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**HIGH-PERFORMANCE WORK SYSTEM AND THE ENGAGEMENT OF
EMPLOYEE WITHIN TELECOMMUNICATION INDUSTRY IN
PETALING JAYA**



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MASTER OF HUMAN RESOURCE MANAGEMENT

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EMPLOYEE WITHIN TELECOMMUNICATION INDUSTRY IN
PETALING JAYA**



By

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**Pusat Pengajian Pengurusan
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ABSTRACT

This research paper aims to investigate the correlation between a high-performance work system and engagement of employee within the telecommunication industry in Petaling Jaya. As organizations grow more aware of the crucial importance of engagement of employee in attaining long-lasting competitive advantage, it becomes essential to comprehend the mechanisms that facilitate such engagement. This study is using quantitative data by utilizing a closed-ended online survey form from Google Form to investigate the relationship between high-performance work systems, including staffing, training and learning, rewards and recognition, participation and empowerment, and engagement of employee within the telecommunications sector in Petaling Jaya. The sample consists of 175 employees from two prominent telecommunications companies in Petaling Jaya, CelcomDigi Berhad and Telekom Malaysia Berhad. Normality test, Pearson's correlation, multiple regression analysis, reliability analysis and One-Way ANOVA was used to assess the relationship between high-performance work systems and engagement of employee. Initial results indicate a significant correlation between the adoption of high-performance work systems elements, including staffing, training and learning, rewards and recognition, participation and empowerment, and the level of engagement of employee within the telecommunications sector in Petaling Jaya. The research findings also suggest that engagement of employee within the telecommunication industry in Petaling Jaya is mostly influenced by participation. For future research, it is suggested to conduct this study with various bigger companies from different industry that is located in Petaling Jaya. This way, researcher can identify exemplary approaches and insights derived from various industries, which resulting in enhancing organizational success and promote employee well-being. Further investigations in other industries would be helpful to facilitate the transfer of information and innovation, and improve organisational practice.

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Keywords: staffing, training and learning, rewards and recognition, participation and empowerment, high-performance work system, engagement of employee

ABSTRAK

Kertas penyelidikan ini bertujuan untuk menyiasat hubungan antara sistem kerja berprestasi tinggi dan penglibatan pekerja dalam industri telekomunikasi di Petaling Jaya. Apabila organisasi semakin sedar tentang kepentingan penglibatan pekerja dalam mencapai kelebihan daya saing yang berpanjangan, adalah menjadi penting untuk memahami mekanisme yang memudahkan penglibatan tersebut. Kajian ini menggunakan data kuantitatif dengan menggunakan borang tinjauan dalam talian tertutup daripada Borang Google untuk menyiasat hubungan antara sistem kerja berprestasi tinggi, termasuk perjawatan, latihan dan pembelajaran, ganjaran dan pengiktirafan, penyertaan dan pemeraksanaan serta penglibatan pekerja dalam sektor telekomunikasi di Petaling Jaya. Sampel terdiri daripada 175 pekerja daripada dua syarikat telekomunikasi terkemuka di Petaling Jaya, CelcomDigi Berhad dan Telekom Malaysia Berhad. Ujian normaliti, korelasi Pearson, analisis regresi berganda, analisis kebolehpercayaan dan ANOVA Sehalu digunakan untuk menilai hubungan antara sistem kerja berprestasi tinggi dan penglibatan pekerja. Keputusan awal menunjukkan korelasi yang signifikan antara penggunaan elemen sistem kerja berprestasi tinggi, termasuk perjawatan, latihan dan pembelajaran, ganjaran dan pengiktirafan, penyertaan dan pemeraksanaan, dan tahap penglibatan pekerja di sektor telekomunikasi di Petaling Jaya. Dapatan kajian juga menunjukkan bahawa penglibatan pekerja dalam industri telekomunikasi di Petaling Jaya kebanyakannya dipengaruhi oleh penyertaan. Untuk kajian akan datang, adalah dicadangkan untuk menjalankan kajian ini dengan pelbagai syarikat besar daripada industri yang berbeza yang terletak di Petaling Jaya. Dengan cara ini, penyelidik boleh mengenal pasti pendekatan teladan dan pandangan yang diperoleh daripada pelbagai industri, yang menghasilkan peningkatan kejayaan organisasi dan menggalakkan kesejahteraan pekerja. Siasatan lanjut dalam industri lain akan membantu untuk memudahkan pemindahan maklumat dan inovasi, dan menambah baik amalan organisasi.

Kata Kunci: Perjawatan, latihan dan pembelajaran, ganjaran dan pengiktirafan, penyertaan dan pemeraksanaan, sistem kerja berprestasi tinggi, penglibatan pekerja

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TABLE OF CONTENTS

CERTIFICATION OF THESIS WORK	ii
PERMISSION TO USE	iii
ABSTRACT	iv
ABSTRAK	v
ACKNOWLEDGEMENTS	vi
TABLE OF CONTENTS	vii
LIST OF TABLES	xi
LIST OF FIGURES	xii
LIST OF ABBREVIATIONS	xiii
CHAPTER 1	1
1.0 INTRODUCTION.....	1
1.1 BACKGROUND OF THE STUDY.....	2
1.2 PROBLEM STATEMENT	7
1.3 RESEARCH QUESTIONS	12
1.4 RESEARCH OBJECTIVES.....	13
1.5 SIGNIFICANCE OF RESEARCH	13
1.6 KEY DEFINITION OF TERMS.....	14
1.6.1 Engagement of Employee.....	14
1.6.2 High-Performance Work System.....	15
1.6.3 Staffing.....	15
1.6.4 Training and Learning.....	16
1.6.5 Rewards and Recognition	16
1.6.6 Participation	17
1.6.7 Empowerment.....	17
1.7 ORGANIZATION OF THESIS	17
CHAPTER 2	19
2.0 INTRODUCTION	19
2.1 LITERATURE REVIEW	19
2.1.1 Engagement of Employee.....	20
2.1.2 Staffing.....	22
2.1.3 Training and Learning	23

2.1.4 Rewards and Recognition	25
2.1.5 Participation	27
2.1.6 Empowerment	29
2.2 HYPOTHESIS DEVELOPMENT	31
2.2.1 Staffing.....	32
2.2.2 Training and Learning	34
2.2.3 Rewards and Recognition	37
2.2.4 Participation	39
2.2.5 Empowerment.....	42
2.3 THEORY RELATED TO STUDY	43
2.3.1 Staffing.....	47
2.3.2 Training and Learning	47
2.3.3 Rewards and Recognition	47
2.3.4 Participation and Empowerment.....	48
2.4 CHAPTER SUMMARY	49
CHAPTER 3	50
3.0 INTRODUCTION	50
3.1 RESEARCH FRAMEWORK	50
3.2 RESEARCH DESIGN.....	51
3.3 MEASUREMENT OF VARIABLES/INSTRUMENTATION.....	52
3.3.1 Section A: Demographic.....	53
3.3.2 Section B: Staffing	54
3.3.3 Section C: Training and Learning.....	55
3.3.4 Section D: Rewards and Recognition	56
3.3.5 Section E: Participation.....	56
3.3.6 Section F: Empowerment.....	57
3.3.7 Section G: The Engagement of Employee.....	57
3.4 DATA COLLECTION	58
3.4.1 Sampling	58
3.4.1.1 Sampling Techniques.....	58
3.4.1.2 Population	59
3.4.1.3 Sample Size.....	60
3.4.2 Data Collection Procedures.....	61
3.4.3 Techniques of Data Analysis	62
3.4.3.1 Pilot Test	62
3.4.3.2 Normality Test	63
3.4.3.3 Reliability Test.....	64
3.5 STATISTICAL ANALYSIS	66
3.5.1 Descriptive Statistics.....	67
3.5.2 Inferential Statistics	67
3.5.2.1 Pearson's Correlation.....	67
3.5.2.2 Multiple Regression.....	68
3.5.2.3 Reliability Analysis.....	69
3.5.2.4 One-Way ANOVA	69
3.6 CHAPTER SUMMARY	70

CHAPTER 4	71
4.0 INTRODUCTION	71
4.1 NORMALITY TEST	71
4.2 RELIABILITY TEST	72
4.3 DESCRIPTIVE ANALYSIS	73
4.4 HYPOTHESIS TESTING	75
4.4.1 Pearson's Correlation	75
4.4.2 Multiple Regression Analysis	78
4.5 CHAPTER SUMMARY	80
CHAPTER 5	81
5.0 INTRODUCTION	81
5.1 RECAPTULATION OF THE STUDY	81
5.2 DISCUSSION OF FINDINGS	84
5.2.1 Relationship between staffing and the engagement of employee	85
5.2.2 Relationship between training and learning and the engagement of employee	86
5.2.3 Relationship between rewards and recognition and the engagement of employee	88
5.2.4 Relationship between participation and the engagement of employee	89
5.2.5 Relationship between empowerment and the engagement of employee	91
5.3 SCOPE AND LIMITATIONS OF THE STUDY	92
5.4 IMPLICATIONS OF STUDY	95
5.4.1 Employees	95
5.4.2 Organization and HR Practitioner	95
5.4.3 Government	96
5.5 RECOMMENDATIONS	97
5.5.1 Organization and HR Practitioner	97
5.5.2 Future Research	98
5.6 CONCLUSION	99
REFERENCES	100
APPENDICES	118
Appendix A: Questionnaires	118
Section A: Demographic	118
Section B: Staffing	118
Section C: Training and Learning	119
Section D: Rewards and Recognition	119
Section E: Participation	120
Section F: Empowerment	120
Section G: Engagement of Employee	121
Appendix B: Descriptive Analysis	121

Appendix C: Pearson's Correlation.....	122
Appendix D: Multiple Regression.....	123
Appendix E: Normality Test	123
Appendix F: Reliability Test	123



LIST OF TABLES

Table	Title	Page
Table 3.1	Five-point Likert Scale	53
Table 3.2	Number of Population	60
Table 3.3	Table for Determining Sample Size	61
Table 3.4	Range and Reliability Level	66
Table 3.5	Reliability Test for Pilot Study	66
Table 4.1	Reliability Test for Actual Questionnaire Distributed	72
Table 4.2	Demographic Information of Respondents	72
Table 4.3	Pearson's Correlation Matrix	74
Table 4.4	Multiple Regression Analysis	76
Table 4.5	One-Way ANOVA	78
Table 4.6	Coefficients for Regression	79

LIST OF FIGURES

Figure	Title	Page
Figure 2.1	A conceptual framework for the relationship between high-performance work system and employee engagement	49
Figure 3.1	The Relationship and Influence of Five Independent Variables on the Dependent Variable	51
Figure 3.2	Data Collection Procedure	62



LIST OF ABBREVIATIONS

Abbreviation	Definition
ANOVA	Analysis of Variance
BPNT	Basic Psychological Need Theory
C&M	Communications and Multimedia
COVID-19	Coronavirus disease 2019
HPWS	High-Performance Work System
HR	Human Resources
HRM	Human Resources Management
HRDF	Human Resources Development Fund
MCMC	Malaysian Communications and Multimedia Commission
MLR	Multiple Linear Regression
O&M	Operation and Maintenance
PDM	Participatory Decision Making
SDT	Self-determination Theory
SPSS	Statistical Package For The Social Science

CHAPTER 1

INTRODUCTION

1.0 INTRODUCTION

Management of telecommunications are essential for the operation of telecommunications networks and services to run smoothly. Key functions of telecommunications management include administration, performance monitoring, provisioning, accounting, security, and operation and maintenance (O&M). Without proper management, both users and companies would struggle to benefit from or maintain ongoing operations (Laghari et al., 2009). Achieving organizational success is dependent on the capacity to draw in and keep highly qualified workers. The HR practices of telecommunications companies in Petaling Jaya, Malaysia, are the main subject of this study, particularly on the implementation of high-performance work systems (HPWS) and its correlation with higher employee engagement levels. The research offers valuable theoretical insights and practical strategies for managers aiming to enhance employee engagement and motivation. Given recent studies indicating a decrease in engagement of employees and an increase in disengagement levels (Bates, 2004), it is essential to explore effective methods for increasing employee engagement.

Anita and Helen (2022) highlighted that an organization's genuine value and success are determined by its human capital. Today, engagement of employee is regarded as a major concern for all organizations. Organizations require the focused engagement of a large number of employees to improve their performance and efficiency. There is an increasing demand to extract the maximum potential from

employees. The imperative for businesses to flourish and gain a competitive advantage in the midst of global financial crisis has certainly heightened the situation. Organizations must survive in the face of global challenges, which necessitates survival strategies and intense rivalry among similar organizations worldwide. Organizational management and human resource (HR) practitioners are battling with how to motivate employees to go above and beyond their job responsibilities. Over the years, various management concepts have been developed with the goal of inspiring managers and employees to collaborate with the objective to accomplish the overall organizational goals, with engagement of employee being a significant focus. Engagement of employee has become more popular than ever in the workplace.

This chapter's latter sections provide an overview of the background of the research, the problem statement, as well as its questions, objectives, the research's significance, definition and explanation of each chapter's content.

1.1 BACKGROUND OF THE STUDY

As reported by NST Business (2021), despite the unexpected challenges brought about by the Covid-19 pandemic, Malaysia's communications and multimedia (C&M) sector demonstrated considerable resilience in the capital market throughout 2020. From RM144.01 billion in 2019 to RM142.96 billion in 2020, the market capitalization of the C&M sector on Bursa Malaysia dropped somewhat, according to data from the Malaysian Communications and Multimedia Commission (MCMC). Dr. Fadhullah Suhaimi Abdul Malek, Chairman of MCMC, noted in the organization's 2020 Performance Report that C&M companies maintained strong performance despite the pandemic's impact. Additionally, around 76% of the total capital

expenditure was allocated to network-related expenses. The telecommunications sector's return on assets also improved, increasing from 6.3% in 2019 to 6.5% in 2020, reflecting the industry's overall effectiveness in converting assets into earnings, as highlighted by MCMC.

Venkatram and Zhu (2012) assert that the telecommunications industry now serves as a key component in raising productivity across diverse economies and societies. This sector not only significantly contributes to national economies but also catalyzes the success of other businesses. Recent years have witnessed significant transformations in this industry, particularly in emerging countries, owing to its profound impact on their economic landscape. In the current intensely competitive economic climate, organizations must prioritize the engagement of employee as a fundamental aspect of their operations. Successful organizations often adopt this approach to ensure that their daily endeavors yield exceptional results for their customers. Research indicates that organizations prioritizing the engagement of employee witness improvements across various domains, including customer satisfaction, operational efficiency, profitability, productivity, as well as reductions in turnover and absenteeism rates. The engagement of employee denotes the level of dedication individuals exhibit towards their workplaces and environments, which is based on their performance.

As stated by Ibrahim and Al Falasi (2014), the engagement of employee reflects how committed employees are to advancing the organization's core values and overall success. It embodies the mindset that drives employees to perform assigned tasks with the aim of furthering the company's goals. Prior research has demonstrated

that employees who embrace the objective of the organization and actively contribute to its achievements are fully engaged (Shmailan, 2016). Promoting engagement of employee can be achieved by fostering an environment that encourages employees to provide recommendations for company enhancements. Employees will experience increased happiness due to their boss's apparent receptiveness to novel ideas. Employees who experience job dissatisfaction and perceive their contributions to the company's success and outcomes as insufficient are less inclined to exhibit effectiveness and commitment towards the organization.

Organizations should also remain vigilant for employees who exhibit a decline in their level of engagement with their work, with the aim of preventing employee disengagement. Employee disengagement can be defined as a state characterized by a deficiency in commitment, enthusiasm, and enthusiasm towards one's work or workplace (Allam, 2017). A potential reason for employees' reduced commitment and loyalty could be their partial involvement in their tasks. Allam (2017) claimed disengaged individuals tend to avoid tasks requiring problem-solving due to their divergence from the organization's values, mission, and vision. They exhibit boldness in social interactions and will only engage in overtime work if they receive compensation. Ford et al. (2015) found in their study that dissatisfied employees showed less motivation to engage with colleagues and supervisors, as well as a reluctance to offer valuable proposals or information beneficial to the organization. In the absence of effective management action, this issue is prone to escalate into additional problems, including high employee turnover, heightened workplace hostility and bullying, and a general absence of collaboration.

In order to address and mitigate the difficulties, it is necessary to develop particular protocols and measures. In today's global marketplace, organizations must adopt a combination of traditional and innovative management strategies, creating a strong link between employee engagement levels and high-performance work systems. Peedikayil and Manthiri (2018) want to establish a firm that possesses superior social and technological systems, prioritizing the engagement of employee, commitment, and empowerment. A proposal for a HPWS was made to assist organizations in achieving synergy by effectively producing two results at the same time. The workforce of a company exhibits not just elevated levels of dedication, enthusiasm, and enthusiasm, but also demonstrates effective coordination and integration of organizational elements. These attributes have been associated with such organizations' successful implementation of the HPWS concept.

HPWS comprise the collection of managerial methods aimed at bolstering employee empowerment through reinforcing motivational factors and practical knowledge conducive to such an environment in the workplace (Ah Mand & Salehipour, 2018). According to Heffernan and Dundon (2016), a high-performance work environment places significant emphasis on employee performance, expertise, and excitement. HPWS encompass a compilation of human resources management (HRM) strategies that cooperate with each other. The aforementioned tactics encompass the effective management of employee performance, the offering of incentive compensation, and the delivery of training programs that align with the firm's goals. According to Takeuchi et al. (2009), the implementation of these activities holds promise in elevating both employee morale and productivity within the workplace. Consequently, there would be an increase in productivity both at work

and within the firm. According to Muduli (2015), a HPWS encompasses a range of HR policies and practices directed towards enhancing employees' capabilities, expertise, and efficiency.

The HPWS for independent employee groups comprises many elements such as staffing, work rotation, training, completion, and performance-based rewards, as highlighted by Koser et al. (2018). Based on Sheemun (2013) research, there is a clear correlation between four important human resource (HR) practices and high levels of employee engagement, namely employment benefits, strategic focus, liberty, and goal setting. HPWS are distinguished by their coherent HR practices, which encompass thorough recruitment and selection processes, frequent learning and development prospects, performance evaluations focused on growth, and competitive compensation rates (Voulgaraki, 2021). Koser et al. (2018) also identified many components of a complete HPWS for independent work teams include comprehensiveness, engagement, learning, job rotation, compensation level, performance-based reward, and staffing.

According to Sheemun (2013), there are four HR tactics that enhance the engagement of employee: voluntary effort, strategic focus, measurable goals, and tangible incentives. HR policies, such as stringent hiring and selection procedures, uniform and benefits, foster the development of HPWS (Voulgaraki, 2021). The harmonious organizational characteristics illustrate that when employers and employees have a common goal, the existing resources of the business can be expanded.

1.2 PROBLEM STATEMENT

The participants in the latest investigation regarding the engagement of employee encompass individuals from academia, business professionals, and industry practitioners. However, it is widely acknowledged by professionals and researchers that the engagement of employee holds tremendous importance. According to Costa and Sandra (2019), it is anticipated that the engagement of employee surveys will indicate a rise in management satisfaction due to a heightened emphasis on staff retention and the establishment of an internal experience tailored to the managerial level within organizations. Mishra et al. (2014) state that the engagement of employee is identified as one important issue in contemporary work environments.

In the forthcoming years, many organizations may face difficulties in fostering the engagement of employee due to substantial constraints and increasing complexity. Management encounters this challenge due to the crucial role of employee involvement in the organization's success (Albercht et al., 2015; Breevaart et al., 2013; Farndale & Murrer, 2015). Moreover, when it comes to financial prosperity, companies that have employees that are highly engaged outperform those that do not (SHRM, 2014). The engagement and motivation of employees have been found to positively impact customer satisfaction, sales performance and staff productivity (Ahmetoglu et al., 2015; Carter, 2015; Cooper-Thomas et al., 2014; Vandenabeele, 2014).

Both companies and employees would benefit from a greater volume of published studies and scholarly articles. Although the exact definition of the engagement of employee is still up for debate, it is widely acknowledged that

businesses have struggled to achieve their objectives due to their failure to inspire and encourage their workforce (Clifton & Harter, 2019). These failures have multiple root causes. One of the difficulties with the engagement of employee program is the lack of direct connection between employees and employers (Nikolova et al., 2019), as well as the absence of employee recognition (Antony et al., 2020).

There is new research on the engagement of employee, according to Caldwell et al. (2021), reveals that managers and supervisors typically fall short of gaining the trust and devotion of the workforce they interact with. Because of this, HR professionals must carry out a thorough investigation into the elements influencing the engagement of employee. If HR managers want their organization to survive and prosper in the cutthroat corporate world of today, they have to consider a lot of different things, including the mental and emotional well-being of their workforce (Bedarkar & Pandita, 2014).

Job description which also related to staffing, is referred to the degree to which roles were defined precisely and concisely. The job description encompasses every responsibility that is carried out by a specific employee (Delery & Doty, 1996). Since the majority of operational employees' job descriptions involve executing customer-facing tasks with minimal managerial oversight, it is possible that they do not have close interpersonal relationships with their upper management. Hemdi and Nasrudin (2006) argued that years of interpersonal interaction between two parties are sufficient to foster a relationship of trust. Employees' faith and confidence in the impartiality and fairness of their top supervisors during performance evaluations may be diminished due to the presence of strained interpersonal relationships. In Sinniah and

Kamil's (2017) study at a Malaysian telecommunications company, DiGi Telecommunications, regarding employee turnover intentions, they found a strong link between job descriptions with the desire to quit. One of the main reasons people choose to stay or go from a company is the job description. An employer and an employee both value job descriptions. When a person decides to stay longer in a company, they can become an effective employee if they are familiar with or skilled at every perspective included in the job description. Employees are mostly expected to follow instructions and carry out any other related tasks that managers provide. Though they are not receiving additional compensation for their efforts, employees consider clear job descriptions essential, influencing their decision to remain with or depart from a company, together with experience engagement while working.

In Malaysia several telecommunications service providers compete to attract clients by providing similar services at various price points, with differing coverage and perks for clients (Shamsudin et al., 2020). These businesses need to increase productivity through better staff performance and work satisfaction to maintain their long-term supremacy (Kanapathipillai & Azam, 2020). Enhancing client communication through wired and wireless communications is a telecoms service provider's major job in order to execute domestic and worldwide network information exchange via electronic devices (Shamsudin et al., 2020). Furthermore, the COVID-19 pandemic has impacted employees' professional and job life as well as business priorities generally (Sija, 2021). Since technology has made it possible for all activities to be completed, it has been essential to the COVID-19 pandemic (Sapta et al., 2021). Employers should offer training and resources to assist employees in adjusting to the consequences of distant work, since the pandemic's demands on

employment in the technology sector has escalated technostress (Molino et al., 2020). Training of this kind, according to Song et al. (2020), can support staff members maintain their mental well-being and cultivate healthy work habits. Furthermore, educational and training resources for staff development may have an effect on other factors that contribute to satisfaction (Uddin et al., 2019).

Employee expectations have been high and organizational rewards systems have emerged as a significant management tool in an organization. According to a Snyder et al. (1996), respondents from the public and private sectors are motivated to remain in the industry after encouraged by performance-based incentives. The findings demonstrated that a suitable reward system that is as alluring as that provided in the private sectors must be implemented if public sector businesses are to keep employees and poor organizational incentives thus result in discontent and eventually in turnover. Employee dissatisfaction and low motivation might result from poorly designed compensation packages provided by the organization, assert Shafiq and Naseem (2011). In this sense, poor psychological factors of individuals could lead to less job completion productivity.

However, a disrupted psychological readiness of the workforce could lead to decreased output, increased absence, and tardiness. Therefore, if there exists a sense of dissatisfaction, employees cannot give their maximum effort, regardless of how lovely the workspace is provided by a company physically. Based on the review from one of CelcomDigi Berhad employee who works as a specialist, one of many of the good things of working in the company is that the perks and benefits are competitive within the market. Whereas one of the Telekom Malaysia's employee who works as

an IT Officer said that there are no good things of working in the company, as there were no increment since he started working eight years ago.

In their study on employee turnover intention at DiGi Telecommunications, a Malaysian telecommunications company, Sinniah and Kamil (2017) examined how organizations today depend on active engagement between superiors and subordinates within their teams—a practice that Dow et al. (2015) previously identified as a fundamental aspect of management. According to Park (2015), participation methods allow employees to contribute to company performance, whether through procedures or financial means. Park (2015) also added that employee involvement includes both financial and decision-making engagement, which is evaluated by HR processes and provides feedback on job performance. According to Harhara et al. (2015), corporate sponsorship can improve organizational cohesiveness, leading to stronger employee commitment and reduce turnover rates. They cited Yucel's (2012) conclusion that job satisfaction positively affects turnover intentions. Additionally, the researchers found opportunities for career development significantly influence turnover intentions, and that organizational support can reduce the impact of turnover intentions related to participation in decision-making.

Raquib et al., (2009) state that their research focuses on the the variables influencing empowering practices in Malaysia's information technology, telecommunications, and education sectors, as a tool for strategic management, empowerment acts as a lively tonic to get over all the bad thoughts or characteristics that lead to "lack of frustration". Many proactive human traits, including dignity, esteem, integrity, competence, empathy, hopefulness, tolerance, patience, work-

motivation, hard work, cooperation, togetherness, collective efficacy, and support, are further fostered by this situation. The "lack of frustration" that results from empowerment requires the management leaders to have clear "empowered psychology" both in their hearts and publicly in order for employees to naturally sense that their leaders do not support two different ideologies, that is, to uphold authoritarian philosophy on the one hand and promote empowerment on the other.

1.3 RESEARCH QUESTIONS

- 1) Does a connection exist between staffing and engagement of employee within the telecommunications sector in Petaling Jaya?
- 2) What is the association between employee within the telecommunications sector in Petaling Jaya and training and learning initiatives?
- 3) Does a relationship exist between rewards and recognition and engagement of employee within the telecommunications sector in Petaling Jaya?
- 4) Is there a correlation between engagement of employee within the Petaling Jaya's telecommunications industry and their participation in decision-making process?
- 5) Is there a link between empowerment and engagement of employee within the telecommunications sector in Petaling Jaya?

1.4 RESEARCH OBJECTIVES

- 1) To examine the connection between engagement of employee and staffing within the telecommunications sector in Petaling Jaya.
- 2) To investigate the association between engagement of employee and training and learning initiatives within the telecommunications sector in Petaling Jaya.
- 3) To explore the relation between rewards and recognition strategies and engagement of employee within the telecommunications sector in Petaling Jaya.
- 4) To investigate the correlation between participation in decision-making and engagement of employee within the telecommunications sector in Petaling Jaya.
- 5) To examine how the engagement of employee and empowerment programs link to one another within the telecommunications sector in Petaling Jaya.

1.5 SIGNIFICANCE OF RESEARCH

The primary aim of the researcher in conducting this study was to deepen the comprehension of HPWS and their influence on the engagement of employee among employees, employers, and organizations. Failure by any of these stakeholders to

prioritize a high-performance environment could lead to adverse effects on workplace productivity and the organization's overall performance. Consequently, achieving the organization's goals, mission, and vision within the specified timeframe may present significant challenges.

Considering the results of the study, the HR department should revise its current policy to encourage more the engagement of employee. It may also advise the organization's leadership on how to employ a number of strategies to retain employees loyal, devoted, and engaged so that they can give their best to achieving the ultimate goals.

Meanwhile, this report is an excellent resource for professionals interested in the engagement of employee. Managers, supervisors, and HR professionals may gain insight about how to boost workplace engagement as a result. Employees who are invested in their jobs may improve the company's day-to-day operations.

1.6 KEY DEFINITION OF TERMS

1.6.1 Engagement of Employee

As described by Robbins et al. (2010, p. 64), engagement of employee is the level of an individual's interest, satisfaction, and enthusiasm towards their work. Albrecht, 2010. Vance (2006) defines engagement of employee as the active participation of employees in their work, coupled with a deep dedication to their job and the organization. This results in improved workplace productivity and heightened employee happiness. According to Eldor and Vigoda-Gadot (2016), engagement of

employee is the mutual expression of physical, emotional, and cognitive efforts within the organisational context. It also encompasses the degree to which employees align themselves with and actively contribute to the strategic objectives of the organization. This explanation related to the whole research, where engagement of employee is the dependent variable and therefore is the main focus for the research.

1.6.2 High-Performance Work System

According to Muduli (2015), a high-performance work system can be defined as a blend of human resource management (HRM) practices designed to optimize an organization's utilization of its human capital by leveraging the knowledge of its employees. The study discovered that such a system is made up of a few strategically applied HR strategies that boost the engagement of employee across all industries. This explanation is also related to the whole research, and five independent variables are put under this.

1.6.3 Staffing

Kotze and Mostert (2021) describe staffing as the processes an organization uses to recruit and select individuals to fill the appropriate jobs at the appropriate times with the appropriate skill sets. The term "staffing" refers to the methods and procedures used to hire people based on their capacity to contribute effectively to a company. This explanation is central to research question one, which to seek if there is a connection between staffing practices and engagement of employee within the telecommunications sector in Petaling Jaya.

1.6.4 Training and Learning

Investing in an employee's training and education serves as a means to improve their perception of competence, motivation, and self-esteem, so enabling them to assume additional duties within the workplace and progress in their respective careers, according to Mansoor and Hassan (2016). In their study, Saxena and Srivastava (2015) defined training as the acquisition of necessary abilities for the successful execution of a certain task. This study centers on an organization's commitment to investing in its workforce by offering various learning and development programs. These opportunities aim to facilitate the acquisition and enhancement of employees' knowledge, skills, and competencies necessary for the effective execution of their job responsibilities. This explanation is directly relevant to research question two, which to seek if there is any relationship between training and learning and engagement of employee in the telecommunications sector in Petaling Jaya.

1.6.5 Rewards and Recognition

According to Siswanto et al. (2002), the distribution of rewards serves as a means to foster workplace recognition, resulting in influencing both employees' compensation and social connections. It is important to acknowledge and reward employees that exceed expectations in their work (Mesepy, 2016). According to this study, recognition refers to non-monetary expressions of gratitude such as awards and promotions, whereas rewards are described as monetary incentives like bonuses and raises in salary. This explanation is relevant to research question 3, which to seek if there is any relationship between rewards and recognition and engagement of employee in the telecommunications sector in Petaling Jaya.

1.6.6 Participation

Employee involvement occurs when employees exercise their right to vote in order to modify their working conditions. (Khalid & Nawab, 2018). Based on the results of this study, the engagement of employee occurs when employees feel they can influence the direction of their company. This explanation is linked to research question four, which to seek the connection between participation and engagement of employee within the telecommunications sector in Petaling Jaya.

1.6.7 Empowerment

According to Hewagama et al. (2019), employees are said to be empowered when they have a say and a vote in workplace decisions. The term "empowerment" refers to employees' independence in making decisions in this study. This explanation is relevant to research question five, which to seek if there is a connection between empowerment and engagement of employee within the telecommunications sector in Petaling Jaya.

1.7 ORGANIZATION OF THESIS

The research is divided into five chapters. The initial segment provides an introduction, where the researcher outlines the background concerning the pivotal role of the telecommunications sector in augmenting productivity and its substantial influence on the national economy. Apart from that, chapter 1 also highlighted about the problem statement in which the engagement of employee is a major problem in the workplace. Research question, research objectives and significance of research are also being stated in this chapter. Lastly, to be on the same page, the researcher has

included the definition for all variables for further understanding.

Chapter 2 covers the literature review where it mentioned about the details on the subject of study, assisting readers in grasping the framework that is being established in the research. Additionally, to systematically investigate and interpret findings within a theoretical framework, this chapter has also stated the hypothesis development which involves a discussion of the relationships between independent and dependent variables. Other than that, this chapter focused on presenting a theory and conceptual framework.

Chapter 3 focuses emphasizes the research methods being used in this research. Research framework, research design, measurement of variable and instrumentation were explained in this chapter. This chapter also includes thorough explanation on the data collection and statistical analysis.

Chapter 4 of this study looks at and discusses research findings, which are obtained from the data collection method outlined in chapter three. The test findings will be presented in this chapter to facilitate the comprehension and validation of any significant connections between the independent and dependent variables.

Chapter 5 continues with an analysis of the research's outcomes and suggestions. The researcher commenced by presenting the summary, findings, followed by limitations, an analysis of the potential consequences for individuals, organizations, HR experts, and governmental entities. Furthermore, recommendations were given for the organization, HR professionals, and the future researchers.

CHAPTER 2

LITERATURE REVIEW

2.0 INTRODUCTION

This chapter examines the relationships between engagement of employee and training and learning, staffing, participation, rewards and recognition, and empowerment. Following that, the process of formulating hypothesis will be elucidated, and the theory relevant to this investigation will be scrutinized. Ultimately, the chapter concludes by outlining the conceptual foundation of the investigation.

2.1 LITERATURE REVIEW

The phenomenon of globalization has led to an intensification of competition within the marketplace. Furthermore, the worldwide financial crisis of 2007-2008 necessitated businesses worldwide to enhance their competitiveness or face the possibility of failure. Due to its crucial significance for a company's ongoing survival and expansion, the engagement of employee has emerged as a prominent subject among global top executives in the present decade. Malaysia does not stray from this pattern due to its highly educated workforce. according to Ling et al. (2013). Saks (2006), and Schaufeli and Bakker (2004) reveals that employees that are engaged exhibit reduced turnover rates, increased productivity levels, and improved company outcomes.

According to the State of the engagement of employee research report by BlessingWhite's (2005), a substantial majority of engaged employees, specifically

85%, indicated their intention to stay with their current employer. Ramsey and Finney's (2006) research suggest that highly engaged employees are more inclined to demonstrate loyalty to their current organization. Robinson et al. (2004, p. 1) note a noticeable lack of scholarly research in the HR consultancy market, despite the significant presence of engagement. Similarly, Saks (2006) highlighted the absence of research in the academic literature pertaining to the engagement of employee. In essence, there seems to be a lack of comprehension regarding the factors that drive the engagement of employee, thus requiring additional empirical research in this area.

2.1.1 Engagement of Employee

The concept of the engagement of employee, as described by Frank and Taylor (2004), refers to the voluntary effort made by employees. Several research have proposed that the construct of the engagement of employee encompasses organizational citizenship behavior, organizational commitment and work involvement (May et al., 2004; Robinson et al., 2004). The concept of the engagement of employee was introduced by Hallberg and Schaufeli (2006), encompassing both theoretical and practical dimensions. Engagement was defined as the experience of intense energy, dedication, and complete involvement in one's task for an extended duration, ranging from weeks to months or even years.

Drawing from Saks (2006), it has been confirmed that the engagement of employee leads to favorable results, such as improved organizational performance, which in turn contributes to heightened revenue (Armstrong and Buckley, 2009; Gibbons, 2008; Robertson-Smith and Markwick, 2009; Saks, 2006; Salanova et al., 2005; Schaufeli et al., 2009; Xanthopoulou et al., 2007). According to the findings of

Salanova et al. (2005), it was noted that work engagement and organizational resources have the ability to modify the service atmosphere, thereby influencing employee performance and customer loyalty.

Furthermore, the engagement of employee refers to the extent of commitment and enthusiasm demonstrated by an employee for their organization and its fundamental principles. An employee who is engaged demonstrates proactive engagement with their colleagues in order to enhance job performance for the benefit of the organization, while also possessing a thorough comprehension of the organization's environment. The employees have an optimistic attitude towards the organization and its guiding principles. According to Kahn (1990), work engagement can be defined as the phenomenon wherein individuals within an organization match their identities with their unique job tasks. Individuals engage in active participation by employing their physical, cognitive, and emotional capacities when assuming a role. Employees who have a favorable disposition towards the organization and express their dedication to remaining with the company are seen as being engaged.

Customer engagement is demonstrated when an employee approaches their work with enthusiasm, vigor, focus, and dedication. This facilitates the active involvement of individuals in their duties, allowing them to make meaningful contributions to the fullest extent of their ability. As a result, it is frequently observed that individuals exhibit improved performance and increased motivation. Moreover, individuals will develop an affective bond with the organization. This occurrence influences the organization's approach to engaging with its clients, hence enhancing customer happiness and raising service standards.

2.1.2 Staffing

Staffing which includes employee selection and recruitment are those organizational processes that impact the kinds or quantity of applicants for a job and determine if a job offer will be accepted (Ramki, 2015; Khan et al., 2017). Emphasizing the critical importance of these roles, the researchers see the concept as actions and activities done by a business to identify and attract talents that can support the organization in achieving its main goals. According to Lyria (2013) and Mohammad et al. (2017), hiring and selection in organizations need that the company use various methods or approaches to pick the right people who reflect the values and culture of that organization. According to the researchers, the main task of talent management technique is to enroll people in a talent pool. The foundation of upcoming business leaders, the talent pool is an assembly of extraordinary potential employees. The ability of organizations to have the right person or people for a function, in the right place at the right time, determines the development capabilities of companies globally (Kibui, 2015).

Academics and HR experts hold that the development, survival, and expansion of a company mostly depend on a successful and efficient culture of hiring, vetting, and placing people with a wider and deeper range of desired attitudes, core competencies, knowledge, experiences and skills (Ofori & Aryeetey, 2011). The type of talents from the recruiting and selecting process determines the effectiveness and performance of a corporation, which is a crucial issue (Ezeali & Esiagu, 2010; Pradhan et al., 2017). Other than that, Borman and Motowidlo (1997) contend that employees' success can be evaluated by their inherent abilities rather than organizational results, as long as they fulfil their responsibilities in accordance with

job criteria (Campbell et al., 1993).

Staffing tactics, including recruiting, selection, and placement strategies, are commonly utilized by organizations as strategic tools (Heneman & Judge, 2014; Sultan, 2015; Aljader & Sayhud, 2017). Over the course of time, the absence of strategic planning in hiring decisions may lead to detrimental consequences on employee morale and the competitive capability of the organization. The consequences are considerable costs associated with training, notable employee's resignation, and inadequate service quality (Richardson, 2012). The significance of recruitment, selection, and placement procedures in an organization's global resourcing strategy is widely acknowledged. These procedures are crucial in the identification and retention of the required talent pool, which is vital for the organization's long-term sustainability and achievement (Daniel et al., 2014).

2.1.3 Training and Learning

In order for employees to carry out their duties effectively, Grossman and Salas (2011) define training as what they need to know, do and feel. Employee training is a significant HR component that affects employee job outcomes and behaviours, according to Luthans et al. (2010). According to Pate et al. (2000), employees now prefer opportunities for training and development that will raise their employability in the future rather than a job for life. In addition to that, according to several researchers, the advantages of employee training are widely documented (Sommerville, 2007), and they include enhanced behaviours and abilities of employees (Treven, 2003) as well as outcomes like increased production and performance (Hughey & Mussnug, 1997). Demerouti and Cropanzano (2010)

demonstrated through their study that training supports in the development of competences and abilities crucial to the success of the organization. Salas et al. (2006) underlined how training may result in better job quality, more motivation, and stronger morale, which might provide one a competitive edge.

Goldstein and Ford (2002) conducted a study that examined several elements of training, with a focus on the significance of systematic methods for creating and executing successful training programmes. They emphasized the significance of doing a comprehensive needs assessment to determine the precise training demands of an organization. This approach guarantees that the training programmes are in line with the organizational objectives and effectively target the specific deficiencies in employees' skills and knowledge. Furthermore, a crucial element of their research is around the transfer of training, which corresponds to the utilization of acquired skills and knowledge from training in a practical work setting. The focus is on implementing tactics that promote the application of learned skills, such as facilitating practice, delivering constructive feedback, and establishing a supportive professional setting that fosters the utilization of newly acquired abilities.

On the contrary, training and learning constitute fundamental elements of human resource management (HRM) designed to mitigate the performance gaps between current and desired levels of performance (Elnaga & Imran, 2013; Nassazi, 2013). Nassazi (2013) defines training as structured and systematic interventions that aim to improve an individual's expertise, knowledge, and abilities. Human resource development is a methodical approach that involves providing employees with relevant knowledge and behavioral training to enhance their understanding of the

guidelines and procedures required for the efficient execution of their job duties (What is Human Resources.com, n.d.). Elnaga and Imran (2013) describe training as a systematic process aimed at improving the efficiency of individuals, groups and organizations by developing the necessary skills needed to accomplish organizational objectives (Jehanzeb & Bashir, 2013). Development can be conceptualized as the process of acquiring unique skills and talents with the aim of fostering personal progress (Jehanzeb & Bashir, 2013). However, it is worth noting that development can also be understood as a broader and more inclusive notion. The concept can be seen as the gradual and comprehensive development of an individual in preparation for their upcoming responsibilities and commitments (Nassazi, 2013).

2.1.4 Rewards and Recognition

As has been stated by Mesepey (2016), as defined by Oxford Dictionary, a reward is "A thing given in recognition of service, effort, or achievement". Rewards have several uses inside organizations, whereby they help to lower turnover, retain outstanding employees and negotiate better employment terms. There exist two types of rewards, which are extrinsic and intrinsic rewards. Extrinsic rewards are actual benefits that employees get, for example, bonuses, raises in pay, gifts, and promotions. Whereas intrinsic rewards provide personal satisfaction to individuals, like information and comments, acknowledgment, and empowerment or trust. Additionally, talk about recognition, giving an employee a certain rank inside a company is called recognition. This is a very important element that affects job happiness and motivation of employees. Participation of employees in the decision-making process will increase their courage and enthusiasm for working for the company. Additionally, Maslach et al. (2001) say that while not getting enough

rewards and recognition can lead to burnout, getting the right kind of rewards and recognition is necessary for motivation.

An empirical study from Pakistan attempting to establish the relationship between reward and recognition on job satisfaction and motivation was presented by Qaiser and Ali (2010). They disclosed that the statistical research found strong correlations between multiple elements of job motivation and satisfaction and that employee motivation is greatly influenced by rewards and recognition. Apart from that, the impact of rewards on employees' job performance and job satisfaction was also examined by Fareed Zeeshan et al. (2013). Their findings showed a positive correlation between rewards (both intrinsic and extrinsic) and employees' job performance and job satisfaction.

According to Rai et al. (2018), providing advantages like rewards and recognition helps employees accomplish their regular job duties and encourages their involvement in decision-making beyond their job tasks. Employees are provided with rewards for their contributions to the organization through a range of methods, including monetary compensation, tangible assets, or temporary merchandise (Hasibuan, 2019). The organization also regards employee recognition as a strategy to bolster morale. Recognition, as defined by Chevalier et al. (2022), refers to the actions made by an organization or management to foster a sense of value and appreciation among employees by holding them accountable for their accomplishments.

2.1.5 Participation

For a business, including employees in significant decisions-making processes can offer a number of benefits. In this sense, as Harini et al. (2020) pointed out, employees who have worked on the front lines of a company frequently have insightful opinions. The organization can benefit much from the viewpoints of such knowledgeable employees in order to make judgements that are made possible by their participation. Employers can obtain precise information and make better decisions if they include employees in the decision-making process, claims Paros (2021). Better communication between all employees can result from include them in decision-making procedures. Better communication inside a company can facilitate more teamwork, which raises the standard of the result. Employees that participate in decision-making procedures are more inclined to feel empowered to offer fresh perspectives and strategies (Uwandu et al., 2022). It has been discovered that the business may win the trust of employees by increasing their involvement in the decision-making process. Employee involvement in the crucial decision-making process is therefore very advantageous and successful.

Noah (2008) proposed that employee participation can greatly boost motivation and job satisfaction. When employees perceive that their viewpoints are esteemed and that they possess influence in decisions impacting their work, their dedication and satisfaction levels raise. The study revealed a positive correlation between increased employee participation and enhanced performance and productivity inside organizations. This can be ascribed to the fact that employees who are engaged are more inclined to proactively take initiative, propose enhancements, and actively collaborate in order to achieve organizational objectives. Organizations

can enhance innovation and creativity by engaging employees in decision-making, as this allows for the exploration of a broader spectrum of ideas and viewpoints. Participating employees are more inclined to offer distinctive solutions and enhancements.

According to Wagner (1994), participation in decision making can be defined as a collaborative process that involves the sharing of information, addressing of issues, and reaching of conclusions between employees and management within an organization. According to Strauss (1998), participation in decision-making refers to a procedural mechanism that provides employees with a specific degree of authority and control over their job responsibilities and the contextual factors that shape their work environment. Moreover, the active participation of employees in the decision-making process enhances the exchange of vital information between managers and them. According to Scott-Ladd et al. (2006), the primary objective of this interaction is to engage in the process of planning procedures, developing fresh concepts and practical solutions, evaluating outcomes, and ultimately accomplishing organizational objectives.

Employee participation, as defined by Beardwell and Claydon (2007), involves the distribution of decision-making power between employers and employees, either through direct or indirect methods. Furthermore, as noted by Busck et al. (2010), "participation in decision making" refers to the extent to which employees have influence and actively engage in the decision-making process within the organizational context. Engaging in decision-making processes has been shown to positively affect the engagement of employee across different levels within an

organization. This engagement serves the purpose of examining issues, formulating strategies, and executing resolutions (Helms, 2006).

2.1.6 Empowerment

Empowerment, as defined by Juyumaya (2022), is the process of raising self-efficacy among organizational members by recognizing and eliminating situations that promote helplessness through the use of both official organizational procedures and unofficial methods of disseminating efficacy knowledge. One excellent approach to improve engagement of employee and keep your best people is to empower them at work (Aboramadan et al., 2022). The idea behind empowerment is that happier and more productive employees would be those who were given the ability, authority, opportunity and motivation to finish their work while also being held accountable for their actions (Albrecht & Andreetta, 2015; Ali et al., 2018; Gao & Jiang, 2019; Helland et al., 2020). A leader who exercises empowerment assigns tasks, supports initiatives, shares power and autonomy with their followers, communicates confidence in improved performance, elevates work meaning, increases participation in decision-making, and grants autonomy from restrictions imposed by the government (Amundsen & Martinsen, 2014; Arnold et al., 2016; Juyumaya, 2022, Qian et al., 2018).

Teams that have empowered leaders take charge of their work and make their own decisions (Aboramadan et al., 2022). Work output and job happiness can both be improved by this management strategy, which also raises employee's motivation and engagement. Empowerment is one special approach to leadership; it entails delegating and motivating people in addition to providing information sharing, coaching,

training, and emotional support (Alotaibi et al., 2020; Kim et al., 2018). Employees are thus more likely to feel competent of carrying out job tasks on their own initiative and to feel that their work has purpose.

According to Perkins (2010), there is a positive correlation between employee empowerment and increased levels of motivation and engagement. When employees experience trust and appreciation, their inherent drive to perform improves, resulting in higher levels of job contentment. In addition, people that are empowered are more inclined to demonstrate initiative and proactivity in their respective responsibilities, resulting in enhanced performance and productivity. Furthermore, they are more inclined to independently recognise and resolve issues. Additionally, empowerment cultivates a conducive atmosphere in which employees are liberated to articulate their ideas and undertake risks. This can result in enhanced innovation and creativity within the organisation. Employees who are empowered tend to have more job satisfaction and are less inclined to leave the organisation, and this is due to the fact that empowerment fosters a sense of ownership and devotion to the organisation.

The empowerment of employees is a crucial determinant that significantly contributes to the overall performance of a corporation. Nwachukwu (2016) has demonstrated that empowerment has a beneficial effect on employee loyalty, trust, and productivity. Empowerment promotes employee involvement in decision-making, the production of new ideas, and the execution of those ideas. The concept suggests that empowerment functions as a framework for strengthening efficacy, productivity, and happiness at work. The potential for more responsibility has the capacity to serve as a motivating factor for individuals to improve their skills and

capacities. Employee empowerment is intended to promote employee devotion towards the organization and facilitate the transfer of authority and responsibilities. Individuals that are committed and devoted are able to accomplish the goals of the organization (Locke & Latham, 1990). They also demonstrate increased productivity, take on more tasks, and have better levels of job satisfaction (Karim & Rehman, 2012). According to Sahoo et al. (2010), organizations that possess employees who demonstrate a strong commitment to their work are more likely to see a reduced rate of employee turnover, higher levels of employee satisfaction, and increased motivation among their workforces.

2.2 HYPOTHESIS DEVELOPMENT

It goes without saying that the telecommunication business, known for its rapid technological breakthroughs and severe competition, greatly values a motivated staff to foster innovation and ensure customer happiness. HPWS has become a strategic method to improve engagement of employee and overall organisational performance in this ever-changing environment. Although the advantages of HPWS will be disclosed in this research later, it should be made understand that there is a lack of research that particularly investigates its influence on engagement of employee in the communications industry. This backdrop is highly important because failure by any of stakeholders to prioritize a high-performance environment could lead to negative effects on workplace productivity and the organization as a whole. Thorough explanation on the hypothesis will be explained below.

2.2.1 Staffing

Recruitment is the first point of contact between a business and potential employees, as noted by Shailashri and Shenoy (2016). Recruiting provides a lot of information about an organization, which many people use to decide whether or not they want to work there. Outstanding candidates can be found through a rigorous and planned hiring process; poor applicants can be found through a disorganized and chaotic approach. Better candidates cannot be selected for excellent positions if they are not aware of them, do not wish to work for the company, and do not submit an application.

The objective of the recruitment process should be to spread the word to qualified people about available positions, present a favourable impression of the organization, give applicants enough information about the jobs to compare their qualifications and interests, and inspire the most qualified candidates to apply for the vacant positions. Hiltrop (1996) discovered that selecting individuals for employment based on their qualifications enhances the overall effectiveness of the organization. Consequently, this provides executives and other pertinent officials with a substantial amount of valuable information. Furthermore, there continues to be significant focus in the realm of staffing and selection. Businesses that achieve high levels of performance are more inclined to allocate additional time towards training, particularly in the areas of communication and teamwork skills. This is a direct consequence of implementing recruitment and selection procedures that prioritize effective hiring decisions (Hiltrop, 1999).

Additionally, to achieve success, organizations require an appropriate manpower consisting of people possessing the necessary expertise and competencies to effectively complete assigned tasks within specified timeframes (Kotze & Mostert, 2021). According to Shailashree and Shenoy (2016), hiring managers can make well-informed decisions by initially selecting a pool of candidates who possess the necessary qualifications, competence, and experience. Alola and Alafeshat (2020) define recruiting and selection as the systematic procedure employed by an organization to identify, attract, assess, and eventually employ candidates for the purpose of filling vacant positions inside the organization. In addition, the process includes the assessment of job prerequisites, identification of suitable candidates, execution of interviews, and ultimate determination of the recruiting outcome (Hamza et al., 2021).

Plus, one way for assessing the engagement of employee, according to Alola and Alafeshat (2021) is through successful hiring and selection processes based on the excitement and passion of competent and eligible applicants. Employees that are fully invested in their work produce better results, go above and above for the company, and spread a positive reputation. Another benefit of recruiting outstanding employee is that they are more invested in and devoted to the company's success. Shahilashree and Shenoy (2016) contend that effective staffing and selection processes play a crucial role in evaluating a candidate's suitability, with efficient selection ultimately resulting in increased the engagement of employee.

On the basis of the above, the following hypothesis is proposed:

H1: is there a connection exist between staffing and engagement of employee within the telecommunications sector in Petaling Jaya?.

2.2.2 Training and Learning

The prioritization of employee training and learning is a crucial aspect that organizations should place significant emphasis on. However, it is observed that both the HR management and the organization itself often fail to adequately address this matter (Silitonga et al., 2020). The significance and financial burden associated with establishing training programs and development plans are significant leading organizations to encounter challenges in their execution. According to Bhakuni and Saxena (2023), training for employees has been found to facilitate the acquisition of new skills and the establishment of basic knowledge pertaining to the organization and its associated job responsibilities. The implementation of training and development initiatives has been found to have a positive impact on an organization's profitability and productivity.

Paradise (2008) believes that learning and training are essential in enhancing the engagement of employee. According to Keaveney (1995), the implementation of training leads to a decrease in service inaccuracy, hence impacting engagement of employee and service effectiveness. The trust of employees in the training areas that encourage their increased interest in their work is enhanced through their active engagement in learning development and training initiatives. Training and development are the essential tools for enhancing the engagement of employee and

productivity in the workplace. Malik et al. (2013) suggests that the enhancement of the engagement of employee is mostly dependent upon the implementation of training and development initiatives. They stated that acquiring more current information and skills will ultimately enhance their job performance and boost the engagement of employee.

Similarly, Sahinidis and Bouris (2008) established a notable positive correlation between employees' perceptions of the effectiveness of training and development programs and their levels of motivation, job commitment, and job satisfaction. Employees who can enhance their skills and knowledge through training are more inclined to be fully engaged and adaptable in their roles, experiencing a sense of accomplishment upon completing new tasks and potentially improving their employability in the future (Lockwood, 2007).

Other than that, according to Saxena and Srivastava (2015), organizations benefit from providing employees with opportunities to improve their knowledge and skills in their respective domains. Attending relevant training on topics such as managing, lateral thinking, and people management will help individuals build their confidence and overcome their difficulties. Training and learning are important components of an employee's professional development since they allow them to address areas of weakness at work while also growing strengths, both of which can lead to promotions. As a result, highly trained individuals may get the knowledge and confidence needed to produce better ideas for increasing individual performance and attaining the vision, mission, and aim of the business.

Training and learning, according to Mansoor and Hassan (2016), are associated to motivated employees. Both parties agreed that continual education and training are key components of today's competitive strategy. For every organization to succeed, employee competence, knowledge, and talents must be developed. Employees who invest in their own growth are better prepared to take on more responsibilities and move through the ranks, increasing their earning potential. The study conducted by Mansoor and Hassan (2016) revealed that the engagement of employee is greatly influenced by training and learning opportunities that directly tied to job responsibilities and profession.

According to Anitha (2014), allowing employees to develop their skills in certain areas of their profession might boost the engagement of employee. According to the researcher, participation in learning development programs boosts employees' trust, inspiring them to become more invested in their work responsibilities. Everyone benefits when a company invests in its employees by providing opportunities for them to learn and grow in the means that help the company. When this is done, interest in the company and its activities almost instantly increases. According to Soelton (2018), training is the process of providing people (both new and experienced) with the basic skills needed to accomplish their professions effectively.

On the basis of the above, the following hypothesis is proposed:

H2: Is there an association between training and learning and engagement of employee within the telecommunications sector in Petaling Jaya?

2.2.3 Rewards and Recognition

In a study by Okinyi (2015) examining the influence of rewards and recognition on the engagement of employee within faith-based health organizations, significant associations were found between rewards, recognition, and the engagement of employee. The study suggests that promoting a culture of appreciation and acknowledgment for employees' contributions and achievements within the organization can effectively enhance the engagement of employee. With that being stated, implementing a range of recognition measures is advantageous. Furthermore, consistent communication and feedback are crucial elements of an effective the engagement of employee strategy. In essence, the implementation of a comprehensive reward and recognition system that takes into account the unique requirements and preferences of employees can yield substantial effects on the engagement of employee, satisfaction, and the overall performance of the organization.

As discussed by Mesepy (2016), improving communication with the company's intended audience, which may include users, clients, employees, and/or other stakeholders, is one of the core values that counts. It takes careful consideration to determine what is required to really engage and motivate people in order for any specific application to be effective. A vital part of the engagement puzzle is rewards. Incentive and reward programmes can be highly effective in offering the best plans for promoting the engagement of employee when they are properly and thoughtfully designed. That is, when incentives are chosen and paired appropriately, along with a productive method for managing them, employees not only get involved but also stay on board and end up being important brand ambassadors for the business. Furthermore, employees are greatly impacted by rewards, which improves their level

of job satisfaction and performance. The effects of rewards have been the subject of numerous studies in the past, and most businesses use rewards programs to increase employee satisfaction.

Future rewards promise to have the power to motivate people to alter their behaviour. (Hussains et al., 2020). They claim that the word "reward" describes what employees anticipate receiving from the company or what they are paid in exchange for having good working circumstances. In general, rewards are commonly classified as either "intrinsic" or "extrinsic." There exist two distinct categories of extrinsic benefits: financial incentives, including raises, bonuses, and salary, and non-financial incentives, encompassing perks. People's intrinsic desires are akin to appreciation. The scholars also highlighted that we may hold an awards ceremony to recognize the work of the employees. Employees are motivated by recognition, which is the act of rewarding good performance with monetary or non-monetary incentives. Furthermore, when employees reach predetermined targets or fulfill certain activities, they are recognized for their efforts (Tate et al., 2021). Ghosh (2016) discovered that praising was an effective way to change behavior without using connected rewards.

Rewards and recognition exert a significant impact on the engagement of employee within an organization. Employee morale and productivity suffer significantly. According to Smit et al. (2015), a well-designed incentive system can increase employees love for their work and reinforce their commitment to the organization. The remuneration structure of a corporation has been proven to be an important factor in both attracting and keeping exceptional individuals. According to Kokobun (2018), employees should be compensated based on how well they complete

their responsibilities. Agusta (2019) discovered that implementing a reward and recognition system enhanced the engagement of employee marginally. He proposed a pay structure that allocates 30% of an employee's remuneration to their job, 50% to their performance, and 20% to their co-workers. Because people are motivated by the prospect of receiving monetary compensation for their efforts, reward management has the ability to improve productivity (Ibrar & Khan, 2015).

On the basis of the above, the following hypothesis is proposed:

H3: There is a relationship between rewards and recognition and engagement of employee within the telecommunications sector in Petaling Jaya.

2.2.4 Participation

The ability for employees to influence organizational decision-making is known as employee participation (Heery & Noon, 2017). It is described as a blend of financial participation practices, which refers to remuneration based on either individual or group performance, and decision-making participation, wherein employees can offer input on issues pertaining to their jobs (Park, 2015). Workplace conflict and organizational difficulties are only two examples of the many issues that can be addressed through the engagement of employee. Organizational challenges include choices concerning organizational strategy or financial considerations, whereas work-related concerns include scheduling tasks, organizing time, and finishing work activities (Prouska et al., 2019).

When employees have the chance to impact financial outcomes or decision-making processes, they typically view organizational initiatives as a demonstration of

the organization's commitment to them (Eisenberger et al., 2002; Rhoades et al., 2001). As per Northouse (2004) mentioned, employees tend to exhibit greater dedication to their work when management emphasizes their involvement in decision-making processes that affect the nature of their jobs. Participating in decision-making can result in enhanced labor-management relations, more effective decision-making, increased employee loyalty to organizations, and heightened productivity (Kearney, 2003).

On the other hand, there is a positive correlation between higher levels of employee involvement in decision-making and increased employee productivity rates, improved organizational loyalty, and less employee turnover (Cotton et al., 1988; Kahnweiler & Thompson, 2000; Kearney, 2003). When employees are acknowledged for their involvement in decision-making, it signifies their competence, skills, and valued status within the team, leading to a boost in their morale. According to Cotton et al. (1988), the enhancement of employee happiness has a positive impact on productivity.

Employees' participation in workplace decisions is also directly correlated with their enthusiasm (Alsughayir, 2016). Involving employees in the decision-making process is what we mean when we talk about employee participation. The term "participation" is used to describe a person's active engagement in a situation on a cognitive and affective level. Employees have a responsibility to carry out their duties and contribute to the organization's performance as directed. The phrase "engagement of employee" is occasionally used when discussing participatory decision making (PDM). PDM is a way of communication that involves ideas and points of

view. (Yoerger et al. 2015). Employees who attend meetings with company officials are more likely to be engaged in their work. Furthermore, while all ranks of employees are involved in the process of developing the company, Daniel (2019) discovered that in Japanese firms, engagement in decision-making is more focused on clear issues or restrictions than on providing solutions. Entry-level and mid-level employees, however, could not be allowed to participate due to differences in organizational management (Daniel, 2019).

Employees who are both interested in their work and financially motivated are more invested in their careers (Rana & Malik, 2017). Those who are enthusiastic about their jobs are less likely to quit than those who are not. According to Benn et al., (2015), effective employee participation increases organizational effectiveness by enhancing employee's commitment and engagement. The engagement of employee, job happiness, and retention can all be improved by increasing participation and involvement. According to other studies, when employees have more opportunities to contribute, they are more invested in their occupations and satisfied with their work (Mohsen & Sharif, 2020).

On the basis of the above, the following hypothesis is proposed:

H4: There is a correlation between engagement of employee within the Petaling Jaya's telecommunications industry and their participation in decision-making process.

2.2.5 Empowerment

For any given organization, the engagement of employee and empowerment are crucial because they favourably influence employee's ability to achieve both personal and organizational objectives and to create excellent outcomes. The ability of an employee to make decisions on their own without consulting their supervisors is referred to as empowerment (Brad et al., 2011). Employee trust and accountability are determined by empowerment. Employee empowerment allows employees to have an impact on the quality of products and services that are offered by the organization (Shuck & Reio, 2014). The findings of Stander and Rothmann (2010) mentioned that empowerment increases the engagement of employee at work. Initiatives that empower employees will be more likely to inspire them to be more involved in their work, as empowered individuals express feelings of self-efficacy (Kim & Beehr 2017) and a decrease in emotional strain and negativity (Livne & Rashkovits 2018). Employee work engagement and creativity will rise when they are given liberty and made to feel important (Sun et al., 2012).

Mercy et al. (2020) mentioned that empowerment is an effective method for enhancing morale and productivity since it gives employees a say in important decisions. Frontline employees must be motivated and informed since they have the authority and responsibility to respond quickly in the best interests of their consumers (Wirtz & Jerger, 2016). Previous research has shown this. When employees are given more freedom at work, their efforts are valued. If employees are made aware of how their actions potentially affect the company's bottom line and standing in the eyes of its clientele, they are more likely to exercise caution and accountability. If employees believe they have access to the tools and support they need to do their jobs well, they

are more likely to do so (Nawaz et al., 2014). Because psychological empowerment and its varieties (significance, intellect, and influence) can be used to explain the engagement of employee, to investigate the connection between the two, researchers in India analyzed survey responses and interview data (Nwachukwu et al., 2021).

The engagement of employee is promoted by increases in both internal and external motivation (Bakker & Demerouti, 2017). Enhancing the structural empowerment of employees leads to a rise in both their intrinsic and extrinsic motivations, resulting in heightened the engagement of employee. The concept of employee empowerment is well-known among managers and organizations due to its positive impact on employee loyalty, trust, and productivity (Nwachukwu et al., 2021).

In light of the aforementioned, the following hypothesis is put forth:

H5: There is a link between employee empowerment and engagement within the telecommunications sector in Petaling Jaya.

2.3 THEORY RELATED TO STUDY

Self-determination theory (SDT), formulated by Ryan and Deci (2000), is an all-encompassing theory that elucidates human motivation and the development of personality. Legault (2017) defines SDT as a comprehensive theory that examines how an individual's personality and motivation are influenced by their contact with and reliance on the social environment. The fundamental and varied forms of motivation that originate from either internal or external sources are defined by SDT.

Additionally, it elucidates how these motives influence an individual's responses in various situations, as well as their social, cognitive, and personality growth. SDT places a strong emphasis on the psychological requirements of relatedness, competence, and autonomy as well as their vital role in self-motivation, overall wellbeing, and personal development. This theory also elucidates how the social and cultural milieu can either facilitate or impede individuals' intrinsic psychological requirements, their sense of self-governance, their competence, and their overall state of welfare.

Furthermore, as stated by Ryan and Deci (2000), SDT is predicated on the fundamental humanistic tenet that people are inherently motivated to actively pursue personal growth and self-organization. Individuals strive to expand their self-awareness by embracing new viewpoints, cultivating their aspirations, and forging relationships with both others and the surrounding world. SDT asserts, however, that it is incorrect to presume that this innate tendency for advancement exists. This statement implies that individuals can be influenced, separated, and isolated if their fundamental psychological requirements for competence (the need to feel competent and capable), relatedness (the need to form strong relationships with others), and autonomy (the need to be autonomous and self-directed) are not met by an inadequate social environment. In essence, SDT is founded on the notion that individuals are consistently involved in a dynamic interchange with the social environment. They are concurrently striving to meet their requirements while responding to external variables that either support or impede their objectives. As a result of the interaction between individuals and their environment, people might either feel engaged, curious, connected, and harmonious, or they may feel demotivated, ineffective, and alienated.

SDT consists of six mini-theories, one of which is the Basic Psychological Need Theory (BPNT), which is relevant to this study. The SDT emphasises the significance of autonomy, competence, and relatedness as core psychological needs. However, as Ryan and Deci (2000) noted, BPNT offers a more comprehensive understanding of how these needs are critical for overall health and well-being. Moreover, BPNT clarifies how surroundings that support the fulfillment of basic psychological requirements have a good impact on functioning and well-being, whilst those that obstruct these needs have a negative impact on life outcomes. Furthermore, according to BPNT, the requirements of relatedness, competence, and autonomy are not only necessary for general well-being but also inherent and widespread, meaning that people of different backgrounds and cultures possess them (Chen et al., 2015).

Competence, autonomy and relatedness are essential needs of an organism. Because of their innate connectivity, organisms rely on their surroundings to survive. Any organism's well-being is dependent on its surroundings since they supply the vital nutrients needed for it to grow and prosper. Organisms possess inherent physiological requirements, including the need for hydration, nourishment, and rest. In order for an organism to survive, it is essential that its basic demands for water, food, and shelter are met by its surroundings. Likewise, organisms possess psychological requirements that are essential for them to adjust and operate in a psychologically sound manner. Research on fundamental psychological needs has revealed a significant association between the satisfaction of psychological needs and indicators of eudaimonic well-being. Eudaimonic well-being pertains to the degree to which an individual attains a sense of purpose, self-fulfilment, and optimal performance, as opposed to only seeking pleasure and evading discomfort.

Openness (Hodgins et al., 2006), personal development, maturity (Ryan & Deci, 2000), strength, vitality, positive emotions, and the absence of daily psychological and physical symptoms (Reis et al., 2000) have all been associated with the satisfaction of psychological demands. On the other hand, people are more prone to exhibit apathy, irresponsibility, mental instability, arrogance, and insecurity when their psychological needs are not addressed (Ryan & Deci, 2000). To what degree the essential demands of autonomy, competence, and relatedness are met depends largely on the environment. Autonomy supporting refers to the contextual influences of outside circumstances, human relationships, and societal settings or cultures that promote and steer an individual's desire for independence. An environment and interactions that promote autonomy help individuals develop their inherent motivation and natural preferences by providing choices and freedom in making decisions.

Additionally, they offer practical and helpful knowledge that aids in helping people understand the reasoning behind their behaviors. Competence joy comes from surroundings and interactions that offer individuals just the optimal amount of challenge, rather than being excessively demanding or unstimulating. Furthermore, it entails the establishment of a structured system and the reception of constructive criticism that promote the development of abilities and aptitudes. The desire for connection is satisfied through encounters that are supportive and mutually advantageous, particularly when they involve accepting one's authentic self. Research on BPNT and SDT suggests that circumstances that support autonomy, competence, and relatedness have a positive impact on an individual's impression of autonomy, competence, and relatedness. Consequently, this improves everyday involvement and general mental health (Ryan & Deci, 2000).

2.3.1 Staffing

Relating BPNT to this study, in terms of the staffing where the approach aims to enhance the independence and responsibility of employees, granting them a sense of control and influence over their positions and career pathways, the organization could engage employees in the task of establishing roles and organizational needs could enhance their perception of autonomy. Organizations can match job openings with employees' abilities and interests by collecting responses from current employees regarding their job roles and responsibilities. In addition, transparent communication is crucial for this approach. By effectively conveying how jobs contribute to the overall organizational plan, individuals may comprehend and synchronize their own goals with the aims of the organization, thus cultivating a sense of autonomy over their career path.

2.3.2 Training and Learning

The fundamental psychological need for this variable is competence. Relating BPNT to this study, training and learning opportunities facilitate the acquisition of new skills and enhancement of existing ones, thereby fulfilling employees' need for competence. Enhanced feelings of competence and effectiveness among employees lead to a boost in their intrinsic drive and engagement. Moreover, ongoing education and training initiatives are also essential for cultivating a feeling of proficiency.

2.3.3 Rewards and Recognition

The fundamental psychological need for this variable is competence and relatedness. Relating BPNT to this study, although BPNT places emphasis on intrinsic motivation, rewards and recognition can effectively fulfil individuals' psychological

needs when done correctly. Recognition has the ability to improve the sense of connection among employees by making them feel valued and appreciated by their colleagues and superiors. Moreover, providing awards that recognize employees' skills and accomplishments can enhance their perception of their own abilities.

2.3.4 Participation and Empowerment

The fundamental psychological need for this variable is autonomy and relatedness. Relating BPNT to this study, engaging in decision-making processes and being empowered in the job satisfy the desire for autonomy. When employees are given the opportunity to actively participate in the design and organization of their work environment and duties, they have a heightened sense of ownership and control. This, in turn, enhances their intrinsic motivation and level of engagement. In order to enhance participation and empowerment, it is important to address psychological needs and develop a collaborative and inclusive work culture, which also promotes a sense of relatedness. When employees perceive that their viewpoints and contributions are valued, it amplifies their sense of connection and relationship with the organization.

Figure 2.1 illustrates the correlation between the engagement of employee and workplace productivity. Kotze and Mostert's work saw a substantial conceptual transformation in 2021. The dependent variable in this study will be the engagement of employee, which will be measured in accordance with standard HR methods. The dependent variables will include training and learning, staffing, participation, rewards and recognition, and empowerment.

High-Performance Work System

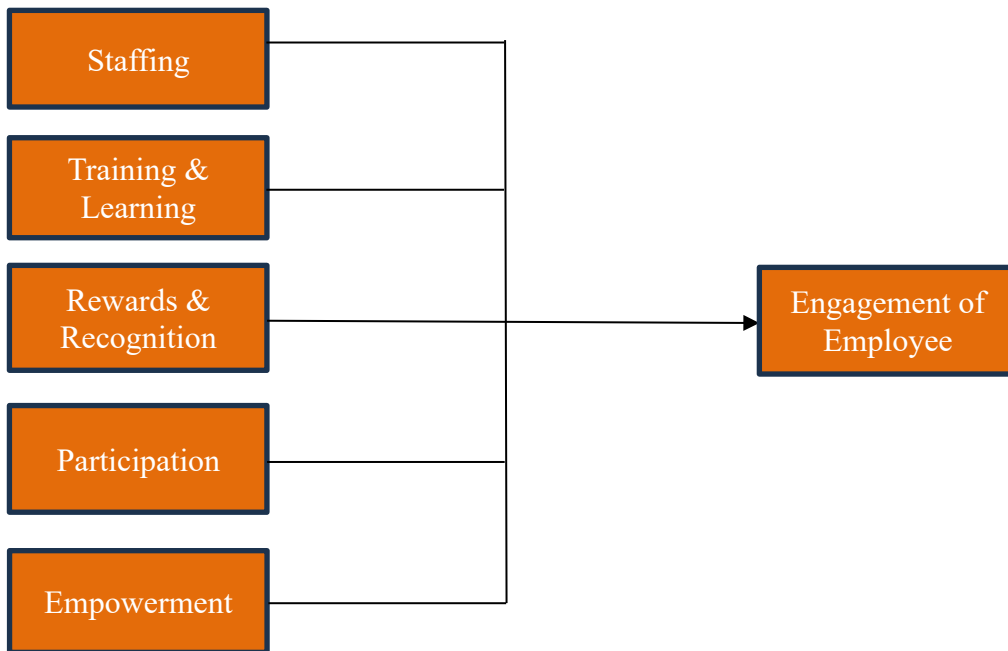


Figure 2.1

A conceptual framework for the relationship between high-performance work system and the engagement of employee

Source: Kotze and Mostert, 2021

2.4 CHAPTER SUMMARY

This chapter has provided an overview of previous research publications related to this subject. It has also explained the major focus of the study, which is the dependent variable, as well as the variables that are influenced by it. The process of hypothesis development has also been discussed in this chapter. In addition, this chapter further highlights the relevance of the theory to this research. Furthermore, a conceptual framework has been introduced to better understand how employee engagement relates to high-performance work systems. This chapter will outline all the methodologies to be utilised in this investigation.

CHAPTER 3

METHODOLOGY

3.0 INTRODUCTION

The chapter on research design, methods, and sources form the framework for this study's research methodology.

3.1 RESEARCH FRAMEWORK

This study's figure 3.1 illustrates the connection and influence of five independent variables on the dependent variable, which was delve into using quantitative method.



Independent Variable

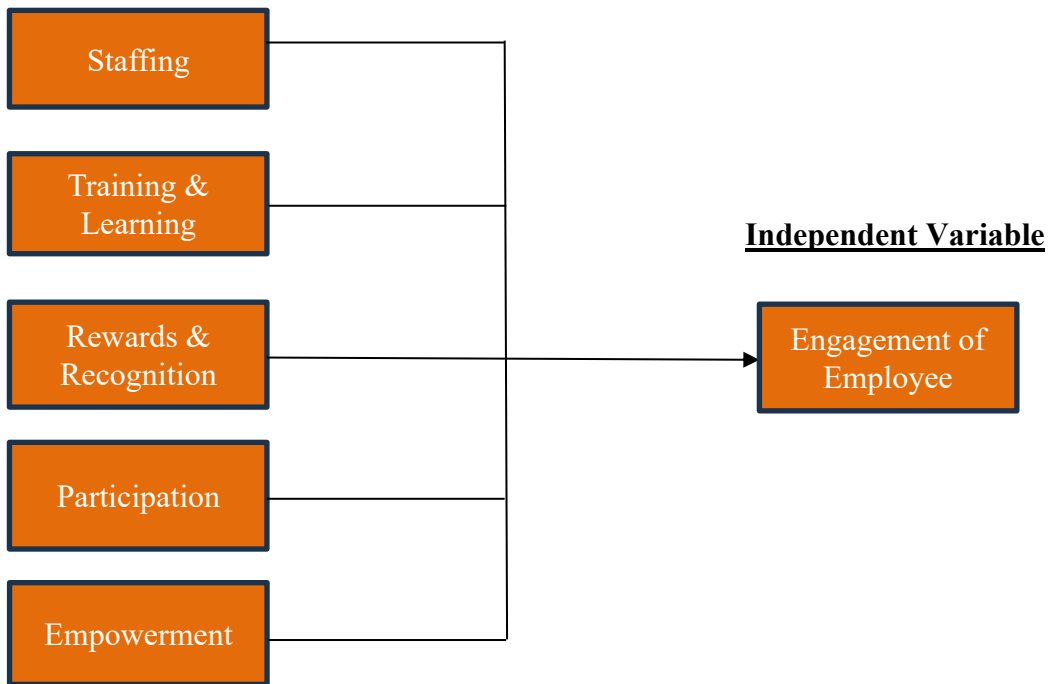


Figure 3.1
The Relationship and Influence of Five Independent Variables on the Dependent Variable

3.2 RESEARCH DESIGN

Online surveys will be the primary data collection tool for this quantitative investigation. Descriptive and inferential statistics will next be applied to the data. The main aspects of a dataset, such as its central tendency, variability, and distribution, can be isolated and described using descriptive statistics, a collection of statistical processes. These tactics aid in data summarization and pattern identification.

The design of a study is crucial to data collection, evaluation, and analysis, as reported by Sekaran and Bougie (2016). This investigation's data was gathered using a survey and a questionnaire. Because of this strategy, researchers may be confident that the data they collect is accurate and reliable. The workforce of two selected

telecommunications companies was utilized as the major denominator to reflect the general population.

Furthermore, the findings of the dispersed surveys will be evaluated using Statistical Package for the Social Sciences (SPSS) version 29. Formal descriptive research using a questionnaire and behavioral observation was detailed by Gliner et al. (2016). Correlation will also be utilized to test the hypothesis and demonstrate the links between the independent variables. Finding correlations between two or more variables, either within the same population or between populations with similar features, is the goal of correlational research, according to Curtis et al. (2016).

3.3 MEASUREMENT OF VARIABLES/INSTRUMENTATION

In this study, the most feasible method for organizing replies and keeping track of the total number of respondents will be used, which is a closed-ended online survey form called Google Form. A Likert scale with five options will also be used in this investigation. The Likert scale ranged from 1 to 5, with 1 representing severely disagree, 2 representing disagree, 3 representing neutral, 4 representing agree, and 5 representing highly agree.

The Likert scale, employing subjective ratings like "strongly disagree," "disagree," "neither agree nor disagree" (neutral), "agree," and "strongly agree," serves as a tool to gauge the degree of agreement or disagreement with a set of statements (Albaum, 1997). The Likert scale revealed how strongly participants agreed or disagreed, as well as how strongly they agreed or disagreed. Table 3.1 depicts the five-point Likert scale used in the questionnaire.

Table 3.1
Five-point Likert Scale

Scale	1	2	3	4	5
Opinions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

Source: Albaum (1997)

The questionnaire sections of A to F are labeled from A to G. The questionnaire will have seven sections in total. Section A includes demographic information, section B includes staffing information, section C includes training and learning information, section D includes rewards and recognition information, section E includes participation information, section F includes empowerment information, and section G includes the engagement of employee information.

3.3.1 Section A: Demographic

Demographic section includes information about the samples, where it is mandatory for all respondents to disclose the criteria they related to. This includes gender, where respondents are required to select male or female. Other than that, there is also age, where there are range of ages and respondents may select any range that is applicable to them. Education is also included, and all types of education is stated, except for PhD. Next, they are required to select their working experience and lastly, to distinguished which company they are employed at, all respondents are required to select their employer, such as CelcomDigi Berhad or Telekom Malaysia Berhad.

3.3.2 Section B: Staffing

In this particular element of the questionnaire, the researcher is modifying and formulating six inquiries by drawing upon literature from diverse previous studies. The variable is being measured using a five-point Likert scale, which ranges from strongly disagree (1) to strongly agree (5). Borman and Motowidlo (1997) argued that employees' performance can be judged based on their talents rather than organizational outcomes, as long as they complete their obligations in accordance with job standards (Campbell et al., 1993). According to Sarmiento et al. (2007), an employee's performance is frequently influenced by two factors: their willingness to use their naturally developed or learned abilities and skills to do a task more efficiently.

Prior research has presented evidence for a significant correlation between the achievement of organizational goals and the implementation of a proficient staffing policy (Delery & Doty, 1996). In situations where an organization is faced with an external candidate, the implementation of an advanced selection procedure serves to mitigate uncertainty by evaluating the candidate's compatibility for the position (Lado & Wilson, 1994). The use of rigorous hiring and selection protocols can also foster a perception of exclusivity among selected employees, establish elevated benchmarks for job performance, and effectively convey the significance of individuals to the organization (Pfeffer, 1998).

3.3.3 Section C: Training and Learning

Likewise, the researcher is modifying and formulating six inquiries derived from the literature of prior studies. The variable is assessed with a five-point Likert scale, comprising "strongly disagree" (1) to "strongly agree" (5). Structured training programmes have been observed in the growth and enhancement of both new and existing employees inside organizations. Goldstein and Ford (2002) propose that training is perceived as an orderly approach to acquiring knowledge that improves the capabilities of individuals, groups, and organizations. Manju and Suresh (2011) believe that training functions as an intervention and aimed at enhancing the quality of an organization's goods and services through the enhancement of employees' technical competencies. The efficacy of training as a means to improve employee productivity and successfully convey company objectives to employees is widely acknowledged (Ekaterini & Constantinos-Vasilios, 2009).

Moreover, the empirical findings presented by Rohan and Madhumita (2012) lend support to the idea that equipping employees with expertise and skills in decision-making, cooperation, problem-solving, and interpersonal relationships yields positive outcomes in terms of employee performance and organizational development. Lowry et al. (2002) believe that training functions as a tool for strengthening employee commitment and unleash their complete capabilities. The effectiveness and productivity of the workforce depend on the availability of suitable training and development opportunities, which in turn improve production.

3.3.4 Section D: Rewards and Recognition

As for this section, instead of referring to any previous research, the researcher is adapting solely based on personal experience by making modifications, tailor and adjusted six questions to fit the criteria for this research. The variable is assessed using a five-point Likert scale, spanning from “strongly disagree” (1) to “strongly agree” (5).

3.3.5 Section E: Participation

In this section, the researcher is adapting and develop six questions based on readings from previous research, as well as based on the personal experience. The variable is evaluated using a five-point Likert scale, ranging from "strongly disagree" (1) to "strongly agree" (5). According to Noah (2008), there exists an important characteristic of delegation in which the subordinate is granted a higher level of freedom in determining the approach to bridging the communication divide between employees and management. Employee participation promotes innovation, which may open doors and increase awareness within the company (Zivkovic et al., 2009).

Moreover, employee participation in decision-making has several benefits, including improved productivity and higher employee morale (Chang & Lorenzi, 1983). Participation also gives employees the chance to use their intelligence, which will result in better judgements being made for the company (Williamson, 2008). According to Chang and Lorenzi (1983), employee participation maximizes viewpoints and provides a range of perspectives. It also fosters a sense of control and trust (Kemelgor, 2002).

3.3.6 Section F: Empowerment

For this section, the researcher is adapting and develop six questions based on readings from previous research, as well as based on the personal experience. The variable is being measured using a five-point Likert scale, which ranges from strongly disagree (1) to strongly agree (5). As stated by Perkins (2010), not only is empowerment a procedure. It can also be considered the process's life-changing and perspective-shifting result for individuals, organizations, and entire communities. In a more practical yet significant sense, empowerment refers to the dedication required to carry out all the necessary, if not always enjoyable, tasks that enable groups and organizations to function well and provide their members with "voice and choice" that is, genuine shared leadership and collective decision-making at all levels.

3.3.7 Section G: The Engagement of Employee

As for this section, instead of referring to any previous research, the researcher is adapting solely based on personal experience by making modifications, tailor and adjusted six questions to fit the criteria for this research. The variable is assessed utilizing a five-point Likert scale, spanning from "strongly disagree" (1) to "strongly agree" (5).

3.4 DATA COLLECTION

3.4.1 Sampling

3.4.1.1 Sampling Techniques

Employees in the Petaling Jaya telecommunications business will be of special interest. In Petaling Jaya, this industry employs around thousands of individuals. Only two organizations, however, were chosen to engage with the researcher and commit to the entire study. This is because CelcomDigi Berhad is a prominent telecommunications company in Malaysia, as stated by Wong (2022), whereas Telekom Malaysia is unquestionably one of the country's major telecommunications organizations. Furthermore, the researcher anticipates that some additional organizations will be unable to complete the survey within the timeframe specified. This means that employees from both organizations will be questioned for information. The researcher may have difficulty reaching the intended respondents due to limitations imposed by the management of both companies. Before she may begin collecting data, the researcher may need to negotiate acceptable arrangements with relevant entities.

Non-probability sampling methods, such as convenience sampling, will be used in this investigation. Non-probability sampling is a method of data collection from a population that does not use a random selection mechanism. Because it is appropriate for this investigation, convenience sampling will be used to choose the sample data. Researchers frequently design a sample that is not representative of the entire society by selecting individuals for non-probability sampling based on personal preferences or ease of access. When a researcher has limited resources (monetary,

temporal, or human), this sample size is crucial. As a result, participants are strongly encouraged to complete the survey.

The first step in the sampling approach for this research involved identifying the specific type of consumer that the telecoms firm best serves. Furthermore, when establishing the population, the sample size was computed following the methodology provided by Krejcie and Morgan (1970). Third, the convenience sample strategy was used to administer the survey to employees of the two organizations via an internet platform. The data was analyzed using SPSS, and a table was generated to show the results.

3.4.1.2 Population

CelcomDigi is a renowned telecommunications company in Malaysia, resulting from the merging of Celcom and Digi. This merger has greatly enhanced its market position, client base, and network infrastructure, making it one of the largest telecommunications firms in the country (Wong, 2022). Although it holds a prominent position, the telecommunications industry is also comprised of formidable rivals like Maxis and U Mobile. Whereas Telekom Malaysia (TM) is undeniably one of the most significant telecommunications companies in Malaysia. It has a substantial impact on the telecommunications industry of the country, offering an extensive range of services like as phone line, mobile, and high-speed internet services. TM is renowned for its subsidiaries, including Unifi, a leading player in the fixed-mobile convergent solutions market, and TM One, which serves the enterprise and government sectors with digital solutions. TM's significant market share and ongoing investment in technology and infrastructure highlight its dominant position in Malaysia's

telecommunications industry. (MarketScreener, 2022). The mentioned facts are the reasons why both telecommunication companies were considered to be in this research.

A population is a massive group of people or things (such as organizations or products) who all share certain characteristics. According to Etikan et al. (2016), the term "population" can also refer to the total group of study participants or individuals. Respondents in this study were executives and higher-level employees from CelcomDigi Bhd and Telekom Malaysia Berhad, both based in Petaling Jaya, Selangor. Based on table 3.2, the population in this analysis consists of all 320 executives and above from both companies.

Table 3.2
Number of Population

Name of Organization	Number of Population
CelcomDigi Berhad	210
Telekom Malaysia Berhad	110
Total	320

3.4.1.3 Sample Size

Krejcie and Morgan (1970) suggest that a sample size of 175 participants is adequate to validate the conclusions of a study. They also developed a table to assist in calculating the appropriate sample size.

Table 3.3
Table for Determining Sample Size

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3300	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Note.—*N* is population size. *S* is sample size.
Source: Krejcie & Morgan, 1970

Source: Krejcie and Morgan (1970)

3.4.2 Data Collection Procedures

The data will be collected in a methodical manner. Figure 3.2 illustrates the sequential actions undertaken to gather data for this inquiry. In order to obtain agreement from the organizations involved, the researcher originally submitted requests for permission to the shortlisted organizations by email and WhatsApp. Prior to commencing data collection, consent was acquired from both organizations. Furthermore, individuals who agreed to take part in the study would receive an online questionnaire through WhatsApp, with a time frame of around two months to complete and submit it. After analyzing the data and evaluating the questionnaire's validation and reliability, any required adjustments or modifications will be implemented.

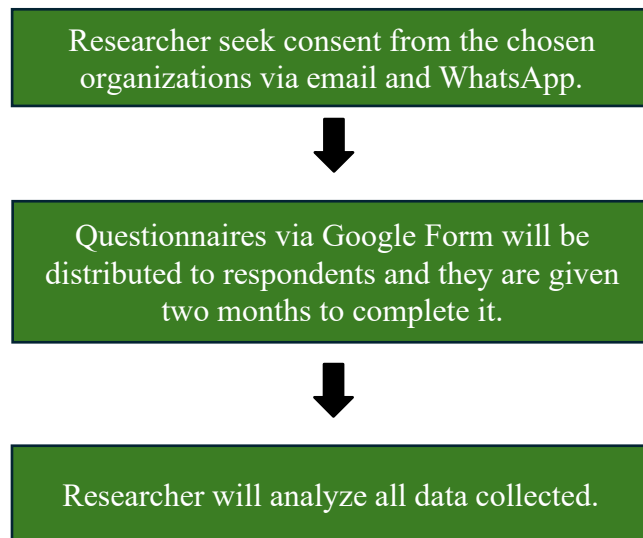


Figure 3.2
Data Collection Procedure

3.4.3 Techniques of Data Analysis

Any research study must include data analysis as a crucial step, as it offers insights and interpretations of the data gathered to answer research questions or hypotheses. In this section, researcher will outline the techniques of data analysis employed in this study.

3.4.3.1 Pilot Test

In social science research, a pilot test can be referred to in two separate manners. Polit et al. (2001) define feasibility studies as preliminary investigations conducted on a smaller scale, commonly known as pilot test, in anticipation of the larger study. Alternatively, a pilot study can also function as a preliminary evaluation or trial of a certain research tool (Baker, 1994). A pilot study has the advantage of early detection of probable areas of failure in the main research project, potential breaches of research procedures, and the assessment of whether suggested

methodologies or equipment are excessively complex or unsuitable. According to De Vaus (1993), it is advisable to avoid taking risks and to conduct a preliminary test first. As an example, Pursuant and Bullen (2014) conducted a pilot test with a sample of approximately 30 to 50 individuals to detect any discrepancies or inconsistencies in the available data.

Petaling Jaya-based telecommunications company participated in the research's pilot test. However, instead of distributing the questionnaire to the targeted organizations which is CelcomDigi Berhad and Telekom Malaysia Berhad, the researcher has decided to distribute the questionnaire to employees from different telecommunication company within the Petaling Jaya area, which is Yoodo. The reason behind this decision is to avoid having invalid data, because there is high probability that the same respondents having responded to the questionnaire. Having said that, the questionnaire was distributed and 30 employees from Yoodo has completed it.

3.4.3.2 Normality Test

According to Mishra et al. (2019), it is necessary to examine the normality of data before conducting various statistical tests. There are two primary approaches to evaluating normality: graphical and numerical, which involve statistical tests (Bland, 2015; Campbell et al., 2010). Statistical tests offer the benefit of providing an unbiased assessment of normality, but they might be insufficiently sensitive for small sample sizes or excessively sensitive for high sample sizes. The graphical interpretation offers the benefit of enabling accurate assessment of normality in situations where numerical tests may be either too sensitive or not sensitive enough. Graphical approaches for

assessing normality require a significant amount of skill to avoid incorrect conclusions. When our experience is not sufficient, it is advisable to depend on numerical methods.

Mishra et al. (2019) has stated that there are several techniques to assess the normality of continuous data. Among these methods, the most commonly used ones include the Shapiro-Wilk test, Kolmogorov-Smirnov test, skewness, kurtosis, histogram, box plot, P-P plot, Q-Q plot, and mean with standard deviation. The Kolmogorov-Smirnov test and the Shapiro-Wilk test are commonly used to assess the normality of data. Statistical software, such as SPSS, can be used to conduct normality tests. The Shapiro-Wilk test is the preferred method for small sample sizes (<50 samples), however it can also be applied to higher sample sizes. On the other hand, the Kolmogorov-Smirnov test is employed for sample sizes $n \geq 50$. For both of the aforementioned tests, the null hypothesis proposes that the data is derived from a population that follows a normal distribution. When the p-value is greater than 0.05, the null hypothesis is accepted, and the data is referred to as normally distributed.

3.4.3.3 Reliability Test

As mentioned above, a pilot test is essential as it enables the early identification of issues, the assessment of feasibility, the refinement of methods, the evaluation of performance, the building of confidence, and the saving of time and resources. It guarantees a more seamless and efficient execution on a large scale by proactively resolving problems and optimising procedures in advance. Because of this, before proceeding with the actual data collection, the researcher has arranged for a pilot test.

30 Yoodo employees at the executive level who consented to participate in the pilot test were sent a Google Form questionnaire. The researcher has requested the respondents to fill up the questionnaire within two weeks and they managed to do it within the timeframe. As per the findings of Ranganathan and Henley (2008) as well as Arteaga-Ortiz and Fernandez-Ortiz (2010), the scale is regarded as valid, precise, and reliable only if the Cronbach's alpha value for the data obtained exceeds 0.7, denoting that the questionnaire is deemed acceptable and correct. Reliability is an unbiased estimate and uniformity in measuring reputation and identity, and it contributes to defining a measure's "quality". Low reliability will be eliminated, but high reliability will be preserved.

Cronbach's alpha is a statistical measure employed to assess the stability of data. According to George and Mallery (2003), values close to 1 imply enhanced internal consistency and reliability. Excellent values are characterized by a value that is beyond 0.90, while good values range from 0.80 to 0.89. Acceptable values, on the other hand, fall within the range of 0.70 to 0.79. Questionable values, on the other hand, fall within the range of 0.60 to 0.69. Poor values, on the other hand, fall within the range of 0.50 to 0.59. Values below 0.50 are considered unacceptable. Having said this, table 3.4 shown herein pertains to the specified range and dependability level.

Table 3.4
Range and Reliability Level

No.	Coefficient of Cronbach's Alpha	Reliability Level
1.	More than 0.90	Excellent
2.	0.80 – 0.89	Good
3.	0.70 – 0.79	Acceptable
4.	0.60 – 0.69	Questionable
5.	0.50 – 0.59	Poor
6.	Less than 0.50	Unacceptable

Source: George and Mallery (2003)

The dependability for the pilot research is displayed in table 3.5.

Table 3.5
Reliability Test for Pilot Study

Section	Variable	Cronbach's Alpha Value	Number of Items
B	Staffing	0.895	6
C	Training and Learning	0.869	6
D	Rewards and Recognition	0.951	6
E	Participation	0.908	6
F	Empowerment	0.908	6
G	The engagement of employee	0.771	6

The table presents the Cronbach's alpha coefficients for sections B through G, which are 0.895, 0.869, 0.951, 0.908, 0.908, and 0.771, respectively. In summary, the questionnaire is deemed credible since all values have exceeded the threshold of 0.70.

3.5 STATISTICAL ANALYSIS

Data collected were being analyzed using a software program that is being used by researchers for quantitative analysis of complex data, which is SPSS version

29.0. Descriptive and inferential statistics were the two types of statistics used to examine the data that was gathered. With the use of the SPSS tool programme, the researcher evaluated each questionnaire. The collected data was analyzed appropriately to meet the goals and address the study questions. Finally, the researcher tested the study's assumption using relevant analysis.

3.5.1 Descriptive Statistics

Kaur et al. (2018) asserted that descriptive statistics is a core domain of research in statistics. It demonstrates the interrelationships between variables in a sample and is commonly employed to arrange and consolidate dispersed data. Proficiency in this ability is crucial for carrying out research and making inferences when comparing statistical data. The study's participants are characterised using descriptive statistics, allowing readers to assess the applicability of the research findings to their own advantageous habits (Pickering, 2017).

3.5.2 Inferential Statistics

3.5.2.1 Pearson's Correlation

This methodology enables the statistical computation of the correlation between variables and the magnitude of their robust association. Correlation analysis is employed to determine how changes in one variable correspond with changes in another. Obilor and Amadi (2018) define correlation as a method used to evaluate the connection or association between two variables, assessing whether they have a positive, negative, or no relationship. When changes in one variable lead to changes in another, it can be deduced that the two variables are interrelated. Correlation coefficients quantify the degree of this relationship, measuring the strength, direction,

and extent of the association between the variables.

Correlation coefficients can be categorised into two groups: positive and negative (which indicate the direction) and high or low (which show the strength). The correlation coefficients vary from -1 to +1. A correlation coefficient of 0 indicates a complete lack of interaction or connection, while -1 and +1 represent perfect negative and positive correlation values, respectively. In addition, correlation coefficients below 0.40 (positive or negative) are classified as low, values between 0.40 and 0.60 are classified as moderate, and coefficients above 0.60 are classified as being strong. Furthermore, as stated by McCrindle (2009), statistical significance is achieved when the P-value derived from the tests is less than 0.05, indicating that the probability of the two groups being equal and not distinct is less than 5%. The p-value quantifies the degree of confidence we have in the accuracy of the findings, eliminating the possibility of random error.

3.5.2.2 Multiple Regression

Multiple linear regression (MLR) is a statistical technique that use many variables as predictors to estimate the outcome of a response variable. According to Uyanık and Güler (2013), MLR is used to determine the relationships between many variables. Various research has demonstrated that mathematical models possess the ability to forecast the correlation between an independent variable and a dependent one.

The relationship and direction of influence between the dependent variable (employee engagement) and the independent variables (staffing, training and

development, rewards and recognition, participation, and empowerment) are evaluated using the R-square value. The researcher can identify the independent variables that exert the biggest impact on the dependent variable and to identify which factors are influential in this study.

3.5.2.3 Reliability Analysis

According to the research conducted by Ranganathan and Henley (2008) and Arteaga-Ortiz and Fernandez-Ortiz (2010), the validation, accuracy, and reliability of a scale are dependent upon the Cronbach's alpha coefficient above 0.7. Only when this threshold is met can the questionnaire be deemed accurate and suitable. Reliability refers to the ability to accurately and consistently measure reputation and identity, and it plays a crucial role in determining the quality of a measurement. The elimination of low dependability will be accompanied by the preservation of high reliability. According to George and Mallery (2003), Cronbach's alpha is a statistical method employed to assess the stability of data. A greater value close to 1 indicates enhanced internal consistency and reliability. Excellent values are characterized by a value that is beyond 0.90, while good values range from 0.80 to 0.89 on the other hand, fall within the range of 0.60 to 0.69. Poor values, on the other hand, fall within the range of 0.50 to 0.59. Values below 0.50 are considered unacceptable. The range and dependability level are presented in table 3.4.

3.5.2.4 One-Way ANOVA

Analysis of variance (ANOVA) is a statistical procedure utilized to compare the means of many samples, as stated by Ostertagova and Ostertag (2013). This test is similar to the t-test for two independent samples, but it is applicable to multiple

groups. The objective is to assess significant differences among the means of different classes, which is achieved through an analysis of variances. ANOVA is widely employed as a notable research methodology in the area of professional business and economic literature. This methodology has demonstrated its efficacy in revealing crucial data, particularly in the context of interpreting data from experiments and determining the influence of particular variables on other processing variables.

3.6 CHAPTER SUMMARY

This chapter provided a comprehensive overview and explanation of research procedures, which included research framework, measurement of variables and tools, data collecting and statistical analysis.



CHAPTER 4

RESULTS AND DISCUSSION

4.0 INTRODUCTION

The purpose of this chapter is to provide the findings of the research. The available data was analyzed utilizing a range of statistical methods pertinent to the primary goal of the study using IBM SPSS version 29.0. Result of the normality and reliability test will also being shown in this chapter. Descriptive research that determines respondent characteristics based on their demographic profile is included in this chapter. If a relationship between the independent and dependent variables is established, it can also be found using multiple regression and Pearson's correlation. Subsequently, the investigator employed One-Way ANOVA to evaluate the variations among the groups about the independent variables.

4.1 NORMALITY TEST

Referring to 3.4.3.2, Mishra et al. (2019) have asserted that there are various methodologies for evaluating the normality of continuous data and the Kolmogorov-Smirnov test and the Shapiro-Wilk test are frequently employed to evaluate the normality of data. It has also been mentioned that Shapiro-Wilk test is the most recommended approach for small sample sizes (less than 50 samples), although it can also be used for larger sample sizes. On the other hand, the Kolmogorov-Smirnov test is used when the sample size totals to or more than 50 ($n \geq 50$). In view of this, Kolmogorov-Smirnov test will be employed for this research. According to table 4.1, the Kolmogorov-Smirnov test showing a significance value of <0.001 , which is less

than 0.05 threshold. Therefore, it can be concluded that the data does not normally distributed.

Table 4.1

Reliability Test for Actual Questionnaire Distributed

	Tests of Normality					
	Statistic	df	Sig.	Statistic	df	Sig.
Engagement of Employee	.163	175	<.001	.940	175	<.001

a. Lilliefors Significance Correction

4.2 RELIABILITY TEST

According to Bujang et al. (2018), Cronbach's alpha is a statistical metric used to assess the internal consistency or reliability of several items, measurements, or ratings. Put simply, it quantifies the dependability of the answers provided in a questionnaire. Table 4.2 presents the variables of the questionnaire and the corresponding Cronbach's alpha values for the 175 questionnaires that were issued throughout the course of this research.

Table 4.2

Reliability Test for Actual Questionnaire Distributed

Section	Variable	Cronbach's Alpha Value	Number of Items
B	Staffing	0.873	6
C	Training and Learning	0.848	6
D	Rewards and Recognition	0.884	6
E	Participation	0.858	6
F	Empowerment	0.892	6
G	The engagement of employee	0.855	6

As shown in table 4.2, Cronbach's alpha value for staffing is 0.873, 0.848 for training and learning, 0.884 for rewards and recognition, 0.858 for participation, 0.892

for empowerment and lastly, 0.855 for the engagement of employee. Having said this, referring to table 3.4 by George and Mallery (2003), it has been stated that reliability level for training and learning, staffing, participation, rewards and recognition, empowerment and the engagement of employee are all good. Overall, all variables are deemed to be reliable as all values has exceeded 0.70.

4.3 DESCRIPTIVE ANALYSIS

Questionnaires in Google Form was distributed to the employees in targeted telecommunication companies in Petaling Jaya, which are CelcomDigi Berhad and Telekom Malaysia Berhad. Among the information collected are their gender, age, educational level, working experience and the company they are currently employed at. The completed sample came from 175 respondents, and table 4.3 is showing the demographic profile of respondents in this study. With slightly more, the respondents of this study are female with the percentage of 50.9%, whereas the remaining 49.1% came from male respondents.

With a total of 71 and 40.6%, the majority of the 175 respondents were between the age of 26 and 30, making this the age category with the highest percentage in the survey. The age group that ranks second highest is age more than 35, followed by age from 31-35, 21-25, and less than 20 years old.

As for the education background, it can be seen that the majority of respondents possess a Bachelor' Degree with 114 responses and percentage of 65.1%, accompanied by 25 respondents who are a Diploma holder, 22 respondents who hold Master's Degree, subsequently 14 respondents who took Certificate.

After that, 46.3% respondents which consist of 81 respondents have been working for 0-5 years long, 43 respondents with 24.6% have 6-10 years of working experience, 33 respondents with 18.9% have more than 20 years of experience, 10 respondents with 5.7% has 11-15 years of experience and 8 respondents with 4.6% has 16-20 years of work experience. Last but not least, 106 respondents with 60.6% are currently working at CelcomDigi Berhad, and the remaining 69 respondents with 39.4% are employed with Telekom Malaysia Berhad.

Table 4.3
Demographic Information of Respondents

No.	Demographic Variable	Frequency	Percentage (%)
1.	Gender		
	Male	86	49.1
	Female	89	50.9
2.	Age		
	< 20 years old	5	2.9
	21-25 years old	21	12.0
	26-30 years old	71	40.6
	31-35 years old	31	17.7
	> 35 years old	47	26.9
3.	Educational Level		
	Certificate	14	8.0
	Diploma	25	14.3
	Bachelor's Degree	114	65.1
	Master's Degree	22	12.6
4.	Working Experience		
	0-5 years	81	46.3
	6-10 years	43	24.6
	11-15 years	10	5.7
	16-20 years	8	4.6
	> 20 years	33	18.9

5. Telecommunication Company		
CelcomDigi Berhad	106	60.6
Telekom Malaysia Berhad	69	39.4

4.4 HYPOTHESIS TESTING

4.4.1 Pearson's Correlation

Pearson's correlation, as described in the methodology, allows for the statistical calculation of the correlation between variables and the magnitude of their robust relationship. To assess the extent of variation in the value resulting from an increase in the other variable, correlation analysis is employed. According to Obilor and Amadi (2018), correlation is a technique used to assess the link or association between two variables, determining if they have a positive, negative, or no connection. If alterations in one variable lead to modifications in another variable, it can be inferred that the two variables are interconnected. Correlation coefficients serve as a quantitative assessment of the strength and direction of the relationship between variables. Correlation coefficients quantify the intensity, orientation, and scale of the connection or correlation between two variables. The Pearson's correlation matrix, displayed in Table 4.4 below, provides a clear and simplified representation for enhanced comprehension.

Table 4.4
Pearson's Correlation Matrix

	Employee Engagement	Correlations				
		Staffing	Training and Learning	Rewards and Recognition	Participation	Empowerment
Employee Engagement						
Staffing	.669**					
Training and Learning	.869**	.730**				
Rewards and Recognition	.683**	.625**	.617**			
Participation	.999**	.671**	.868**	.690**		
Empowerment	.648**	.487**	.636**	.633**	.650**	

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

Hypothesis 1: There is a connection exist between staffing and engagement of employee within the telecommunications sector in Petaling Jaya.

Referring to the aims of this study, the first association measured is staffing and the engagement of employee. Based on table 4.4, the correlation coefficient of 0.669 indicates a strong correlation, and the p-value for staffing is less than 0.05 ($\alpha = <0.001$), suggesting a strong correlation between the engagement of employee and staffing.

Hypothesis 2: There is an association between training and learning and engagement of employee within the telecommunications sector in Petaling Jaya.

Secondly, the measurement of training and learning and its relationship with the engagement of employee is conducted. According to table 4.4, the correlation coefficient is 0.869, which is strong, and the p-value of training and learning is less than 0.05 ($\alpha = <0.001$) which suggests that there is a strong correlation between the engagement of employee and training and learning.

Hypothesis 3: There is a connection between rewards and recognition and engagement of employee within the telecommunications sector in Petaling Jaya.

Next, participation and the engagement of employee are measured. According to table 4.4, the correlation coefficient is 0.683, which is strong, and the p-value of training and learning is less than 0.05 ($\alpha = <0.001$) which suggests that there is significant relationship between participation and the engagement of employee.

Hypothesis 4: There is a correlation between engagement of employee within the Petaling Jaya's telecommunications industry and their participation in decision-making process.

Additionally, participation and the engagement of employee are measured. According to table 4.4, the correlation coefficient is 0.999, which is strong, and the p-value of participation is less than 0.05 ($\alpha = <0.001$) which suggests that there is significant relationship between participation and the engagement of employee.

Hypothesis 5: There is a link between empowerment and engagement of employee within the telecommunications sector in Petaling Jaya.

On top of that, empowerment and the engagement of employee are measured. According to table 4.4, the correlation coefficient is 0.648, which is strong, and the p-value of empowerment is less than 0.05 ($\alpha = <0.001$) which suggests that there is significant relationship between empowerment and the engagement of employee.

4.4.2 Multiple Regression Analysis

As stated in section 3.5.2.2, multiple linear regression uses many predictor variables to predict the outcome of a response variable. The aim is to investigate the connections between variables and identify the independent variables that have a substantial impact on the dependent variable. Multiple regression allows researchers to examine the distinct influence of each independent variable while accounting for the effects of other factors. The R-square value will clarify the direction and strength of the association between the independent factors (staffing, participation, rewards and recognition, training and learning, and empowerment) and the dependent variable (the engagement of employee).

According to table 4.5, 99.8% of the variation in the engagement of employee is explained by the staffing, training and learning, rewards and recognition, participation and empowerment, and this is a very big percentage.

Table 4.5
Multiple Regression Analysis

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the estimate	R Square Change
1	0.999	0.998	0.998	0.02130	0.998

- a . Predictors: (Constant), Empowerment, Staffing, Rewards and Recognition, Participation, Training and Learning
- b . Dependent Variable: The engagement of employee

Based on table 4.6, an ANOVA demonstrates significant relationship at the significance level of < 0.001 ($p < 0.05$).

Table 4.6

One-Way ANOVA

		ANOVA				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	46.177	5	9.235	20355.505	< 0.001
	Residual	0.077	169	0.000		
	Total	46.253	174			

- a . Dependent Variable: The engagement of employee
- b . Predictors: (Constant), Empowerment, Staffing, Rewards and Recognition, Participation, Training and Learning

A multiple regression analysis of the HPWS with the engagement of employee is presented in table 4.7. This aids in establishing whether or not the previously listed variables have a significant effect on the level of the engagement of employee in the Petaling Jaya-based telecommunications firms. According to the researcher's results, the engagement of employee is significantly impacted by participation, and rewards and recognition.

Two of the five variables, which are rewards and recognition and participation have significant correlations with the engagement of employee. The engagement of employee was strongly predicted by these two, with $\beta = -0.013$ ($p < 0.05$) and 1.001 ($p < 0.05$) at the significance level, respectively. The engagement of employee is not significantly correlated with staffing ($\beta = 0.001$, $p > 0.05$), training and learning ($\beta = 0.008$, $p > 0.05$), or empowerment ($\beta = 0.001$, $p > 0.05$).

Participation has the greatest values when compared to other variables when comparing Beta values, which suggests that it is a key component of high-

performance work systems and the engagement of employee.

Table 4.7
Coefficients for Regression

		Coefficients			
Model		Unstandardized B	Coefficient Std. Error	Standardized Coefficient Beta	t Sig.
1	(Constant)	0.028	0.14		2.096 0.038
	Staffing	0.001	0.004	0.001	0.123 0.902
	Training	0.008	0.007	0.008	1.115 0.266
	& Learning Rewards	-0.011	0.004	-0.013	-2.761 0.006
	& Recognition Participation	0.995	0.007	1.001	144.641 < 0.001
	Empowerment	0.001	0.003	0.001	0.191 0.848

a. Dependent Variable: The engagement of employee

4.5 CHAPTER SUMMARY

In summary, this chapter explained about this research's findings. Normality, Cronbach's alpha, Pearson's correlation, multiple regression, One-Way ANOVA were being used. Results from these testings were all used using SPSS software. Next chapter will be about this research's discussion, conclusion and recommendation.

CHAPTER 5

CONCLUSION AND RECOMMENDATION

5.0 INTRODUCTION

This chapter provides the study's conclusions and a summary of its findings. Scope and limitation of this study is also being highlighted in the chapter. In addition, the recommendations based on the results and conclusions are included in this chapter.

5.1 RECAPTULATION OF THE STUDY

The first chapter of the study presents an in-depth evaluation of the research, highlighting the importance of telecommunications management in enabling the effective operation of telecommunications networks and services. Moreover, this study on the engagement of employee has been underscored as providing managers with significant insights into initiatives aimed at enhancing employee's motivation and engagement. Furthermore, the researcher has furnished a comprehensive clarification of the contextual framework of the study, particularly with regard to the telecommunications industry. To reduce potential misunderstanding and enhance mutual understanding, the researcher has also defined precise definitions for employee participation in HPWS.

The engagement of employee refers to the degree of commitment exhibited by employees towards the organization's success and fundamental values. Meanwhile, high-performance work systems involve a range of managerial strategies that can improve employee empowerment by strengthening motivational factors and practical

skills that create a conducive work environment. The researcher has detailed the problem statement, research questions, objectives, research significance, and definitions.

Chapter 2 provides a comprehensive analysis of the definitions of variables as provided by previous scholars. In addition, the researcher uncovered the correlation between the independent variables, namely training and learning, staffing, participation, rewards and recognition, and empowerment, and the dependent variable, which is the level of engagement of employee. The chapter provided a comprehensive elucidation of hypothesis formulation. In addition, the focus was on the theory known as Self-determination theory (SDT), which was formulated by Ryan and Deci (2000). SDT provides a complete framework for understanding human motivation and the formation of personality. The BPNT is a pertinent theoretical framework for this study. According to Ryan and Deci (2000), BPNT provides a more thorough comprehension of the importance of these needs for overall health and well-being. BPNT also explains that when conditions allow for the fulfilment of fundamental psychological needs, it leads to favourable results in life. Conversely, situations that hinder the satisfaction of these needs have negative impacts on one's functioning and overall well-being.

The third chapter of this study centers on the research design, methods, and sources, which together form the foundation for the research. The present investigation utilized a quantitative methodology, employing online surveys done via Google Form as the primary tool for data gathering. The respondents in this study were chosen from two well-known telecommunications companies, CelcomDigi Berhad

and Telekom Malaysia Berhad, who were employed at Executive-level positions or higher. The population for this study consisted of 320 participants. The researcher detailed the methodology employed in formulating the survey questions, taking into account insights derived from previous study investigations or the researcher's own personal encounters.

A series of 30 pilot tests were done prior to forwarding the questionnaires to the intended respondents from both telecommunication organizations. The surveys were specifically designed to gather data from employees employed within Yoodo, another telecommunication company based in Petaling Jaya. Pilot testing is important because it serves as a vital first step in research, allowing researchers to improve their methods, tackle obstacles, and establish the foundation for a successful complete study. It improves the accuracy, consistency, and general excellence of research results. SPSS version 29 was utilized to assess the distributed surveys. Descriptive and inferential statistics, such as one-way ANOVA, were used to summarize the data and enhance the comprehension of pattern detection.

Chapter 4 mostly centered on the findings and results of the research. The study included a table that presented a descriptive analysis of the demographic characteristics of all of the respondents. All independent variables, including training and learning, staffing, participation, rewards and recognition, and empowerment, have p-values below 0.05, as indicated by the findings of Pearson's correlation test. This finding indicates that there exists a statistically significant relationship between these variables and the dependent variable, namely the engagement of employee. Furthermore, a multiple regression analysis was performed in order to predict the

anticipated outcome of a given variable. The study revealed that a significant proportion of the variability in the engagement of employee can be represented by the independent variables. Furthermore, it may be concluded that the engagement of employee and HPWS heavily depends on participation.

5.2 DISCUSSION OF FINDINGS

This research aims to determine the connection between the engagement of employee in the Petaling Jaya-based telecommunications enterprises and high-performance work systems. Among the six objectives of this study are examining the association between staffing and the engagement of employee, assessing the relationship between training and learning and the engagement of employee, analyzing the connection between rewards and recognition and the engagement of employee, exploring the correlation between participation and the engagement of employee, investigating the relationship between empowerment and the engagement of employee, and identifying the key component of HPWS.

In an effort to get the findings, questionnaires developed in Google Form were distributed and total of 175 employees from two big telecommunication companies based in Petaling Jaya, namely CelcomDigi Berhad and Telekom Malaysia Berhad. Descriptive statistics, Pearson's correlation, multiple regression, One-Way ANOVA and reliability test were being used.

5.2.1 Relationship between staffing and the engagement of employee

The first hypothesis (H1) suggested that there is a connection between staffing and the engagement of employee. Referring to the Pearson's correlation test, hypothesis one is significant and therefore, it is accepted. Respondents for this research are all came from Executives level and above, and this hypothesis proved staffing is critical for organizations to attract, retain, and develop talent, achieve strategic goals, remain competitive, and promote a healthy work environment. Investing in excellent hiring strategies can help organizations position themselves for long-term success and growth.

Based on previous research, Alola and Alafeshat (2021) highlighted that one way for assessing the engagement of employee is through successful hiring and selection processes based on the excitement and passion of competent and eligible applicants. Because staffing and selection are recognized as approaches for evaluating a candidate's suitability, Shahilashree and Shenoy (2016) feel that efficient selection leads to enhance the engagement of employee. Furthermore, it can be declared that employees who are completely committed to their work yield superior outcomes, consistently exceed expectations for the organization, and develop a favorable reputation. Previous studies have demonstrated a significant relationship between staffing and the engagement of employee.

As stated in the problem statement, Sinniah and Kamil (2017) mentioned that job description, which also a part of staffing, has a significant relationship with the intention of quitting the job. If an individual chooses to extend their tenure at a company, they have the potential to become a proficient employee by possessing

knowledge and expertise in all aspects outlined in the job description. Employees are primarily required to adhere to instructions and execute any other associated tasks provided by managers. Despite the lack of additional salary, employees consider clear job descriptions to be a vital factor that might influence their choice to remain with a company or depart, along with experiencing engagement throughout their work.

Relating to the above points, staffing is a fundamental component of achieving success inside an organization. It guarantees the presence of suitable employees, improves effectiveness and output, elevates employee pleasure, stimulates innovation, sustains operational flow, raises consumer contentment, and assists in cost control. Organizations that give priority to efficient staffing methods are more likely to achieve their goals and succeed in a competitive atmosphere.

5.2.2 Relationship between training and learning and the engagement of employee

Second hypothesis (H2) suggested that there is a link between training and learning and the engagement of employee. Referring to the Pearson's correlation test, hypothesis two is significant and therefore, it is accepted. This hypothesis confirmed that training and learning are essential components of the engagement of employee. Enhancing the engagement of employee, motivation, and performance can be achieved by organizations through strategic investments in professional development and the offering of growth opportunities. Engaging in this practice will enhance the overall success and competitiveness of employees.

According to prior studies, training for employees improves the acquisition of new skills and fundamental understanding of the organization and associated work

responsibilities. According to Bakuni and Saxena (2023), the implementation of training and development initiatives has been found to have a positive impact on an organization's profitability and productivity. Malik et al. (2013) suggested that the enhancement of the engagement of employee is mostly dependent upon the implementation of training and development initiatives. They stated that acquiring more current information and skills will ultimately enhance their job performance and enhance the engagement of employee. Sahinidis and Bouris (2008) demonstrated a significant positive association between employees' evaluations of the efficacy of training and development initiatives and their levels of motivation, job commitment, and job satisfaction. Employees who are able to enhance their knowledge and abilities through training are more likely to be fully engaged and adaptive to their employment due to the sense of accomplishment they experience after finishing a new task and the potential improvement in their employability in the future (Lockwood, 2007).

As stated in the problem statement, in Malaysia, multiple telecommunications service providers engage in competition to attract clients by offering similar services at varying price ranges, addressing coverage limitations, and providing additional benefits to customers (Shamsudin et al., 2020). Therefore, in order to attain long-term dominance, these providers must enhance productivity by focusing on staff performance and job satisfaction (Kanapathipillai & Azam, 2020). Furthermore, technology has played a crucial role in the COVID-19 pandemic by enabling the completion of all actions (Sapta et al., 2021).

Because of this, training and learning are essential in an organization as they strengthen employee's abilities and knowledge, resulting in heightened productivity

and efficiency. They facilitate the process of keeping employees informed about industry trends and technical breakthroughs, which in turn promotes the development of new and creative ideas. Furthermore, work satisfaction and retention of employees are enhanced by investing in employee development through training and learning. These methods additionally guarantee that the organization can easily adjust to developments and sustain a competitive advantage.

5.2.3 Relationship between rewards and recognition and the engagement of employee

Third hypothesis (H3) suggested that there is a connection between rewards and recognition and the engagement of employee. Referring to the Pearson's correlation test, hypothesis three is significant and therefore, it is accepted. This hypothesis demonstrated that rewards and recognition are essential for promoting employees' motivation, satisfaction, and engagement.

Previous research has demonstrated that rewards and recognition impose significant effects on the engagement of employee within an organizational context. Employee morale and productivity suffer significantly. According to Smit et al. (2015), a well-designed incentive system can increase employees love for their work and reinforce their commitment to the organization. The remuneration structure of a corporation has been proven to be an important factor in both attracting and keeping exceptional individuals. Agusta (2019) discovered that implementing a rewards and recognition system enhanced the engagement of employee marginally.

As stated in the problem statement, a study by Snyder et al. (1996) indicates that individuals from both the public and private sectors express more satisfaction

when performance-based incentives are used to motivate them to stay in their respective industries. Shafiq and Naseem (2011) argue that the company's inadequately designed compensation packages can result in reduced engagement of employee and dissatisfaction with their work. Moreover, according to a review from an ex-employee at CelcomDigi Berhad, one of the positive aspects of working at the company is that the perks and benefits are highly competitive in the market. Contrary to positive aspects, an IT Officer that was used to be employed by Telekom Malaysia asserts that there are no favourable aspects of working in the company, citing the absence of salary increases during the course of his eight-year tenure.

Because of this, it can be said that rewards and recognition play a crucial role in organizations as they enhance employee morale, motivation, and job satisfaction, ultimately resulting in increased productivity and engagement. They promote desired behaviours and performance, cultivate loyalty, and decrease turnover. In addition, they foster a positive organizational culture that promotes employee recognition and appreciation, hence enhancing overall organizational performance.

5.2.4 Relationship between participation and the engagement of employee

Fourth hypothesis (H4) suggested that there is a link between participation and the engagement of employee. Referring to the Pearson's correlation test, hypothesis four is significant and therefore, it is accepted. This hypothesis showed that boosting the engagement of employee, empowerment, satisfaction, innovation, and collaboration all depend on participation. Organizations can promote a healthy and encouraging work environment where employees grow and make valuable contributions by including them in decision-making processes.

Based on previous research, employees' participation in workplace decisions is directly correlated with their enthusiasm. (Alsughayir, 2016). Employee involvement refers to the act of engaging employees in the decision-making process. The term "participation" describes a person's active participation in a given circumstance, encompassing both cognitive and emotional aspects. Employees have a responsibility to carry out their duties and contribute to the organization's performance as directed.

As stated in the problem statement, in the research by Sinniah and Kamil (2017), where they studied about employee turnover intention at a telecommunications company in Malaysia, DiGi Telecommunications, Dow et al. (2015) suggested that organizations nowadays depend on active engagement from superior-subordinate hierarchies in their teams, which was previously seen as a crucial aspect of management. Harhara et al. (2015) referenced Yucel's (2012) finding that job satisfaction positively influenced turnover intentions. The researchers discovered that the advancement of one's career has a significant influence on their desire to leave a job, and the support provided by the organization can reduce involvement in decision-making related to leaving the job.

Due to this, participation, which is the major factor for high-performance work system and the engagement of employee, is crucial in an organization as it cultivates a feeling of ownership and dedication among employees, hence improving their level of engagement and productivity. It fosters a range of different viewpoints and concepts, resulting in improved decision-making and innovation. Moreover, employee participation enhances job satisfaction and morale by fostering a sense of

appreciation and inclusion, so promoting a favourable organizational culture and mitigating staff turnover.

5.2.5 Relationship between empowerment and the engagement of employee

Fifth hypothesis (H5) suggested that there is a connection between empowerment and the engagement of employee. Referring to the Pearson's correlation test, hypothesis five is significant and therefore, it is accepted. This hypothesis established that in order to promote the engagement of employee, motivation, job satisfaction, performance, creativity, and responsibility, empowerment is crucial. Organizations may create a conducive and supportive work environment that fosters employee success by granting them liberty to assume accountability for their tasks and contribute positively to the company's achievements.

Prior studies have demonstrated that employee empowerment is an exceedingly effective strategy for enhancing morale and productivity by affording employees the chance to engage in substantial decision-making procedures. Employee empowerment refers to the occurrence when organizations give upon their employees heightened levels of autonomy and accountability within the organizational setting. Nwachukwu et al. (2021) asserted that the concept of employee empowerment is well-acquainted by both managers and organizations, recognizing its potential to enhance employees' loyalty, trust, and productivity. Therefore, the primary aim of this research is to examine the relationship between empowerment and the engagement of employee.

As stated in the problem statement, Raquib et al. (2009) conducted a study on the factors that influence empowerment practices in the education, information technology, and telecommunication service sectors in Malaysia. In the study, they found that empowerment, when used as a strategic management tool, serves as a powerful remedy for negative thoughts or traits that contribute to a sense of frustration. Due to this, empowerment is crucial within an organization as it fosters employee autonomy, resulting in greater motivation, productivity, and job satisfaction. It fosters innovation and creativity by empowering employees to proactively take initiative and exercise autonomy in decision-making. Empowerment additionally cultivates a feeling of possession and accountability, enhancing involvement and decreasing employee attrition, while also adding to a favourable and energetic organizational culture.

5.3 SCOPE AND LIMITATIONS OF THE STUDY

The research title, "HPWS and the engagement of employee in the Telecommunication Industry at Petaling Jaya," inherently conveys its focus and purpose. For context, as stated earlier, there are two giant telecommunication companies located in Petaling Jaya, namely CelcomDigiBerhad, Malaysia's largest telecommunication company (Wong, 2022) as well as Telekom Berhad, and this is the reason why these two telecommunication companies are being considered and subsequently chosen to be the population for this research. Moreover, among many others telecommunication companies located at Petaling Jaya, Telekom Berhad has been chosen because the building is very near to CelcomDigi Tower, within less than 5 km radius and less than 10 minutes driving.

The aim of this research is to investigate the correlation between HPWS and the engagement of employee within the telecommunications sector in Petaling Jaya. This study only included executives and higher in the Petaling Jaya telecommunication companies. The idea is to discover and gain a distinct perspective from employees in executive level and above, than from non-executives. Because of their professional background, they are more educated about the scope of this study. This is due to their understanding of how to manage the engagement of employee in a business. Overall, upper-level employees are looking for ways to keep other employees motivated at work.

The conclusion drawn from this research suggests its potential utility, as it could significantly influence both employees and organizations as a whole. It offers an in-depth understanding of the particular variables within HPWS that affect the productivity and satisfaction of employees within the organization, consequently enhancing their job engagement. By uncovering the many components, organizations can leverage this information to implement necessary measures aimed at optimizing their current processes, ultimately leading to improved outcomes for the organization. Furthermore, it is apparent that when an organization meticulously addresses the factors influencing employee satisfaction and consistently fulfills its commitments, there is a high likelihood of contentment among employees. As a result, satisfied employees are more likely to stay with the company for a prolonged duration. Ultimately, they will exhibit higher levels of engagement, participation, and motivation to go above and beyond for the organization. In conclusion, it is imperative for organizations and HR professionals to diligently observe the HR policies and processes that foster the engagement of employee inside a company, and subsequently

enhance these practices within their own organizations.

As for the limitations, there are many telecommunication companies based in Petaling Jaya, be it small or big companies. However, the researcher deemed that only two telecommunication companies willing to cooperate and take part in this study, mainly because the researcher is currently employed in the company, and the researcher knows someone who are employed at the other telecommunication companies. At the same time, both organizations are also among the largest telecommunication companies in Malaysia. The researcher is privileged to have this opportunity, however the result of this study is only limited to these two companies, not more. Other than that, the researcher has found that it was quite challenging to get the respondents to respond and take part in this study. This reasoning is logical, as providing incentives to the respondents for their time and effort in completing the questionnaire could potentially increase their motivation to participate in the study. The researcher aware that offering incentives such as monetary awards, gift cards, or lucky draw can boost engagement, however due to financial constraint, this is not feasible. Furthermore, the respondents might have time constraints as they are occupied with work and due to that, they are unable to fill up the questionnaire within a short time, and will only be able to do it after being reminded by the researcher.

Moreover, this study focuses exclusively on five HR principles as independent factors and one dependent variable contributing to the engagement of employee. To comprehensively understand the factors influencing the engagement of employee within an organization, it is crucial to expand and broaden the scope of variables.

Additionally, the researcher faces challenges in finding prior studies on HPWS and the engagement of employee within telecommunication organizations, largely due to a lack of existing literature on the topic. Due to this rationale, the researcher relies on prior studies that have examined the general aspects of HPWS and a few research papers that highlight this topic.

5.4 IMPLICATIONS OF STUDY

5.4.1 Employees

This research aims to comprehend the influence of HPWS on the engagement of employee. Additionally, it can assist employees in recognizing the impact of their work environment and organizational procedures on their level of job pleasure. Engaged employees are more inclined to have a sense of contentment, develop a fondness for their work, and perceive it as significant, resulting in higher levels of job satisfaction. Other than that, employees may see the need of ongoing learning which may impact the engagement of employee and career advancement. HPWS frequently prioritizes training, skill development, and career advancement opportunities, giving employees the resources and assistance they need to improve their skills, knowledge, and skillsets.

5.4.2 Organization and HR Practitioner

An implication of the study is that the findings can aid HR professionals and the organization in improving the performance of the organization. Gaining a deeper comprehension of the impact of HPWS on the engagement of employee can aid organizations in formulating and executing HR policies that foster a more dedicated

workforce. The engagement of employee enhances the probability of positive outcomes for the company's performance, profitability, and productivity. In addition, this study enables HR practitioners to comprehend the strategic importance of implementing HPWS. Enhancing the engagement of employee and achieving organizational objectives can be achieved by enhancing and adapting training and learning, staffing, participation, rewards and recognition, and empowerment. Moreover, the findings of this research can be adopted by organizations to bring in, retain, and nurture talent. Through HPWS, organizations can create a work atmosphere that is encouraging and encourages participation, rendering them more attractive to prospective employees and more inclined to retain top talent.

5.4.3 Government

The implication of this study to government is that with findings of this research, government initiatives for training and development programmes might include HPWS elements to assist organizations in improving the engagement of employee. The government can help the organization adopt HPWS approaches by offering resources and assistance for organizational growth, leadership development, and skill development. Taking HRDF as an example, rather than getting direct funding from the government, the Human Resources Development Fund (HRDF) is primarily financed by employer contributions and certain industries have statutory obligations for employers to make contributions to the HRDF.

As everyone is aware, organizations operating in particular areas or industries are required to make monthly payroll contributions to the HRDF equal to a specified percentage and the amount of this contribution varies according to the company's size

and industry. The HRDF primarily relies on employer contributions as its main source of funds. However, the government may provide supplementary assistance through allocations or subsidies to enhance training and development initiatives. These allocations may add to funds received from employers, broadening the scope and impact of HRDF programmes. So, while organizations contribute to the HRDF, the government frequently provides additional funding to ensure the success and sustainability of workforce development programmes.

5.5 RECOMMENDATIONS

5.5.1 Organization and HR Practitioner

Based on the findings, participation contributed the most to the engagement of employee. It can be concluded participation could enhance decision making, in which when employees participate in decision-making processes, organizations can benefit from their different perspectives, expertise, and insights, resulting in more informed and successful judgements. In order to improve employee participation, organization and HR practitioner are suggested and encouraged to open up a culture of open communication. It is vital for them to set up ways foremployees to express their opinions, share ideas, and provide feedback on organizational decisions.

In addition, fostering diversity and inclusivity in the workplace is as crucial. Both the organization and HR practitioner must ensure that all employees, irrespective of their background, position, or level in the organization, have access to participation opportunities. This measure has the potential to ensure the inclusion of diverse perspectives and viewpoints in the decision-making procedures. By incorporating

these suggestions, organizations and HR professionals can efficiently utilize the relationship between HPWS and the engagement of employee to establish a favorable and encouraging work atmosphere, propel organizational achievements, and nurture a culture of engagement and excellence within private-sector organization.

5.5.2 Future Research

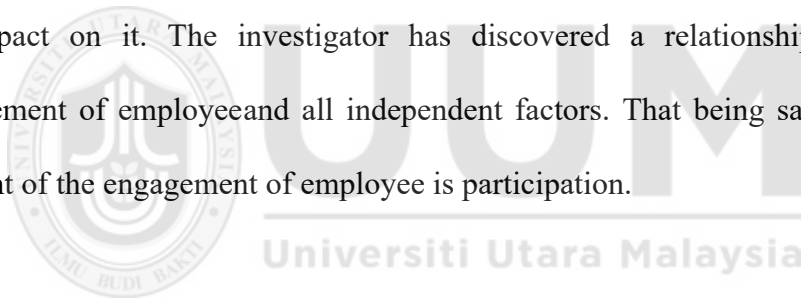
To broaden this topic, as well as getting bigger and more accurate data, future researcher should consider conducting this study with various bigger companies from different industry that is located in Petaling Jaya, such as companies under hospitality, banking, and manufacturing. Industries stated can be found easily in Petaling Jaya, especially under manufacturing. This is because there are a lot of manufacturing companies located in Petaling Jaya, specifically around Sungai Way Free Trade Industrial Zone. It is noted that telecommunication and manufacturing are two different industries and noted that each industry has an own set of contextual characteristics that can influence the relationship between HPWS and the engagement of employee. Market dynamics, regulatory situations, and consumer expectations might differ significantly among industries, influencing the effectiveness of HPWS deployment. However, by analyzing various industries, researchers can uncover both common patterns and industry-specific details that help us fully understand this relationship.

Although different industries may use different methods and strategies to implement HPWS and increase the engagement of employee, researchers can uncover best practices and lessons gained from a variety of industries, which can then be used more broadly to increase organizational success and employee well-being. Overall, future researchers are encouraged to do further studies across industries as it helps to

strengthens and applies research findings, promotes knowledge transfer and innovation, and organizational practice.

5.6 CONCLUSION

The aim of this research is to examine how the engagement of employee in the Petaling Jaya's telecommunications company relates to HPWS. Respondents for this survey were drawn from Telekom Malaysia Berhad and CelcomDigi Berhad, two enormous telecommunications firms. The engagement of employee was the dependent variable, and it was being investigated whether staffing, training and learning, rewards and recognition, participation, and empowerment, as the independent variables, had an impact on it. The investigator has discovered a relationship between the engagement of employee and all independent factors. That being said, the primary element of the engagement of employee is participation.



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APPENDICES

Appendix A: Questionnaires

Section A: Demographic

1. Gender:

☐ Male ☐ Female

2. Age:

☐ < 20 years old ☐ 21-25 years old ☐ 26-30 years old
☐ 30-35 years old ☐ 30-35 years old ☐ > 35 years old

3. Education:

☐ Certificate ☐ Diploma ☐ Bachelor's Degree ☐ Master's Degree

4. Working Experience:

☐ 0-5 years ☐ 6-10 years ☐ 11-15 years ☐ 16-20 years ☐ > 20 years

5. Which telecommunication company are you from?

☐ CelcomDigi Berhad ☐ Telekom Berhad

Section B: Staffing

Directions:

Please rate your level of agreement or disagreement with the following statements using one of five available Likert scales. The answer scales include anchors such "Strongly Disagree" (1), "Disagree" (2), "Neutral" (3), "Agree" (4), and "Strongly Agree" (5). To confirm each statement, please tick the box.

No.	Questions	Scale				
1.	I believe the organization has a well-defined and effective staffing plan.	1	2	3	4	5
2.	The job screening process in my organization is being carried out thoroughly.	1	2	3	4	5
3.	When necessary, a valid and standardised test is applied in the selection process.	1	2	3	4	5
4.	Employees in my organization are chosen for their required expertise, abilities, and attitudes.	1	2	3	4	5
5.	The department/team that I am in has the right number of employees to effectively handle the workload.	1	2	3	4	5
6.	I am confident that the organization will make the right staffing decisions to meet its needs.	1	2	3	4	5

Section C: Training and Learning

Directions:

Please rate your level of agreement or disagreement with the following statements using one of five available Likert scales. The answer scales include anchors such "Strongly Disagree" (1), "Disagree" (2), "Neutral" (3), "Agree" (4), and "Strongly Agree" (5). To confirm each statement, please tick the box.

No.	Questions	Scale				
1.	The organization's training programmes are sufficient for my progress and career development within the organization.	1	2	3	4	5
2.	Because of my training, I can quickly adapt in my workplace to challenging situations.	1	2	3	4	5
3.	Due to training, I am now more engaged in my work and the days pass by more swiftly.	1	2	3	4	5
4.	The training programmes in which I have participated have helped to improve my skills and knowledge.	1	2	3	4	5
5.	I am pleased with the organization's wide range of training and development opportunities.	1	2	3	4	5
6.	The training materials are easy to comprehend and well-organized.	1	2	3	4	5

Section D: Rewards and Recognition

Directions:

Please rate your level of agreement or disagreement with the following statements using one of five available Likert scales. The answer scales include anchors such "Strongly Disagree" (1), "Disagree" (2), "Neutral" (3), "Agree" (4), and "Strongly Agree" (5). To confirm each statement, please tick the box.

No.	Questions	Scale				
1.	Due to my outstanding performance, I got compensated more and obtained a pay rise.	1	2	3	4	5
2.	I am happy with the organization's financial advantages.	1	2	3	4	5
3.	I appreciate that my contribution to the organisation are being acknowledged.	1	2	3	4	5
4.	I believe I have been fairly compensated for what I have contributed to the company.	1	2	3	4	5
5.	I am satisfied with the fairness and transparency of the rewards and recognition process in the organization.	1	2	3	4	5

6.	Receiving rewards and recognition influenced my willingness to go above and beyond in my job.	1	2	3	4	5
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Section E: Participation

Directions:

Please rate your level of agreement or disagreement with the following statements using one of five available Likert scales. The answer scales include anchors such "Strongly Disagree" (1), "Disagree" (2), "Neutral" (3), "Agree" (4), and "Strongly Agree" (5). To confirm each statement, please tick the box.

No.	Questions	Scale				
1.	Through my work, I can contribute positively.	1	2	3	4	5
2.	Instead of keeping my feelings to myself, I can discuss them openly with a colleague at work.	1	2	3	4	5
3.	I believe my opinion was valued at work.	1	2	3	4	5
4.	I have opportunities to contribute my ideas to improve work processes.	1	2	3	4	5
5.	I am included in discussion about the changes that will affect my job.	1	2	3	4	5
6.	I am satisfied in the level of input that I have in shaping the direction of my team or department.	1	2	3	4	5

Section F: Empowerment

Directions:

Please rate your level of agreement or disagreement with the following statements using one of five available Likert scales. The answer scales include anchors such "Strongly Disagree" (1), "Disagree" (2), "Neutral" (3), "Agree" (4), and "Strongly Agree" (5). To confirm each statement, please tick the box.

No.	Questions	Scale				
1.	My company promotes group participation in decision-making.	1	2	3	4	5
2.	My employer encourages me to apply freshly acquired knowledge to resolve issues at work.	1	2	3	4	5
3.	My employer supports my desire to study and teach others through practise and learning.	1	2	3	4	5
4.	I have the liberty to make decisions that will impact my job.	1	2	3	4	5
5.	I believe that empowerment has enhanced the sense of ownership and accountability in my job.	1	2	3	4	5
6.	I am given the authority to make decisions related to my task.	1	2	3	4	5

Section G: Engagement of Employee

Directions:

Please rate your level of agreement or disagreement with the following statements using one of five available Likert scales. The answer scales include anchors such "Strongly Disagree" (1), "Disagree" (2), "Neutral" (3), "Agree" (4), and "Strongly Agree" (5). To confirm each statement, please tick the box.

No.	Questions	Scale				
1.	I am prepared to work much more diligently than is typically required to support the success of this organisation.	1	2	3	4	5
2.	I hardly ever consider seeking for a new position with a different organisation.	1	2	3	4	5
3.	I did not made an awful decision when I chose to work for this company.	1	2	3	4	5
4.	I experience a tremendous sense of cooperation and mutual respect on my team.	1	2	3	4	5
5.	My manager sets clear objectives for me and gives me constructive criticism which keeps me engaged with my work.	1	2	3	4	5
6.	I am able to maintain work-life balance which positively impacts my job engagement.	1	2	3	4	5

Appendix B: Descriptive Analysis

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	89	50.9	50.9	50.9
	Male	86	49.1	49.1	100.0
	Total	175	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	< 20 years old	5	2.9	2.9	2.9
	> 35 years old	47	26.9	26.9	29.7
	21-25 years old	21	12.0	12.0	41.7
	26-30 years old	71	40.6	40.6	82.3
	31-35 years old	31	17.7	17.7	100.0
	Total	175	100.0	100.0	

Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelor's Degree	114	65.1	65.1	65.1
	Certificate	14	8.0	8.0	73.1
	Diploma	25	14.3	14.3	87.4
	Master's Degree	22	12.6	12.6	100.0
	Total	175	100.0	100.0	

Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	> 20 years	33	18.9	18.9	18.9
	0–5 years	81	46.3	46.3	65.1
	11–15 years	10	5.7	5.7	70.9
	16–20 years	8	4.6	4.6	75.4
	6–10 years	43	24.6	24.6	100.0
	Total	175	100.0	100.0	

Company

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	CelcomDigi Berhad	106	60.6	60.6	60.6
	Telekom Malaysia Berhad	69	39.4	39.4	100.0
	Total	175	100.0	100.0	

Appendix C: Pearson's Correlation

Correlations

		Engagement of Employee	Staffing	Training and Learning	Rewards and Recognition	Participation	Empowerment
Engagement of Employee	Pearson Correlation	1	.669**	.869**	.683**	.999**	.648**
	Sig. (2-tailed)		<.001	<.001	<.001	<.001	<.001
	N	175	175	175	175	175	175
Staffing	Pearson Correlation	.669**	1	.730**	.625**	.671**	.487**
	Sig. (2-tailed)	<.001		<.001	<.001	<.001	<.001
	N	175	175	175	175	175	175
Training and Learning	Pearson Correlation	.869**	.730**	1	.617**	.868**	.636**
	Sig. (2-tailed)	<.001	<.001		<.001	<.001	<.001
	N	175	175	175	175	175	175
Rewards and Recognition	Pearson Correlation	.683**	.625**	.617**	1	.690**	.633**
	Sig. (2-tailed)	<.001	<.001	<.001		<.001	<.001
	N	175	175	175	175	175	175
Participation	Pearson Correlation	.999**	.671**	.868**	.690**	1	.650**
	Sig. (2-tailed)	<.001	<.001	<.001	<.001		<.001
	N	175	175	175	175	175	175
Empowerment	Pearson Correlation	.648**	.487**	.636**	.633**	.650**	1
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	<.001	
	N	175	175	175	175	175	175

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

Appendix D: Multiple Regression

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			
						F Change	df1	df2	Sig. F Change
1	.999 ^a	.998	.998	.02130	.998	20355.505	5	169	<.001

a. Predictors: (Constant), Empowerment, Staffing, Rewards and Recognition, Participation, Training and Learning

b. Dependent Variable: Engagement of Employee

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	46.177	5	9.235	20355.505	<.001 ^b
	Residual	.077	169	.000		
	Total	46.253	174			

a. Dependent Variable: Engagement of Employee

b. Predictors: (Constant), Empowerment, Staffing, Rewards and Recognition, Participation, Training and Learning

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta				Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	.028	.014			2.096	.038					
	Staffing	.001	.004	.001		.123	.902	.669	.009	.000	.414	2.416
	Training	.008	.007	.008		1.115	.266	.869	.085	.003	.197	5.080
	Rewards	-.011	.004	-.013		-2.761	.006	.683	-.208	-.009	.417	2.399
	Participation	.995	.007	1.001		144.641	<.001	.999	.996	.453	.205	4.878
	Empowerment	.001	.003	.001		.191	.848	.648	.015	.001	.491	2.036

a. Dependent Variable: Engagement of Employee

Appendix E: Normality Test

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Engagement of Employee	.163	175	<.001	.940	175	<.001

a. Lilliefors Significance Correction

Appendix F: Reliability Test

Staffing		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.873	.883	6

Training and Learning

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.848	.854	6

Rewards and Recognition

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.884	.889	6

Participation

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.858	.869	6

Empowerment

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.892	.894	6

Engagement of Employee

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.855	.866	6