul Aziz
50300 Kuala Lumpur

28/11/2023

Signature and Official Stamp

Date

PART III (To be filled up by the Main Supervisor)

I hereby nominate the examiners as details below:

INTERNAL EXAMINER

1 Name : Dr. Oussama Saoula

College : SBM - COB

Ext.No : Hand Phone No: +60 12-648 8195 E-mail : osaoula@uum.edu.my

CHAIRMAN

1 Name : Dr. Hafiz Waqas Ahmed Ansari

College : SBM - COB

Ext. No : Hand Phone No: +601120804973 E-mail : hwaqas.ahmed@uum.edu.my

PART IV (Approval by UUMKL's Postgraduate Studies Committee Meeting)

Date of Meeting:

Name of the approved Examiner:

Name of the approved Chairman:

Research/Project Paper Submitted to Examiner/Chairman:

Viva Date:

QUESTIONNAIRE



UNIVERSITI UTARA MALAYSIA (KL CAMPUS)

QUESTIONNAIRES

Research Tittle:

Factors Influencing Employee Engagement in Energy & Utilities Company

Dear Sir/Madam,

I am currently pursuing a Master in Human Resource Management at Universiti Utara Malaysia, Kuala Lumpur. As a part of the mandatory fulfilment, this research is towards a completion of my postgraduate study. The purpose of the research is to identify the **“Factor that influencing employee engagement in Energy & Utilities Company”**. This questionnaire is prepared to complete the above research in order to fulfil the requirement of the master thesis.

This questionnaire is divided into Six (6) Sections: Section A (Demographic profile of the respondent), Section B (Employee Engagement), Section C (Organizational Leadership), Section D (Rewards and Recognition), Section E (Professional Development and Training), and Section F (Effective Communication).

Please answer ALL questions by fulfilling the appropriate boxes. Your answers will be treated strictly confidential and will be used for academic purposes only.

Thank you for your time answering the questionnaires and your cooperation is highly appreciated. Please do not hesitate to contact me at +6018-761 8588 should you need further clarification.

Your sincerely,

Maizatul

SITI MAIZATUL AKMA BINTI MURIZA

Master of human resource management

SECTION A:
DEMOGRAPHIC INFORMATION

Questions below are about your background. Please Tick (/) in the appropriate box.

1. What is your gender?

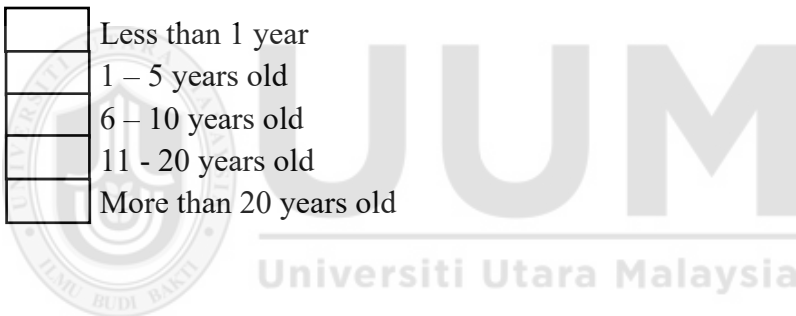
☐	Male
☐	Female

2. What is your age?

☐	Below 21 years old
☐	21 – 29 years old
☐	30 - 39 years old
☐	40 - 49 years old
☐	More than 50 years old

3. How long is your working experience in the organization?

☐	Less than 1 year
☐	1 – 5 years old
☐	6 – 10 years old
☐	11 - 20 years old
☐	More than 20 years old



SECTION B:
EMPLOYEE NGAGEMENT

Please indicate (/) your level of agreement with each of the following statements at the most appropriate answer.

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly agree

No	Employee Engagement	1	2	3	4	5
1	The organization motivates me to contribute more than is required					
2	The senior management is genuinely interested to listen to and reasonably act on employees' suggestions or opinions					
3	My department makes good use of my talents/ skill					
4	I would recommend others to join the organization as a good place to work					

SECTION C:
ORGANIZATIONAL LEADERSHIP

Please indicate (/) your level of agreement with each of the following statements at the most appropriate answer.

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly agree

No	Organizational Leadership	1	2	3	4	5
1	Actions of Senior Management are consistent with their words (i.e., "walk the talk")					
2	My head of department treats employees as valued assets					
3	My superior acts with integrity					
4	My superior is open and honest in communication					

5	My superior takes charge in driving team's performance					
---	--	--	--	--	--	--

SECTION D:

REWARDS AND RECOGNITION

Please indicate (/) your level of agreement with each of the following statements at the most appropriate answer.

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly agree

No	Rewards and Recognition	1	2	3	4	5
1	I feel recognized/ appreciated when I do a good job					
2	Working for the organization allows me to have a good work life balance					
3	My job provides me with the opportunity to experience a real sense of personal accomplishment					
4	Favoritism is not an issue for promotion in this organization					

SECTION E:

PROFESSIONL DEVELOPMENT AND TRAINING

Please indicate (/) your level of agreement with each of the following statements at the most appropriate answer.

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly agree

No	Professional Development and Training	1	2	3	4	5
1	I am given opportunity to participate in training and					

	development programs that can improve my capabilities					
2	My superior coaches me to develop my career/ capabilities					
3	I have the opportunity to discuss my development plan with my superior					
4	The organization provides career growth opportunities to employees					
5	The organization provides a variety of training opportunities for the employees to learn new skills and enhance knowledge for personal and professional development					

SECTION F:

EFFECTIVE COMMUNICATION

Please indicate (/) your level of agreement with each of the following statements at the most appropriate answer.

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly agree

No	Effective Communication	1	2	3	4	5
1	When changes are made, communications are usually handled well					
2	The company does an excellent job of keeping employees informed about matters affecting us					
3	Generally, there is effective communication between different units/departments/divisions that I work with					
4	The communication channels and platform (eg: portal, email, etc) are					

	adequate to keep employees informed about the company					
--	---	--	--	--	--	--

