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**FACTORS INFLUENCING EMPLOYEE ENGAGEMENT:
A CASE STUDY IN XY BANK BERHAD**

By

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UUM
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**Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business,
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in Partial Fulfilment of the Requirement for the
Master of Human Resource Management**



Othman Yeop Abdullah
Graduate School of Business

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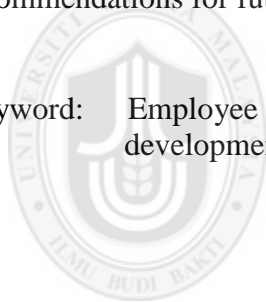


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ABSTRACT

The primary aim of this quantitative research is to examine the factors that influence employee engagement in XY Bank Berhad. Almost all of the industries have given proper space to employee engagement but banking industry has started to focus on this aspect with greater emphasis as the turnover rate of employees is comparatively high in this industry. So it is a matter of interest for conducting this research because of the employee engagement is an absolute essential factor determines sustainability and success of the company. It is owing to the fact that it much relies on its main asset: The employee. A total of 148 respondents from XY Bank Berhad participated in this study and data was gathered using structured questionnaires and analyzed using Statistical Package for Social Science (SPSS) version 21.0. Throughout the statistical analysis – correlation analysis, it is found that there is a positive significant relationship between the three independent variables namely employee communication, employee development and rewards and recognition with the dependent variable, employee engagement. Among all three independent variables, employee development is found to be the most independent variable in influencing the employee engagement in XY Bank Berhad. Based on findings of the study, the theoretical and possibility implication are discussed. Limitations and recommendations for future research are also underlined.

Keyword: Employee engagement, employee communication, employee development, rewards and recognition, banking industry.



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ABSTRAK

Tujuan utama penyelidikan kuantitatif ini dijalankan adalah untuk mengenalpasti faktor-faktor yang mempengaruhi penglibatan pekerja di XY Bank Berhad. Kebanyakan industri telah memberikan ruang yang setimpal kepada penglibatan pekerja tetapi industri perbankan telah memberikan fokus dan penekanan yang lebih tinggi terhadap penglibatan pekerja kerana kadar pusing ganti pekerja adalah lebih tinggi di dalam industri ini. Oleh yang demikian, kajian ini dijalankan kerana penglibatan pekerja didapati merupakan faktor yang penting dalam menentukan kemampanan dan kejayaan sesebuah organisasi, kerana ianya banyak bergantung kepada aset utamanya iaitu pekerja. Seramai 148 responden daripada XY Bank Berhad telah mengambil bahagian di dalam kajian ini dan data diperolehi menggunakan soal selidik berstruktur dan dianalisa menggunakan “Statistical Package for Social Science” (SPSS) versi 21.0. Melalui analisis statistik – analisis korelasi, didapati bahawa terdapat hubungan yang signifikan antara ketiga-tiga pembolehubah tidak bersandar iaitu komunikasi pekerja, pembangunan pekerja dan ganjaran dan pengiktirafan dengan pembolehubah bersandar iaitu penglibatan pekerja. Antara ketiga-tiga pembolehubah tidak bersandar, pembangunan pekerja didapati pembolehubah yang paling dominan dalam mempengaruhi penglibatan pekerja keseluruhannya di XY Bank Berhad. Berdasarkan hasil kajian, teori dan implikasi yang mungkin akan berlaku telah dibincangkan. Had dan cadangan untuk kajian akan datang juga digariskan.

Kata Kunci: Penglibatan pekerja, komunikasi pekerja, pembangunan pekerja, ganjaran dan pengiktirafan, industri perbankan.

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LIST OF ABBREVIATIONS

MALAYSIAN EMPLOYERS FEDERATION	MEF
HUMAN RESOURCE MANAGEMENT	HRM
THE GALLUP ORGANIZATION	GALLUP



CHAPTER 1

INTRODUCTION

1.1 Introduction

This study focuses on the exploration into the factors that influence employee engagement in XY Bank Berhad namely, employee communication, employee development and rewards and recognition.

This chapter comprises background of the study, problem statement, research questions, research objectives, significance of the study, scope and limitations of the study and the organization of the thesis.

1.2 Background of the Study

The growing level of uncertainty in the business environment requires organisations to continuously adapt to changes and accommodate different needs of the workforce. Organisations often compete and attempt to survive by lowering prices, cutting costs, redesigning business processes and downsizing the number of employees. Assuming that there is a limit to cutting costs and downsizing, new approaches to human resource management are inevitable for organisational survival and progress. Rather than focusing on reducing costs, the shift of the focus in human resource management is to build employee engagement.

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APPENDIX A:
APPLICATION FOR DATA COLLECTION

Universiti Utara Malaysia



UUM KUALA LUMPUR
Universiti Utara Malaysia
41-3, Jalan Raja Muda Abdul Aziz
50300 KUALA LUMPUR
MALAYSIA



Tel: 603-2610 3000
Faks (Fax): 603-2694 9228
Laman Web (Web): <http://uumkl.uum.edu.my>

"MUAFAKAT KEDAH"

Our Ref : UUM/UUMKL/P-39/133
Date : 09th January 2017

TO WHOM IT MAY CONCERN

COLLECTION OF DATA FOR RESEARCH PURPOSES

We are pleased to inform you that the following individual is UUM Kuala Lumpur student who is presently pursuing his Master of Human Resource Management. She is required to collect data from your organization as a requirement for the BPMZ69912 Research Paper courses that she is pursuing this semester.

No.	Name	Matric No.	I/D No.
1.	Noorimah Binti Mohd Mustaffa	818734	811120045158

Since she has chosen your organization as her assignment, we would be most grateful if you could render all assistance to her to carry out the project successfully.

Please be informed that the data collected is purely for academic purposes and we assure you that all information or data will be kept strictly confidential.

We really appreciate your kindness and cooperation in the above matter.

Thank you.

"SCHOLARSHIP, VIRTUE AND SERVICE"

Sincerely yours,

DR. AHMAD RIZAL BIN MAZLAN
Director
Universiti Utara Malaysia
Kuala Lumpur (UUMKL)

Universiti Pengurusan Terkemuka
The Eminent Management University



APPENDIX B:

QUESTIONNAIRE



UUM

Universiti Utara Malaysia



Universiti Utara Malaysia Kuala Lumpur (UUMKL)

QUESTIONNAIRE

Research Title:

“Factors Influencing Employee Engagement: A Case Study in XY Bank Berhad”

Dear respondents,

I am currently pursuing a Master in Human Resource Management at Universiti Utara Malaysia, Kuala Lumpur. As part of the mandatory fulfilment criteria towards a completion of my postgraduate study, I am currently working on a research entitled **“Factors Influencing Employee Engagement: A Case Study in XY Bank Berhad”**.

Researches indicate that if employees are engaged with the Company, their job satisfaction level increases. Employees, who are engaged and satisfied, invest in the success of the business and have a high level of commitment and loyalty. Engaged employees play a key role in the organization, acting as ambassadors of the company. They promote and support the company’s mission, strategy and brand.

The objective of this study is to identify the factors that influence employee engagement in XY Bank Berhad. This study shall be completed through your utmost cooperation by providing your valuable time and honest reply.

This questionnaire is divided into five (5) sections: Section A (Personal information of the respondent), Section B, Section C, Section D and Section E (Factors Influencing Employee Engagement).

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

Your cooperation and contribution for this survey is highly appreciated. Please do not hesitate to contact me at +6012-2556659 should you need further clarification.

Please return the completed questionnaire at your earliest convenience. Thank you.

Yours sincerely,

NOORIMAH BINTI MOHD MUSTAFFA

Master of Human Resource Management

Matric No.: 818734

SECTION A:

DEMOGRAPHIC INFORMATION / MAKLUMAT DEMOGRAFI

Questions below are about your background. Please tick (✓) in the appropriate box.

Soalan – soalan di bawah adalah mengenai latarbelakang anda. Sila tandakan (✓) di kotak yang berkenaan.

1. **Gender / Jantina:**

Male / Lelaki

Female / Perempuan

2. **Age / Umur:**

Below 25 years old / Bawah 25 tahun

26 to 35 years old / 26 hingga 35 tahun

36 to 45 years old / 36 hingga 45 tahun

46 to 55 years old / 46 hingga 55 tahun

56 years old and above / 56 tahun ke atas

3. **Marital Status / Status Perkahwinan:**

Single / Bujang

Married / Berkahwin

4. **Race / Bangsa:**

Bumi / Bumi

Non-Bumi / Non-Bumi

5. **Academic Qualifications / Kelayakan Akademik:**

Secondary / Sekolah Menengah

Diploma / Diploma

Degree / Sarjana Muda

Master/ Sarjana

PHD / Doktor Falsafah

6. **Job Category / Kategori Jawatan:**

Supervisory / Penyeliaan

Clerical / Pengkeranian

7. Department / Jabatan:

- Business Admin / *Pentadbiran Perniagaan*
- Finance / *Kewangan*
- Human Resource / *Sumber Manusia*
- Information Technology & Operations / *Teknologi Maklumat & Operasi*
- Consumer Financing / *Pembiayaan Peribadi*
- Consumer Sales / *Jualan Pengguna*
- Hire Purchase / *Sewa Beli*
- Banking Services / *Perkhidmatan Perbankan*
- Remedial Management / *Pengurusan Pemulihan*
- Product Development / *Pembangunan Produk*
- Business Banking / *Perbankan Perniagaan*
- Customer Service / *Perkhidmatan Pelanggan*
- Shariah Supervisory / *Pengawasan Syariah*
- Islamic Treasury / *Perbendaharaan Islam*

8. Length of Service / Tempoh Perkhidmatan:

- Below 2 years / *kurang 2 tahun* 3 to 5 years / *3 hingga 5 tahun*
- 6 to 8 years / *6 hingga 8 tahun* more than 9 years / *lebih 9 tahun*

**SECTION B:
EMPLOYEE ENGAGEMENT / PENGLIBATAN PEKERJA**

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

Sila nyatakan tahap persetujuan anda (√) ke atas setiap pernyataan berikut.

1	2	3	4	5
Strongly disagree / <i>Sangat tidak bersetuju</i>	Disagree / <i>Tidak bersetuju</i>	Uncertain / <i>Tidak pasti</i>	Agree / <i>Bersetuju</i>	Strongly agree / <i>Sangat bersetuju</i>

No.	Employee Engagement / <i>Penglibatan Pekerja</i>	1	2	3	4	5
1.	Time passes quickly when I perform my job. <i>Masa berlalu begitu pantas apabila saya menjalankan tugas.</i>					
2.	I often think about other things when performing my job. <i>Saya kerap memikirkan tentang perkara lain semasa menjalankan tugas.</i>					
3.	I am rarely distracted when performing my job. <i>Saya jarang terganggu apabila menjalankan tugas.</i>					
4.	Performing my job is so absorbing that I forget about everything else. <i>Melaksanakan tugas membuatkan saya leka lalu terlupa tentang segala-segalanya.</i>					
5.	My own feelings are affected by how well I perform my job. <i>Perasaan saya mempengaruhi prestasi tugas saya.</i>					
6.	I really put my heart into my job. <i>Saya melakukan tugas dengan sepenuh hati.</i>					
7.	I get excited when I perform well in my job. <i>Saya sangat teruja apabila melaksanakan tugas dengan baik.</i>					
8.	I often feel emotionally detached from my job. <i>Saya sering merasakan emosi saya terpisah dengan tugas.</i>					
9.	I stay until the job is done. <i>Saya akan tunggu hingga tugas saya selesai.</i>					
10.	I exert a lot of energy performing my job. <i>Saya gunakan sepenuh tenaga ketika menjalankan tugas.</i>					
11.	I take work home to do. <i>Saya membawa pulang tugas ke rumah.</i>					

12.	I avoid working overtime whenever possible. <i>Saya mengelak kerja lebih masa sebaik mungkin.</i>					
13.	I avoid working too hard. <i>Saya mengelak bekerja terlalu kuat.</i>					

**SECTION C:
EMPLOYEE COMMUNICATION / KOMUNIKASI PEKERJA**

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

Sila nyatakan tahap persetujuan anda (√) ke atas setiap pernyataan berikut.

1	2	3	4	5
Strongly disagree / <i>Sangat tidak bersetuju</i>	Disagree / <i>Tidak bersetuju</i>	Uncertain / <i>Tidak pasti</i>	Agree / <i>Bersetuju</i>	Strongly agree / <i>Sangat bersetuju</i>

No.	Employee Communication / <i>Komunikasi Pekerja</i>	1	2	3	4	5
1.	There is a good communication between various parts of the Company. <i>Terdapat komunikasi yang baik di antara bahagian-bahagian dalam Syarikat.</i>					
2.	My Company does a good job of communicating information to all employees. <i>Syarikat saya melakukan tugas dengan baik dalam menyampaikan maklumat kepada semua kakitangan.</i>					
3.	I am kept well informed about what the Company is doing. <i>Saya dimaklumkan mengenai apa yang berlaku di dalam Syarikat.</i>					
4.	I am kept informed about reasons behind Company decisions. <i>Saya dimaklumkan mengenai sebab-sebab di sebalik keputusan yang dibuat oleh Syarikat.</i>					
5.	Information is shared in a timely manner from the Company. <i>Maklumat dikongsi oleh Syarikat tepat pada masanya.</i>					
6.	I am able to speak up and challenge the way things are done in the Company. <i>Saya boleh bersuara dan menyoal perkara-perkara yang diputuskan di dalam Syarikat.</i>					
7.	Management encourages employee suggestions. <i>Pihak pengurusan mengalukan pandangan pekerja.</i>					

**SECTION D:
EMPLOYEE DEVELOPMENT / PEMBANGUNAN PEKERJA**

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

Sila nyatakan tahap persetujuan anda (√) ke atas setiap pernyataan berikut.

1	2	3	4	5
Strongly disagree / <i>Sangat tidak bersetuju</i>	Disagree / <i>Tidak bersetuju</i>	Uncertain / <i>Tidak pasti</i>	Agree / <i>Bersetuju</i>	Strongly agree / <i>Sangat bersetuju</i>

No.	Employee Development / <i>Pembangunan Pekerja</i>	1	2	3	4	5
1.	My employer encourages me to extend my abilities. <i>Majikan menggalakkan saya untuk meningkatkan kelebihan saya.</i>					
2.	This organization has provided me with training opportunities enabling me to extend my range of skills and abilities. <i>Organisasi ini telah menyediakan peluang latihan yang membolehkan saya meningkatkan kemahiran dan kebolehan saya.</i>					
3.	I get the opportunity to discuss my training requirement with my employer. <i>Saya berpeluang berbincang tentang keperluan latihan saya bersama majikan saya.</i>					
4.	The training I have attended was useful and relevant to my job. <i>Latihan yang telah saya hadiri berguna dan bersesuaian dengan tugas saya.</i>					
5.	Overall, staff developments have helped me to do my job more effectively. <i>Secara keseluruhannya, pembangunan pekerja telah membantu saya dalam menjalankan tugas dengan lebih berkesan.</i>					
6.	My Company does provide a good career development for me. <i>Syarikat saya menyediakan pembangunan kerjaya yang baik untuk saya.</i>					

**SECTION E:
REWARDS & RECOGNITION / GANJARAN & PENGIKTIRAFAN**

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

Sila nyatakan tahap persetujuan anda (√) ke atas setiap pernyataan berikut.

1	2	3	4	5
Strongly disagree / <i>Sangat tidak bersetuju</i>	Disagree / <i>Tidak bersetuju</i>	Uncertain / <i>Tidak pasti</i>	Agree / <i>Bersetuju</i>	Strongly agree / <i>Sangat bersetuju</i>

No.	Rewards & Recognition / <i>Ganjaran & Pengiktirafan</i>	1	2	3	4	5
1.	My successes are recognized by my manager and co-workers. <i>Kejayaan saya diiktiraf oleh ketua dan rakan sekerja saya.</i>					
2.	An outstanding performer will be recognized and rewarded by the Company. <i>Pekerja yang menunjukkan prestasi yang cemerlang akan diiktiraf dan diberi ganjaran oleh Syarikat.</i>					
3.	The pay and benefits in my organization are competitive compared to similar industry. <i>Gaji dan faedah di dalam organisasi saya adalah kompetitif berbanding dengan industri yang sama.</i>					
4.	In the last seven days, I did receive recognition or praise for doing good work. <i>Dalam tujuh hari yang lalu, saya menerima pengiktirafan atau pujian kerana melakukan kerja dengan baik.</i>					
5.	Job promotion in this organization is fair and objective. <i>Kenaikan pangkat di organisasi ini adalah adil dan objektif.</i>					
6.	I am satisfied with the rewards and recognition that I received. <i>Saya berpuas hati dengan ganjaran dan pengiktirafan yang saya terima.</i>					

-END OF QUESTIONS-

**Thank you.
Terima kasih.**



APPENDIX C:

SPSS OUTPUT

UUM

Universiti Utara Malaysia

Demographic Variables

Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	58	39.2	39.2	39.2
Valid Female	90	60.8	60.8	100.0
Total	148	100.0	100.0	

Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Below 25 years old	15	10.1	10.1	10.1
Valid 26 to 35 years old	49	33.1	33.1	43.2
Valid 36 to 45 years old	52	35.1	35.1	78.4
Valid 46 to 55 years old	29	19.6	19.6	98.0
Valid 56 years old and above	3	2.0	2.0	100.0
Total	148	100.0	100.0	

Marital Status

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Single	44	29.7	29.7	29.7
Valid Married	104	70.3	70.3	100.0
Total	148	100.0	100.0	

Race

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Bumi	138	93.2	93.2	93.2
Valid Non-Bumi	10	6.8	6.8	100.0
Total	148	100.0	100.0	

Academic Qualifications

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Secondary	50	33.8	33.8	33.8
Diploma	11	7.4	7.4	41.2
Degree	68	45.9	45.9	87.2
Master	17	11.5	11.5	98.6
PHD	2	1.4	1.4	100.0
Total	148	100.0	100.0	

Job Category

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Supervisory	98	66.2	66.2	66.2
Clerical	50	33.8	33.8	100.0
Total	148	100.0	100.0	

Department

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Business Administration	11	7.4	7.4	7.4
Finance	14	9.5	9.5	16.9
Human Resource	12	8.1	8.1	25.0
IT & Operations Support	7	4.7	4.7	29.7
Consumer Financing	9	6.1	6.1	35.8
Consumer Sales	12	8.1	8.1	43.9
Hire Purchase	11	7.4	7.4	51.4
Banking Services	7	4.7	4.7	56.1
Remedial Management	9	6.1	6.1	62.2
Product Development	11	7.4	7.4	69.6
Business Banking	13	8.8	8.8	78.4
Customer Service	14	9.5	9.5	87.8
Shariah Supervisory	9	6.1	6.1	93.9
Islamic Treasury	9	6.1	6.1	100.0
Total	148	100.0	100.0	

Length of Service

	Frequency	Percent	Valid Percent	Cumulative Percent
Below 2 years	15	10.1	10.1	10.1
3 to 5 years	28	18.9	18.9	29.1
Valid 6 to 8 years	26	17.6	17.6	46.6
More than 9 years	79	53.4	53.4	100.0
Total	148	100.0	100.0	



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Descriptive Statistics of Dependent Variable and Independent Variable

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Employee_Engagement	148	17.00	63.00	50.5135	9.71743
Employee_Communication	148	11.00	35.00	25.0676	5.08253
Employee_Development	148	8.00	30.00	22.8514	4.70253
Rewards_Recognition	148	6.00	30.00	20.3716	4.93120
Valid N (listwise)	148				

Reliability

Scale: Employee Engagement

Case Processing Summary

		N	%
Cases	Valid	148	100.0
	Excluded ^a	0	.0
	Total	148	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.935	13

Item Statistics

	Mean	Std. Deviation	N
EEngagement1	4.0000	1.14286	148
EEngagement2	4.1959	.92331	148
EEngagement3	4.1351	.94508	148
EEngagement4	3.3919	1.00092	148
EEngagement5	4.1351	.96643	148
EEngagement6	3.9189	.91483	148
EEngagement7	4.0541	.93884	148
EEngagement8	4.3649	.91212	148
EEngagement9	3.6824	1.02378	148
EEngagement10	3.6757	.97042	148
EEngagement11	2.6351	1.32557	148
EEngagement12	4.2027	.92552	148
EEngagement13	4.1216	.87990	148

Scale: Employee Communication

Case Processing Summary

		N	%
Cases	Valid	148	100.0
	Excluded ^a	0	.0
	Total	148	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.930	7

Item Statistics

	Mean	Std. Deviation	N
ECommunication1	3.6486	.87959	148
ECommunication2	3.6824	.87316	148
ECommunication3	3.6554	.85486	148
ECommunication4	3.5000	.85317	148
ECommunication5	3.5811	.84123	148
ECommunication6	3.3919	.92314	148
ECommunication7	3.6081	.83001	148

Scale: Employee Development

Case Processing Summary

		N	%
Cases	Valid	148	100.0
	Excluded ^a	0	.0
	Total	148	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.944	6

Item Statistics

	Mean	Std. Deviation	N
EDevelopment1	3.9662	.80319	148
EDevelopment2	3.8784	.87990	148
EDevelopment3	3.7432	1.02434	148
EDevelopment4	3.8378	.88874	148
EDevelopment5	3.7635	.84404	148
EDevelopment6	3.6622	.86153	148

Scale: Rewards & Recognition

Case Processing Summary

		N	%
Cases	Valid	148	100.0
	Excluded ^a	0	.0
	Total	148	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.916	6

Item Statistics

	Mean	Std. Deviation	N
R_R1	3.6081	.97335	148
R_R2	3.6014	.91651	148
R_R3	3.4122	.96841	148
R_R4	3.1149	1.02036	148
R_R5	3.2568	.99058	148
R_R6	3.3784	1.00614	148

Correlation

Correlations

		Employee Communication	Employee Development	Rewards and Recognition	Employee Engagement
Employee Communication	Pearson Correlation	1	.804**	.766**	.706**
	Sig. (1-tailed)		.000	.000	.000
	N	148	148	148	148
Employee_Development	Pearson Correlation	.804**	1	.728**	.709**
	Sig. (1-tailed)	.000		.000	.000
	N	148	148	148	148
Rewards_Recognition	Pearson Correlation	.766**	.728**	1	.675**
	Sig. (1-tailed)	.000	.000		.000
	N	148	148	148	148
Employee_Engagement	Pearson Correlation	.706**	.709**	.675**	1
	Sig. (1-tailed)	.000	.000	.000	
	N	148	148	148	148

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

Regression

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Rewards_Recognition, Employee_Development, Employee_Communication ^b		Enter

a. Dependent Variable: Employee_Engagement

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.759 ^a	.576	.567	6.39140

a. Predictors: (Constant), Rewards_Recognition, Employee_Development, Employee_Communication

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7998.572	3	2666.191	65.268	.000 ^b
	Residual	5882.401	144	40.850		
	Total	13880.973	147			

a. Dependent Variable: Employee_Engagement

b. Predictors: (Constant), Rewards_Recognition, Employee_Development, Employee_Communication

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	13.051	2.769		4.714	.000
	Employee_Communication	.500	.195	.261	2.564	.011
	Employee_Development	.674	.197	.326	3.416	.001
	Rewards_Recognition	.468	.174	.237	2.690	.008

a. Dependent Variable: Employee_Engagement



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