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**SUPERIOR-COLLEAGUES RELATIONSHIP, REWARD, WORK-LIFE  
BALANCE AND JOB ENGAGEMENT AMONG MALAYSIAN PUBLIC  
INSTITUTIONS OF HIGHER LEARNING'S LECTURERS IN KELANTAN**



**By**  
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**Universiti Utara Malaysia**

**Thesis Submitted to  
School of Business Management,  
Universiti Utara Malaysia,  
in Partial Fulfillment of the Requirement for the Master of Sciences (Management)**



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AMONG MALAYSIAN PUBLIC INSTITUTIONS OF HIGHER LEARNING'S LECTURERS IN KELANTAN**

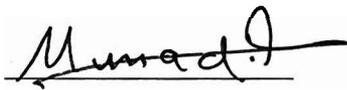
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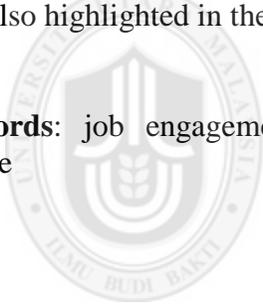
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## ABSTRACT

This study aims to examine the superior-colleague relationship, appreciation to work/reward, work-life balance and job engagement among higher education lecturers in Kelantan. Based on the existing literature review conducted, a conceptual framework was developed. A social exchange theory was used to explain the relationship among the constructs considered in this conceptual model. The study used a survey design which was aided by the use of questionnaires. A sample of 302 lecturers of Malaysian public institutions of higher learning in Kelantan was drawn through a simple random sampling. Lecturers at Universiti Malaya, Universiti Malaysia Kelantan, Polytechnic, Matriculation and Universiti Teknologi Mara have been chosen as the unit of analysis for this study. The data collected is tested for its reliability, and then further analyzed using bootstrapping to test hypotheses. The researcher used Statistical Packaged for the Social Science (SPSS) and Partial Least Square (PLS) to test the data. The findings of this study revealed that the superior-colleague relationship has a significant relationship with job engagement. Similarly, reward was found to be significantly related to job engagement. While, work-life balance was not found to be significant to job engagement. Finally, recapitulation of the study, discussion, limitations and suggestions for future research were also highlighted in the study.

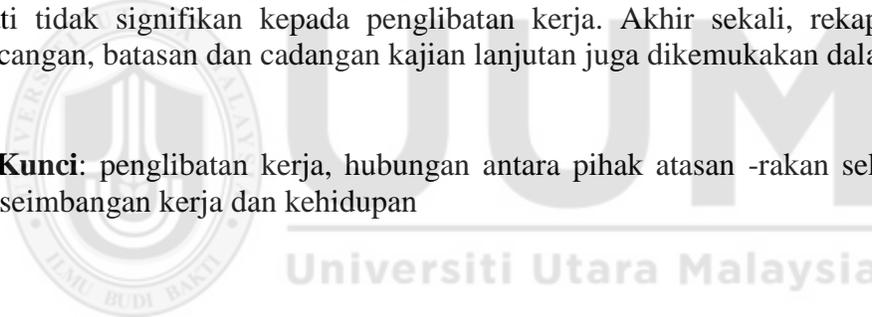
**Keywords:** job engagement, superior-colleague relationship, reward and work-life balance



## ABSTRAK

Tujuan kajian ini adalah untuk mengkaji hubungan pihak atasan- rakan sekerja, penghargaan kepada kerja/ganjaran, keseimbangan kerja dan kehidupan dan penglibatan kerja di kalangan pensyarah institut pengajian tinggi awam di Kelantan. Berdasarkan kajian literatur yang sedia ada dijalankan, kerangka konseptual telah dibina. Teori pertukaran sosial telah digunakan untuk menjelaskan hubungan antara konstruk dalam model konseptual ini. Kajian ini menggunakan reka bentuk kajian yang dibantu dengan menggunakan soal selidik. Sampel kajian terdiri daripada 302 pensyarah institusi pengajian tinggi awam di Kelantan telah diambil melalui persampelan rawak mudah. Pensyarah di Universiti Malaya, Universiti Malaysia Kelantan, Politeknik, Matrikulasi dan Universiti Teknologi Mara telah dipilih sebagai unit analisis bagi kajian ini. Data yang dikumpul diuji untuk kebolehpercayaan, dan kemudian dianalisis menggunakan bootstrap bagi menguji hipotesis. Penyelidik menggunakan Statistical Packaged for the Social Science (SPSS) and Partial Least Square (PLS) untuk menguji data. Dapatan kajian ini menunjukkan bahawa hubungan pihak atasan- rakan sekerja mempunyai hubungan yang signifikan dengan penglibatan kerja. Demikian juga, ganjaran didapati berkait rapat dengan penglibatan kerja. Manakala, keseimbangan kerja dan kehidupan didapati tidak signifikan kepada penglibatan kerja. Akhir sekali, rekapitulasi kajian, perbincangan, batasan dan cadangan kajian lanjutan juga dikemukakan dalam kajian ini.

**Kata Kunci:** penglibatan kerja, hubungan antara pihak atasan -rakan sekerja, ganjaran dan keseimbangan kerja dan kehidupan



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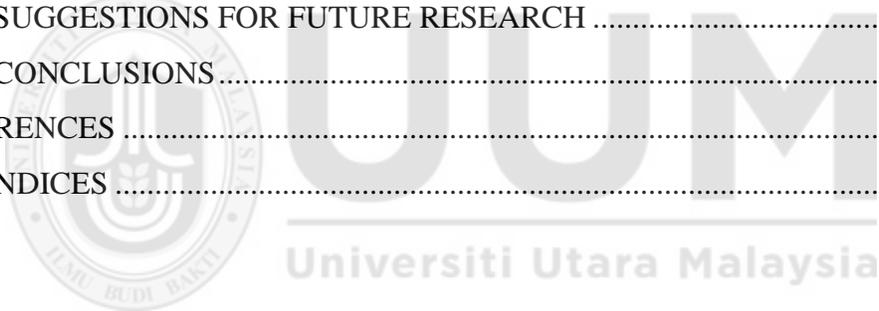
Thank you.

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## LIST OF ABBREVIATIONS

JE	Job Engagement
SCR	Superior-colleague Relationship
R	Reward
WLB	Work-life Balance
UUM	Universiti Utara Malaysia
UMK	Universiti Malaysia Kelantan
UM	Universiti Malaya
UiTM	University Teknologi Mara
RO	Research Objective
RQ	Research Question
SET	Social Exchange Theory
IV	Independent Variable
DV	Dependent Variable
SPSS	Statistical Package for Social Science
PLS	Partial Least Squares
EFA	Exploratory Factor Analysis
CR	Composite Reliability
AVE	Average Variance Extracted
CA	Cronbach Alpha

## LIST OF APPENDICES

- Appendix A Questionnaire
- Appendix B Letter Of Data Collection
- Appendix C Cronbachs Alpha
- Appendix D Latent Variable Correlations
- Appendix E R Square
- Appendix F Cross Loadings
- Appendix G AVE
- Appendix H Composite Reliability
- Appendix I Outer Loadings
- Appendix J Path Coefficients
- Appendix K Inner Model T-Statistic
- Appendix L Total Effects (Mean, STDEV, T-Values)

# **CHAPTER 1**

## **INTRODUCTION**

### **1.1 INTRODUCTION**

This chapter discusses the background of the study, which provides a broad discussion on the scope of the study, research problem as well as the objectives of the study. The researcher focus on job engagement among the lecturers of Malaysian public institutions of higher learning in Kelantan.

### **1.2 BACKGROUND TO THE STUDY**

The purpose of this research is attempting to study job engagement among lecturers in Kelantan. This research aims to examine the factor that influences job engagement who are working under the same faculty of Malaysian public institutions of higher learning in Kelantan.

Generally, work engagement is a higher level of latent constructs consisting of multiple dimensions, including energy, loyalty, and excitement in his or her task (Bakker et al, 2008; Schaufeli et al, 2002,2009a, b). Vigor refers “abundant amount of energy and mental resilience while working, the willingness to invest our time and energy in order to complete the task given, and persistence even in the face of difficulties,” while dedication have features by “being strongly engaged in one’s work and experiencing a sense of significance, enthusiasm, inspiration, pride, and challenge,” whereas absorption refers to the “being fully concentrated and happily engrossed in one’s work, whereby time passes quickly and one has difficulties with detaching oneself from work” (Schaufeli et al, 2006, p. 702).

According to Idris (2009), the academic staff in Malaysia is demotivated towards their job because of the workload. Stress because of workload will lead to lower job engagement. The rapid growth in the Malaysia of the higher education sector creates the negative environment that can bring to the stress and pressure among lecturers. Consequently, this situation may lead to the increase the turnover and absenteeism rates as well as lower the engagement among lecturers.

Besides, job engagement and work burnout are linked to each other. These psychological phenomena may influence worker's emotional well-being and will go to the psychosocial work surrounded by the actors (Bakker & Demerouti, 2007; Maslach et al., 2001; Schaufeli, 2004). It will also clearly demonstrated that with low job engagement, it will lead to the level of job dissatisfaction, or with high work burnout, it will pass to the subordinates or support staffs. As we recognize, "Stress is an expressive situation marked by fatigue, loss of regard, or barrier that affects with work routine. Stress is usually regarded as the effect of prolonged stress."(Olendorf& Boyden, 2008, p. 142). Additional viewpoint believed that, burnout is "A loss of idealism and enthusiasm for work" (Matheny, Gfroerer, Chris: 2000, p. 74-87). If employees experiencing work burnout they will lose their interest in doing the tasks that they are assigned and they will not engage passionately with their jobs. If this situation occurs, they might not have the encouragement and motivation to excel in their workplace.

Based from previous studies, superior-colleague relationship, reward and work-life balance could be factor that influence job engagement among lecturers. The environment in the workplace very important to ensure employee will engage or not in their work, for example, if high relationship among superior-colleague, it will lead to higher job

engagement. Once an employee feels appreciated by their employer and colleagues, they will more enjoy doing their job. Besides, if they have not fixed work schedule, the employee does not feel pressure because can balance their work-life.

Currently, the study done by Aon Hewit (2013), stated that there are 40% of international employees are passively or actively disengaged and the rest are engaged. In other words, only four out of ten employees who are disengaged in their work. Meanwhile, Gallup (2013) revealed that there are 30% employees in America who are engaged in their work and 70% of employee is disengaged. However, from the list of countries which had taken in the survey, Asian countries such as Japan, Singapore, Hong Kong, and Taiwan account for half of the lowest engagement countries. The inference can be realized is the particular Asian countries are experiencing the lost derived from employee's job disengagement.

This is how the importance of participation comes in. Other than contributing to the well being of an employee, engaged employee also bring strong benefits to an organization such as lowering employee turnover, improving organizational commitment, calling down the productivity and employee performance (Lewis, R., fielder, & Tharani, 2011; Rasheed, Khan & Ramzan, 2013; Vance, 2006). In other words, this shows that the effort of engaging employees is vigorous to develop employees as well as the organization.

According to North Carolina's Annual Report on Teachers Leaving the Profession, the turnover rate is getting higher each year for five years which is from the year of 2010. The North Carolina state experiencing the highest turnover rate in 2015 as shown in Figure 1.1 that displays the average of yearly turnover rate of teachers.

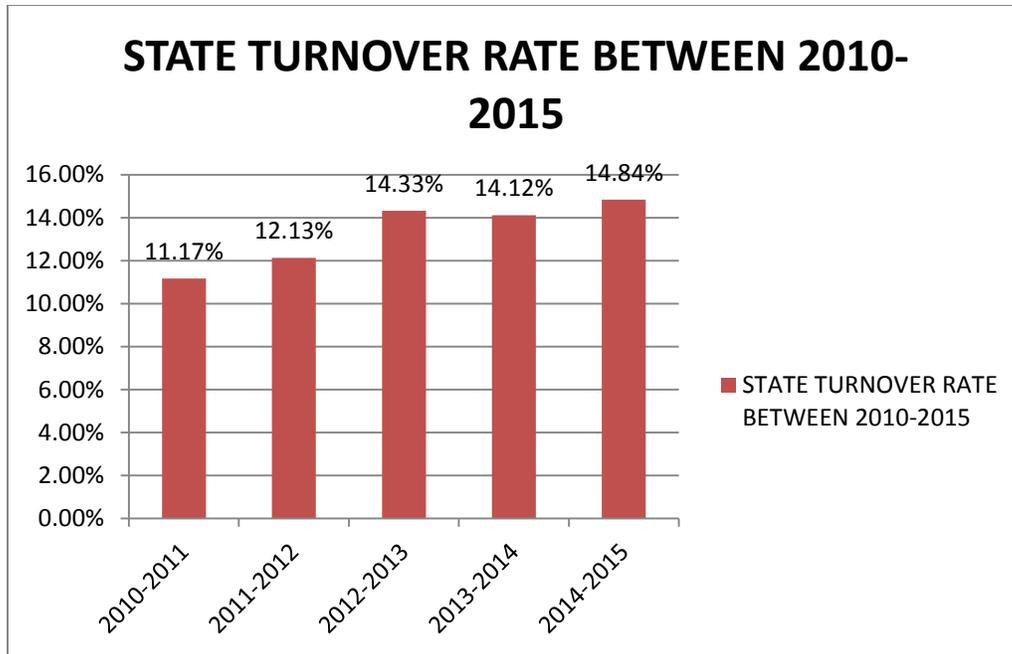


Figure 1.1

*Average Yearly Turnover Rate Of Teacher*

Source: Annual report on teachers leaving the profession of North Carolina 2010-2015

Based from this statistic, the researcher try to highlight the issue of turnover rate that become a global issue and it also happened in Malaysia. Also, the researcher come out with some causes for this issue such as superior-colleague relationship, reward and work-life balance.

### **1.3 PROBLEM STATEMENT**

Malaysian public institutions of higher learning lecturers in Malaysia, particularly in the state of Kelantan are faced with issues related to job engagement. Some of the issues are related to the superior-colleague relationship, reward and work-life balance.

If all the issues not taken care of, job engagement will be decreased and eventually will lead to the burnout and job dissatisfaction. Today, more people choose to engage in low work burnout. It is stated in Olendorf and Boyden, (2008) because employees know that “burnout is an emotional condition noticeable through fatigue, loss of regard, or frustration that interferes with task performance. Burnout is usually seen as the result of prolonged stress” (p. 142). They will avoid to work in an organization with high pressure and stress as they tend to spend more time in their workplace. Even though they can endure any working pressure and stress, these may affect them when they go back home as the tiredness, stress or frustration will influence their attitude. This indirectly will give bad impact to their family and of course to themselves.

However, stress among educators can be overwhelming because of the amount of their workload and their loss of a sense of duty (Fink, 2003). Thus, it is suggested that school officers have to be completely conscious of the aggressive conditions which can cause stress among educators and find ways that can complement the working environment and at the same time avoid conflicts among employees (Bakker & Demerouti, 2007; Maslach et al., 2001; Schaufeli & Bakker, 2003). Job engagement is commonly recognized as a situation for employees’ well-being that are related to a better work satisfaction, contribution and output. Hence, good decision making by the policy makers of the institution to ensure that conducive environments and planning are important for their

employees in ensuring a stress-free work-related condition which will increase their commitments (Schaufeli, 2004).

There has been little published research on the direct nexus between work engagement and organizational identification, although Cartwright and Holmes (2006) called for research attention to the potential impact that meaningful employment can receive research on employment and recognition. The organizational behavior literature supports a possible link between the two. Tyler and Blader (2001) prove that the employee with the introduction of powerful groups tend to have a greater motivation to work with their group, directly and indirectly through the influence of identity on attitudes and values. Reade (2001) also showed that organizational identification can directly predict increased motivation and performing beyond an individual's core tasks. A person who has strong recognition with their organization are more probable to be actively implied in its goals and activities, and in turn be more prompted to exercise harder to reach these goals (Dutton et al., 1994). Besides, it can therefore be expected that individual who has a strong psychological bond with their establishment are likely to internalize their organization's aims and goals and therefore be more engaged in achieving these goals by engaging with their work. The identification of the organization will determine the individual's attitude towards their work, and in particular job satisfaction, by toning up their participation in the work.

Besides, engagement is positively associated with employees' job satisfaction. However, whether the differences in the position (supervisor vs employee line of the eyes) moderate interaction between job engagement and job satisfaction still remain unexplored in the hospitality literature. It is widely accepted that supervisory jobs tend to be more

challenging than line-level jobs because of the multitude of the responsibilities and expectations attached (Crick & Spencer, 2011).

Different researchers have different perspectives and ideas. According to Saks (2006), job engagement is linked with job satisfaction and then connected it to the cognitive, emotional and behavioral dimensions. As mentioned before, work engagement and job satisfaction cannot be apart. It connects with each other and have a strong relationship. Saks (2006) also concluded that people who have enthusiasm in their job are people who have aspirations within their work environment, so they will engage in their effort. This is significant with an earlier study by Rousseau (1995) who stated that individuals bring potentials to their use that organize their mental bond. Fulfillment of hopes and aims of a single possible, thus creates worker of huge happiness and involvement in workplace.

George Halkos Dimitrios Bousinakis (2010) feels that a satisfied worker is a serious necessity for a sound society. He stated that work related stress is an energetic element in job satisfaction as it could change into a persuader then it marks in inspiration and gratification and thus dissolves boredom and flatness. When pressure utilities as a bad issue, it results in violence and in low job satisfaction. Job happiness is a clue to avoidance of pressure no matter how hard the employment” (p. 415 – 431).

An employee who receives a high job engagement will always maintain their productivity by giving full commitment in their workplace and keep increasing their positive sentiment toward the society with their positive attitudes. They will spread only good things about their company to the outsider and promote their company as a good place to work or to make business (Chartered Institute of Personnel and Development, 2006). The

most important issue is employers should take good care of their employees and have good relations with them.

While, low performance is also one of the lowest job engagement. Low engagement will give bad impact to the organization. It is not only stress, because it also makes employees give a low performance in work because they are not excited to do their job. According to Siegrist (1996), employees should get what they deserve. This means that if they deserve to get promoted because of their excellent work so company should give them, no need to have so many excuses. If they do not deserve to get the reward, the company should not give it to them. In simple word, they should generate what they deserve to go. They will only harvest what they plant.

According to Locke (1976), the affiliation among happiness and efficiency is mutual. It is not, thus, satisfaction that leads to productivity, but productivity that leads to satisfaction. Then, satisfaction affect productivity mainly in an indirect way, creating a feeling of dedication towards the organization and its goals. Beyond this affiliation of efficiency-happiness-efficiency, it is possible to have a secondary gain of satisfaction, provided that produces results in the development of other salaries related to work in terms of promotions, specialist, addition and others that donate to the growth of happiness.

With an acknowledgment of the linking of joy with effectiveness and based along the principle that there is an affiliation, Porter and Lawler (1986) formed a dummy in order to consider the material of stimulation. The model is based on the statement that reward generates gratification and that sometimes performance clues to payment of several varieties, which creates gratification in workers. Hence, efficiency is linked to gratify

through the idea of reward and then derives into difference with the neo-classical method, which considered gratification a reason and requirement for dependable performance. There are many factors that contribute to the expectation that the gratified worker is not essentially a creative one.

Job performance and turnover have their own relationship, means that if employees showed low job performance it will contribute to the upset. Based on the previous researched revealed that dissatisfied employees gave a low performance and they did not engage in their work. This attitude can harm the organization itself. According to the Lee and Mitchell's (1994) "relating exemplary of revenue, staffs may respond to "surprises" in the work surroundings that raising them to reflect of resigning their professions" (p.51-89). While Allen and Griffeth (1999) mentioned that when an employee get a bad response during casual routine response or during proper routine appraisal, the shock happened and that thing lead to the intention to quit because of dissatisfaction. When symptoms of low job engagement in the workplace appeared, employees will have purpose to resign because they have no motivation to execute that line of work anymore. They do not have any enthusiasm in their work and for sure it gives bad impact to the organization.

These symptoms of low engagement should be addressed as soon as possible if not they will kill the production of the organization. When their employees have no engagement in their work, it will put them in difficulty. The empowerment of organization actually depends on their employees. Employees are a main part of the success of the organization. Without them the organization will not grow and have their success.

In addition, there are potential problems when working together with people with different characteristics. Kidwell (2003), state that the gap between senior worker and junior worker can occur because of potential lack-of-fit and the built-in biases toward the older employee. This is regarding the fact that either side has their own strengths and weaknesses.

Beside that, according to Britt; McKibben; Greene-Shortridge; Odle-Dusseau; & Herleman (2012), there are still limited studies on the effects of different dimensions of engagement found, but most researchers “still treat engagement as a unitary concept, deprived of distinctive among the dissimilar scopes” (Schaufeli et al., 2002, 2009; Wefald and Downey, 2009, p. 71-92).

Most of the studies regarding to job engagement was conducted in foreign countries (Aon Hewit, 2013). Furthermore, there is no known study of job engagement being carried out in a local university in Malaysia. So, there is a gap in term of location for this study. So, this gap can be fulfilled by carrying out the study on the factor that affecting job engagement in Malaysia. This study may bring in new perspectives in the field of knowledge as there are always some differences portrayed in culture between Asia and Western countries.

Aside from that, the causes of disengagement always being neglected (Macey et al., 2009). Therefore, the researcher proposes to establish the initial step in identifying whether academic staffs in the particular Malaysian public institutions of higher learning experienced disengagement before and finding the reason for disengagement to occur.

#### **1.4 RESEARCH OBJECTIVES**

To accomplish the purpose of study, some research objectives (RO) were constructed.

This objective will be discussed in discussion part. The research objectives are as below:

1. To examine the relationship between superior-colleague and job engagement among Malaysian public institutions of higher learning's lecturers in Kelantan.
2. To investigate the relationship between appreciation for work/reward and job engagement among Malaysian public institutions of higher learning's lecturers in Kelantan.
3. To determine the relationship between a work-life balance and job engagement among Malaysian public institutions of higher learning's lecturers in Kelantan.
4. To determine the variable that most influence job engagement among Malaysian public institutions of higher learning's lecturers in Kelantan.

#### **1.5 RESEARCH QUESTIONS**

The study intends to identify the factors of job engagement among Malaysian public institutions of higher learning's lecturers in Kelantan. As a result, the researcher tries to respond to the subsequent question:

1. Can a superior-colleague relationship influence the job engagement among Malaysian public institutions of higher learning's lecturers in Kelantan?
2. Does the appreciation for work/reward influence the job engagement among Malaysian public institutions of higher learning's lecturers in Kelantan?
3. Does a work-life balance influence the job engagement among Malaysian public institutions of higher learning's lecturers in Kelantan?

4. What is the variable that most influence job engagement among Malaysian public institutions of higher learning's lecturers in Kelantan?

### **1.6 SIGNIFICANCE OF THE STUDY**

The purpose of this research is to observe how beneficial a superior-colleague relationship, appreciation for work/reward and a work-life balance related to job engagement among the academicians in Kelantan. Hopefully, the results of this study will benefit the researcher in terms of knowledge on the level of job engagement among academicians in Kelantan and the skills on how to have a good relationship with others. For example, what are the solutions to provide in overcome the problem. In summary, the researcher will use all information and understanding that has been gained in improving job engagement among academicians in Kelantan. While, for the industry, this research can be applied in order to improve the participation of the employee towards their workplace.

Based on this study, the Ministry of Education can evaluate problems that exist and try to improve the situation in order to satisfy the employees and finally will engage with their work. This survey will assist the organization in recognizing the point of satisfaction among their employees and eventually choose any actions in ensuring that their employees would have high motivations and be more productive. Likewise, for employees, this research will give supporting documents to the ministry in order to improve their current working situation. This study will also help them to be more understanding the importance of employee satisfaction and engagement to benefit their organization.

This study would attempt to deliver a better understanding of the present situation in the educational institution and get a clear picture of the changes that need to be resolved. The recommendations of this study would help the management to boost job engagement among academicians in order to empower the academic work force of the institutions.

## **1.7 SCOPE OF THE STUDY**

The main focus of this study is to study the factors that might contribute to the job engagement among academics. The factors are: superior-colleague relationship, appreciation for work/reward and work-life balance. This study aims to identify if those factors have a direct relationship on job engagement. Nevertheless, this work will be limited to employees in five Malaysian public institutions of higher learning in Kelantan namely, Universiti Teknologi Mara (UiTM), Politechnic, Universiti Malaysia Kelantan (UMK), Universiti Malaya (UM) and the matriculation. This cross-sectional study involved 297 academics in five public higher education. The list of all academic employees was taken from the registration department in each institution and also on their official website. The questionnaires of the survey were administered based on the simple random sampling, which is picked out based on odd numbers.

## **1.8 DEFINITION OF KEY TERMS**

### **1.8.1 Job Engagement**

Job engagement is considered as the physical, emotional and cognitive drive that persons use on a field assignment (Kahn, 1990). Therefore, job engagement can be regarded as a

motivational idea that characterizes the energetic practice of individual resources towards the tasks linked to a work role (Christian et al., 2011).

### **1.8.2 A superior-colleague relationship**

The supervisor - colleague relationship is “best perceived and understood as a line that exists between the two, a kind of psychological channel through which all communications, reactions, and feelings must flow back and forth” (Elwood N. Chapman, 1996, p. 46).

### **1.8.3 Appreciation for work/reward**

Rewards or recognition is offered in exchange for the performance of work. In return the item is awarded to individuals or teams to achieve set objectives (Bratton & Gold, 2007).

### **1.8.4 A work-life balance**

Work-life balance is a concept, including proper prioritizing between "work" (career and ambition) and "lifestyle" (health, pleasure, leisure, family and spiritual development/meditation). This thing must be balanced to get the good work-life balance (Varshney & Jain, 2016).

## **1.9 ORGANIZATION OF THE REPORT**

This is the first chapter in the research paper. In this chapter, it briefly explained about an introduction to the subject, which is offering a general intro to the problem area. Besides that, also examine the background of the problem and problem statement. This subtopic indicated why the problem is the problem and why it should be spoken. Then, outline of

research objectives, research questions, the significance of the study and followed by the definition of key terms and finally it will present the structure of this research.

Chapter two gives the general review of previous articles which relate to this research. It also incorporates the detailed reviews of job engagement and also discusses all the elements that contribute to the job engagement.

Chapter three describes what method used by the researcher for this study, research design, the measurement followed by the procedures of data collection and also data analysis techniques. This section also builds a theoretical framework, which mean what factors influence to the job engagement and the chapter concludes with the evolution of the research hypotheses.

Chapter four discussed the outcomes of the survey. All the result will be transformed into the tables to facilitate interpretations. There are many measurements used to get the result which is construct validity, reliability test and so on.

Chapter five discusses the interpretation of the findings of the study and followed by conclusion based on the research question, limitations and lastly suggestions that must be aligned to the significance of the study.

## **CHAPTER 2**

### **LITERATURE REVIEW**

#### **2.1 INTRODUCTION**

This section reviews the literature concerning the superior-colleague relationship, appreciation for work/reward, work-life balance and the job engagement. Besides, this section also studies the past literature related to the relationship among these variables and highlight the gap of this survey that tried to bridge in the literature. In sum, this chapter also proposes a look into the underpinning theory of the study framework.

#### **2.2 JOB ENGAGEMENT**

The definition of job engagement is the spirit and participation in their jobs. In reality, the great unwashed who are extremely employed in their works classifying individuals with the work and are invigorated by the work itself. This kind of person can work harder and give to their company or organization a better result rather than others and indirectly their company will be more productive. According to Robert and Davenport (2002), engaged employees reported that their work makes the function of both their skills and abilities, as well as stimulating and challenging work and their task or work offer them with a sense of personal achievement. Job involvement and organizational commitment are closely linked to one another, but they have vital differences between them. Organizational commitment is the most often set in terms of identification of individuals with the association of objectives and feelings, passion to apply strength of the governing body, and aspiration to remain as part of the system.

According to Kahn (1990), job engagement can be divided to three characteristics such as physical, emotional and cognitive energy that employees can be identified within their

working environment. Based on a survey done by Christian; Garza & Slaughter (2011), they concluded that job engagement can be viewed as a motivational concept that characterizes the energetic participation of particular possessions to the duties associated with a workplace role. Job and motivation relate each other because in a simple word we can allege that no work can be done right without good motivations. This means that if an employee does not receive any rewards such as monetary or promotions, they will not be motivated in their workplace.

Today's organizations feel the boundless strain to improve their operations and increase attractiveness in the increasingly globalized and constantly changing world of work (Stander & Rothmann, 2010). In order to better permit societies to drive in undefined and unclear environments, great demands are placed on employees to act and take decisions on their particular inventiveness. In this favor, job engagement, that is often described as a positive energized attitude to work, maybe a central concept to explore (Bakker & Demerouti, 2008; Cole, 2012).

There are so many arguments of job engagement and it depends on the researcher's way of thinking. One of them argued about emotional, physical and cognitive energy that individuals employ on their work assignment (Kahn, 1990). According to Christian, Garza, and Slaughter (2011), job engagement also can be said as a motivational concept because when employees are satisfied with their tasks, salary, surroundings and so on, they will be more inspired to accomplish and increase productivity in their organization. Besides, when employee engaged with their job, it gives useful impact to them to

improve or maintain their performance level even though they have difficult position such as overseas posting. All these challenges can be handled well by them because of their positive behavior (Hemmasi & Downes, 2013; Vromans & van Engen, 2013). In other word, in the demanding, equivocal, and boundary crossing actions that are integral in cross-national situations, employees hired in their business could have an advantage.

According to Kahn (1990), there are two dimensions for job engagement; psychological and emotional engagement. For emotional engagement, we can see it as a logical thinking. For instance, when a company or an organization have a good working environment, such as having good relations with their superiors and peers, their employees will be motivated, which in return will give good impact for the company. Having good relations is very important because they can create good situations among the workers so they can give full commitment to their job.

Khan and Byosiere (1992); Schaufeli, Bakker, and Salanova (2006), had similar views that work engagement is positive, pleasant and immersion and also a dedication to their employment surroundings. Commitment is really sorted as a feeling of energy, of pride, motivation and test, while absorption was persistent drowning in one's work to such a degree that one may suffer anxiety, and removing from it (Schaufeli et al., 2006).

However, Ghadi et al (2010) said that engagement can be qualified by the imperatives, engagement and positive cooperation in the working environment, and researcher have found that engage employee help organization to increase the performance. Engagement

is viewed as an essential idea to expand recruitment and retention of staff. (Greco et al., 2006; Yamada, 2008). While Manley (2008) concluded that at the macro level, systems and structures of organizations can inform and influence the employment and workplace culture, but at a micro stage, employees inform and influence the environment.

A 2013 Gallup poll survey finds that on average 70 percent of all the US workforce and 72 per cent of service workforce are not engaged or actively disengaged in their work. Employee disengagement costs US firms an estimated \$450 to \$550 billion each year in lost productivity (Gallup, 2013). Service worker engagement levels dropped from 32 per cent in 2009 to 29 per cent in 2012 (Gallup, 2013), while a significant number (43 per cent) of Frontline employees admitted to mentally disengage from their customer service responsibility on a daily basis (Browning, 2008). These reports of a Frontline service disengagement especially alarming for firms whose business models depend upon high-tone service for repeat business (Winsted, 2000).

Research offers different approaches in managing job engagement while trying to find the right balance between business need and the source of job (Bakker & Demerouti 2007; Demerouti et al, 2001a). With regard to business demand, a single way to increase job engagement is by enhancing frontline service employees, and their ability to manage their emotions during service encounters. In this study, the authors identify emotional labor as an approach and response to job demands. Emotional labor refers to the management of human feeling by faking, enhancing or repressing emotional expression for the sake of reaching an income and or promoting organizational goals (Grandey, 2000; Hochschild,

1983). Job resources on the other hand, are features of the job that aid performance such as, having a mentor and expressive emotional network resource. Second, existing studies on job engagement disregard a firm's customer orientation as the base upon which rest an organization's marketing operation (Appiah-Adu & Singh, 1998). In an effort to provide a more theoretically sound investigation on job engagement, the authors integrate customer orientation and the job demand-resources (JD-R) theory. Specifically, the authors look into the psychological process through which emotional labor and job resources affect management via customer orientation.

Founded on the JD-R model, this work offers a framework explaining job engagement via two sets of business demand and resources: emotional labor strategies and reinforcement-based resources. Accompanying the main principles in models of JD-R, the claims and the sources recognized as a driver of customer orientation. Higher level of customer orientation is needed to improve organizational effectiveness among service employees. Following this logic, the authors contend that increase in customer orientation ought to increase job engagement. With this understanding in mind, authors use the JD-R theory to explain the antecedents of job engagement (Nwamaka A. Anaza, Edward L. Nowlin, & Gavin Jiayun Wu, 2016).

Social identify theory proposes that a strong attachment between employees and their organizations strengthen their motivation to use for business (and on behalf of) their colleagues and their organization (Ashforth & Mael, 1989; Dutton; Dukerich; & Harquail, 1994). Instead, a strong psychological bond with the organization can also

strengthen the readiness to implement more secure and to engage with the work itself. Improving employee engagement can be both mental and physical, reflects the attitudes and behavior of components that concept. In accordance Bakker et al (2008), he draws the difference as “positive, fulfilling affective-motivational state of utilization-related well-being that is categorized by vigor, dedication, and absorption” (p. 187). Likewise with Khan (1990), found that “in an appointment, people employ and express themselves physically, cognitively and emotionally during role performance” (p. 694). Though, work engagement is defined both attitude and behavior (Macey & Schneider, 2008), and still cause some debate as to whether it is best seen as an attitude or a behavior (Newman et al., 2010) for the design of the ongoing research and in the literature, authors view engagement as an affective-motivational state.

Engaged employees “take on a high degree of energy and mental resilience, are willing to invest effort, have persistence, are involved in their work, experience, enthusiasm and pride, and identify strongly with their work” (Schaufeli & Baker, 2003). This three-factor model of work participation and its relationship to issues related to employment such as job satisfaction and absenteeism has received strong empirical support (Schaufeli and Bakker, 2004, Schaufeli et al, 2009a, b). Although Schaufeli and Baker (2003) found an overall score of job engagement can be equally useful in empirical research, in parliamentary procedure to fully understand how organizational identification affect engagement, it is important to understand its relationship with the three specific dimensions of differences.

Studies are also found that supervisor exhibit higher engagement and more committed to current job than most line-level employees (Stalcup & Pearson, 2001). This may be explained by the fact that supervisors tend to consider current job as long-term life history, through which they can achieve self-accomplishment. Consistent with career adaptability theory, individual's supervisor are likely to obtain better congruence between the self and environmental exploration (vs line-level employees), given the opportunities for career growth and career preparation.

Job engagement is going more and more central in research in organizational psychology (Sonnentag, 2011). The construct of job engagement refers to a case of operational work involved linking hard work with enjoyment of the duties Schaufeli and Baker (2001), or as a optimistic state of mind, which is associated with the job and the characteristics of the spirit, commitment and absorption (Schaufeli et al, 2002) Such a flow of research partially overlaps both with a growing interest in all aspects of a positive workplace and organizational life (Nelson & Cooper, 2007) and with companies search for psychologically connected employees and managers (Bakker et al., 2011). Research has shown that the involvement of labor encourages job satisfaction (Alarcon & Edwards, 2011; Saks, 2006) and life satisfaction (Bakker et al, 2005; Demerouti et al, 2005; Hakanen & Schaufeli, 2012; Lehner et al, 2013; Wells, 2009; Wilcock, 2001). Other researchers found that job engagement had a strong, straight impact on job fulfillment and less straight impact on life satisfaction (De Simone et al, 2014).

## **2.3 SUPERIOR-COLLEAGUES RELATIONSHIP**

According to Susskind, Kacmar, and Borchgrevink (2003), to ensure job performance, support from supervisory also important because it is the work-related assistance to employees. From the status of employees who get funding from their bosses, they think that support is a part of the organizational design. According to Wayne, Shore and Liden (1997), to attain organizational support that was provided to the coworker, the leader member should give more backing to their employees because that thing causes a strong effect to motivate their employees. Support of the superior very important because they will make their employees feel them, means that their employees will think they have a good leader, so they will engage in their job. From the employee side, they will be more appreciated if they receive funding from their superior, and also if their superior is a good listener to their problem, they will be more grateful. It will provide a beneficial consequence for their constitution because it can increase the self-esteem of the staffs (DeConinck, 2010). This was supported by Babin and Boles (1996) who argued that the support from the superior can reduce employee stress and their uneasiness to attain the active enactment of the workplace. The employees also stay on to enlist in their work (Sand & Miyazaki, 2000). On the opposite, if the managerial support is insufficient, then employees feel lonely, disappointed and stranded and they drive began inquiring their reputation for the organization.

There are two theoretical perspectives that explain about the interrelation among supervisor and work management, which are affiliation-based viewpoint and the personal magnetism-based period of opinion. The relationship-based perspective has its roots in

the societal discussion theory (Blau, 1964). “This idea suggests that care and thought proven by the bosses for their assistants create a sense of obligation for the assistants to respond in similarly helpful methods. Then, when staffs consider that the chief is anxious about their well-being, has sureness in their capabilities and feeds them with esteem, they may feel thankful to respond by approaching their work with greater vigor, dedication and interest” (Saks, 2006, p. 600-619).

Besides that, the other viewpoint which is role-based, “aim at how insights from the front-runner’s charisma's distress a follower’s liability in a ranked association” (Dirks & Ferrin, 2002, p. 613). According to this opinion, fears about a boss appeal such as skill, dependability and the honesty that accept significance because superior is responsible for many projects that can render a strong effect on employee work engagement. These chores can be performance appraisal, teaching and mentoring and also incentive sharing. If employees notice their supervisor to be learned, truthful and trustworthy, they are probably feeling more convinced that they will discharge these responsibilities efficiently and impartially. These insights might increase staff’s motivation and promise and so may initiate them to be more involved in their work”(Dirks & Ferrin, 2002, p. 613).

According to Pearce and Herbig (2004), affective or good commitment between colleagues refers to the psychological attachment level workers to the team members. Review before shown, that the high level of commitment to our colleagues associated with the perception of a positive cohesion between teammate (Vendenbergh et al, 2004, study 1). Completing this solidarity in the working group members' desire to continue to

improve in work or organization (Griffeth et al, 2000). Becker (1992) set a negative relationship, show that as a commitment to colleagues increases, the desire to quit or leave the organization decrease.

According to Stinglhamber and Vandenberghe (2003), defines the emotional responsibility to the chief as a connection practices indicated by identification with the identity of the manager. Supplementing this, Clugston et al (2000) found a committed approach must consider the employee's desire to have an enduring relationship. Apply this to the definition of Stinglhamber and Vandenberghe's at last prompted to the conclusion that the proceeded with association must exist between full of feeling duty to the administrator and the aim to depend the association. While Boshoff and Mels (2000), found no such connection, a large portion of the observational request has discovered negative and vital connections between responsibility to the chief and expectation to entrust the organization (Becker, 1992; Chang et al., 2006; Chen, 2001; Chieng et al., 2003). Hence, the desire to proceed with an individual from the organization incurs when connection and loyalty to the boss are high.

There are potential problems when working together with people with different characteristics. Kidwell (2003), state that the gap between senior worker and junior worker can occur because of potential lack-of-fit and the built-in biases toward the older employee. This is regarding the fact that either side has their own strengths and weaknesses. In accordance Grund and Westergaard-Nielsen (2008), shows that the different advantages compared between younger and older workers. When the two

generations are in the squad, the majority provides benefits to older employees for their knowledge, enthusiasm to work, and quality consciousness. Younger employees have the advantages of strength and willingness to make wind, also has physical endurance. Ground and Westergaard-Nielsen (2008), further explained that certain staff productiveness may be driven by a colleague. He does not care whether the worker is working together with colleagues in the same historical period or someone with another generation. Some researchers have found a relationship between age and the group's performance. For example, Kilduff et al, (2000) and Pelled et al (1999) found a positive relationship between the diversity of ages and group performance as rated by the team manager. However, Chatman and Flynn (2001), showing the variety of demographics such as age, does not affect performance straight off but through the process of a particular group. To add to this, Maracena and Gonzalo (2010), suggests the strategic human resource management as a production. This construct determines the social interaction between the workers and by the combine effects of demography and human capital diversification on the performance of the group. A more recent study by (Josef and Rene, 2012), reviewing the effect of age and age-related attitudes on the quality of relationships between employees, performing movements in mentally and physically challenging work settings. They found that age-related attitudes (cooperation between generations and sense capability that older workers) are important factors that affect the quality level of cooperation seen in the group. Both attitudes are related to age and the factors that influence perceived employee performance, and job satisfaction.

Organizational demography approach (Pfeffer, 1985) showed that social equality is important for interaction, communication and solidarity. Thus, social differences between co-worker lead to dissatisfaction, less communication and eventually to an alleviated efficiency of the system. This is also supported by Gellert and Kuipers (2008), who state that the similarity-attraction paradigm found team member' similarity in terms of age, which led to positive aspects such as open communication, better understanding, positive feedback, more productivity than heterogenous team and thus, affect performance, positively Conversely, differences in age tend to be negatively related to team functions and the integration of society. However, social comparison theory (Festinger, 1954), describes that the soul holds a natural tendency to compare and assess themselves with others who are similar. Ground and Westergaard-Nielsen (2008), stressed that he will try to play better than the comparison group, which can lead to competition and conflict among people of the same historical period.

Communication can have a direct and indirect effect on the group and hierarchical execution. Besides, collaborations and connections in the work environment are influenced by an assortment of individual contrasts in communication, and it has been set up to require fulfillment and work productivity (Myers and Sadaghiani, 2010). This stressed on the capacity of young workers to make a working relationship working with senior worker and to enhance organizational performance (McGuire et al, 2007). Young employee' desires for standard communication, support, and open, and in addition, they lack of formality about the status, the community system, or fairness, may take the

turnover of senior level was not respected by the young actor who they believe has not until now have in this consideration.

The issue that the researcher wants to highlight here is the inconsistency in previous findings regarding the superior-colleague relationship with job engagement. Aside from that, the inconsistent results in a superior - colleague relationship (SCR) towards job engagement which have been tested by various previous works. Peace and affective relationship with colleagues refers to the degree of an employee psychological attachment to members of the team. Previous research indicates that a high level of commitment to colleagues is related to the perception of good cohesion among team members (Vandenberghe et al., 2004). Complementary to this, cohesion within a workgroup increases the desire of its members to stick around in the organization (Griffeth et al., 2000). Becker (1992) established a negative relationship, suggesting that as a commitment to colleagues increase, means that the desire to leave organization decreases and they more engage in their work. Likewise, based from María F. Muñoz-Doyague Mariano Nieto, (2012), the relationship between superior and colleagues with job engagement variable excluded from the regression model because it's not being significant at the 95% level but significant at the 90% point. Hence, using this, the researcher can reject the null hypothesis.

### **2.3.1 Relationship between the superior-colleagues relationship and job engagement**

According to Susskind, Kacmar, and Borchgrevink (2003), employees will perform better and more efficient, if they get support from their fellow worker has in mind of the superior. Support from others are very important to show that they can cooperate to do job and indirectly proven that they have a good relationship with each other. The help which the colleagues deliver to the workforces is very imperative since they not only help in performing the occupation, but also they stimulate their self-esteem, and promote their morale (Xanthopoulou; Bakker; Demerouti & Schaufeli,2007). The support which they find has the motivational potential and improves staffs' moods of, immersion, enthusiasm, and strength (Bakker & Demerouti, 2007, 2008).

According to María F. Muñoz-Doyague Mariano Nieto, (2012), the findings showed that the great quality exchange between the worker and their team mate, to a lesser extent, their immediate superior, have a significant positive influence on their job engagement.

In a paper by Woodman et al, 1993; Scott and Bruce (1994), the individuals from the study group to which the individual belongs in both the superior and other group members will typically impact their engagement at work.

In conclusion, there has been the number of researchers stated that the relationship with superior and colleagues leads to job engagement in the constitution.

## **2.4 APPRECIATION FOR WORK/REWARD**

Appreciation or reward for employees is an important matter that should be offered by the company to ensure their employees will inspire to their conflict. Workers repeatedly induce their worth in the eye of their boss via the rewards that they predicted. This argument is in line with Lytle (1994), who concluded that a lack of rewards creates an unkind environment that ultimately reduces workers' work struggles and affected drawing from the profession. Previous studies have been confirmed that, service rewards are commanding in inspirational affirmative attitudes and behaviors between workers. For example, research led by Yang (2012) among 172 employees of the client-contact in Taiwan restaurants provides guidance on understanding between the optimistic promises and payments management. Likewise, in a study led by Gonzalez and Garazo (2006) among 149 hotels in Spain, customer-contact employees are encouraged to switch from their proper work characters when they are pleased with service rewards that they possessed. Stranded in the discussion above, one can guess the client-contact employees in the Public Amenities such as hotels, to increase the firmness optimism in the workplace by being very involved in their workplace when they are given the appropriate quantity rewards.

Intrinsic motivation has found the consideration of many research studies outlining by the organization back to the 1970s with the work of Lawler (1973) and Deci (1972). It has been seen by some as a stimulus or energization of goal-oriented behavior, slowing from an individual caused by factors internal motivation and not from outsiders who acting on individuals (Herzberg, 1973; deci & Ryan, 1985). It is the desire to act on something

interesting, challenging, satisfying, turn on or involving (Robbins & Judge, 2013). From an organizational perspective, reflecting the intrinsic motivation of an employee who worry about their jobs, waiting for a more reliable method to create each job is done, and attract and charged so excellent in his work (Thomas, 2000). The features intrinsic job may contain professional opportunity, the uniqueness of the work, skills, interests assignments, job autonomy, and perceived power. This response represents the Maslow's higher order needs (Maslow, 1997) that we will be talking about in more detail later in this report.

In contrast, extrinsic motivation is the emotional state of rewards employee's achievement as measured by the organization, colleagues or superiors (Bhucan & Islam, 1996; Pepe, 2010; Pritchard & Peters, 1974). Extrinsic motivation is to give extra attention to the external rewards such as bonuses and promotions (Van Herpen, Van Praag, & Cools, 2005), or for a reduced salary or dismissal (Frey, 1997). These elements, also known as the cleanliness factor, according to Herzberg (1959), were in the business itself and remained at the level of disgruntled employees from seeing his / her pleasing to him (Lucas, 1985). Extrinsic features may include job security, compensation and benefits, hours of service, promotion, feedback, and caliber with actor-relation (Ryan & Deci, 2000). For example, the initial goal and the most important incentives aimed at increasing the extrinsic motivation of an employee to meet his needs indirectly through various methods such as salaries and bonuses (Anthony & Govindarajan, 2007; Kunz & Pfaff, 2002).

According to Paul White, (2014), most workers around the world today do not feel respected in the workplace. Supervisors know that their team members are “exercising more with less” (p. 17 – 20), feelings of anxiety, and many times, are approaching to the burnout. And today’s fiscal climate, raises and other sorts of financial compensation have been having a bun in the oven to a lower limit. As a result, supervisors and managers are feeling that they are stuck when it adds up to recognizing how to plan for their employees and reward them for their hard work.

Although 51 percent of employers say they recognize employees who perform skilled work, only 17 percent of the same employees in the same organization reported that their superiors recognize them enough (Association for Human Resource Management, 2012). In fact, 65 percent of the labor report received recognition in the workplace in the last 12-month period (Rath & Clifton, 2004). Interestingly, studies have shown that non-financial factors are really important to improve employee morale and motivation (Mercer, 2011).

According to Paul White, (2014), there are several factors of negative response to recognition, which are: (1) The generic approach many programs use- when the everyone grows the same certificate or gift card-cause it feel impersonal; (2) Ninety percent of all recognition program, especially recognizes the service time, which makes little to motivate staff; (3) The practice of giving recognition in front of a group is uncomfortable for many people. The author’s research has found that 30-40 per cent of employees do not want to go up in front of a large group to be called away; (4) Most recognition programs heavily emphasize tangible reward- plaques, certificate, gift card, and small

token. While most people do not mind picking up gifts, only 10 per cent of employees cite has received a reward as their favored method of being evaluated.

Communication appreciation is not the same as paying a complimentary pass or encourage people to say "thank you". Shallow approach does not affect and create hatred and cynical. The goal is not to only "pass away through the motion" but to communicate an authentic appreciation for the value of each team member contributes to the practice (Paul White, 2014, p.17-20).

According to Paul White, (2014), the award has the most positive force to the culture of the workplace when both peers and superiors offer it. Top-down approach does not figure out as well as an "any-direction" model. We have consistently been told by team members that they want to know how to encourage one another, as well as receive appreciation from their executive program. To boot, we argue against enforcing a system-wide, mandated appreciation program. If all of the staff were told that all the people will be prepared to communicate appreciation, that edict automatically undermines the perceived innocence of any award presented The authors advocate that the concepts of authentic appreciation be shared, and supervisors are given the resources to use the concepts to their work group, if they prefer. For example, have each team member received an inventory that identifies their preferred ways of receiving appreciation is an excellent start point.

The issue that the researcher wants to highlight here is the inconsistency in previous findings regarding the appreciation for work/reward with job engagement. While with regard to the finding of issue appreciation for work/reward, it also has an inconsistency conflict between appreciation to work/reward with job engagement. It was mentioned by Duncan Brown; Amanda Callen, and Dilys Robinson (2016) about insignificant and also significant of reward and job engagement. According to Aon Hewitt (2014), UK data suggest that wage and reward are rising up the job engagement and the motivational agenda for the employees. Likewise, some specialists and academics are strongly critical of total reward approaches for promoting the spread of expensive benefits packaged, with no relationship to job engagement or individual performance (Zingheim & Schuster, 2012). As Torre and Sarti, (2013) states that there is a risk allocation of additional benefits resulting in increased labor costs without affecting at all on employee engagement and performance.

#### **2.4.1 Relationship between the reward and job engagement**

According to Brown, Callen and Robinson (2016), the appropriate reward practices and operations, finance and fiscal rather successfully in combination, can help to build and improve work engagement and poorly planned or conducted financial rewards can be prevented. The wider of the definition of total reward that is adopted, including a full range of extrinsic and intrinsic, financial and non-financial rewards, then the more significant the potential impact on job engagement appears to be. In a setting, where employees feel totally rewarded for their contribution, and esteemed and recognized by

manager, then higher level or job engagement and higher stage of performance happens, especially in client service and care setting.

The evidence gathered makes clear that there is reward that will result in employees being automatically engaged and both extrinsically and intrinsically motivated, leading to the performance (Brown & Reilly, 2013). The reward-engagement relationship is complex, situation-specific and generally requires multiple components and drivers, financial and non-financial. This complexity highlights the importance of total rewards approach to engaging a diverse workforce and meet the needs of employees in different forms.

In a nutshell, it is believed that reward/appreciation can be related to the job engagement. Thus, the relationship between reward and job engagement among Malaysian public institutions of higher learning lecturers will be studied.

## **2.5 WORK-LIFE BALANCE (WLB)**

Normally, work and individual life interface conditions have been analyzed from the position of the individual issues faced when attempting to get a harmony amongst work and family life. Past research has demonstrated that there are a few sorts of work-family conflicts and negative interference between the areas of life. For instance, the time pressure that arises because of whether work or family can make issues for the human person. In addition, the pressure in both the field of life negatively affects a person's work and life experience. So, the long hours and work pressure, or vice versa, the conditions of

personal life with family responsibilities charge can lead to conflicts between work and family lives and reduce running or the role of behavior in other domains (Greenhouse & Beutell, 1985; Carlson et al , 2002). Moreover, the nature of international work and as an example, settlements, different cultural contexts and the distance from the country of origin and found to cause a negative effect on the whole life of handing over the international rights (Makeela & Suutari, 2011). Review before in WLB also showed that gender differences and issues of gender roles are a critical determinant, for example, sources of stress for men and women ad relate to employed women's unbalanced contribution to domestic labor through "second shift" and permeable boundaries between work and home (Hochchild, 1997).

"We predicted that work engagement would bring in an affirmative effect on own and partner's life pleasure" (Bakker et al., 2011, p. 4-28). Although the previous survey only examined the dangerous path of workaholism to this particular and companion's relationship satisfaction, some recent research suggests that the abundance and limit progression can also be affirmed. First, many areas are now provided proof positive overflow, as shown at higher altitudes (Byron, 2005, for the meta-analysis). Illustration of the usual research that encourages the practice in the workplace (confrontation with labor resources) could contribute to the work-family facilitation, the next one, giving a positive force in certain well-being. Meanwhile, the push capability is precisely possible to traverse half the better as a negative understanding (Bakker et al, 2009;. & Demerouti Bakker, 2005). For one more time they revealed their hypothesis about "work, commitment has a positive affiliation with one's partner's family satisfaction, through

work-family assistance and own family happiness (successive negotiation)” (p. 661-689). So, clearly define that when they have work-life balance, and then they will get a confident outcome.

The various roles individuals play in modern society, for example, as workers, parents or husband or wife, is to take enrich the lives or have faith in them. In other words, the experience in the role of reducing or increasing the quality of life in some other role (Greenhaus & Beutell, 1985; frone, 2003; Carlson et al, 2006; Bagger et al, 2008; Kinnunen & Mauno, 2008). The balance between these two aspects of life has been marked as "satisfaction and reliable function at work and at home with minimum conflict of roles" (Clark, 2000, p. 751). In the first place, this connection between work and life balance individual was reading a lot from the perspective of work and family roles, but we propose a definition that is more liberal than the dimensions aren't working, one that includes individual, in addition to their traditional family responsibilities, needed (Guest, 2002; Sturges & Guest, 2004). In addition, the field it has provided evidence of how to balance the mix between research and private life may differ between gender, and with the more in-depth research focus on gender specific topics need to be done. Previous literature has shown too that women can submit an abundance of the more positive of the family to work than men (Grywacz & Marks, 2000) and by the study of a particular gender into account not only conflicts, but enrichment seems to be better (Korabik et al, 2008; Lero & Lewis, 2008).

According to Liisa Makela, Vesa Suutari and Helena Mayerhofer, (2011), all those who have a working life should ensure a way to combine work and private spirit. As someone working lives affect their personal passion, the opposite can also die on purpose. In addition, the effects may be whether positive or negative in nature (Eby et al, 2005). Although, previous study has mainly focused on jobs and conditions relating to the house, it is fought here that research should also take account of other non-work domain issues, such as hobbies and other leisure time activities (Guest, 2002; Sturges & Guest, 2004).

### **2.5.1 Relationship between work-life balance and job engagement**

According to Bakker, Shimazu, Demerouti, Shimada and Kawakami (2011), shows that the positive relationship between job engagement with family satisfaction. That means, when the employee has a good work-life balance, so that no undesirable effects on their families because their work-life is balance. Work engagement is required to deliver a positive impact one's own family satisfaction, because work engagement increases the likelihood of work-family simplification. Permitting to Greenhaus and Powell (2006), internal simplification can occur through one of two pathways. The initiative is an instrumental pathway and occurs when resources such as skills and opportunities for self-growth grown from one character straight increase operational in additional part. The second pathway is effective and occurs when experiences in one domain produce a positive outcome, such as positive emotions and levels of energy within that state, which, in turn, increases individual working in added area (Wayne et al., 2007). Research has broadly shown that work engagement has an encouraging influence on presentation, and this is one potential reason why engaged workers are more likely than workaholics to

knowledge optimistic sentiments (Bakker & Oerlemans, 2011). These positive emotions are expected to take home-based, with the chance of impacting family life in an assertive way.

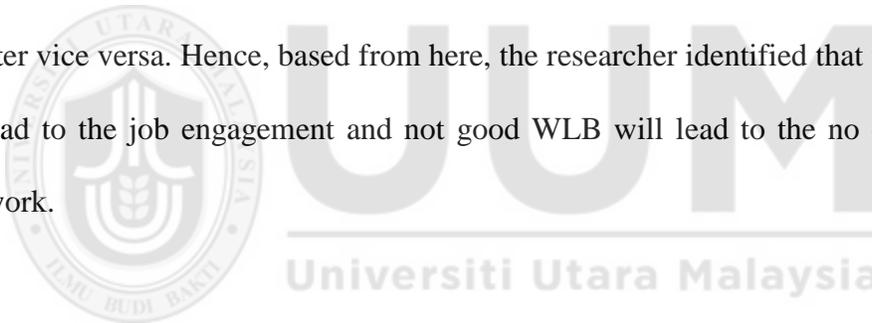
When the conflict between the two roles of different areas of life is a minimum and a satisfied and get together with both at work and at home, where it is known as a good WLB (Clark, 2000, p. 751).

Quality of work-life is a phenomenon caused by employees who get involved in their business, pursue a hierarchy of destinations and are capable to clearly identify the state and stage of their gratification with the study itself and study surroundings (Seema Arif; Maryam Ilyas, 2013).

Based on the above discussion, it is understood that the work-life balance very important to influence employee to get involved or engage in their work. It is about satisfaction about their work-life. As we know, good work-life balance will affect the performance of the organizations.

The issue that the researcher wants to highlight here is the inconsistency in previous findings regarding the work-life balance with job engagement. Some researcher Parkes, L.P. & Langford, P.H. (2008) said in the article of “work life balance or work life alignment? Analyze the importance of work life balance for job engagement and purpose to stay in organization claimed that, 28 organizational climate factor, work life balance

was least related to the job engagement and intention to prevail with an organization. Likewise, based along the previous finding that was mentioned by Liisa Makela, Vesa Suutari Helene and Mayerhofer, (2011), showed that there are four work-life balance (WLB) metaphors that labelled as airport, seesaw, stage and harbor. Two of them bear a negative effect and two of them possess a positive result. The seesaw is the metaphor for the berth when the personal life creates problem from the working lifetime. While airport describes the state of affairs when the working life negatively disturbs the personal life. So, when this situation happens, it will influence the employee to the low job engagement because they are not excited to do their work anymore. Stage and harbor are, on the positive sides of interference, which is related to the direction of work to personal life and the latter vice versa. Hence, based from here, the researcher identified that the good WLB will lead to the job engagement and not good WLB will lead to the no engagement in their work.



## **2.6 UNDERPINNING THEORY**

### **2.6.1 Social Exchange Theory**

Social exchange theory (SET) is among the most compelling worldview idea or comprehension of the conduct in the work environment. Homan (1961, p.13) defined “social exchange theory as the exchange of activity, tangible or intangible, and more or less rewarding or costly, between at least two parties”. Favorable social exchange relationships are necessary for accomplishing organizational and individual destinations and objectives as each individual and/or group is interdependent on the other (Hum & Leonard, 2013).

Based on this theory, it can support all variables in this study, which are: superior-colleague relationship, appreciation for work/reward and also work-life balance. Besides that, findings from previous study proved that social exchange theory can support work-life balance that can lead to the job engagement. According to social exchange theory (Blau, 1964), the feeling of supports decision into a higher positive attitude towards the organization and encourage employee participation and initiative through the bonds of perceived provide additional trials in return for additional benefits (Lambert, 2000). The results of the meta-analysis by Baltes, Briggs, Huff, Wright and Neuman (1999) shows a flexible work schedule to be associated with less absenteeism and greater work engagement. Review before the show that a good working environment that encourages a work-life balance has potential benefits for both the employer and the employee (Auster, 2001; Drew et al., 2003; O'Connell & Russell, 2005). If employees get support at work that allows them to integrate and balance the time and effort in all areas of work, family and themselves, they can get self-satisfaction and contentment in their lives that can have positive effects on themselves and ultimately their employer (Auster, 2001; Drew et al., 2003). Work flexibility are getting more acceptance in many companies as dual-agenda second way to meet the needs of global business and provide greater opportunities to effectively integrate the increasing demand for work and personal life/family (Rapoport, Bailyn, Fletcher, & Pruitt, 2002). Also, Stevens et al. (2006) in research and investigation companions employer attitudes, employee attitudes found that 94% of employers and 95% of employees agree that the people work best when they can balance work and other aspects of their lives. So back to this theory, when employer and and employee can balance their activity of work, so it will lead to the work-life balance.

As the researcher mentioned above, this theory also can support an appreciation for work/reward and job engagement. So, based from the finding of previous study, according to social exchange theory, organizations are forums for transactions (Cropanzano, Howes, Grandey, and Toth, 1997; Randall, Cropanzano, Bormann, and Birjulin, 1999). For instance, employee work for pay. Individual form perceptions as to the fairness of these transactions. In the other hand, everyone who work harder are seeking to reward for their self, reward can be say as money, recognition, promotion and so on. Most of the employees engage in their work when they feel their organization appreciate them as a worker. According to Juma, E. M. (2014), employees are more likely to switch their engagement to resources and benefits provided by their organizations. SET provides the basic theory to explain why employees choose to be more or less involved in the work and their organization. In terms of Kahns (1990) definition of work engagement, employees feel a responsibility to bring them further into the presentation of their role as payment for the resources they receive from their organizations. When organizations fail to provide these resources, such as reward, individuals are more likely to attract and escape from their job.

The last variable which is superior-colleague relationship and job engagement also supported by social exchange theory. In according to T. Alexandra Beauregard and Leslie Henry (2009), “When treated kindly by the organization, employees will feel bound to reply in kind, through positive attitude or behavior towards the source of discourse” (p. 9-22). Means that, once employee feels respected by their employer and colleagues, they will produce more or give better things towards their organization. Previous research has

also shown that subordinates in high-LMX relationships receive higher performance ratings than those in low-LMX relationships (Gerstner & Day,1997; Liden et al.,1997; Scandura & Schriesheim, 1994). One way to explain this situation is to assume that employees who have a positive working relationship with their supervisors and colleagues, engage in extra-role behaviors and take on tasks that require more responsibility. In the other hand, an employee who has a good relationship with their superior and also their colleagues will be more engaged in their job.

## **2.7 SUMMARY**

This chapter presented a literature review related to the superior-colleague relationship, appreciation for work/reward, work-life balance and job engagement. In summation, this chapter reviewed the literature involving the relationship among the variables of the subject and how the gap of the study has been made. Also, underpinning theories discussed by the researcher on this subject and it was highlighted why social exchange theory was suitable to the design of this survey.

## **CHAPTER 3**

### **METHODOLOGY**

#### **3.1 INTRODUCTION**

This section will talk about around the methodology, style and steps utilized research objective requirement. It is critical for the analyst to select and characterize the proper research design in providing the framework for taking the study.

Research methodology meanwhile, is resolved as a discourse and examination inside the physical construction of a research report of the research design, data collection methods, sampling techniques, fieldwork procedures when performing the investigation and data analysis hard work (Zikmund, 2003).



### 3.2 RESEARCH MODEL/FRAMWORK

According to Sekaran (2003), a theoretical framework means a conceptual model that how one can make rational meaning of the relationships between the identified factors. The theoretical framework refers the basis on which the whole research project is based.

The research framework for this study is adapted from some articles; Quality of work life model for teachers of private universities in Pakistan, Individual creativity performance and quality of interpersonal relationships, and also Improving staff morale through authentic appreciation. Thus, a total of four variables has been used which are categorized as independent and dependent variable. Superior-colleague relationship, reward and work-life balance are the independent variables while job engagement is the dependent variable. Besides, social exchange theory provides the foundation for the research framework.

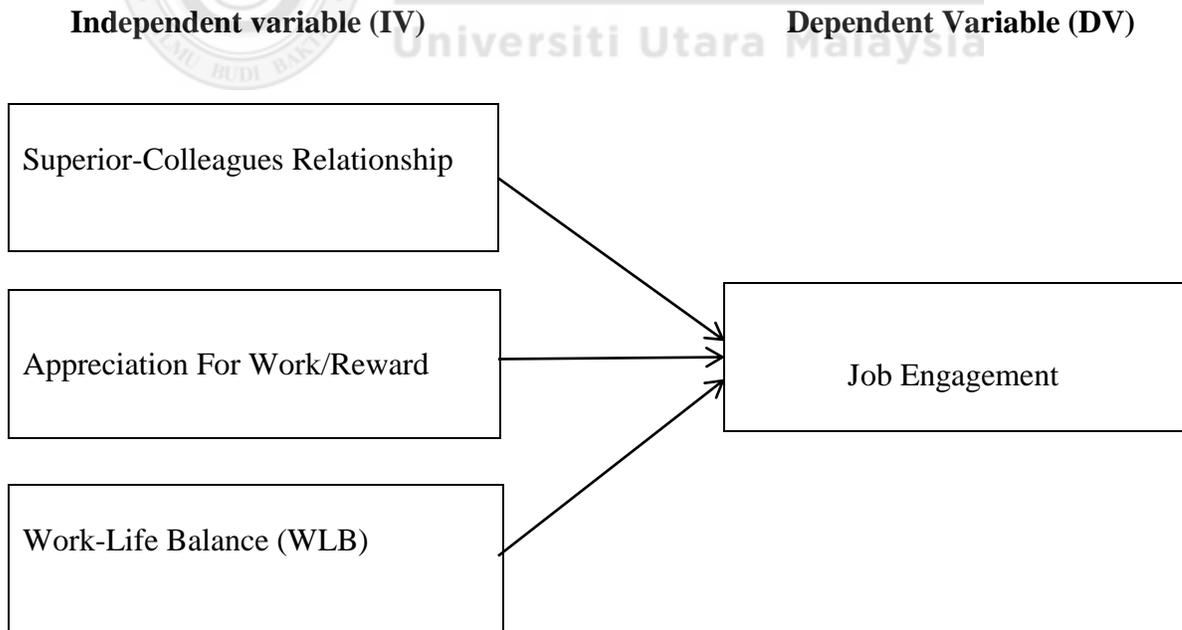


Figure 3.1  
*Research Model*

### **3.3 HYPOTHESES**

To hold up this work, different hypothesis are presented and produced. These hypotheses are considered important to factually demonstrate the different connections in the field. Comprehension of these connections will allow better support for the availability, as vital key data about the interrelated factors can be shown.

#### **Hypothesis 1**

Result from previous studies are summarily seen to be inconsistent and contradictory. While many emphasized a significant part of the superior-colleague relationship (María F. Muñoz-Doyague Mariano Nieto,2012; Shalley et al., 2004; Shin and Zhou, 2007; Pirola-Merlo and Mann, 2004; Chen et al., 2007; Shalley and Perry-Smith, 2008; Hirst et al., 2009a, b; Woodman et al., 1993; Scott and Bruce, 1994; Clugston et al., 2000; Vandenberghe et al., 2004;). However, in that location are few observed an insignificant effect (Vandenberghe et al., 2004; Griffeth et al., 2000; Becker 1992; María F. Muñoz-Doyague Mariano Nieto,2012). The discussion of the literatures shows the result of the inconsistent relationship between superior-colleagues relationship and job engagement. Thus, the study hypothesized as follows:

Ho: There is no significant relationship between the superior-colleagues relationship and job engagement.

Hi: There is a significant relationship between superior- colleagues relationship and job engagement.

## **Hypothesis 2**

From the previous studies, there is the significant role of the appreciation of work/reward with job engagement. It is supported by previous researcher and we can see on past literatures (Pfeffer ,1998; Thompson, 2002; Macneil, 1985; Freese and Schalk, 2008; Folger and Konovsky, 1989; Cox, 2005). However, there is study that provided by the researcher about insignificant effect (Zingheim and Schuster, 2012; Torre and Sarti, 2013). Thus, the researcher hypothesized as follows:

Ho: There is no significant relationship between the appreciation for work/reward and job engagement.

Hi: There is a significant relationship between the appreciation for work/reward and job engagement.

## **Hypothesis 3**

Result from previous studies are summarily seen to be inconsistent and conflicting. It is because of there is relationship and no relationship between WLB and JE. Significant results were supported by (Liisa Mäkelä Vesa Suutari Helene Mayerhofer, 2011; Clark, 2000; Greenhaus and Beutell, 1985; Carlson et al., 2002; Greenhaus and Powell, 2006; Carlson et al., 2006). However, there are also studies by previous researchers that proved insignificant result (Parkes, L.P. & Langford, P.H. 2008; Liisa Mäkelä, Vesa Suutari & Helene Mayerhofer, 2011). The discussion of the literatures shows the result of the inconsistent relationship between WLB and JE.

Ho:There is no significant relationship between the work-life balance and job engagement.

Hi:There is a significant relationship between the work-life balance and job engagement.

### **3.4 RESEARCH DESIGN**

#### **3.4.1 Type Of Study**

In this study, the researcher conduct quantitative approach because the researcher drives the study by expending descriptive research will be led to clear up ambiguous issues and to increase better comprehension about the nature of the issues. In this manner, through pilot study, the researcher can characterize the issue of this study. For the pilot study, the researcher use 30 respondents to test the reliability of the questionnaires.

The data from the survey dispersed to the lecturers in Malaysian public institutions of higher learning 's Kelantan will have the capacity to help the researcher to recognize the variables that required in issuance of job engagement toward their employment.

Descriptive research is intended to distinguish the attributes of variables that are important to the field. Through descriptive research, the researcher can distinguish the attributes of the variables, for example, superior-colleague relationship, appreciation for work/reward and a work-life balance result of the study.

In summary, actually the descriptive research, in contrast to exploratory research is specialized by a clear declaration of the problem, detailed hypotheses and detailed information needs. The study conducted in the division store support project, which convoluted personal interview, this is an example of descriptive research.

### **3.4.2 Source Of Data**

Generally, the researcher can gather data from the two sources which is a primary source(essential) and secondary source(optional). According to Manu Kumar (2013), source of data can classify as two, such as qualitative data and quantitative data. Information is believed to be the lowest unit of data from which other measurements and analysis can be performed. Besides that, data can represent as a numbers, designs, words, ideas, images or facts. Data in themselves cannot be damaged and to catch evidence of that, one must render it into meaningful data.

In this study, researcher employed a quantitative design. According to Ghauri et al., (1995), a quantitative method allows for statistical analysis that will secure the gathered information are true and valid. For example, a questionnaire is using a mean for data collection as it can help in determining the relationship between a superior-colleagues relationship, appreciation for work/wages, work-life balance and job engagement. A cross sectional data collection defined by Uma and Roger (2009), to collecting the data from intended sample group once. This sort of design is uncomplicated, inexpensive and allows for the assembling of data a relatively short stop.

### **3.4.3 Unit Of Analysis**

Since respondent's opinion regarding superior - colleague relationships, reward and work-life balance is important in capturing its influence job engagement, so the individual lecturer has been asked to be the unit of analysis in this field. Individual more suitable to be as a unit of analysis for this sketch because it is easy to test all the variables that designate in the research framework.

### 3.4.4 Population Frame

According to Uma and Roger (2009), population refers to the purpose of the researcher to identify the broad shape of people, things or events and Zikmund (2003) also defined the researcher require that this population usually share common features. The subject population includes all academics from Malaysian public institutions of higher learning in Kelantan which are Universiti Teknologi Mara (UiTM), Matriculation, Universiti Malaysia Kelantan (UMK) and Universiti Malaya (UM) and Polytechnic. Bring up to the statistic that given from the university's official website and registration offices, the total of academics that currently working in these five universities are 1322. Table 3.1 below shows the total number of staff, academics for each university that researchers conduct the research.

Table 3.1  
*Distribution Of Total Population For Five Malaysian public institutions of higher learning In Kelantan*

<b>Higher institution in Kelantan</b>	<b>Total number of academics</b>
University Teknologi Mara(UiTM)	334
Universiti Malaysia Kelantan	388
Matriculation	106
Universiti Malaya	16
Polytechnic	478
Total	1322

Source: Registration office of universities and official websites

### 3.4.5 Sample And Sampling Technique

A sample is a part of a component in the population under study. The finding from a sample summed up to the entire of the population. According to Roscoe (1975), the following rule of thumbs for determining sample size where sample size greater than 30 and fewer than 500 are fitting for the most research. While, based on table of Krejcie &

Morgan (1970), researcher have 1322 total population, so the sample must be around 302. Thus, in this work the researcher decides for the sample size is 350 respondents from five universities in the Kelantan area with the intention to meet high response rate. From the sample size, the researcher will turn out to be more certain about wanting in the findings. For strength, the researcher estimate on how much time and money related esteem are accessible to gather the required information, since the data collection is comprehensively a standout amongst the most costly components in the field. A sample size refers to the actual number of subjects selected to signify the genuine population characteristics (Sekaran, 2003).

According to Malhotra (2010), selecting a sampling technique includes numerous results of a broader nature. The researcher should determine whether to use a Bayesian or old-style sampling method, to sample with or without substitution, and to use non-probability or probability sampling. In the Bayesian method, the essentials are particular successively. Later on each element adds to the sample, the data are collected, sample statistic computed, and sampling costs determined. In this study, all the 350 respondents from these five universities are chosen utilizing a simple random sampling refer to the Krejcie & Morgan table. According to Gay and Diehl (1996), there are six steps in using this sampling. The first one is on the researcher must define population and for this study the population is at 1322. The second measure is a identify sample size, the sample size for this study is a 350 respondents. Thirdly is a obtain list of the population, and for this study the list was obtained from the university's official website and registration office. Fourth, determine the K by dividing the population by the desired sample size. In this study, K is equal to  $(1322/350 = 3.777)$ . The others step is a identify the total respondents

for each of the universities under study (refer table 3.1). The concluding step is the researcher will pick a random number from the list of academic staff for each university as the originating figure. And so, every odd number in the list name is automatically in the sample. Prior to distribution of the questionnaire, probability sampling was found by this rule:

$$\text{Probability sampling of academic staff} = \text{NP/T*NS}$$

Where;

NP: total number of academic staff in each university

T: Total number of academic staff in all universities

NS: The number of samples to be distributed

Table 3.2  
*Distribution of Respondent For Each Malaysian public institution of higher learning*

<b>Higher institutions in Kelantan</b>	<b>Total number of academic staff (N=1322)</b>	<b>Total respondents (S= 350)</b>	<b>% of sampling</b>
University Technology Mara (UiTM)	334	86	25
Universiti Malaysia Kelantan	388	98	29
Matriculation	106	34	8
Universiti Malaya	16	14	1
Polytechnic	478	118	36
<b>Total</b>	<b>1322</b>	<b>350</b>	<b>100</b>

### 3.5 MEASUREMENT

Measurement means assigning numbers or other symbols to, characteristic of object according to certain prespecified rules. Note that what we measure is not the target, but some feature of it. Furthermore, we do not assess the worker, just only their perception, attitude, preference or other relevant features. In the marketing research, numbers are usually allocated to one of two reasons. First, numbers, license arithmetical analysis of the resulting information. Second, numbers facilitate the communication of measurement principles and issues. (Malhotra, 2010)

In this study, the researcher uses the non-comparative scale which is Likert scale as the scaling for the questionnaire. Likert scale is broadly utilized rating scale that required the respondent to show the level of agreement or disagreement with each of a series of statement about the incentive objects. Normally, every scale thing has five reaction classifications, running from "strongly disagree" to "strongly agree" (Malhotra, 2010).

Table 3.3  
*Distribution Of Variables*

<b>Variables</b>	<b>Total number of items</b>	<b>Sources</b>
Job engagement	17	Schaufeli and Baker (2003)
Superior- colleagues relationship	7	Marc Van Veldhoven and Theo Meijman (1994)
Appreciation for work/reward	5	Spector (1994)
Work-life balance	4	Geurts et al., (2005c)

### 3.5.1 Validation Of Instruments

#### 3.5.1.1 Job Engagement

Job engagement develop was measured utilizing the 17-items Likert scale measure of Schaufeli and Baker (2003). This standard focuses on assessing the degree of employment of employees considering the motivation. The items utilized as a part of this study are shown in Table 3.4 as follows.

Table 3.4  
*Items Used To Measure JE*

No	Items
1	At my work, I feel that I am bursting with energy
2	I find the work that I do full of meaning and purpose
3	Time flies when I'm not working
4	At my job, I feel strong and vigorous
5	I am enthusiastic about my job
6	When I am working, I forget everything else around me
7	My job inspires me
8	When I get up in the morning, I feel like going to work
9	I feel happy when I am working intensely
10	I am proud of the work that I do
11	I am immersed in my work
12	I can continue working for very long periods at a time
13	To me, my job is challenging
14	I get carried away when I'm working

Table 3.4 (Continued)

No	Items
15	At my job, I am very resilient, mentally
16	It is difficult to detach myself from my job
17	At my work I always persevere, even when things do not go well

Source: Adopted by Schaufeli and Baker (2003)

### 3.5.1.2 Superior-Colleagues Relationship

Superior-Colleagues Relationship was measured using 7-items Likert scale adopted from Marc Van Veldhoven and Theo Meijman (1994). This standard focuses on social support between them. Table 3.5 reported the items used to measure these dimensions.

Table 3.5  
*Items Used To Measure Superior- Colleagues Relationship*

No	Items
1	Can you count on your superior and colleagues when you come across difficulties in your work?
2	If necessary, can you ask your superior and colleagues for help?
3	Do you get on well with your superior and colleagues?
4	In your work, do you feel appreciated by your superior and colleagues?
5	Are your superior and colleagues friendly towards you?
6	Is there a good atmosphere between you and your superior and Colleagues?
7	Have there been any unpleasant occurrences between you and your superior and colleagues?

Source: Adopted by Marc Van Veldhoven and Theo Meijman (1994)

### 3.5.1.3 Appreciation For Work/Reward

To measure the appreciation for work/reward in the education industry for academic staff in universities, 5-items Likert scale measure was utilized with items taken from Spector (1994). This measure was initially intended to quantify the performance appraisal. However, Table 3.6 below illustrates the items employed by the study to measure the construct.

Table 3.6  
*Item Used To Measure Reward*

No	Item
1	There is really too little chance for promotion on my job.
2	I am not satisfied with the benefits I receive.
3	I do not feel that the work I do is appreciated.
4	I feel unappreciated by the organization when I think about what they pay me
5	I don't feel my efforts are rewarded the way they should be.

Source: Adopted by Spector (1994)

### 3.5.1.4 Work-Life Balance

Work-life balance constructs was measured utilizing 4-items Likert scale adopted by Geurts et al., (2005c). This measure concentrates on measuring the involvement of work and family. The items used in this study are illustrated in Table 3.7 as below.

Table 3.7  
*Items Used To Measure WLB*

No	Items
1	Do you feel you are not able to balance your work life?
2	You are better able to keep appointments at home because your job requires this as well
3	You are irritable at home because your work is demanding
4	You have difficulty concentrating on your work because you are preoccupied with domestic matters

Source: Adopted by Geurts et al., (2005c)

### 3.5.2 Pilot Test

According to Hulley (2007), pilot test is a low scale of initial research process study conducted to evaluate the practicality, cost, time, adverse, events and the size of the statistical variance. The objective of conduct pilot test is a because to predict the suitable sample size and to improve the design of the current field. Besides that, pilot test is important to regulate the validity and the reliability of the questionnaire as to ensure the quality of the theatre of operations. The researcher can get down and amend the questions after the pilot survey, it was proved by (Lucky, 2011; Meintire&Miller, 2007) and researcher can delete an unsuitable item from the instrument for collecting data (Sekaran, 2003) if the questionnaires fail to fulfill the goals of the research.

Reliability is the consistency of the result of measuring instruments (Zikmund, 2003). The instrument has a minimal error variance due to result from high reliability. Assessing the reliability Cronbach Alpha value was computed and value less than 0.6 means still poor while more than 0.7 is accepted (Sekaran, 2003; Salkind, 2009; Sekaran & Roger, 2010). Likewise, according to Hair, Black, Babin & Anderson (2010), cronbach alpha

value of 0.6 and above can be accepted as significant in exploratory study and for measuring attitudes 0.5 of cronbach alpha values can be seen as a significant (Tuckman, 1999).

In this study, the researcher conduct pilot test for only 30 respondents from the population. This is based on fixed rules of thumb for pilot trials (Browne, 1995).

### **3.5.3 Reverse- Score Item**

As indicated by Cortina (1993), noticed that such broad rules should be connected with safety measure in light of the fact that the estimation of alpha relies on upon the quantity of focuses on the measuring machine. Alpha is excessively influenced by reverse scored items. In the researcher's questionnaire, there is a subdivision which was expressed in the inverse path around to every single other point. For instance, for the question "do you have conflicts with your superior and colleagues?", but the score of 1 is "always" and the score of 4 is a "never". Usually, people hardly look at the lowest grade is not in effect and vice versa. These reverse phrase item are noteworthy for lessening reaction inclination. Participation will really need to read carefully the items in case they use negative question. In reliability analysis these reversed score items make a difference: in the extreme they can lead to a negative Cronbach alpha.

To turn around the scoring, locate the most extreme estimation of reaction scale (in this scale 4) and add one to it (so it will get 5 for this situation). At that point for each individual, take this esteem and subtract from it to the score they really got. Along these lines, somebody who scored 5 initially now scores  $5-4= 1$ , and somebody who scored 1 initially now gets  $5-1= 4$ . Evidently it would require a long time to do this for each

individual, but if use SPSS, it's easier because that software will run it behalf of the researcher by using transform compute (Andy Field, 2005).

### **3.6 DATA COLLECTION AND ADMINISTRATION**

The operation of gathering up data is the central operation of every research to afford guiding principles for the collection, processing, analysis, as well as coverage of intended information. Researcher follow this procedure to ensure this work going smoothly. Starting to collect, then process and after that analysis the data. According to Uma & Roger (2009), primary and secondary data collection both basically categorized in collection technique. For this study, the researcher will practice primary data because the data gather straight from the field.

The actual data begin when researcher finish does the pilot test. The researcher uses only one approach for the distribution of questionnaires. It is a through google form. The researcher know if using the google form will receive a low response rate, that is why the researcher increase the total of sample size from 302 to 350. The researcher will give out questionnaires to five universities in Kelantan and the total is a 350 questionnaires. The period of time to extend the data collection around two months.

### **3.7 DATA ANALYSIS TECHNIQUES**

To finish this research, questionnaires distributed to the participants. It is because to collect the data about the job engagement among academic staffs at five universities in Kelantan. In view of a questionnaire that was reacted by the respondents to this issue, the researcher will enter in the information with utilized SPSS and also the Partial Least Squares (PLS). The version that the researcher used to code the information is utilized Version 20 for SPSS and version 2 for Smart PLS. Information preparing and examination stage is set at the point where researcher play out a few interrelated methodology to alter the information, keen on an arrangement that will respond managements' inquiries (Zikmund, 2003; p. 718). This software is extremely useful for the researcher to make an analytic thinking about this issue. The Statistical Package for Social Science (SPSS) and Smart PLS are programming attentive data, information investigations of the subject to be more detailed. The researcher just simply enter the information and this software will demonstrate the firmness and the researcher can conclude this issue with this firmness.

Firstly, data were collected and accuracy of data was controlled. Due to this action, Statistical Package for Social Science Program (SPSS) version 20 was used by researcher to analyze data from the questionnaire in stage one. Then, SMARTPLS 2.0 was used to analyze the next stage of study, which was studied and valued the important data in the questionnaires. SMARTPLS program is one of the production method demonstrating inert variables. At the starting time of analyzing the process, the researcher adopted SPSS version 20 to detect missing data and also examined the frequencies of demographic data in the questionnaire that distributed to the answerers.

The next stage, the researcher adopted SMARTPLS 2.0 to analyze important variables in the questionnaire. SMARTPLS is software that was developed which purposed to employ for PLS Path Modelling (PLS-PM). This software able to detect “relationship between independent and dependent latent variables as linear composites, much like multiple regression, multivariate techniques” (Henseler, Ringle & Sinkovics, 2009).

There are two types of measurement can be used in PLS path modelling which are Formative Measurement Models and Reflective Measurement Models. Based on Formative Measurement Models, there were two main criteria can be evaluated. The first criteria include the significance of weights, meaning that estimates for the theoretical framework model should be at significance level. The achievement of this significance level, the Bootstrapping procedure can be applied. The second criterion was multicollinearity whereby the researcher needs to test manifest variables in a formative block. In contrast, the Reflective Measurement Model can be used in order to identify structural relationships among variables by statistically relating between the latent constructs and the observed variables or indicators of the latent construct (Coltmam, et al., 2008). This model assumes casualty between construct and the indexes. It involves a modification in the construct causes a change in indicators. When the indicators are highly correlated and interchangeable, reflective model are used and their reliability and validity should be thoroughly examined (Haenlein & Kaplan, 2004; Hair et al., 2003; Petter et al., 2007). Reflective Measurement Models can evaluate according to the following criteria includes factor loading and composite reliability in order to report reliability. According to Henseler (2012), purposed that factor loadings should be higher than 0.7 in order to achieve acceptable level and the composite

reliability, every bit a number of internal consistency should be higher than 0.7 but 0.6 still acceptable (Chin, 1998). Then, convergent validity test and discriminate validity will be evaluated in order to report validity, measurement of the structural model by following criteria include Average Variance Extracted (AVE) of the latent variable should be bigger than the square of the correlation among latent variables (Henseler, 2012) which should be higher than 0.5. Hence, both of these models were employed by the researcher in order meet the purpose of this study. For this study, the researcher had analyzed and interpreted two stages sequentially by using a PLS. The first single was the assessment and cultivation of the adequacy of the measurement model. The second one was the assessment and evaluation of the structural model. The purpose of these assessments was to ensure the reliability and validity of the measures prior to the attempt in making and drawing the conclusion of the structural model.

### **3.8 SUMMARY**

This chapter talked about the research methodology used in this study. Specifically, it talked about the research framework and the research design of the survey. In this chapter also researcher developed hypotheses of the survey based on the literature and the identified theoretical gap. Besides that, the researcher also identifies the population and the sampling procedures used as well as the measurement of the variable undertaken in this field. Also, summarized the analysis technique that employed for data analysis. The following chapter summarized the findings of data analysis processes.

## **CHAPTER 4**

### **FINDINGS**

#### **4.1 INTRODUCTION**

Chapter four is about the results of the study, it includes a report on response rate and the demographic characteristics of the respondents. Besides, this chapter presents the goodness of the measure used through the reliability and validity analysis. Data screening process and a result of correlation analysis also reported. This chapter concludes with a discussion on hypotheses testing that answering the research objectives.

#### **4.2 CONTENT VALIDITY**

Before further tests was performed, the construct was exposed to validity through factor analysis. Basically, the aim of validity test was to measure constructs and get the higher loading in separate construct than loadings on its own different construct.

Validity is very important to measure all the items in the questionnaires. Accuracy of the measurement is associated with validity (Hair et al., 1998). Usually, the researcher had used the measurement of validity purposed to measure the construct it is thought to measure (Hair et al., 2003)

Table 4.1 is a factor loading significant that providing the results of correlation of each indicator with the construct factor. Correlation between a latent variable and its indicators is called the loading (Sanchez, 2013). Assessment needed in higher order construct tested by each indicator's outer weight and outer loading. Normally, if the weight of indicator

is significant, there is empirical support to keep the indicator, meanwhile if the indicator's weight is not significant, but outer loading is significant which indicate value must be higher than 0.70 the indicator must be taken. However, if there are indicator's weight and outer loading is not significant, means that the items should be dropped from the model (Chin, 1998).

Essentially, if all factor loading is higher than 0.70 for every item it can be articulated as a good loading. Besides, all means in items have high loading once it fits in with construct. Based on the revised questionnaire, there are 29 items or indicator possible influence factors used to identify selected factors that are influencing participant intention toward job engagement among Malaysian public institutions of higher learning lecturers in Kelantan. Exploratory factor analysis (EFA) was applied in parliamentary procedure to explore the construct dimensions. Firstly, the researcher used EFA because researcher wants to identify if the purpose factor structures were indeed consistent with the real information. After researcher had analyzed the consistency of the purpose factor structures, there were three items required to be removed from Job engagement (JE) construct and one item from a Superior-Colleagues Relationship (SCR) construct. The reason why researcher deleted those items because of the items did not carry much weight to support construct which the values less than 0.70. The rest of the items which are twenty-nine factors loaded were remained in their dimension because higher than 0.70. Then, loadings in the outcome were very significant in order to substantiate the content (Chow & Chan, 2008). The researcher used a theoretical framework by getting the structural model for the latent variables and allocating the indicators to the latent

variables using drag and drop of indicators and the results showed at the Figure 4.1 and Table 4.1. This drawing model called path diagram which functions as a graphic representation of the relationship among dependent and independent variables presents in the theoretical framework.

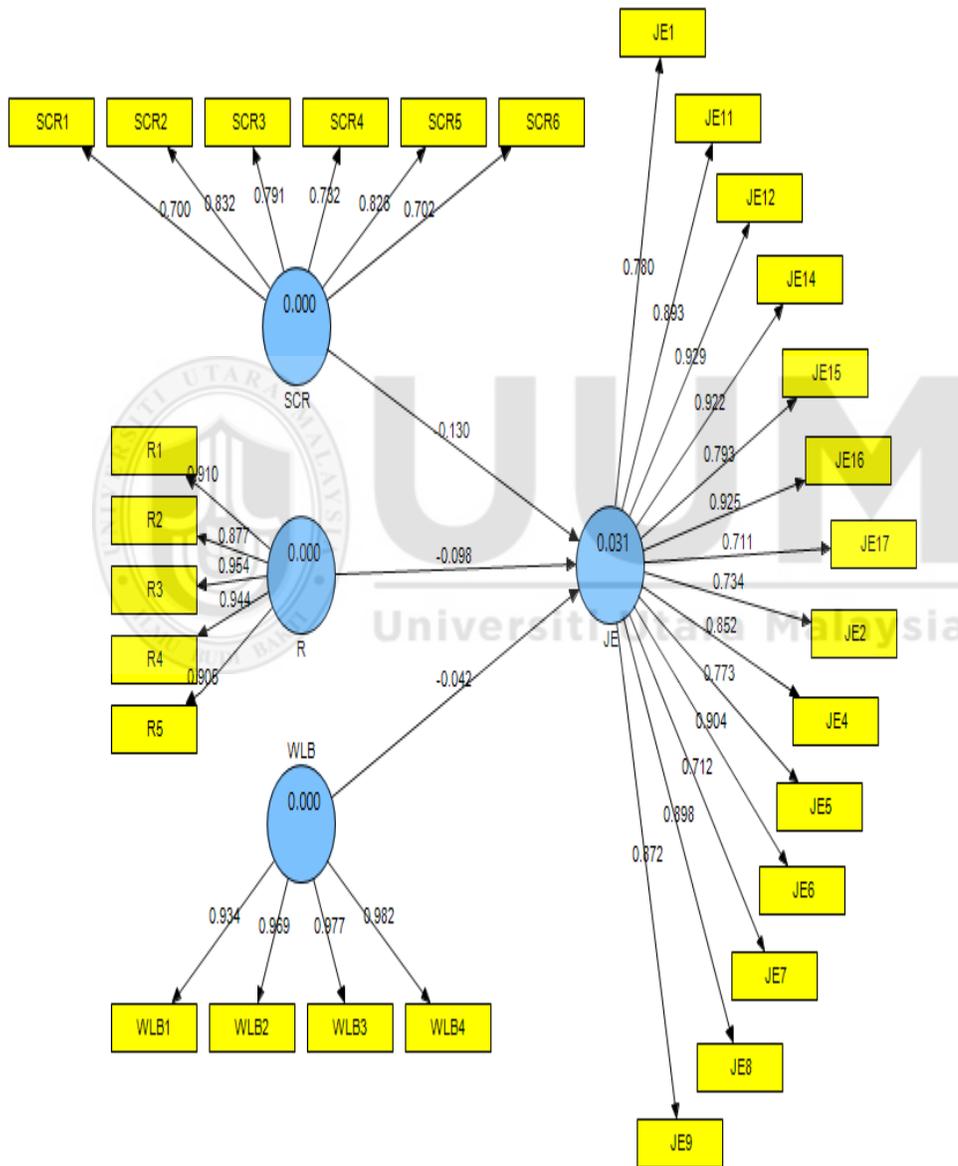


Figure 4.1  
Path model results

Table 4.1  
*Factor analysis and cross loadings*

Constructs	Items	JE	R	SCR	WLB
Job Engagement	JE1	<b>0.780</b>	-0.091	-0.000	-0.032
	JE11	<b>0.893</b>	-0.110	-0.124	-0.077
	JE12	<b>0.930</b>	-0.094	-0.181	0.002
	JE14	<b>0.922</b>	-0.100	-0.156	-0.013
	JE15	<b>0.793</b>	-0.020	-0.136	-0.032
	JE16	<b>0.925</b>	-0.100	-0.183	-0.020
	JE17	<b>0.711</b>	-0.166	-0.176	0.064
	JE2	<b>0.734</b>	-0.061	0.021	0.011
	JE4	<b>0.852</b>	-0.080	-0.074	0.005
	JE5	<b>0.773</b>	-0.137	-0.002	-0.010
	JE6	<b>0.904</b>	-0.135	-0.119	-0.033
	JE7	<b>0.712</b>	-0.158	-0.077	-0.050
	JE8	<b>0.900</b>	-0.084	-0.078	-0.041
	JE9	<b>0.872</b>	-0.086	-0.061	-0.053
Appreciation for work/Reward	R1	-0.139	<b>0.910</b>	0.194	-0.103
	R2	-0.070	<b>0.877</b>	0.141	-0.028
	R3	-0.130	<b>0.954</b>	0.177	-0.034
	R4	-0.110	<b>0.944</b>	0.173	0.005
	R5	-0.054	<b>0.905</b>	0.152	-0.011
Superior- Colleagues Relationship	SCR1	-0.064	0.128	<b>0.700</b>	-0.116
	SCR2	-0.160	0.120	<b>0.832</b>	-0.132
	SCR3	-0.093	0.124	<b>0.791</b>	-0.121
	SCR4	-0.100	0.184	<b>0.732</b>	-0.120
	SCR5	-0.110	0.179	<b>0.826</b>	-0.039
	SCR6	-0.110	0.145	<b>0.702</b>	-0.041
Work-Life Balance	WLB1	-0.020	-0.033	-0.125	<b>0.934</b>
	WLB2	-0.024	-0.051	-0.110	<b>0.969</b>
	WLB3	-0.005	-0.057	-0.123	<b>0.977</b>
	WLB4	-0.021	-0.040	-0.122	<b>0.982</b>

Job engagement (JE), Reward (R), Superior-Colleagues Relationship (SCR), Work-life balance (WLB)

### **4.3 THE CONVERGENT VALIDITY OF THE MEASURE**

Agreement between the measure of the similar constructs, but using different method was referred to as convergent validity (Campbell & Fisk, 1959). Convergent validity also known as set of variable which can evaluate specific elements (Hair et al., 2010). In the aim of discovering convergent validity, there are three standards that ask to be assessed which are loadings, composite reliability (CR) and the average variance extracted (AVE) which purposed by Hair et al (2010).

Then, points were loaded to execute analysis and the results indicated that the factor loadings shown support to convergent validity for three constructs because all loadings involved have achieved loading higher than 0.50 which can still be considered significant and the most loadings exceeded 0.60. The factor loading involved was ranged between 0.7000-0.9817. Furthermore, items with loadings more than 0.70 considered to meet the level of satisfactory stage as recommended in the multivariate state from prior studies (Hair et al., 2010). Referable to the outcomes in Table 4.2, it was presented a substantial point of the high number of factor loading which give cause to reason out that the measure have a convergent validity.

Table 4.2  
*The convergent validity analysis*

Constructs	Items	Loadings	Composite Reliability (CR)	Average Variance Extracted (AVE)	Cronbach's alpha
Job Engagement	JE1	0.779	0.970	0.704	0.968
	JE11	0.893			
	JE12	0.928			
	JE14	0.922			
	JE15	0.793			
	JE16	0.925			
	JE17	0.710			
	JE2	0.733			
	JE4	0.852			
	JE5	0.773			
	JE6	0.903			
	JE7	0.711			
Appreciation for work/Reward	JE8	0.897	0.964	0.843	0.955
	JE9	0.872			
	R1	0.910			
	R2	0.877			
	R3	0.953			
	R4	0.944			
Superior-Colleagues Relationship	R5	0.905	0.894	0.586	0.862
	SCR1	0.699			
	SCR2	0.832			
	SCR3	0.791			
	SCR4	0.732			
	SCR5	0.826			
	SCR6	0.702			
Work-Life Balance	WLB1	0.934	0.982	0.932	0.976
	WLB2	0.968			
	WLB3	0.976			
	WLB4	0.982			

a:  $CR = \frac{\sum (\text{factor loading})^2}{\sum (\text{factor loading})^2 + \sum (\text{variance of error})}$

b:  $AVE = \frac{\sum (\text{factor loading})^2}{\sum (\text{factor loading})^2 + \sum (\text{variance of error})}$

Values that showed in the Table 4.2 above was the value of loading, cronbach's alpha (CA), composite reliability (CR) and the average variance extracted (AVE). To display the tendencies of correlations, internal consistency of the final item was valued by the researcher using Cronbach's alpha. The Cronbach's alpha refers to a coefficient which indicates to examine how well a block of indicators measures their corresponding latent construct. Hence, the cronbach's alpha used by researchers to estimate the reliability of the items that used in the questionnaires (Gregory, 2000). High correlation happened when a block manifest variable is unidimensional and this lead to the prospect of high average inter-variable correlation (Sanchez, 2013). An acceptable cronbach's alpha should be 0.7 and above (Nunnaly, 1978). It has been proven that if there was an increment of the correlations between items in a scale, same goes with Cronbach's alpha, it can be concluded that there was an increase in the internal consistency of a scale. Table 4.2 above showed the information on the Cronbach's alpha for each of the scales on a variable. It proved that the alpha value of Job engagement, Superior-Colleagues Relationship, Reward and Work-life balance of the scales was above 0.7. Means that all the variables in this subject area are satisfactory. Reliability can be defined as a valuation on the level of consistency between multiple measurements of a variable (Hair et al., 2010). Composite reliability can be delineated as a standard of the overall reliability of a collection of heterogeneous but similar items. Based on the value in the composite reliability column in the Table 4.2, it showed values rated between 0.894 to 0.982. These values have carried through the prescribed estimation of 0.7 and above (Fornell & Larcker, 1981; Hair et al., 2010) which indicated good results in supporting the convergent validity. The average variance

extracted (AVE) also were analyzed by the researcher in society to support convergent validity. The average variance extracted (AVE) can be referred as the average VE values of two constructs (Fornell & Larcker, 1981). Evaluation of variance extracted (VE) purposed also to support discriminant validity of constructing. It stands for an average variance extracted (AVE) among items have been broken in order to notice errors. The decent level measurement of the AVE's qualities is that the rate must not less than 0.5. If the rate value is greater than 0.5, it can be stated that the factors meet enough satisfactory in measurement construct (Barclay et al., 1995). Referable to the values in the table above, AVE was rated between 0.586 to 0.932 which was greater than 0.5 and thus indicated that construct validity was at a nice point of measurement (Barclay et al., 1995).

#### **4.4 THE DISCRIMINANT VALIDITY**

Refer to the result of the convergent validity, the construct validity is supported the theoretical framework model. Then, discriminant validity is used to evaluate the construct validation process. Discriminate validity refers to the observation of the extent to which the measure is unique and not just a reflection of other variables (Peter & Churchill, 1986). In other words, each dimension of the construct must be singular and different from others, even though each reflects a part of the construct. Next, the hypotheses were tested in order to measure the discriminating validity of items and should not be related to each construct. Due to this matter, Compeau et al., (1999) had clarified that measurement are set up for discriminate validity in order to establish the item to correlate.

Discriminant validity test can be assessed by using appropriate average variance extracted (AVE). The regulation of thumb about discriminate validity is the square root of the AVE for each construct should be greater than correlation of the particular construct with any of the other construct. And thus, the researcher examined the cross loading of each detail in the constructs and the square root of AVE calculated for each construct in order to evaluate discriminant validity. Assessment of discriminant validity should show that the majority of the points are higher loading on their corresponding construct than the cross loadings on the other constructs in the theoretical framework. Additionally, Fornell & Larcker (1981) noted that the value of AVE for each construct must be 0.50 and above.

In this study, discriminant validity analysis, measurement was supported by Fornell & Larcker (1981) in applying the strategy and method. Therefore, the table of the average variance extracted (AVE) square root was provided below in order to show construct inlay on elements and show how the matrix were correlated.

Table 4.3  
*Discriminant validity analysis*

	JE	R	SCR	WLB
JE	<b>0.839</b>			
R	-0.120	<b>0.918</b>		
SCR	-0.143	0.187	<b>0.765</b>	
WLB	-0.021	-0.044	-0.123	<b>0.965</b>

Job engagement (JE), Reward (R), Superior- Colleagues Relationship (SCR), Work-life balance (WLB)

Table 4.3 above showed the AVE and cross factor loading extracted for all variables. The element for each construct has higher loading value than the other on the same line as

well as in the column. It means higher loading of the corresponding construct than the cross loadings on the other construct. Values showed that every constructs have a value larger than 0.50 which provides evidence of discriminant validity constructs thereby created due to the theoretical framework in this study and was anticipated to achieve valid and reliable of the particulars in guild to gain good results which is associated to the test hypotheses. From this survey, the researcher got values between 0.765-0.965. A substance that, all of these loadings are better because greater than 0.50.

#### **4.5 THE THEORETICAL FRAMEWORK AND HYPOTHESES TESTING**

Previously, measurement of the theoretical framework of this work was prepared. The next stage is to test the hypotheses of this study and the results will be explained more in this section. In this study, there were three hypotheses and those hypotheses analyzed by using SMARTPLS program and cases involved in this analysis were 302 respondents as well 500 generated by bootstrapping technique. A T - value for each path loading showed in Table 4.4 acquired from the evaluation to test each theory. Also, the T - value must be larger or equal to 1.645 for an alpha level of 0.05 to be accepted (Hair et al., 2006). Table 4.4 below is a summarization of the structural model.

Table 4.4  
*Results of the inner structural model (Hypothesis testing)*

Relationship	Path coefficient	Std. Error	T-value	P-value	Decision
R -> JE	-0.097	0.060	1.666	0.052	Supported
SCR -> JE	-0.129	0.054	2.665	0.009	Supported
WLB -> JE	-0.041	0.066	0.618	0.265	Not supported

Note: \*p <.10; \*\*p<.05; \*\*\* p <.01

Job engagement (JE), Reward (R), Superior- Colleagues Relationship (SCR), Work-life balance (WLB)

The first variable of hypothesis in this survey is the Reward (R) and the hypothesis was H1: There is a relationship between a Reward and Job engagement among Malaysian public institutions of higher learning lecturers in Kelantan. Then, the results presented in Table 4.4 that the reward is significant ( $\beta=-0.097$ ,  $t= 1.666$ ,  $p=0.052$ ) indicates that hypothesis path for H1 was significant. Hence, hypothesis H1 was supported which there is a relationship between reward and job engagement among Malaysian public institutions of higher learning lecturers in Kelantan. Means that, in this case, the researcher rejects  $H_0$ .

The second variable of hypothesis in this study is a Superior-Colleagues Relationship (SCR) and the hypothesis was H2: There is a relationship with SCR and JE. Then, the results presented in Table 4.4 that SCR is significant ( $\beta=-0.129$ ,  $t= 2.665$ ,  $p=0.009$ ) and proved that hypothesis path for H2 was significant. Thus, hypothesis H2 was supported which there is a relationship between SCR and JE. Thus, here the researcher also rejected the  $H_0$ .

The last variable of hypothesis in this study is Work-life balance (WLB) and the hypothesis was H3: There is a no relationship between work-life balance and job engagement. Then, the results displayed that work-life balance is not significant ( $\beta = -0.041$ ,  $t = 0.618$ ,  $p = 0.265$ ) and showed that hypothesis path for H3 was not significant. Thus, hypothesis H3 was not supported thus there is a no relationship between work-life balance and job engagement among Malaysian public institutions of higher learning lecturers in Kelantan. Means, in this case, the researcher was rejected  $H_1$ .



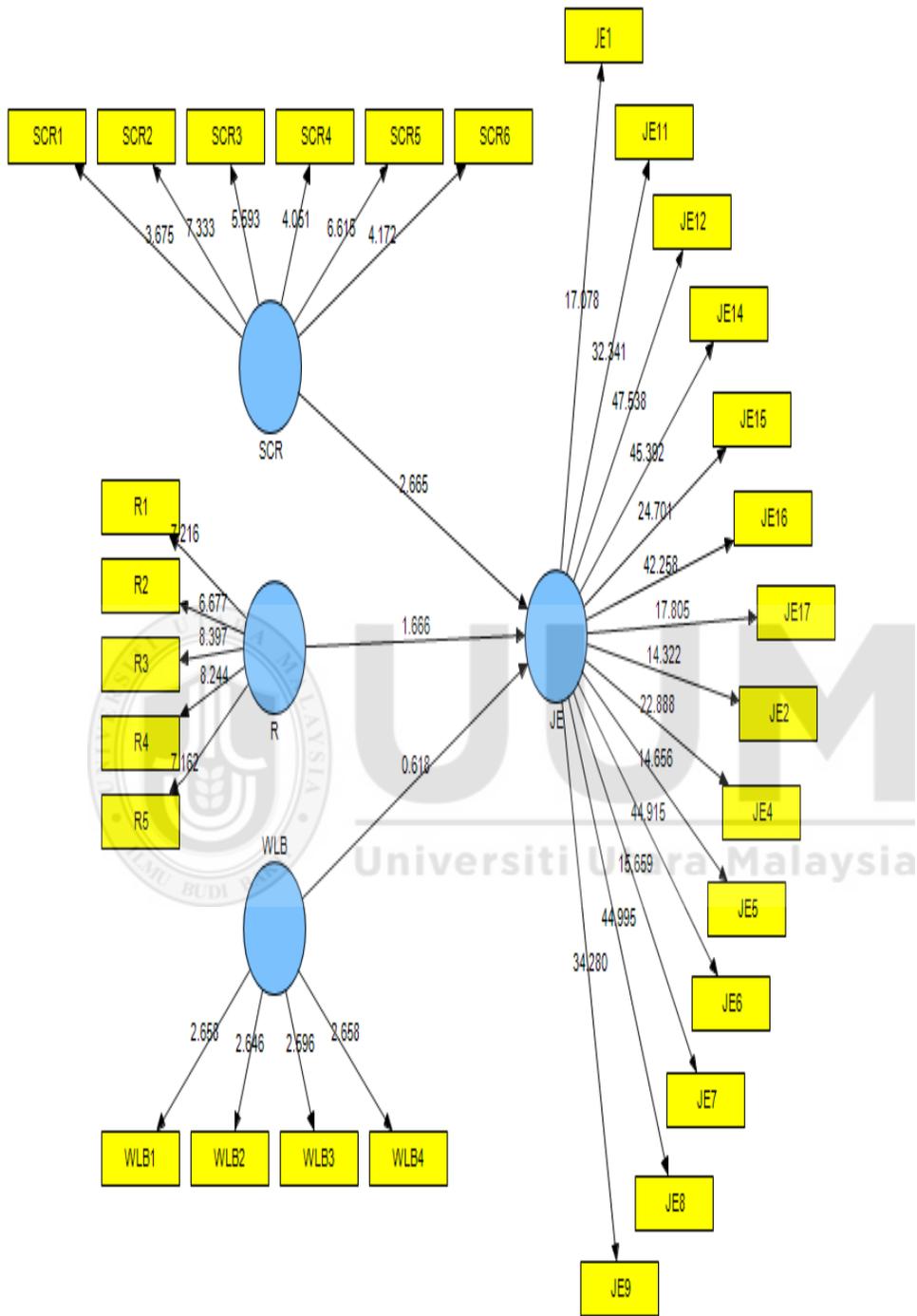


Figure 4.2  
*Path model significance results*

#### 4.6 PROFILE OF THE RESPONDENT

Table 4.5  
*Demographic Characteristics Of The Participants (n=297)*

<b>Demographic</b>	<b>Frequency (n=297)</b>	<b>Percent (%)</b>
<b>Gender</b>		
Male	135	45.5
Female	162	54.5
<b>Age</b>		
Below 30	78	26.3
31-39	135	45.5
40-49	49	16.5
Above 50	35	11.8
<b>Marital status</b>		
Single	76	25.6
Married	221	74.4
<b>Qualification</b>		
Degree	21	7.1
Master	236	79.5
Doctoral	40	13.5
<b>Salary</b>		
RM2001-RM3000	51	17.2
RM3001-RM4000	146	49.2
Above RM4000	100	33.7
<b>Years with current organization</b>		
Less than a year	35	11.8
1-3 years	139	46.8
4-7 years	99	33.3
More than 7 years	24	8.1
<b>Current position</b>		
Lecturer	214	72.1
Senior lecturer	63	21.2
Associate professor	12	4.0
Professor	8	2.7
<b>Years with current position</b>		
Less than a year	35	11.8
1-3 years	162	54.5
	76	

4-7 years	89	30.0
More than 7 years	11	3.7
<b>Malaysian public institutions of higher learning</b>		
UiTM	75	25.3
UMK	88	29.6
UM	2	0.7
Polytechnic	108	36.4
Matriculation	24	8.1

---

Table 4.6 explains the detailed descriptive statistics of the participant demographic characteristics like gender, age, marital status, qualification, salary, years with current organization, current position, years with current position and the university. From that table, it is presents that 54.5 % (162 peoples) of the 297 participants in this survey are females while 45.5% (135 peoples) are males.

The distribution of lecturers for age shows that range 31-39 are 135 people (45.5%), below 30 are 78 people (26.3%), range 40-49 are 49 people (16.5%) and above 50 are 35 people (11.8%). From this distribution, we can see that the highest range of age is a 31-39 and the lowest is a range above 50.

The demographic distribution of marital status in this study shows that lecturers who are married are 221 people (74.4%) and single are 76 people (25.6%). Beside that, the distribution of qualification presents that lecturers who have master are 236 people (79.5%), doctoral holder are 40 people (13.5%) and degree holder are 21 people (7.1%). Here shows that master holder is highest respondents that involve in this study while the degree holder is a lowest respondent.

Besides, the demographic distribution in term of salary in this study shows that the lecturer who get income range between RM3001-RM4000 are 146 people from 297 (49.2%), above RM4000 are 100 people (33.7%) and RM2001-RM3000 are 51 people (17.2%). Means that, the highest range of salary is RM3001-RM4000 and the lowest is a range between RM2001-RM3000.

The questionnaire about years with current organization in this study indicate that the period between 1-3 years are 139 people (46.8%), the period between 4-7 years are 99 people (33.3%), less than a year are 35 people (11.8%) and more than 7 years are 24 people (8.1%). This data shows that the highest range of period is at between 1-3 years and the lowest one is a period more than 7 years.

For current position, the total of lecturers that holding the post of lecturer are 214 people (72.1%), holding the post of senior lecturer are 63 people (21.2%), holding the post of associate professor are 12 people (4.0%) and holding the post of professor are 8 people (2.7%).

Beside that, the questionnaire about years with current position that holds by lecturers in this study indicate that lecturers on duty between 1-3 years are 162 people (54.5%), between 4-7 years are 89 people (30.0%), less than a year are 35 people (11.8%) and more than 7 years are 11 people (3.7%).

In addition, the workplace of lecturers shows that Polytechnic is the highest rate of respondents which are 108 people (36.4%), while Universiti Malaysia Kelantan is 88 people (29.6%), University Teknologi Mara are 75 people (25.3%), Matriculation are 24 people (8.1%) and the lowest respondents in Universiti Malaya are 2 people (0.7%).

## 4.7 CONCLUSION

This chapter presented the findings of the analysis concerning the effect of Superior-Colleagues Relationship, appreciation for work/reward and work-life balance on the job engagement among Malaysian public institutions of higher learning lecturers in Kelantan. Moreover, in prior to the hypothesis testing, this study showed the goodness of the measure by performing validity and reliability analysis to assure valid and authentic outcomes.

Likewise, the subject of hypothesis testing revealed that the one independent variable which is work-life balance does not affect significantly the job engagement while another two which are reward and Superior-Colleagues Relationship are affected significantly the job engagement. According to Neil (2012), the correlation coefficient is a figure between - 1 and 1 that figures out if two pair set of data, (for example, those for height and intelligence of a group of people) are concerned. The more closer to the 1 the more sure we are of a positive linear connection and the nearer to - 1 the more certain we are of a negative linear correlation (which happens when, for example, one set of numbers is given to fall when the other set increases as you might require if you plotted a person's age against the number of toys they have). When the correlation coefficient is near to zero, there is no confirmation of any relationship. Confidence in a relationship is formally determined not just by the correlation coefficient, but also by the number of pairs in your data. If there are very few pairs, then the coefficient needs to be very close to 1 or -1 for it to be deemed 'statistically significant', but if in that respect are many pairs then a coefficient closer to 0 can still be considered 'highly significant'.

## **CHAPTER 5**

### **DISCUSSION, RECOMMENDATIONS AND CONCLUSIONS**

#### **5.1 INTRODUCTION**

This section summarizes the subject field and discusses the findings of the study in the view of the previous studies linked to the job engagement. In sum, this chapter also discusses about the limitations of the survey, and gives some directions for future research work.

#### **5.2 SUMMARY OF THE STUDY**

The main objectives of the study are to observe the relationship between independent and dependent variables and also to determine the variable that most influence job engagement among Malaysian public institutions of higher learning's lecturers in Kelantan. As noted in the previous chapter, as there are three independent variables: superior-colleague relationship and reward are significant, but work-life balance is not a significant with the dependent variable (job engagement). Means that, there is a variable which does not contribute to the job engagement.

The other aim is to define the variable that most influence job engagement among Malaysian public institutions of higher learning's lecturers in Kelantan. But same for this objective because as we can examine in chapter four, only two independent variables included in the equation. Then, we can just skip to the end, which are two variables, but that can be a variable that most influence the job engagement among Malaysian public institutions of higher learning's lecturers in Kelantan. This study use of collected data

from the lecturers that working at Malaysian public institutions of higher learning in Kelantan which are UiTM, UMK, UM, Matriculation and Politechnic.

As we experience, employee satisfaction is important to ensure they engage into their work. What kind of motivation that enhance them to more engage in their work. The engagement of the worker can contribute to the success of the organization performance. And then that is why the researcher conducted this study to know the factor that can contribute to the job engagement.

Beside that, to achieve the aforementioned purposes, this study reviewed the relevant literature as reported throughout this area especially in chapter 2 and 3. From the position of the Social Exchange theory, the framework and the hypothesis of the survey were developed as reported in the Chapter 3 and 4. Nevertheless, to test the developed research framework, a quantitative research approach was used in which a study questionnaire was self-administered to gather up the information reflecting the employees' perception regarding the variables of the subject. In summation, the four, five and six Likert scale was used to valuate all the particulars that were adopted from the measures applied in the previous researches. To gather up the data of the study, 350 questionnaires were passed around to the lecturers in Kelantan's Malaysian public institutions of higher learning. But, out of 350 questionnaires, 297 questionnaires were given.

To build the construct of validity and reliability, factor analysis and reliability analysis using SMARTPLS 2 version was performed. Having established an acceptable level of construct validity and reliability of the criterion, this study performed the hypothesis testing procedure utilizing the inner structural model. This subject area described the

findings of the study in the Chapter 4 to be discussed in the current chapter. Some conclusion and recommendations for future research have been proposed at the conclusion of this field.

### **5.3 DISCUSSION**

To achieve the objectives of the study, this chapter discussed the findings, according to the objectives of the study as reported in the following.

#### **5.3.1 Superior-Colleagues Relationship and job engagement**

Refer to the findings of this study that discussed in Chapter 4, Superior-Colleagues Relationship and job engagement found to have a significant relationship effect on the job engagement at the 0.009 levels of significance ( $B = -0.129$   $t = 2.665$ ;  $p < 0.05$ ). These findings are significant effect of Superior-Colleagues Relationship on the job engagement. In fact, these findings were in line with the previous studies about the effect of relationships on the job engagement. For example, according to Susskind, Kacmar, & Borchgrevink (2003), they said that employees will perform better and more efficient way, if they have support from their fellow worker means from the coworker. Support from others very important to show they cooperate to do job and indirectly to prove that they have a good relationship with each others. The help that the colleagues deliver to the workforces is very imperative since they not only help in performing the occupation, but also they stimulate their self-esteem, and promote their morale (Xanthopoulou et al., 2007). The financial backing which they find has the motivational potential and improves

staffs' moods of, immersion, enthusiasm, and strength (Bakker & Demerouti, 2007, 2008). The findings of this study indicate that relationship and job engagement are supporting each others.

### **5.3.2 Appreciation for work/reward and job engagement**

To determine to effect of appreciation for work on the job engagement, this study discussed the findings in the Chapter 4. The results showed that appreciation for work/reward was found significant relationship effects on job engagement at the 0.05 level of significance ( $B=-0.097$ ,  $t=1.666$ ;  $p<0.05$ ).

These findings are in line with the attention given in the previous literature in appreciation for work because based on these previous findings there is a significant determinant of job engagement. Permitting to Lytle (1994), a lack of rewards creates an unkind environment that ultimately reduces workers' work struggles and affected drawing from the profession. Past readings have verified that service rewards are commanding in inspirational positive attitudes and behaviors between workers. Similarly, in a survey lead by Gonzalez and Garazo (2006) amongst 149 hotels in Spain, the workers stayed in their proper work characters when they are satisfied with service rewards that they had. Based on the above debate, the researcher can guess the workers in service societies such as hotels, to improve an optimistic attitude at workplace by being greatly engaged in their workplace, when they are given suitable quantities of rewards. The findings of this study also showed that appreciation for work/reward had stronger effect on the job engagement.

### 5.3.3 Work-life balance and job engagement

As illustrated in Chapter 4, the results of this study showed that the interaction term between work-life balance and job engagement was not significant ( $B = -0.041$ ;  $t = 0.618$ ;  $p > 0.05$ ). This finding, however, indicated that work-life balance was not significant on the job engagement.

This finding can be predicted because based on literature, there is inconsistency conflict between work-life balance and job engagement. Because it is based on the article of “work life balance or work life alignment? A examination of the importance of work life balance for employee engagement and purpose to stay in organization” claimed that, result showed that of 28 organizational climate factor, work life balance was least related to job engagement and intention to persevere with an organization (Parkes, L.P. & Langford, P.H. 2008). Likewise, based along the previous finding that was mentioned by Liisa Makela, Vesa Suutari and Helene Mayerhofer, (2011), showed at that place are four WLB metaphors that labelled as airport, seesaw, stage and harbor. Two of them bear a negative effect and two of them possess a positive result. The seesaw is the metaphor for the berth when the personal life creates conflicts from the working lifetime. While airport describes the state of affairs when the working life negatively affects the personal spirit. Stage and harbor are, on the positive sides of interference, the first relating to the direction of work to personal life and the latter vice versa. So, based from here, the researcher identified WLB can affect job engagement depends on the situation. So, maybe sometimes it can affect job engagement and sometimes not. So, for this study, this variable is not supported.

### **5.3.4 Variable that most influence job engagement among Malaysian public institutions of higher learning's lecturers**

Based from these findings, it's revealed that only two variables that most influence job engagement among Malaysian public institutions of higher learning's lecturers in Kelantan which are: Superior-Colleagues Relationship and also Appreciation for work/reward. These two variables most influence the job performance among them because it motivates them to engage in their work.

The first factor which is Superior-Colleagues Relationship proved that it can be one factor influence job engagement through measurement of hypotheses. Refer to the hypothesis testing, the researcher concludes that there is a relationship between this factor and job engagement. The p value showed that below than 0.05, means it is accepted and supported. Same goes to second factor which is appreciation for work/reward. This factor also showed the supported result because p value less than 0.05. These factors lead to the engagement among lecturers in those universities.

## **5.4 LIMITATIONS**

In this study also have limitations that can be addressed through causality, limitation of time and the methodology as discussed in the following.

### **5.4.1 Causality**

As we know, causality means the relationship between cause and consequence. The findings of this work were fully dependent on the data gathered through the primary source which is the survey questionnaire research design. Means that, the data were measured the association relationship among these variables at a irregular period of time due to the cross-sectional nature of the information gathered. However, due to this issue, while the casual relationship can be indirectly based on the results, and they cannot be strictly determined. The researcher faced limitation of the study because there is no relationship between one dependent variable and independent variable which is work-life balance. It is because researcher got insignificant relationship between this variable.

### **5.4.2 Limitation Of Time**

The researcher got a problem in term of limitation of time. It is because researcher takes time to get data of lecturers from each institution. It is because, the researcher conducted studies at five Malaysian public institutions of higher learning in Kelantan. So, it has very taken time, even to just get the data of those lecturers.

The researcher also faces problem during the data collection because very low response rate even the time given by school only one semester to complete this study. The researcher was in a rush to complete this study.

### **5.4.3 Methodology**

Also, this survey also had limitations pertaining to the methodological aspects as discussed in the following.

This survey used the Likert scale to measure the respondents' level of agreement towards statements related to the superior-colleague relationship, reward, work-life balance and job engagement. By using the such measure could attract the respondents to answer without paying the due care. The issue regarding using the such measurement is that different individual experiences a different reading of the numbers used to quantify the feelings. This situation may affect the quality of the data since it is difficult to assume that all the questions have been understood completely.

### **5.5 SUGGESTIONS FOR FUTURE RESEARCH**

Throughout the progressive work of this study, the various future research opportunities have been set off.

The first suggestion for future research is, the researcher must go to beyond the cross sectional approach of doing research that is dependent on the data collected at one point of time and we can estimate the prevalence only. Hence, that is why for future research, they must employ the case study to conduct in depth survey. When the researcher uses the case study of their study, they will more understand the dynamic nature of the relationship among the variables in always changing of surroundings.

Secondly, the researcher in the future could also conduct the longitudinal design of the study if they do not cause a shortage of time trouble. Because, as we know, longitudinal design is stronger in establishing changes over time, relationship, quality and so on. Therefore, if the researcher is free from time pressure and want to choose between both of those intentions, definitely the longitudinal design is much safer. It is because longitudinal can produce increased confidence in the result and also more detailed information. The main disadvantage is the possible loss of the sample over time, costly, time consuming and also small sample.

Thirdly, by designing the others rating scales like nominal scales. YES/NO scale is better. It has no order and there is no distance between YES and NO. So, the respondents can easily rate what they feel that time. It is more precise rather than use Likert scale.

Lastly, the future researcher can also study about the geographical factor first before they want conduct any study because this factor will affect overall especially in term of finding of their studies. So, do not simply conclude, based on the previous literature because might be that literature, conduct in another place so the finding are positive and might be we will get negative even in the same scope. It is entirely because of geographic components.

## 5.6 CONCLUSIONS

In conclusion, the satisfaction of the employee can lead to the job engagement and influence the success of the organization. The more satisfied, the more engagement toward their job. There are a lot of factors that contribute to the satisfaction and engagement towards the job. Based on previous literature, there are a lot of things that support about this.

According to Saks (2006), linked work engagement with job satisfaction and then connected it to the cognitive, emotional and behavioral dimensions. As remarked before, work engagement and job satisfaction cannot be apart. It has connection each other and they have a strong relationship. Besides, Saks also mentioned, people who have enthusiasm in their job is people who have aspiration within their work environment, so they will engage in their effort. This holds significance with an earlier survey that was led by Rousseau (1995) mentioned individuals bring potentials to their use that organize their mental bond. Fulfillment of hopes and designs of a single possible, therefore, creates a significant writer of immense happiness and involvement in the work.

As discussed in the findings, two of variables which are: superior-colleagues relationship, appreciation for the work / reward and job engagement are significant and one variable which is work-life balance is not significant. So, the researcher concludes that it is because of geographic factors. Researcher doing this study in Kelantan, so perhaps the lecturer in that nation are not same with other land. Because, as we know, geographical factor is the circumstance associated with a physical location that affect humans living inside a specific country. Behavior, health, beliefs, income and education an example of

factor that can be moved by the geography. Means that, geographical factor can affect this study because in Kelantan is not same with other state. So, the researcher can compare with the previous literature because it is significant and have a positive relationship. For instance, people in Kuala Lumpur are totally different with people in Kelantan in term of their culture, beliefs, behavior and also income. The decision of this area are not same because they are different. So, if the future researchers conduct this study in Kuala Lumpur, for sure the result is not same.



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**Appendix A**  
**QUESTIONNAIRE**



Dear respected respondents:

You are kindly invited to participate in this research entitled of **Superior- Colleagues Relationship, Reward, Work-Life Balance And Job Engagement Among Malaysian public institutions of higher learning Lecturers In Kelantan.**

Please answer honestly and carefully all items in the questionnaire as it will influence the result of the research.

Information obtained from this questionnaire **WILL BE TREATED STRICTLY CONFIDENTIAL** and will be used solely for academic purposes.

Thanks you for your time in responding to this questionnaire.

Your participation is highly appreciated.

Sincerely,

NORBAIZURA BINTI RAMZI

Master Science Management, UUM

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### Part A: Demographic Information

1. Gender  Male  Female
2. Age  Below 30  31-39  
 40-49  50 and above
3. Marital status  Single  Married  
 Divorce/Separated
4. Qualification  Master  Doctoral  
 Degree
5. Salary  Below RM2000  RM2001-RM3000  
 RM3001-RM4000  Above RM4000
6. Years with current organization  Less than a year  1-3 Years  
 4-7 Years  More than 7 Years
7. Current position  Professor  Associate Professor  
 Senior Lecturer  Lecturer
8. Years with current Position  Less than a year  1-3 Years  
 4-7 Years  More than 7 Years
9. University  UiTM  UMK  
 Polytechnic  UM  
 Matriculation

## Part B: Job Engagement

Please state your opinion by ticking CIRCLE only ONE box for each of the following statements.

1. Strongly disagree
2. Disagree
3. Moderate
4. Agree
5. Strongly agree

1. At my work, I feel that I am bursting with energy	1	2	3	4	5
2. I find the work that I do full of meaning and purpose	1	2	3	4	5
3. Time flies when I'm not working	1	2	3	4	5
4. At my job, I feel strong and vigorous	1	2	3	4	5
5. I am enthusiastic about my job	1	2	3	4	5
6. When I am working, I forget everything else around me	1	2	3	4	5
7. My job inspires me	1	2	3	4	5
8. When I get up in the morning, I feel like going to work	1	2	3	4	5
9. I feel happy when I am working intensely	1	2	3	4	5
10. I am proud of the work that I do	1	2	3	4	5
11. I am immersed in my work	1	2	3	4	5
12. I can continue working for very long periods at a time	1	2	3	4	5
13. To me, my job is challenging	1	2	3	4	5
14. I get carried away when I'm working	1	2	3	4	5
15. At my job, I am very resilient, mentally	1	2	3	4	5
16. It is difficult to detach myself from my job	1	2	3	4	5
17. At my work I always persevere, even when things do not go well	1	2	3	4	5

### Part C: Opinion Information

Please state your opinion by ticking CIRCLE only ONE box for each of the following statements.

1. Always
2. Often
3. Sometimes
4. Never

#### SUPERIOR-COLLEAGUES RELATIONSHIP

- |  |   |   |   |   |
|--|---|---|---|---|
| 1. Can you count on your superior and colleagues when you come across difficulties in your work? | 1 | 2 | 3 | 4 |
| 2. If necessary, can you ask your superior and colleagues for help?                              | 1 | 2 | 3 | 4 |
| 3. Do you get on well with your superior and colleagues?   | 1 | 2 | 3 | 4 |
| 4. In your work, do you feel appreciated by your superior and colleagues?                        | 1 | 2 | 3 | 4 |
| 5. Are your superior and colleagues friendly towards you?  | 1 | 2 | 3 | 4 |
| 6. Is there a good atmosphere between you and your superior and Colleagues?                      | 1 | 2 | 3 | 4 |
| 7. Have there been any unpleasant occurrences between you and your superior and colleagues?      | 1 | 2 | 3 | 4 |

### Part D: Opinion Information

Please state your opinion by ticking CIRCLE only ONE box for each of the following statements.

1. Disagree very much
2. Disagree moderately
3. Disagree slightly
4. Agree slightly

5. Agree moderately
6. Agree very much

**APPRECIATION FOR WORK/REWARD**

- |   |   |   |   |   |   |   |
|---|---|---|---|---|---|---|
| 1. There is really too little chance for promotion on my job.                   | 1 | 2 | 3 | 4 | 5 | 6 |
| 2. I am not satisfied with the benefits I receive.                              | 1 | 2 | 3 | 4 | 5 | 6 |
| 3. I do not feel that the work I do is appreciated.                             | 1 | 2 | 3 | 4 | 5 | 6 |
| 4. I feel unappreciated by the organization when I think about what they pay me | 1 | 2 | 3 | 4 | 5 | 6 |
| 5. I don't feel my efforts are rewarded the way they should be.                 | 1 | 2 | 3 | 4 | 5 | 6 |

**Part E: Opinion Information**

Please state your opinion by ticking CIRCLE only ONE box for each of the following statements.

1. Never
2. Sometimes
3. Often
4. Always

**WORK-LIFE BALANCE**

- |   |   |   |   |   |
|---|---|---|---|---|
| 1. Do you feel you are not able to balance your work life?  | 1 | 2 | 3 | 4 |
| 2. You are better able to keep appointments at home because your job requires this as well          | 1 | 2 | 3 | 4 |
| 3. You are irritable at home because your work is demanding   | 1 | 2 | 3 | 4 |
| 4. You have difficulty concentrating on your work because you are preoccupied with domestic matters | 1 | 2 | 3 | 4 |

**Thank you for your cooperation.**

## Appendix B LETTER OF DATA COLLECTION



OTHMAN YEOP ABDULLAH  
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KEDAH AMAN MAKMUR • BERSAMA MEMACU TRANSFORMASI

UUM/OYAGSB/R-4/4/1  
13 June 2016

TO WHOM IT MAY CONCERN

Dear Sir/Madam

DATA COLLECTION

COURSE: Dissertation  
COURSE CODE: BPMZ69912  
LECTURER: Dr. Fais Bin Ahmad

This is to certify that the following is a postgraduate student from the OYA Graduate School of Business, Universiti Utara Malaysia. She is pursuing the above mentioned course which requires her to undertake an academic study and prepare an assignment. The details are as follows:

NO.	NAME	MATRIC NO.
1.	Norbaizura Bt Ramzi	818862

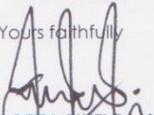
In this regard, I hope that you could kindly provide assistance and cooperation for her to successfully complete the assignment given. All the information gathered will be strictly used for academic purposes only.

Your cooperation and assistance is very much appreciated.

Thank you.

"KNOWLEDGE, VIRTUE, SERVICE"

Yours faithfully

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

c.c - Student's File (818862)

Universiti Pengurusan Terkemuka  
The Eminent Management University



**Appendix C**  
**CRONBACHS ALPHA**

	<b>Cronbachs Alpha</b>
<b>JE</b>	0.968120
<b>R</b>	0.955171
<b>SCR</b>	0.862247
<b>WLB</b>	0.976124



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**Appendix D**  
**LATENT VARIABLE CORRELATIONS**

	<b>JE</b>	<b>R</b>	<b>SCR</b>	<b>WLB</b>
<b>JE</b>	1.000000			
<b>R</b>	-0.120469	1.000000		
<b>SCR</b>	-0.143133	0.187930	1.000000	
<b>WLB</b>	-0.021311	-0.044773	-0.123273	1.000000



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**Appendix E**  
**R SQUARE**

	<b>R Square</b>
<b>JE</b>	0.031275
<b>R</b>	
<b>SCR</b>	
<b>WLB</b>	



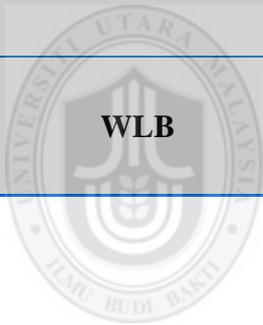
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**Appendix F**  
**CROSS LOADINGS**

	<b>JE</b>	<b>R</b>	<b>SCR</b>	<b>WLB</b>
<b>JE1</b>	0.779894	-0.091450	-0.000434	-0.032429
<b>JE11</b>	0.893098	-0.056542	-0.123582	-0.077116
<b>JE12</b>	0.928891	-0.093592	-0.181207	0.002184
<b>JE14</b>	0.922480	-0.078193	-0.156024	-0.013196
<b>JE15</b>	0.793018	-0.019916	-0.136319	-0.032429
<b>JE16</b>	0.925121	-0.094053	-0.182958	-0.017803
<b>JE17</b>	0.710699	-0.165823	-0.175971	0.063667
<b>JE2</b>	0.733938	-0.060505	0.021400	0.010733
<b>JE4</b>	0.852128	-0.079810	-0.074410	0.004642
<b>JE5</b>	0.773453	-0.136537	-0.002027	-0.010276
<b>JE6</b>	0.903717	-0.135332	-0.119215	-0.033187
<b>JE7</b>	0.711734	-0.157727	-0.076586	-0.050260
<b>JE8</b>	0.897960	-0.083821	-0.078371	-0.041144
<b>JE9</b>	0.872177	-0.086423	-0.060959	-0.052626
<b>R1</b>	-0.139220	0.910141	0.194374	-0.103169
<b>R2</b>	-0.065854	0.877075	0.141203	-0.027890
<b>R3</b>	-0.129799	0.953727	0.177182	-0.034256
<b>R4</b>	-0.109588	0.944497	0.173271	0.005425
<b>R5</b>	-0.053855	0.905017	0.152200	-0.010522
<b>SCR1</b>	-0.064158	0.128409	0.699559	-0.115511
<b>SCR 2</b>	-0.159257	0.120383	0.832337	-0.132410
<b>SCR 3</b>	-0.093303	0.124061	0.791026	-0.120537
<b>SCR 4</b>	-0.091942	0.184342	0.732404	-0.119571
<b>SCR 5</b>	-0.108430	0.179235	0.826205	-0.038536
<b>SCR 6</b>	-0.100805	0.145274	0.702403	-0.040945
<b>WLB1</b>	-0.019851	-0.032779	-0.125428	0.934273
<b>WLB2</b>	-0.024042	-0.051182	-0.109837	0.968572
<b>WLB3</b>	-0.005113	-0.056823	-0.122577	0.976858
<b>WLB4</b>	-0.020910	-0.040364	-0.121755	0.981787

**Appendix G**  
**AVE**

	<b>AVE</b>
<b>JE</b>	0.704486
<b>R</b>	0.843668
<b>SCR</b>	0.586715
<b>WLB</b>	0.932289



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**Appendix H**  
**COMPOSITE RELIABILITY**

	<b>Composite Reliability</b>
<b>JE</b>	0.970656
<b>R</b>	0.964233
<b>SCR</b>	0.894445
<b>WLB</b>	0.982160



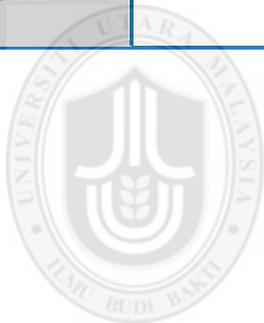
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**Appendix I  
OUTER LOADINGS**

	<b>JE</b>	<b>R</b>	<b>SCR</b>	<b>WLB</b>
<b>JE1</b>	0.779894			
<b>JE11</b>	0.893098			
<b>JE12</b>	0.928891			
<b>JE14</b>	0.922480			
<b>JE15</b>	0.793018			
<b>JE16</b>	0.925121			
<b>JE17</b>	0.710699			
<b>JE2</b>	0.733938			
<b>JE4</b>	0.852128			
<b>JE5</b>	0.773453			
<b>JE6</b>	0.903717			
<b>JE7</b>	0.711734			
<b>JE8</b>	0.897960			
<b>JE9</b>	0.872177			
<b>R1</b>		0.910141		
<b>R2</b>		0.877075		
<b>R3</b>		0.953727		
<b>R4</b>		0.944497		
<b>R5</b>		0.905017		
<b>SCR 1</b>			0.699559	
<b>SCR 2</b>			0.832337	
<b>SCR 3</b>			0.791026	
<b>SCR 4</b>			0.732404	
<b>SCR 5</b>			0.826205	
<b>SCR 6</b>			0.702403	
<b>WLB1</b>				0.934273
<b>WLB2</b>				0.968572
<b>WLB3</b>				0.976858
<b>WLB4</b>				0.981787

**Appendix J**  
**PATH COEFFICIENTS**

	<b>JE</b>	<b>R</b>	<b>SCR</b>	<b>WLB</b>
<b>JE</b>				
<b>R</b>	-0.097930			
<b>SCR</b>	-0.129870			
<b>WLB</b>	-0.041705			



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**Appendix K**  
**INNER MODEL T-STATISTIC**

	<b>JE</b>	<b>R</b>	<b>SCR</b>	<b>WLB</b>
<b>JE</b>				
<b>R</b>	1.665568			
<b>SCR</b>	2.665369			
<b>WLB</b>	0.618392			



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**Appendix L**  
**TOTAL EFFECTS (MEAN, STDEV, T-VALUES)**

	<b>Original Sample (O)</b>	<b>Standard Deviation (STDEV)</b>	<b>Standard Error (STERR)</b>	<b>T Statistics ( O/STERR )</b>
<b>R -&gt; JE</b>	-0.097930	0.058797	0.058797	1.665568
<b>SCR -&gt; JE</b>	-0.129870	0.048725	0.048725	2.665369
<b>WLB -&gt; JE</b>	-0.041705	0.067442	0.067442	0.618392

	<b>T Statistics ( O/STERR )</b>
<b>R -&gt; JE</b>	1.665568
<b>SCR -&gt; JE</b>	2.665369
<b>WLB -&gt; JE</b>	0.618392