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**FACTORS INFLUENCING EMPLOYEE
ENGAGEMENT IN COSMOPOINT SDN BHD**

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UUM
Universiti Utara Malaysia

**MASTER OF SCIENCE MANAGEMENT
UNIVERSITI UTARA MALAYSIA**

2019

FACTORS INFLUENCING EMPLOYEE ENGAGEMENT IN COSMOPOINT SDN BHD



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**Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business,
Universiti Utara Malaysia,
In Partial Fulfilment of the Requirement for the Master of Science in Management**



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ABSTRACT

The objective of this study was to examine the relationship between employee communication, leadership, reward and recognition and employee engagement in Cosmopoint Sdn Bhd. Neo Charismatic Theory was utilized in developing the research framework. A total of 100 employees from Cosmopoint Sdn. Bhd., representing a response rate of 38% participated in this study. Data were collected through self-administered questionnaire. Three hypotheses were tested using SPSS version 25. The findings indicated that employee communication were significantly related to employee engagement while leadership and reward & recognition has shown insignificant result. Theoretical and practical implications of the study as well as suggestions for future research were discussed.

Keywords: Employee engagement, employee communication, leadership and reward & recognition



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ACKNOWLEDGEMENTS

In the name of Allah, the Most Gracious and the Most Merciful

Praise be to Allah for giving me the health, strength, patience and perseverance in completing this research paper. I do pray to His Greatness for inspire and enable me to finish this dissertation on the required time. Without His permission, for sure I cannot make it possible.

I wish a very special thanks to my supervisor, Dr. Hazlinda Hassan for her guidance from the beginning until the end of this research journey. I am indebted to her for her unfailing support, her academic rigour and her recommendations. Her constructive critiques have proven invaluable in refining my thesis. I am truly honoured and humbled to have had such a dedicated supervisor.

I am also grateful and thankful for the encouragement and never-ending support that I received from my immediate family members for the unconditional love in supporting my quest for knowledge has been extraordinary.

I would also like to express my gratitude to all staff of Cosmopoint Sdn. Bhd, for their involvement in this study. Without their sincere participation, this study will not be as successful as today.

I owe this accomplishment to my beloved colleagues and friends for their support and prayers.

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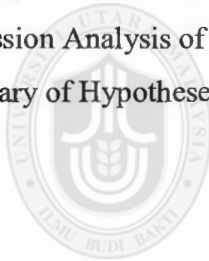
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CHAPTER 1

INTRODUCTION

1.1 Introduction

This study focuses on the assessment of factors influencing employee engagement in Cosmopoint Sdn. Bhd. In this section, the background of the study was explored, problem statement, research questions and objectives, scope of study and significance of the study were discussed.

1.2 Background of the Study

In recent years, there has been an explosion of research activity and a high degree of engagement among researchers and scholars. Organizational issues received an increasing attention since it appears that sustainable organizations that making a positive contribution to various aspects of society, including economic, environmental, and social (human) dimensions. (Kim, Han, & Park, 2019).

Employee engagement is part of the human resource practice that a business organization may use as an approach to address uncertainty in a turbulent industrial environment and to enhance workers' skills and capabilities. However, many organizations often ignore the impact it has on the overall success of the business and its people. In fact, many studies by scholars have agreed that highly experienced workers could transform the companies, increase productivity and innovation and encourage better collaboration in an increasingly competitive marketplace, globalization, unpredictable economic climate, constant demand for change and the battle for talent Organizations face great challenges in pursuing their business success. (Aninkan & Oyewole, 2014).

The importance and impact of employee engagement on their individual productivity is vital especially in the area of organizational management. Rich, Lepine, and Crawford (2010) in their study found that employee engagement has turn out to be one of the most significant concept in the management field as most of the organization find that it is difficult to engage the employees. This has further supported in the study by Sibanda, Muchena and Ncube (2014) where employee engagement has grown into a business priority for the top leaders in that highly engaged workers in a competitive market can intensify innovation, productivity and performance while minimizing costs that related to the recruitment and retention activity. Engaged employees are valued and important to achieve individual work targets and subsequently assist the organizations to improve their performance especially in the current competitive world (Rich, Lepine, & Crawford, 2010; Tauhed, Rasdi, Samah, & Ibrahim, 2018).

Employee engagement always become a crucial factor that can fascinates and retains talents in business organizations. Nasomboon (2014) in his study found that employee engagement has a significant effect on employees' productivity. The higher engagement level among employees will lead to the increasing of productivity in the business organizations (Anitha, 2014; Adeyemi, 2018). Alicia (2016) further stated that the engaged employee can increase organizational productivity and decrease employee turnover. Alquabeh (2016) in his study found that Employee who have a strong involvement with the company will have a sense of excitement and feel fortunate to work in the business, and then they would strive to provide the best service for customers.

According to Melcrum (2005) and Makeera (2018) employee engagement can be considered in three perspectives. Firstly, cognitive commitment described as employee's intellectual link

with the organization, as well as their belief and support in the organization's objectives. Secondly, affective commitment, it was described as a strong emotional connection to the organization. Feeling of loyalty, devotion, having a sense of belonging as well as proud to work for the organization.

Thirdly is behavioral commitment in which workers act in a way of supporting the accomplishment of the association. According to Kahn (1990), engagement means to be emotionally as well as physically present in performing their task or organization roles. Motivation has been found as the key in whatever capacity employee is acknowledged that for motivation to be successful it could mainly be influenced by beliefs, values and likely results as well the environment. Engaged employees are individuals that offer full discretionary effort while working, and tremendously enthusiastic and committed to their job, whereas not engaged employees are those who are motivationally detached from work, (Perrin 2009; Bakker, Schaufeli, Leiter & Taris, 2008).

As cited by Malaysian Insiders (2014) in Randstad World of Work Report (2013/2014), most of Malaysian Employees switching jobs not only to boost their careers but the decision to leave also due to "uncompetitive salary" (55%), "lack of the workplace" (35%) and "lack of trust in senior leaders" (21%). Therefore, study will concentrate on measuring and digging more deeply the dimension that influence Employee Engagement.

Therefore, it is crucial for the employer to understand that the employee engagement is not entirely depending on employees alone, but the whole organizations including the top management must play their part and in order to improve the organization's employee's engagement which subsequently leads to the organizations success. In order for the engagement to truly

succeed, the employees must be happy and satisfied with their job so that they will be able to become productive and produce high quality output. Furthermore, there could also be other further linked factors, together with underlying rational, in which should be further investigated in this study. Thus, the business leaders shall pay great attention on the importance of attracting and retaining the skilled employees for the success of the business organization.

Thus, the main objective to conduct this study is to identify the strategies to employee engagement that the organizations should take into considerations and enhance it in Cosmopoint Sdn. Bhd. Besides, the researcher also tried to find out the main reason (strategy) of the employee engagement by using three different factors which are communication, leadership as well as reward and recognition. This study also will identify the factor that most influence the employee engagement in Cosmopoint Sdn Bhd.

1.3 Problem Statement

Employee engagement has recently received high attention from both industry and academic field due to the positive effect it has on employee's work experience and the benefit it brings to the organization (Saks, 2006). Employees with high engagement are likely to perform better as compared to disengaged employees who will cost organization more with lower productivity, high absenteeism and intention to leave the organization (Makhbul, Rahid & Hasun, 2011; Andrew & Sofian, 2012; Karatepe, 2013).

Nowadays, there are many factors that may affect the rates of employee engagement in either private sectors that comprises of good pay, job security and benefits are an important part of the package. Higher training and recruitment costs, employee turnover, low productivity, increased absenteeism is some of the cost associated with employee disengagement. Globally, in

the current economic environment, management has increased focus on cost-effectiveness for sustainable growth in the market. Similarly, Robert (2006) in his study stated that highly engaged employees apart from being the solution to this problem will also be helpful in attracting efficient human capital, becoming a better employer and finally getting the competitive advantage in the market.

Employees were considered as an important asset for each and every organization in ensuring the operation to be run smoothly. An organization were nothing without its employees because employees are the one who strive hard to deliver their best performance in order to achieve objectives and goals of the organization. It is very challenging to retain the employee since most of the time the organization are facing with employee turnover. Employee turnover refers as an issue of employees leaving the organization and it has to be replaced with the new one which then will have incurred the additional cost to the organization.

According to Blessing White (2006), disengaged employees are likely to be, firstly, spinning; that they wasting their effort and talent on tasks that may not matter much. Second, settling; that they certainly do not show full commitment in finishing their tasks. Lastly splitting, that they are not sticking around for things to change in their organization. They have far more misgiving about their organization in term of performance measures such as customer satisfaction.

According to the world LinkedIn Data Analysis 2018, Education Industry are among top five sectors with highest turnover rate.

Sectors with the Highest Turnover Rates		
1.	 Technology (Software)	13.2%
2.	 Retail & Consumer Products	13.0%
3.	 Media & Entertainment	11.4%
4.	 Professional Services	11.4%
5.	 Government/Edu/Non-Profit	11.2%
6.	 Financial Services & Insurance	10.8%
7.	 Telecommunications	10.8%
8.	 Oil & Energy	9.7%
9.	 Aero/Auto/Transport	9.6%
10.	 Healthcare & Pharmaceutical	9.4%

Figure 1
LinkedIn Data Analysis on Sector with the Highest Turnover Rates

The issue of employee turnover has become more serious as previous studies have shown an increasing trend over time. A high percentage of turnover will affect the company to spend an excessive amount of money replacing vacant seats for the suitable candidates. At the same time, all criteria must be met by new employees on organizational standards and requirements. Huge cost involved in training and develop new employees (Delaila & Naiemah, 2016). This biggest issue is contrary to the mission of private sector institution that is always looking for increasing in profits and reduce costs.

According to the Dale Carnegie Institute (Dale Carnegie Institute, 2015), more than \$ 11 billion is lost each year due to employee turnover. However, not all revenue is bad. From the record, there is a difference between voluntary turnover and termination. In this context, the focus is on employees' self-reported intention to stay or leave the organization, as a result of communication with their supervisor. By examining supervisor / employee communication, as well as employee satisfaction, communicating relationships between supervisors and employees and

employees, and reporting on satisfaction and planning to stay within the organization can be explored.

Some surveys have found that Malaysian workers are willing to stay with their organization for an average of not more than three years (Lim, 2001). Due to hiring trend has deliberately reduced the overall efficiency and productivity of the organization, it has moved the organization away from its primary objectives as they need to continue to replace the employees who have resigned.

An important nuance of organizational communication is the communication that occurs between supervisor and employee. As leaders in organizations feel pressure to retain their best and brightest employees, examining the facets of supervisor/employee communication in American companies may provide some insight into employee retention trends. Numerous studies support the significance of the supervisor relationship as it plays a major role of employee satisfaction. The supposition is that both employee satisfaction and employee-reported intentions to stay or leave an organization, are directly influenced by the perceptions of quality communication between the employee and their supervisor (Armstrong, Eisenberger, et. al, 2004).

Leadership plays an important role towards driving the growth and success of any organisation in today's world (Wallace & Trinka, 2009; Wiley, 2010; Hsieh & Wang, 2015; Zahid & Özyapar, 2017). According to McShane, Von Glinow and Sharma (2011), leadership style can be described as the process of leader ability to influence and motivate others in an organizational culture with the aim to ensure the effectiveness of the organizations of which they are

members. According to the authors, transformational leadership is emphasizing on the need to meet challenges in changing time and the role of leader in envisioning and implementing the transformation of organizational performance. Leaders must be seen to create the right atmosphere for engagement through displaying an interest and showing confidence in employees, acting with integrity, demonstrating and acting as a trusted coach and managing the performance of employees (Mone, 2011).

Consequently, the topic on employee engagement has been widely studied in different disciplines such as hospitality (Park & Gursay, 2012; Karatepe, 2013), IT professionals (Bhattacharya & Mukherjee, 2009) and healthcare industry (Othman & Nasurdin, 2011; Rao, 2012). However, there are still inadequate empirical studies on education industry in Malaysia that are focusing both academicians and non-academicians.

Although employee engagement has turned into an intriguing issue lately among the consulting firms and in the well-known business press, however it has not been frequently studied in university settings (Karatepe & Demir, 2014). In the Cosmopoint Sdn. Bhd., expected outcomes are quite specific, since organizations compete to stay profitable with a specific end goal to survive and grow (Bendell, 2005). There is a measure of success stories in this regard, particularly where people and productivity issues occupy the centre stage, morale commitment and engagement are positively affected. Nonetheless, some organizations have year after year made an intensive stride to tackle employee engagement issues and as always, successes have varied from organization to organization (Wellins et al., 2005).

This study aims to contribute the on-going debate about the factors which influence employee engagement in private organizations. There is a need to identify the strategies of employee engagement that the management should attend and enhance in the Cosmopoint Sdn. Bhd. This study also will provide the strategies on employee engagement and also determined the main strategy among the three factors including communication, leadership, rewards and recognition.

1.4 Research Objectives

The aim of this study is to determine the factors that influence employee engagement. An understanding of the factors that influence should help the higher education in enhancing the engagement among employee subsequently increase the productivity of the organization. To support the main objectives, this study developed the specific objectives as follows

- RO1: To examine the effect of employee communication on employee engagement
- RO2: To examine the effect of leadership on employee engagement
- RO3: To examine the effect of reward and recognition on employee engagement

1.5 Research Questions

The study attempts to answer the following research questions:

- RQ1: Does employee communication has effect on employee engagement
- RQ2: Does leadership has effect on employee engagement
- RQ3: Does reward and recognition has effect on employee engagement

1.6 Scope of the Study

The scope of this study focuses on employee engagement among the staffs in Private Education Company through an examination of the effect of Employee Communication, Leadership and Reward and Recognition on overall employee engagement. The study used a non-experimental, structured questionnaire design with a theoretical framework based on Neo Charismatic Theory.

There are several limitations in conducting this research. Time is a severe limitation in the conduct of this research. Due to time limitation, this study is confined to only on one private company in Kuala Lumpur which is Cosmopoint Sdn. Bhd. Thus, these findings could not be generalized for the whole population in Education Industry in Malaysia because it was conducted in a specific and selected environment. A part from that, this study only investigates a few independent variable s and there could be other significant predictors that can contribute to higher employee engagement.

Secondly is time management in which time is critical in this study because there are so many things that need to complete in conducting the study such as writing literature review, and conducting surveys. Researcher is also having a commitment as an employee at the company and needs to do assigned tasks and meet the datelines. It is difficult to get full information of this study due to researcher is also bound with the employer rules and regulations towards the employees. Therefore, time needs to be planned carefully to meet the timeline in doing the study and a longer period of time is needed in order to gather all the information necessary to conduct more accurate and reliable information and to do write-up for the research

Third was response rate in which the result of questionnaire might not be as expected. Some of the respondents did not give full cooperation to answer the questions and some of respondent did and return back the set of questionnaire that has been distributed to them. Since the branches located throughout Malaysia including Sabah & Sarawak, it is hard for the researcher to personally convince all employee to participate in answering the questionnaire. This study may be the subject to personal biases of the respondents while answering the questionnaires.

1.7 Significance of the Study

This study provides an overview of the factors that influence the employee engagement in Cosmopoint Sdn Bhd. This study will help the institution to comprehend the elements that contribute most to employee engagement. Positive steps can be taken to minimize the disengagements among employees as well to improve productivity of an employee which will leads to greater productivity and profitability of the company.

1.8 Definition of Key Terms

Several terminologies have been identified and frequently used in this study. The terminologies are defined as follows:

(a) Employee Engagement

Employee Engagement defined as the positive attitude held by employees or their commitment and involvement level towards the organization and its value (Sharmila, 2013).

(b) Employee Communication

Communication is considered as a tool between employees and the employers among different levels (e.g from top to down) and same level to be reliable, in order for everyone to clearly comprehend about the firm's goal (Berger, 2008: Kennan & Hazleton, 2006). The key in any

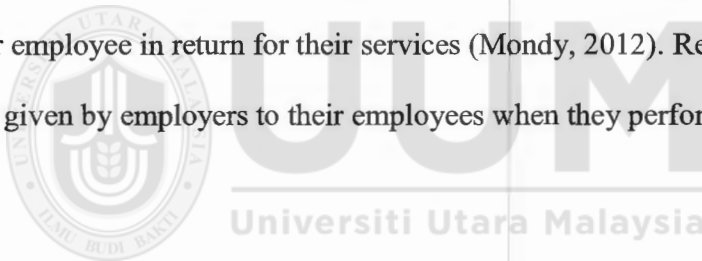
communication is to remain consistent, to make employee communication a regular routine, and to honestly respond to what one hears from employees (Bates, 2004).

(c) Leadership

Leadership has been considered as those individuals who articulate, create and craft a shared vision that ultimately guides their organizations towards new direction and also achieving organizational success through individuals, not strategic vision (Nathan, 2004).

(d) Reward and Recognition

Rewards refer to all compensation and incentives (financial and non-financial) provided by organizations to their employee in return for their services (Mondy, 2012). Recognition refers to acknowledgement given by employers to their employees when they perform well (Phillips and Edwards, 2008).



1.9 Organization of the Chapters

Chapter 1 is the brief about the entire overview of the research study. The overview will describe the background of the study, a brief history of the Cosmopoint Sdn. Bhd. problem statement, research questions, research objective, significance as well as the scope of the study, definitions of key terms, and outline of the thesis.

Chapter 2 will describe literature review of the study. Finally, research framework and hypothesis development will be looked into. The literature review will be extracted from different sources that include: publications of journal, books, articles, and other internet sources also will be used as a reference for this study in general.

Chapter 3 encompasses on the methodology and the techniques of data analysis that will be presented to include the research design, data collection process, sampling technique and technique of data analysis will be discussed in this chapter.

The statistical analysis method and the findings of the collected data is presented in Chapter 4 using IBM SPSS Statistic 25.

Chapter 5 commences with the discussion of the findings on the relationship between influencing factors of employee. This chapter moved forward to the discussion of theoretical and practical implications and finally the conclusion as well as the limitation of future study.



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CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter starts with brief description and related theories of Employee Engagement. It includes several literature reviews on Employee Engagement. Although some of these journal studies on different topics, common themes of environmental factors were identified; such as the influence factor of employee communication, leadership and reward and recognition that related to employee engagement. These common themes are closely link to Neo-Charismatic Theory. Therefore, the theoretical framework adopted for this study is based on Neo-Charismatic Theory. The independent variables were Employee Communication, Leadership as well Reward and Recognition. The dependent variable was Employee Engagement. In addition, several hypotheses were developed to test the relationship between these factors and overall employee engagement.

2.2 Employee Engagement

There are a lot of different definition of engagement can be found from the practice or research driven literatures. Kahn (1990) has define employee engagement as binding the employees to their work roles as in engagement employee will express themselves not only through physically but also through cognitive and emotionally during role performances. Rothbard (2001) similarly define employee engagement as an emotional presence like Kahn (1990), however Rothbard goes advance to the state where it involves two major mechanisms which is attention and captivation. Attention means the ability of one person spend their time to reflect of think about their roles in the organization, while absorption or captivations describe as being enthralled in the role.

Bates and Gubman (2004) defined Engagement as a sensitive emotional attachment to one's work, organization, manager as well as co – workers. According to Baumruk (2004) in his study said that Engagement refers to the cognitive and emotional approaches as the state in which individuals are emotionally and intellectually committed. Engagement occurs when employees know what to expect, have the resources to complete their work, participate in opportunities for growth and feedback and feel that they contribute significantly to an organization. When employees engaged, they are emotionally connected to others and cognitively vigilant to the direction of the team (Harter, Schmidt & Hayes, 2002).

Employee engagement is the ongoing topic that being discussed by most of researchers and practitioners today due to the broad aspects of this topic have not yet been explored and there are various understandings on this issue (Lee & Ok, 2016; Seligman, 2011; Rothmann, 2010; Harter et.al, 2002) and it is associated with various positive organizational outcomes including the aspects such as higher customer loyalty, higher productivity, and profitability, as well as lower rates of the turnover among staff.

A lot of issues concerned about the aspects of employee engagement in which it has becoming the debate among practitioners and researchers due to their different ways of understanding about employee engagement. The concept of employee engagement is all about the management concept that determines on the involvement and enthusiasm of the employees to their jobs that later create a positive influence on the co-workers that would then further enhance the interest at the workplace. Based on the study from Scarlett Surveys International (2016), management was perceived to have control in shaping the attitude and the emotional state of their employees and managing this perception which would bring about positive experiences that can simulate the intrinsic desire for a greater work performance. Thus, employee engagement

was one of the elements that can be shaped and controlled in order for these people to stay longer in the organization.

The research of this aspect of employee engagement is in fact not a new topic where many studies were being carried out in most countries covering various industries. According to Natti et al. (2011), Prabhakar (2011), Chughtai & Buckley (2011), Saks & Gruman (2011), Anaza and Rutherford (2012), employee engagement was basically a process supported by a range of factors including communication, empowerment to make the decision and supervisory support and only just about the tangible reward factors. Current researchers had found that there was a positive relationship between engagement and work aspiration (Geldenhuis et al., 2014). In other words, employee engagement was solely focused on the employees and it was the determinant of how far the employees will be engaged, based on the factors mentioned above. In fact, employee engagement will not be able to be portrayed if the employees identified suitable roles outside from the current organization they were working (Tiwari & Lenka, 2015). Robinson et al. (2004) have the definition of employee engagement as a positive attitude held by the employees towards the organization and as well as its value.

Employee engagement is about the loyalty of the employees to stay and contribute to the organization and reflect the attitude which suits organizational needs. Usually, engaged employees are very aware of the business and work together with other colleagues to improve performance within the job for the benefit of the organization. Truss et al. (2006) defined employee engagement as simple as it was a concept of having the positive and fulfilling state of mind and work-related and also the passion for work, a psychological state which has been seen to encompass the three dimensions of employee engagement such as vigor, dedication, and also absorption as discussed by Schaufeli, Salanova, Gonzalez-Roma and Bakker (2002) and it

meant to be physically as well as physically present when occupying and performing an organizational role. Employee engagement is about how the employees are engaging in total in order to contribute to the organizational performance and they feel energized with the job that they are doing, strongly involved in their work and give a full concentration as well as being happy with what they are doing in the organization.

According to Loehr and Schwartz (2003), employee engagement or the engaged employees were those who were physically energized, emotionally connected, mentally focused, and also had a high sense of association with the purpose of the organization. In detail, these engaged employees were having the strong link with the organization which they felt empowered and in control of their fate of work and they classify with the mission statements of the organization and were willing to commit the necessary emotional and personal energies essential to do extremely well in their work.

Rutledge (2006) stated that engaged employees as being inspired by attracted to, committed to, and fascinated with their work while they really cared about the company's future and willing to spend their efforts to ensure the success of the organization. Employees who were engaged were the assets of the organization where they will give everything in terms of their knowledge, skills, and the abilities that they have to contribute to the individual and organizational performance. Employee engagement is the reflection of the employees having that strong willing and interest to perform their job well and with full of passion without the thinking of leaving the current organization they are working with.

A lot of studies indicate that organization management's result is being determined by the organization's employee engagement as the engagements are the one that will drive bottom line

results. Hewitt Associates LLC, (2005), indicates that there is a strong connection between employee engagements and productivity as the higher the engagement in the organization, the higher productivity, sales, and customer satisfaction and employee retention.

Macleod (2009) said that, the employee need to know that their effort is being recognize and they also must always feel like they are part of the family and they are valued by their organization and peers, in order for them to perform their level best to achieve the company objectives. Engaging is about creating similar veneration and respect in the organization for what the employee is enable to do and excel, give to the right ways and methods, which serve them all as individual employees, as companies and organizations and as customers. Hence according to Kahn (1990), engagement must be emotionally as well as physically present when the employees are completing and performing their work task.

2.3 Employee Communication

Ryynanen, Pekkarinen and Salminen (2012) in their study defined internal communication as an internal organizational process that provide and share information to create sense of community and trust among employees. According to Norimah (2017), it is important for the management and employees to build a culture transparency and therefore can engage employees in the priorities of the organization (Mishra, Boynton & Mishra, 2014).

According to Berger (2008) and (Kennan & Hazleton, 2006), communication defined as a tool between employees and the employers among different levels (e.g. from top to down) and same level to be reliable, in order for everyone to clearly comprehend about the firm's goal The key in any communication is to remain consistent, to make employee communication a regular routine, and to honestly respond to what one hears from employees (Bates, 2004).

An important nuance of workplace communication is the communication that occurs between supervisor and employee. Courtney (2016) in his study said that by examining the employee communication, as well as employee satisfaction, further insight into the role of communication between immediate supervisor and employee and how that ultimately affects an employee's decision to stay or leave an organization, can be explored.

According to Saks (2006), employee engagement which internal communication promotes is "the degree to which an individual is attentive and absorbed in the performance and their roles (job engagement)". According to Tkalac et al. (2012), internal communication which often perceived as a synonym for intra-organizational communication, is quite often equated with employee communication. Many scholars have highlighted the positive influence of internal communication on employee engagement (Choong, 2007; Welch and Jackson 2007) and the basis of successfully engaging employees in an organization (Gill, 2011). When employees feel their contribution matters to the organization, they will express their satisfaction in term of increase in productivity and profitability (Gallup, 2012) and provide excellence services to customers as well as stakeholders.

According to Saks (2006), employee engagement which internal communication promotes is "the degree to which an individual is attentive and absorbed in the performance and their roles (job engagement)". Tkalac et al. (2012) in his study stated that, internal communication, often regarded as a synonym for intra-organizational communication, is somewhat similar to employee communication. Many scholars have emphasized the positive impact of internal communication on employee engagement (Choong et.al, 2007) and the basis for successfully engaging employees in organizations (Gill, 2011). When employees feel they are contributing to

the organization, they will express their concern in terms of productivity and profitability (Gallup, 2012) and provide mobile services to customers and stakeholders.

Georgiades (2015) and Jevic, Oppenheimer & Konje (2015) said the ability of management to communicate effectively creates a basis for employee engagement. Jaupi and Ljaci (2015) stated that that lack of or poor communication is one of the most common problems within an organization. The proper relationship among workers and leaders requires consistent and honest communication (Basbous & Malkawi, 2017). Jaupi and Ljaci (2015) further stated that the frontline and upper management of the organizations who communicate effectively, strongly impact employee engagement. Georgiades (2015) determined that the fundamental idea of internal communication is to improve productivity by changing the performance of all employees, including managers. Albrecht et al. (2015) examined the effect a manager's feedback, and support has on engagement and communication. The continuous communication and exchange of ideas between employees and leadership enhance employee engagement with an organization.

2.4 Leadership

Drucker (1996) has summarized the ideas when he proclaimed that the only definition of a leader is someone that has followers. Northouse (2004) in the study defined Leadership as the ability of an individual to lead a group of people to achieve a specific goal in which an effective leader may be the one who can influence his followers to achieve the organization goals. For instance, Dubrin (2001) has defined the leadership as the relatively consistent pattern of behaviour that characterized a leader.

Adair (2002) defined leadership as the process where an executive guide, influence and direct the work and behaviour of others towards accomplishment of precise objectives in a given situation. He further emphasized that the aptitude of the manager to persuade the subordinates to work with confidence and zeal is regarded as leadership.

Furthermore, Daniel (2002) defined leadership as the ability to persuade a group towards realizing of goals. Leaders are required to build up future vision, and to inspire members of the organization to want to accomplish the vision and to enhance performance. Leadership was found to be one of the main fundamental factors that improves employee engagement. Walumbwa et, al. (2008) said that effectual leadership is a multi-dimensional higher-order construct, encompassing balanced processing of information, self-awareness, internalized moral standards and relational transparency.

There has been dramatic growth in research interest over the past decade on leadership (Robbin & Judge, 2009) in which leadership behaviours have been described in various ways (Lee & Chang, 2006; Zhang, 2010). Volckmann (2012), in the study recognizes the importance of the leader in which it can be visualized as an equilateral triangle where there are three sides; the leader, the followers as well as the context. Bass (1990) in his study stated that the context is an equally important component of the leadership process and treated the followers are as important as the leaders. He further mentioned that leadership is an interaction between two or more members of a group that involve structuring of the situations, perceptions and expectations of members. It occurs when one of the group members modifies the motivation and competencies of others in a group.

A study by Swathi (2013) showed that most of the times employees leave managers not the organizations as result of having problem with the leaders. This situation shows the importance of leader 's role when it comes to the issue of engaging employees (Makeera, 2018).

Zahid and Özyapar (2017) identified that the attitude and actions of the leaders, both in senior and at immediate supervisor levels, can enhance employee engagement or cause disengagement. In broader perceptions, 'the ability of senior leadership in leading the company in the right direction and openly communicate the state of the organization' to more interpersonal factors by treating the employees with respect, recognize success help to support potential increases of employee engagement in the organization.

Wallace and Trinka (2009) identified that the responsibility of communicating that the employee 's effort plays a key role in the overall success of an organization solemnly lies on the leadership. When employees work is considered important and meaningful, it leads evidently to their interest and engagement. Supportive and authentic leadership is theorized to impact engagement of employees in the sense of increasing their involvement, satisfaction, and enthusiasm for work (Schneider et al., 2009). Based on the study, it shows that when leaders are inspiring, engagement occurs naturally

Despite this, "leadership" seems to be one of the biggest factors affecting organizational performance (Nasoombom, 2014). Committed Leaders may therefore be the key to the development of an environment that promotes organizational effectiveness (Cascio et al., 2010). Kieu (2010) found a strong correlation between transformation and transactional leadership to growth and profitability over the years. Munley (2006) found that levels of agreement and leadership commitment are important throughout the organization.

A study on the effectiveness and organizational performance by Maria (2012) concludes that the leadership style does affect the employee performance since it cannot be achieved in the absence of leadership that could adapt to changes and challenges of the environment. This was further supported by Iqbal, Anwar and Haider (2015) where different leadership style does affects the employee's performance. The study found that participative style of leadership has greater effect compared to autocratic and democratic style. Participative styles make employee feel more empowered and increase confidence in delivering their tasks and decision making.

2.5 Reward and Recognition

Rewards refer to the all compensations and incentives which is both for financial and non-financial that provided by organizations to their employees in return for their contribution (Mondy, 2012). Rewards serve to motivate employees to perform well in order to achieve organizational goals (Zakaria, et. al, 2012). Hence rewards can be categorized into intrinsic and extrinsic rewards. Intrinsic rewards refer to satisfaction that employee gets from the job itself while extrinsic rewards are rewards that employee gets from the employer such as praise, money or promotion (Pitts, 1995). In other hand, recognition refers to acknowledgement given by employers to their employees when the perform well on their contributions (Philips & Edwards, 2008)

The company should have a proper pay system so that employees are motivated to work in the organization. To increase their level of engagement, employees need certain benefits and compensation. According to Wayne et al. (1997), employees may consider promotion to higher positions that associated with increasing in salary, to recognize employee achievement. In addition, Vaziarani (2007) urge that organizations need to have a proper pay system in order for employees to be motivated to work within the organization.

In order to boost the engagement levels of the employee, organization should be able to provide with certain benefits and compensation. Competitive package within a Company is important. Having said that, in any organization, it is essential to maintain the internal equity between employees.

Compensation or remuneration is an indispensable attribute to employee engagement that motivates an employee to achieve more and hence focus more on work and personal development. It involves both financial and non-financial rewards. Attractive compensation comprises a combination of pay, bonuses, other financial rewards as well as non-financial rewards like extra holiday and voucher schemes. (Anitha, 2014)

According to the individual-organization exchange theme, individuals join organizations with specific set of skills, desire and goals, and expect in return a decent working environment where they can use their skills, satisfy desires, and achieve their goals (Mottaz, 1988). Thus, reward play an important role in building and sustaining the commitment among employees to ensure a high standard of performance and workforce constancy (Wang, 2004). Typically, organizations have increased the substantial improvement by entirely fulfilling with the organizational strategy by a well-balanced reward and recognition programs for their employee.

Reward that includes all monetary incentives, benefits that supplement employee's monthly salary are no longer viewed as the only tool to motivate employees. Industry experts are now focusing on recognition in addition to the reward system to retain the performers and best talent within the organization.

According to Scott (2010), the total rewards structure, program and policies is indeed will influence employee engagement. He further stated that the organization must encourage manager to improve their employee's engagement by making it a performance criteria and rewarding engagement through incentive programs in order to foster employee engagement and motivation.

Effective implementation of reward and recognition program within an organization creates a favourable work environment and creates favourable work that could motivate the employee to increase their engagement which ultimately improves the organization's performance. These findings were supported by Lawler (2003) where he argued that organization's wealth and survivability are determined by the way employees are treated and reward and recognition program could boost employee's morale, motivate them and get them engaged. According to Stajkovic (2001) and Luthans (2003). Reward and recognition are said to have positive relationship with employee's task performance and engagement.

Blume, Board and Kawamura (2007) conclude that real incentives is effective in improving the employee quality and encourage them to think in a smarter way. This will support both quality and quantity of outcome in achieving the goal of the organizations.

2.6 Underlying/Underpinning Theory

There are many theories that related in defining employee communication, leadership and reward and recognition association with employee engagement. However, this study adopted from Neo-Charismatic Theory (1978). In this study, Neo-Charismatic Theory provides opportunity in explaining the relationship between employee communication, leadership and employee engagement of the non-academic staff of Cosmopoint Sdn. Bhd.

2.6.1 Neo-Charismatic Theory

The neo-charismatic approach essentially addresses the process of change and consequently the transformation of followers. This process contains charismatic and insightful aspects that are best understood as being based on the characteristics and patterns that will come from the leading. This theory focus is leader as communicator in which it comprises of symbolic and emotionally appealing behaviours of leader. The charismatic leaders can be powerful agents of social change due to their unique relationship with followers.

The theory of power and influence still appeals to researchers in describing leaders better than the power perspective. They can be categorized in two ways: followers' influence (social power theory) and mutual influence between leaders and followers (social exchange theory). The traits theory explains the quality and personality of leaders which belong to Weber's original charismatic theory. Thus, this study adopted Neo-Charismatic theory in developing the research framework and explaining the relationship of all variables.

2.7 Research Framework

Based on the literature review, the studied variables encompass Employee Communication, Leadership, Reward and Recognition and Employee Engagement. The research framework in this study is presented in figure 2.1.

In principle, this research framework is underlying by Neo-Charismatic Theory (Weber, 1978). Consequently, the research framework of the study is summarized in Figure. 2.1 which shows the relationship between independent variables (employee communication, leadership, reward and recognition) and the dependent variable (employee engagement).

Independent Variables

Dependent Variables

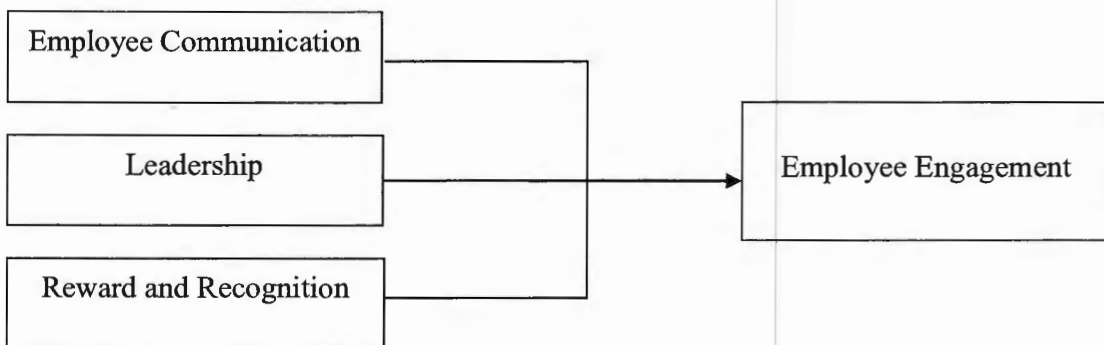


Figure 2.1 Research Framework

2.8 Hypotheses Development

The study contained three variables which are: employee engagement (dependent variable), conceptualized as one-dimensional, while (employee communication, leadership and reward and recognition) as independent variables. Thus, in this research, three hypotheses were developed, tested and validated based on the conceptual framework which was adapted from the previous research.

2.8.1 Employee Communication and Employee Engagement

Communication has a very strong impact in organizational behaviour. Ongori (2007) indicated that organization with strong communication systems enjoy high effectiveness in work because employees need an information sharing and need to communicate with their peers and supervisor. Employees sometimes want to express some ideas or ask some misunderstanding regarding the job. Communication and information sharing is a key to the organizational goal of delivering better, more efficiency that are coordinated around the needs of individual. The organization has its own agendas, goals and targets, and these must be well understood by the

employees. For that, effective communication is the only way to convey the messages to the employees.

Employees also have the right to know what is happening in the company, what are the expectations, goals and aspirations as well as the company's evaluation of their works. Similarly, the organization needs to know what their employees are expecting and experiencing in their jobs. Information such as the working condition of the workers, dissatisfactions over company policies or facilities should be obtained by having an effective communication with the employees.

There are many past studies were conducted between employee engagement and employee communication, Abu Khalifah and Mat Som (2013) found that communication is an important tool for the employee to be engaged with the company. Employee will become more motivated and engaged when they are well informed on what the company expected from them with clear set of goals. Subsequently, employee will be more confident with their actions. In addition, positive communication with the employees could improve their performance and avoid the problem of employment. (Abdelhak, 2016; Bakker & Demerouti, 2007). In the study conducted by Hersey and Blanchard (1993), the authors identified four major indicative of an effective communication which are: empathy, openness, support as well as social skills. In most of the organizations today, due to the changing needs by the employee, the environment should stimulate and satisfy more than just to fulfil the physiological and safety needs (Abdelhak, 2016; Hersey & Blanchard, 1993)

This is vital for the organization to do what's needed in ensuring the happiness of the employees, which in turn will translate into their engagement. According to Berger and Luckmann (1997), information sharing includes providing information, conforming the information has

been received and conforming that the information is jointly understood. Communication and information sharing is an important component of information behaviour. It is an essential activity in all collaborative work and helps to bind groups together as well as workers able to gain some important inputs and sharing a skill with other workers and in the same time they will enjoy their work and engage in work. Therefore, the study hypotheses are as following:

H1: *Employee Communication has effect on employee engagement.*

2.8.2 Leadership and Employee Engagement

A study by Raja (2012), Padma et.al (2012) and Makeera (2018) found that there are significant relationship between leadership and employee engagement. They noticed that employees understanding and interpretation of leadership in the university such as; ideas, influence, motivation, inspiration and stimulation have a significant effect on their engagement.

This was further supported by Zahid and Özyapar (2017) in their study that effective leadership will leads to high employee engagement. The highly efficient leader supports the employees and causes in high Employee Engagement. Thus the company that aim to achieve competitive advantages, they should identify the root of that causes the employee engagement and effective

leaders are paving the road for this. Therefore, the study hypotheses are as following:

H2: *Leadership has effect on employee engagement.*

2.8.3 Reward and Recognition and Employee Engagement

A study by Saks and Rotman (2006) revealed that recognition and rewards are significant antecedents of employee engagement. They noticed that when employees receive rewards and recognition from their organisation, they will feel obliged to respond with higher levels of engagement. Kahn (1990) observes that employee's level of engagement is a function of their

perceptions of the benefits they receive. Therefore, irrespective of the quantity or type of reward, it is the employee's perception of the same that determines his/her content and thereby one's engagement in the job. It becomes essential for management to present acceptable standards of remuneration and recognition for their employees, if they wish to achieve a high level of engagement.

A study by Saks and Rotman (2006) revealed that recognition and appreciation are important precursors in employee engagement. They recognize that when employees receive rewards and recognition from their organization, they will feel responsible for responding to a higher level of engagement. Kahn (1990) observed that the level of employee engagement is a function of their perception of the benefits they receive. Therefore, regardless of the quantity or type of reward, it is the same employee perception that determines the content and thus the involvement of a person in the job. It is important for management to set standards of remuneration and recognition for their employees, if they wish to achieve a high level of engagement.

According to the study by Abdullah (2016) and Pinar (2011), employee will work harder when their effort been recognized. When the employees get recognized and appreciated, they will strive for their best to prove on their skill, talents and abilities that they possessed. By recognizing the employees can be part of communication that strengths the reward and outcome for the business. Relate to that, leaders should have developed reward and recognition system that powerful for both employees and organization in order to boost up their engagement level. (Hsiu-Fen, 2007). Therefore, the study hypotheses are as following

H3: *Reward and Recognition has effect on employee communication.*

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the overall research designed employed in the study, covering both methodological as well as practical considerations in obtaining, analysing and critically assessing the empirical data. In addition, the purpose of this chapter is to provide a detailed overview of the methodological selected in order to answer the research question, and to justify this selection. This chapter outlines the following sections: research framework, research design, sources of data, unit of analysis, population frame, sampling technique, measurement of variables/instrumentation, collection and administration of data and data analysis technique. Critical evaluation of the research methods in terms of reliability and generalizability is also a part of the chapter.

3.2 Research Design

A research design is a blueprint for the collection, measurement, and analysis of data, based on the research questions of the study. According to Zikmund et. al (2010), research design details the procedures and methods that are used by researcher in order to collect and analyze the required information. Research design is also a structure that help researcher to plan the movements of the research project and assist in the problem solving.

In addition, Malhotra (1999) described a research design as a framework or blue print for conducting the research. It specifies the details or the procedures necessary for obtaining the information needed to structure and to solve the research problem.

This study has employed quantitative approach to test the hypotheses in order to examine the significant relationship among variables as shown in the research framework (Figure 2.1). The study was conducted systematically to find the answer for research questions. Questionnaire were distributed in order to collect the data. The collected data from the distribution of questionnaires are then analyzed by the researcher and the results are then generalized to the entire population.

The questionnaire is chosen as primary instrument for collecting data for this study because it is reliable and quick method to obtain information from the targeted respondents in an efficient and timely manner. The standardized questionnaire that distributed to all targeted respondents will ease the researcher in collecting and analysing the data. It is also convenient for the respondents in giving their feedback since they are required to answer the straightforward questions.

The main objective of this study is to identify the relationship of all the three of drivers of independent variables with the dependent variable of employee engagement in Cosmopoint Sdn. Bhd. This is a correlational research according to its nature that includes independent variables, for example, employee communication, leadership and rewards and recognition. The independent variables might combine towards the employee engagement in Cosmopoint Sdn. Bhd.

3.3 Population

Population refers to entire group of people, events or things of interest that are being investigated (Sekaran & Bougie, 2013). The target population in this study is all 253 staffs of Cosmopoint Sdn Bhd. This is to measure the influence of employee engagement, leadership and

reward and recognition towards employee employee engagement. Table 3.0 shows the total number of employees in Cosmopoint Sdn. Bhd. throughout Malaysia.

Table 3.0
Number of Employees

Centre	Number of Employees
Kedah	16
Pulau Pinang	20
Perak	19
Kuala Lumpur	45
Negeri Sembilan	17
Melaka	16
Johor	20
Pahang	19
Terengganu	20
Kelantan	19
Sabah	23
Sarawak	19
Total Employees	253

3.4 Sample Size

In any research study, it is impossible to gather data from the total population due to limitation of time, costs and other human resource factors (Sekaran & Bougie, 2013). The sampling size that will be used for this study is based on Krejcie and Morgan (1970). Table 1 shows that if the population size is 253, the sampling size was 152. For the purpose of this study a sample of 152 respondents were drawn from the population of 253 staffs working in Cosmopoint Sdn. Bhd.

3.5 The Sampling Technique

The research process for selecting appropriate members of the population for the study is considered as sampling (Sekaran & Bougie, 2013). The present research prefers to adopt the probability sampling design. Furthermore, the probability sampling is preferred rather than the non-

probability sampling for each of the elements in the population. A conclusion can be drawn from the population based on the characteristics of the sample chosen which can be generalized. It is believed that if the sample is carefully obtained, it is then possible to generalize the outcome to the entire population in quantitative research as proposed by (Amin, 2005).

This study employs stratified random sampling where the population were divided into a smaller sub-groups known as strata. A stratified random sampling involves dividing the entire population into homogeneous groups called strata (plural for *stratum*). Stratified random sampling is also called proportional random sampling or quota random sampling in which ensures that each subgroup of a given population is adequately represented within the whole sample population of a research study. The researcher employs the stratified sampling techniques in which the employees from each centre (*stratum*) were randomly selected according to their staff identification number. The respondents from job category non-executive, executive, lecturer, assistant manager, manager and directors were chosen to answer this questionnaire.

3.6 Data Collection Procedures

After determining the population and sampling size of the respondent, data was collected mainly from primary source. Structured questionnaire was used for primary data collection from the selected employees at Cosmopoint Sdn. Bhd. Approval for data collection was obtained from the top management after a short discussion highlighting the contribution of the study to the Company. Email were sent out to the respective head of department and Centre manager explaining the purpose of the research. The Centre Manager then distribute the questionnaire to their staffs.

Total of 263 set of questionnaires were prepared and distributed to the selected respondents in Cosmopoint Sdn. Bhd. The process of distribution started from 28 September 2019 until the end of collection period which was on 18 October 2019. Respondents were given approximately two (2) weeks' time to complete the questionnaires and reverted back to the researcher.

Questionnaire distributed among respondents through hard copy. The questionnaire allows the response from the respondents in a standard way, unbiased approach and objective oriented. The use of questionnaire was also a simple and effective research tool besides enable the information to be presented in a numeric way (Zikmund et al., 2013). Some of the advantages of using questionnaires were cost-effective, can be completed easily and faster.

For this research, respondents need to answer the question about personal attitudes and beliefs. Therefore, by using questionnaire, they can express their perception and feeling freely compared to using interview method. However, distribution of questionnaire has also several limitations such as lackadaisical attitude of respondents, non-attendance and lack of cooperation.

3.7 Unit of Analysis

The unit analysis of this study is individual staffs of Cosmopoint Sdn Bhd. Past studies demonstrate proof of the utilization of the individual unit of investigation (Krallis & Souto, 2014; Shahzad, 2014; Ahmad et al., 2015).

3.8 Research Instruments

Questionnaire is the main tool used to collect data from respondents. The type and design of questionnaire was use base on the needs of the studies that had been carried out. In this study, the questionnaire consists of three sections that are:

Section A: Demographic variables.

Section B: Employee engagement.

Section C: Employee communication

Section D: Leadership

Section E: Rewards and recognitions

For the purpose of this study three independent variables (employee communication, leadership, and reward and recognition) and a dependent variable (employee engagement) were examined. The questionnaires were adopted from Utrecht Work Engagement Scale (UWES) by Baker, Salanova and Schaufeli (2006). A six-point Likert scale ranging from 1. = “strongly disagree”, 2. = “disagree”, 3. = “slightly disagree”, 4. = “slightly agree”, 5. = “agree” and 6. “strongly agree” was employed in this study to measure all the variables. Table 3.1 presents the summary of study variables.

Table 3.1
Summary of Variables and Measurement of Instruments

Variables	No. of Item	Source
Employee Engagement	10	Adapted from Utrecht Work Engagement Scale (UWES) by Baker, Salanova and Schaufeli (2006)
Employee Communication	6	Adapted from Downs and Hazen (1997)
Leadership	10	Adapted from Bass and Avolio (1990)
Reward and Recognition	6	Adapted from Utrecht Work Engagement Scale (UWES) by Baker, Salanova and Schaufeli (2006)
Total Number of Items	32	

3.9 Pre-Test and Pilot Test

It is important to conduct pre-test and pilot test to the questionnaires that will be distributed to the respondents in ensuring the successfulness of the research. At this step, the researcher will carry out the pre-test of the questionnaire before pilot test. The first pre-test will be carried out by using ten (10) non-target audiences, includes proof read by the expert, fill it and finally drop a comment for improvement. These respondents composed of those familiar with the topic of this study. Once the improvements been made, the researcher will send out a set of preliminary questionnaires to a small sample consisting of 30 respondents before the data collection will be done for the rest numbers of samples.

3.10 Measurement of Variables

3.10.1 Employee Engagement

Employee engagement is the extent to which employees are motivated to contribute to organizational competitive advantage and willing to demonstrate commitment, loyalty and expression beyond the basic requirements to accomplish tasks and organizational goals (Jack, 2010).

Employee engagement construct was operationalized as one-dimensional. A scale developed by Utrecht Work Engagement Scale (UWES) by Baker, Salanova and Schaufeli (2006) consisting of 10 items was used to measure employee engagement. The details of the items are shown in Table 3.2.

Table 3.2
Items of Employee Engagement

Code	Items	Source
EPE 1	Time passes quickly when I perform my job.	Utrecht Work Engagement Scale (UWES) by Baker, Salanova and Schaufeli (2006)
EPE 2	I often think about other things when performing my job.	
EPE 3	I am rarely distracted when performing my job.	
EPE 4	My own feelings are affected by how well I perform my job.	

EPE 5	I really put my heart into my job.
EPE 6	I get excited when I perform well in my job.
EPE 7	I stay until the job is done.
EPE 8	I exert a lot energy performing my job.
EPE 9	I avoid working overtime whenever possible.
EPE 10	I avoid working too hard.

3.10.2 Employee Communication

Employee Communication is operationally defining as tool to deliver information between employees and employers among from different level (e.g: from top to down) and same level (e.g from base to up) to be reliable, so that everyone can clearly comprehend about the firm's goals, following steps and growth (Berger, 2008: Kennan & Hazleton, 2006). Employee Communication construct was operationalized as one-dimensional. A scale developed by Downs and Hazen (1997) consisting of 6 items was used to measure employee engagement. The details of the items are shown in Table 3.3.

Table 3.3
Items of Employee Communication

Code	Items	Source
EPC 1	Communication in my company is usually open and forthright.	Downs and Hazen (1997)
EPC 2	My supervisor does a good job of communicating information to all.	
EPC 3	I am kept well informed about what the company is doing.	
EPC 4	I am able to speak up and challenge the way things are done in the company.	
EPC 5	Management encourages employee suggestions.	
EPC 6	I often get news often from grapevine	

3.10.3 Leadership

Leadership is operationally defined as the particular act in which a leader engages during the course of directing and coordinating the work of his group members (Fiedler, 1967). Leadership construct was operationalized as one-dimensional. A scale developed by Bass and Avolio (1990) in Northouse (2004) consisting of 10 items was used to measure employee engagement. The details of the items are shown in Table 3.4.

Table 3.4
Items of Leadership

Code	Items	Source
LED 1	My leader treats each subordinate as an individual with different needs, abilities and aspirations.	Bass and Avolio (1990) in Northouse (2004)
LED 2	My leader talks about the importance mutual trust among members.	
LED 3	My leader talk with conviction about his/her value and ideals	
LED 4	My leader make personal sacrifices and goes beyond self-interest for the benefit of organization	
LED 5	My leader provides me with assistance in exchange of my effort	
LED 6	My leader express satisfaction when I meet expectation	
LED 7	My leader spend time on teaching and coaching	
LED 8	My leader express confidence that goals will be achieved	
LED 9	My leaders heightens my desire to succeed	
LED 10	My leader increase my willingness to try harder	

3.10.4 Reward and Recognition

Reward and recognition is operationally defined as desirable or positively valued outcomes or returns to a person that are provided by himself (intrinsic) or by others (extrinsic). (Porters & Lawlers, 1968). Reward and Recognition construct was operationalized as one-dimensional. A scale developed by Utrecht Work Engagement Scale (UWES) by Baker, Salanova and Schaufeli (2006) consisting of 6 items was used to measure employee engagement. The details of the items are shown in Table 3.5.

Table 3.5

Items of Reward and Recognition

Code	Items	Source
RNR 1	My success is recognized by my supervisor.	Utrecht Work Engagement Scale (UWES) by Baker, Salanova and Schaufeli (2006)
RNR 2	An outstanding performer will be recognized and rewarded by the company.	
RNR 3	I did received recognition or praise for doing good work.	
RNR 4	Job promotion in my company is fair and objective.	
RNR 5	I feel that I am fairly paid for the work that I do.	
RNR 6	A good employee benefits plan is the reason employees stay in my company.	

3.11 Method of Data Analysis

The collected data in this study will be statistically analyzed by using the statistical package for social sciences (SPSS) to decide whether the developed hypotheses are supported or not. Prior to the main data analysis, data preparation and screening such as coding, data editing, omission, reliability and transformation will be done to ensure that the collected data are qualified to be used for the main data analysis. The specific statistical techniques that will be employed in this study are discussed below.

3.11.1 Reliability analysis

Reliability test function is to analyze the reliability of the items in variables. The test used Cronbach alpha coefficients computation to determine the items' reliability. In general, those with Cronbach value of 0.5 and above are considered as reliable. However, in this research, the value is set to 0.77 to get higher reliability, as the number of the samples is not large enough. The result of reliability analysis was discussed in Chapter 4.

3.11.2 Normality Analysis

Normality tests was used to determine if data set is well modelled by a normal distribution. More precisely, the tests are a form of model selection and can be interpreted several ways depending on one's interpretation of probability. In descriptive statistics term, one measures a goodness of fit of a normal model to the data and if the fit is poor then the data are not well modelled in that respect by a normal distribution, without making a judgement on any underlying variables.

3.11.3 Descriptive Analysis

Descriptive analysis used to describe demographic background of respondent profile. This analysis has been used to find out mean and standard deviation of each research statement. Zikmund (2013) stated that descriptive analysis refers to the process of converting the raw data into a form that easy to interpret and understand.

3.11.4 Pearson Product-Moment Correlation

Pearson product-moment correlation was used to examine the linear correlation between two variables (the independent and dependent variable). This study employed correlation analysis to determine the bivariate relationship between the employee communication, leadership and reward and recognition and employee engagement.

3.11.5 Regression Analysis

Regression analysis were used in this study in order to answer research questions on the relationship of variables which are employee communication, leadership, reward and recognition and employee engagement. This analysis can be used to identify the variance in the dependent variables will be explained when several independent variables are theorized to simultaneously

influence (Mansor, 2013). The purpose of regression analysis is value of independent variables needed to predict single independent variable (Hair, 2004)

3.12 Summary of the Chapter

The methodological approach of this research was presented in this section. Specifically, quantitative research approach was employed in this study. Primary data will be collected from the staffs of Cosmopoint Sdn. Bhd. Also, the sampling procedure and techniques, data collection method and analysis employed in this study were also presented in this chapter.



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CHAPTER FOUR

RESULT OF ANALYSIS

4.1 Introduction

This chapter entails analysis of data which collected by respondents. This study determines the relationship between employee communication, leadership and reward and recognition (independent variable) and employee engagement (dependent variable). The objective of this study is elaborated by emphasis on research questions which have discussed earlier in chapter one. Additionally, for the verification of objectives, this study has considered the hypotheses in chapter two.

Moreover, this study used the Pearson correlation method for investigating the relationship between dependent variable and independent variable. Similarly, to determine the most significant independent variable which shows high effect on the dependent variable, this study used regression analysis. Furthermore, this chapter elucidates the instrument reliability by Cronbach Alpha. After that, this study conducted the descriptive analysis for the respondent profile description.

4.2 Response Rate

A total of 263 of questionnaires was administered to staffs of the Cosmopoint Sdn. Bhd. in this study. The researcher manages to get 100 returned questionnaires, out of 263 questionnaires that were distributed to the target respondents. Hence, 100 questionnaires were used for further analysis. This accounted for 38% valid response rate. As suggested by Sekaran and Bougie (2013) for a sufficient response rate for surveys, 30 % would be deemed enough.

Table 4.1
Response Rate of the Questionnaires

	Frequency/Rate
No. Distributed Questionnaires	263
Returned questionnaires	100
Unreturned Questionnaires	163
Valid Response Rate	38%

4.3 Data Screening and Preliminary Analysis

Initial data screening is essential in any multivariate analysis because it assists the researcher to identify any possible violations of the key assumptions, concerning the application of multivariate techniques of data analysis. In addition, preliminary data screening assists the researcher to better understand the data collected for further analysis (Hair et al., (2007). The entire 100 returned questionnaires were coded and entered into the SPSS before conducting the initial data screening. After data coding and entry, preliminary data analyses were performed such as (1) missing value analysis, (2) assessment of outliers, (3) normality test, and (4) multicollinearity test (Hair et. al., 2010; Tabachnick & Fidell, 2007).

4.4 Data Screening and Editing

In conducting any multivariate analysis, data cleaning and screening are vital. Because of the fact that the quality and the meaningful outcome of the analysis mostly depend more or less on the initial data cleaning, the missing data and outliers were checked and treated accordingly.

4.4.1 Missing Data

The data composed were entered in Statistical Package of Social Science (SPSS) software to check whether there are missing data the first descriptive statistics were run and none of the data were missed.

4.4.2 Normality Test

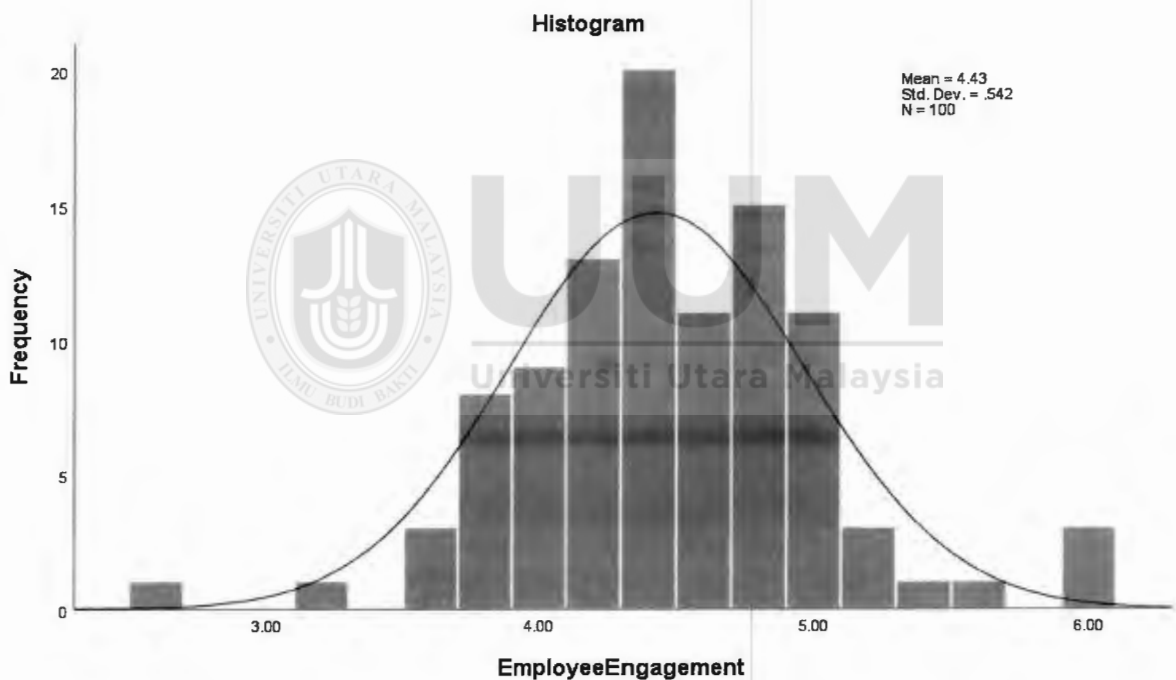
One of the difficulties face as regards to inferential statistics is the normality of how the data collected distributed. In order to examine the normality of the data collected, the study will have employed the assessment of the skewness and kurtosis. As suggested by Hair et al., (2010) the acceptable threshold for skewness and kurtosis is below ± 3 for skewness and below ± 8 for kurtosis. The result presented in Table 4.3 reveal that, the values of skewness and kurtosis for the variables are below the threshold. As such, this result shows the data collected for this study is normally distributed. In addition, the histogram with normality plot presented in Figure 4.2 depicts that the data collected in this study is neither negatively nor positively skewed. Rather, the data converged at the centre which explained why the normality plot is bell-shaped.

Table 4.3
Results of Normality

		Employee Commu- nication	Leadership	Reward and Recog- nition	Employee En- gagement
N	Valid	100	100	100	100
	Missing	0	0	0	0
Skewness		-.700	.566	-.303	.147
Std. error of Skewness		.241	.241	.241	.241
Kurtosis		.922	5.128	-.390	1.676
Std. error of Kurtosis		.478	.478	.478	.478

The skewness and kurtosis value can be positive or negative, or even undefined according to Tabachnick & Fidell (2007). Positive skewness is whenever the right tail is excessively longer with numerous cases piling up to the left. Negative skewness is contrary to the positive skewness. Pallant (2007), describes kurtosis can be regarded as positive if data distribution is peaked. While negative kurtosis is when the data distribution is flat. Regardless, data distribution is completely normal if value of skewness and kurtosis is zero (Razali & Wah, 2011)

Figure 4.3
Normality Curves

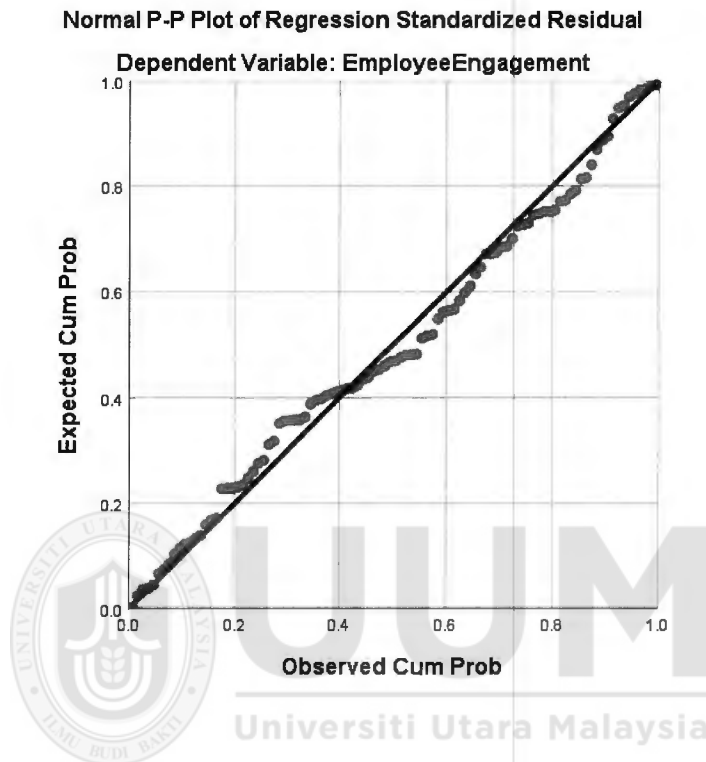


4.4.4 Linearity

The linearity assumption is confirmed on normal probability plot of the regression- standardized residual, according to the suggestion of previous studies. The result of linearity for both dependent variable; employee engagement and independent variable; Employee Communication, Leadership, and reward and recognition show that all the points 'line in a reasonably straight diagonal way. Therefore, it indicates that, the assumptions of linearity are met and there are no major deviations in the dataset as shown in Figure 4.4.

Figure 4.4

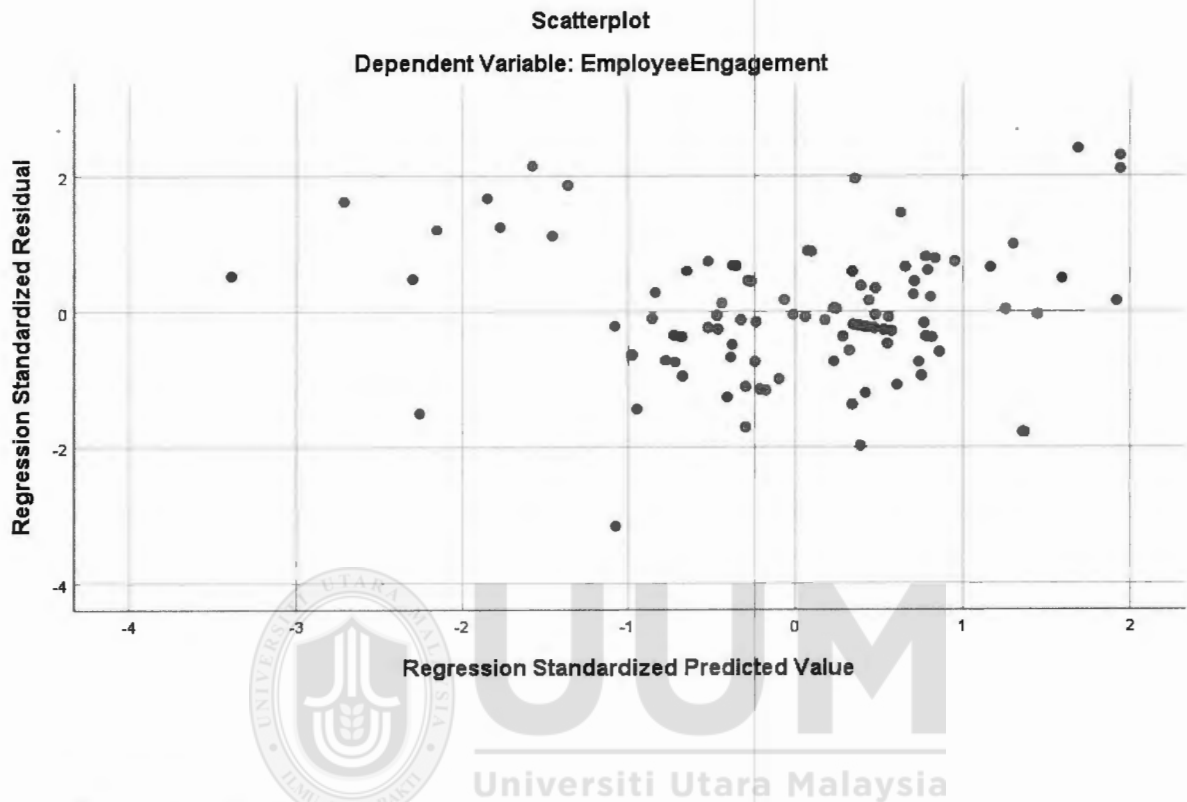
Linearity Graph



4.4.5 Homoscedasticity

Homoscedasticity test is conducted by using scatter plot (Hair et al., 2010; Pallant, 2013). Scatter plot diagrams of standardised residuals is used to test the homoscedasticity for both independent variable and dependent variable. In this study the assumption of homoscedasticity is therefore met as shown below in figure 4.5

Figure 4.5
Homoscedasticity graph



4.4.6 Reliability Analysis

Reliability refers to the extent to which a scale produces consistent results, if the measurements are repeated a number of times. Reliability analysis is determined by obtaining the proportion of systematic variation in a scale, which can be done by determining the association between the scores obtained from different administrations of the scale. The table 4.6 below indicated that the Cronbach alpha were calculated which served as the instrument used in an attempt to find out internal reliability. The Cronbach alpha for the dependent and independent variables (employee engagement, employee communication, leadership and reward and recognition) scale were .670, .670, .652, .817 respectively. The table below shows the result which indicated the range of Cronbach alpha which are between .604 and .817. According to Robinson et al., (1991) he recommend 0.60 to be the minimum accepted value, hence the Cronbach alpha of

the variables in this study are reliable. Furthermore, according to Hair et al., (2014) he suggested that items that are below the loading of .40 should be deleted.

Table 4.6

Reliability coefficients for the study variables

Variable	Number of items	Item deleted	Cronbach Alpha
Employee Communication	6	-	.670
Leadership	10	-	.670
Reward and Recognition	6	-	.652
Employee Engagement	10	-	.817

4.5 Respondent Profile

In the following section, the profile of respondents reported based on the information of demographic section of the survey conducted for this study. It has a total number of 100 usable data of employees after screening and cleaning process. The result is shown in Table 4.7 below.

Table 4.7

Respondents' Profile

Demographic Variables	Category	Frequency	Percentage (%)
Gender	Male	49	49
	Female	51	51
Race	Male	84	84
	Chinese	9	9
	Indian	3	3
	Others	4	4
Age	Below 25 years	7	7
	26 to 35 years	38	38
	36 to 45 years	36	36
	46 to 55 years	19	19
Highest Academic Qualifications	Secondary	19	19
	Diploma	21	21
	Degree	35	35
	Master	23	23
	PHD	2	2
Job Category	Non-Executive	25	25
	Executive	38	38
	Management	22	22

	Lecturer	15	15
Department	Administration	46	46
	Finance	16	16
	Human Resource	3	3
	Chancellery	2	2
	Academic	19	19
	Registrar Office	9	9
	Others	5	5
Length of Service	Below 2 years	21	21
	3 to 5 years	23	23
	6 to 8 years	28	28
	More than 9 years	28	28

The survey reveals that the majority of respondents are belong to the age of 26-35 years and followed by 36-45 years. In the same way, the female percentage is 51% which higher than male percentage. Furthermore, the degree holder respondents are 35%, master respondents are 23%, diploma respondents are 21%, secondary respondents are 19% and 2% respondents belong to PHD level. Moreover, most of the respondents are from Executive job category, 25% of the respondents are non-executive, 22% are from management and balance of 15% are lecturers. Majority of the respondents are from Administration Department which contribute to 46% and few from Finance, Human Resource, Chancellery, Academic and others department. Meanwhile for length of service, there are an equal distribution of respondents from 6-8 years and more than 9 years of service which is 28%, another 23% are from 3-5 years of service while 21% are belonged to service below than 2 years.

4.6 Descriptive Statistics for the Variables

The most common measure of central tendency is the mean, which is referring to the average value of the data set (Sekaran & Bougie, 2010). Standard deviation is a measure of spread or dispersion, which provides an index of variability in the data set and it is the square root of variance. Both mean and standard deviation are fundamental descriptive statistics for interval and ratio scale. This study used six point Likert scale. Nik et al., (2010) recommended that

scores of less than 2.33 are low level, 2.33 to 3.67 are moderate level, and 3.67 and above regarded as high level. Table 4.8 presents the mean and standard deviation of the variables used in this study. The table below shows the statistic of the independent and dependent variable with the mean ranging from 3.76 – 4.43, and standard deviation from .542 - 1.195.

Table 4.8
Mean and Standard Deviation of Study Variables

Variables	Mean	Std. Deviation
	Statistic	Statistic
Employee Communication	4.21	.973
Leadership	4.32	1.126
Reward and Recognition	3.76	1.195
Employee Engagement	4.43	.542

4.7 Correlations Analysis

Correlation analysis is a statistical technique that is used to establish the direction and weight of relationships between two or more variables (Pallant, 2013). This is established using correlation coefficients where both the positive and negative can be determined. Furthermore, the weight of relationship can be determined with the value of the Pearson Product Moment Correlation Coefficient (r). The r value often ranges between +1 and -1. An r value that is close to +1 indicates a strong positive relationship while an r value close to -1, can be interpreted as a strong negative relationship. However, there is no relationship to consider when r value is equal to zero.

According to Hair et al. (2010), several assumptions must be met if the researcher wants to use r in investigating the correlations between the variables of the study as follows. These assumptions including, the data must be in an interval or ratio data. This assumption is met in this

study as the data collected is in interval using the Liker-type scale. Secondly, the relationship under examination should be linear.

This assumption is also met, as this study aim to examine the direct relationship of independent variables on dependent variables. The final assumption that must be met before conducting a correlation analysis is to ensure the data is normally distributed. Evidently, this assumption has also been met as the result presented in section 4.4 revealed that, the data used for the analysis in this study is normally distributed. Therefore, this study considers conducting correlation analysis using the Pearson Product Moment Correlation Coefficient. The Cohen 's guideline for correlation strength is presented in Table 4.9 to interpret the weight of the relationship in this study.

Table 4.9

Cohen's Guideline of Correlation Strength

R-Values	Strength of Relationship
R= +.10 to 0.29 or r = -.10 to -.29	Low
R= +.30 to 0.49 or r = -.30 to -.49	Moderate
R= +.50 to 1.0 or r = -.50 to -1.0	High

Source: Cohen (1988)

The result of the correlations among the variables including the independent variables and the dependent variable are presented in 4.9. The result is interpreted with regards to the strength of the independent and dependent variable in Table 4.10.

Table 4.10

Inter Correlation of Study Variables

	EC	L	RR	EE
EC	1			
L	.550**	1		
RR	.611**	.645**	1	
EE	.368**	.275**	.266**	1

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

The above table 4.9 explain the correlation between the dependent variable that is employee engagement and the independents variables which includes: employee communication, leadership and reward and recognition as shown above. The result presented in Table 4.9 shows that, the relationship between reward and recognition and employee engagement is low relationship ($r = .266$) and it is positive. In addition, the result depicts the relationship leadership and employee engagement is also low relationship ($r = .275$) and positive. Finally, the relationship between employee communication and employee engagement was considered low relationship ($r = .368$) and it is positive.

4.8 Regression Analysis

This section presents the analysis of testing the hypothesis formulated in this study. This is very important because the above analysis is the preceding analysis to ensure the hypothesis in this study were tested correctly. In the present study, a standard multiple regression is employed to test for the acceptance or rejection of the formulated hypothesis. The results of the multiple regression are discussed in relation to the objectives of the study. Hair et al. (2010) established three steps for interpreting the results of multiple regressions. The first of the steps is checking F value to determine the statistical significance of the model. The second step is checking for R^2 value. Hair et al. (2010) provided the categorization of acceptable R^2 value based on the

number of independent variables and sample size as presented in Table 4.11 below. Finally, the last step for interpreting the result of multiple regression is to examine the regression coefficients and their Beta coefficient (b) to determine the role of independent variables that have statistically significant coefficients.

Table 4.11
Regression Analysis of Study Variables

Model	Beta (b)	T Value	Sig
Employee Communication	.169	2.460	.016
Leadership	.047	.761	.448
Reward & Recognition	.008	.125	.900
R ²			.143
Adjusted R ²			.116
F Change			5.344

Dependent Variable: Employee Engagement

Table 4.10 above shows R² is 14.3% of the total variance in employee engagement. This means that the three variables, employee communication, leadership, and reward and recognition collectively explain 14.3% of the variance of the employee engagement. Therefore, Chin (1998), Falk and Miller (1992) criteria, the acceptable level of R² value of the endogenous latent variables has been achieved and this was considered as weak. Furthermore, Chin (1998) recommended minimum threshold of 0.67, 0.33 and 0.19 as substantial, moderate and weak respectively. Hair, et al., (2014) prescribed minimum threshold for R² value of 0.75, 0.50 and 0.25 as strong, moderate and weak respectively.

At the outset, Hypothesis 1 predicted that the employee communication has effect on employee engagement. The result shows Employee Communication has significant effect on Employee Engagement ($\beta = 0.169$, $t = 2.460$, $p < 0.05$). Thus, hypothesis 1 is supported.

Hypothesis 2 predicted that leadership has effect on employee engagement. Result indicated that leadership has no effect on employee engagement ($\beta = .047$, $t = 0.761$, $p > 0.05$). Thus, hypothesis 2 is not supported.

Hypothesis 3 predicted that reward and recognition has effect employee engagement. The result indicated that reward and recognition has no effect on employee engagement ($\beta = 0.08$, $t = 0.761$, $p > 0.05$), therefore hypothesis 3 is not supported.

4.9 Summary of Findings

The above findings of correlation analysis show that there is significant relationship between an independent variable (employee communication, leadership, and reward and recognition) and dependent variable (employee engagement). Furthermore, employee communication has the most significant relationship with employee engagement among others.

Table 4.12

Summary of Hypothesis Testing

Hypotheses	Statement	Findings
H1	Employee communication has effect on Employee Engagement	Accepted
H2	Leadership has effect on Employee Engagement	Not Accepted
H3	Reward and recognition has effect on Employee Engagement	Not Accepted

CHAPTER 5

DISCUSSIONS AND CONCLUSIONS

5.1 Introduction

This chapter provides discussion of the research findings on the relationship between factors predicting employee engagement which includes employee communication, leadership and reward and recognition among the employee of Cosmopoint Sdn Bhd. The section moved forward to explain the theoretical and practical implications of the study, limitations and recommendations for future research are also discussed.

5.2 Discussion

The discussion of the study basically focused on the research questions stated in chapter one of this study. Research questions were addressed by research objectives. The research questions are as follows: 1) Does employee communication has effect on employee engagement? 2) Does leadership has effect on employee engagement? 3) Does reward and recognition has effect on employee engagement? Based on results from regression analysis (Table 4.11), the results show positive effect of Employee Communication and Employee Engagement.

5.2.1 Employee Communication and Employee Engagement

Based on the result from regression analysis (Table 4.11), the results show positive effect of Employee Communication on Employee engagement. The positive values for the correlation of employee communication and employee engagement clearly suggest that management focus on Employee communication is critical to improvise employee engagement in Cosmopoint. It clearly suggests that if the employees are timely updated about organizational objectives and management decisions, it will enhance employee engagement.

Results of our study are consistent with the survey led by Suan (2009). According to the survey, the essential element of employee engagement is true communication between management and employee engagement. When Employee Engagement updated about the events and goals of the organization, they usually engage well in business activities which lead towards Employee Engagement loyalty. As a result, employee engagement is increased.

5.2.2 Leadership and Employee Engagement

Based on the result from regression analysis (Table 4.11), the results show positive effect of Employee Communication on Employee engagement. The findings of this study indicate that leadership may not necessarily be associated with employees' employee engagement. This means that although leadership may lead to employee engagement, it is not the only influential factor on employee behaviour. Hence, the influence of leadership was the only predictor for employee engagement. The result is inconsistent with past studies that found significant relationship between leadership and employee engagement (e.g Raja & Padma, 2012; Zahid & Özyapar; 2017; Makeera, 2018). Therefore, it can be said that the employees in the Cosmopoint Sdn Bhd doesn't really need good leadership before they can discharge their duties effectively. In other words, they might end up been distracted as a result, which is detrimental to the organization. From the above possible reasons mentioned, it can be said that this independent variable has no effect with employee engagement and such is not important. According to the demographic table, most of the respondents age between 26 to 35 which categorized under Generation Y. From Generation Y perspectives, they see leader as facilitator who can guide them and doesn't treat as a boss which they have to follow. Study by Maier, Tavanti, Bombard, Gentile & Bradford (2015) found that Millennials value leaders that are more people oriented rather than focusing on task and organizational mission.

5.2.2 Reward and Recognition and Employee Engagement

Based on the result from regression analysis (Table 4.11), the results show positive effect of Employee Communication on Employee engagement. The study has shown that reward and recognition may not necessarily be associated with employees' employee engagement. This means that although reward and recognition may lead to employee engagement, it is not the only influential factor on employee behaviour. Hence, the influence of reward and recognition was the only predictor for employee engagement. The possible reason is that employees of the company in question do not get distracted by the reward and recognition setting when it comes to discharging their duties, or rather the settings of the company reward and recognition does not call for any special attention. Therefore, this independent variable has no any effect on the engagement of employees in Cosmopoint Sdn Bhd.

5.3 Implications of the Study

The research findings of this study empirically proved on the effect between predictors of employee engagement in Cosmopoint Sdn. Bhd. These findings show employee communication are significantly related to employee engagement, whereas leadership and reward and recognition was found to be insignificant.

The findings of this study will be vital to chief executives, managers and other stake holders to put into consideration on these influencing factors seriously, which will enhance the efficiency and performance among the employees of Cosmopoint Sdn Bhd.

The academic implication of this study is classified into two dimensions, factors influencing employee engagement in the context of university and research model for this study. Most

previous researchers did not address employee engagement at the private education based company context. Therefore, this study makes an effort to fill the research gap. The framework examines the factors influencing employee engagement will provide a direction for future studies. The model developed in this study will strive to determine the importance of the factors influencing employee engagement. Specifically, three factors were assembled in this study as well three hypotheses were developed.

Theoretically, the study assessed and test the model developed for employee communication, leadership and reward and recognition as influencing factor with the aim of utilizing the dependent variable (employee engagement). The research study can provide policy makers and private organizations an instrument to assess how employee communication could affect adoption of a good management system. Underpinned by the Neo - Charismatic theory, this study provided empirical evidence for bridging the knowledge gap with regards to measuring employee engagement among employees in Cosmopoint Sdn Bhd. The study has made a number of contributions. Firstly, the framework of this study is a contribution to knowledge because it complements the literature, extending the Neo - Charismatic Theory to employee engagement at the private education based company. Secondly, each of the objective and hypothesis achieved in this study stand to be a contribution in itself and are all contributions to employee engagement practice.

5.4 Limitation of the Study and Suggestion for Future Research

A number of limitations have been identified in the course of conducting this research. They are as follows:

Firstly, based on the findings of previous studies, a cross-sectional study was employed in this study. This is as a result of the type of information deemed necessary and sufficient by using

the cross-sectional data collection method. This result is not adversely affected in any way by this method, relying on the cross sectional method, has been found in some previous studies to be successful. However, at different points in time efficiency behaviour could have been able to be captured by the longitudinal method.

Secondly, the survey method was relied upon by the current study, due to the complex nature of employee engagement construct. Nevertheless, in this field, it might be beneficial to conduct personal interviews by future researchers to harmonize the information achieved through the survey method. The response rate of this study is 38 %. However, by using both the qualitative and quantitative methods of collecting data, it may have a positive effect in increasing the response rate, and it may be possible that the respondents who will participate in the interview /survey would be able to give an improved response and demonstrate a clear understanding of the research.

Thirdly, the study concentrates on one respondent only which are the employees of Cosmopoint Sdn Bhd. It is highly recommended to consider multiple respondents in future study, as more value will be added to the understanding of employee engagement. It also suggested that this study should focus to all private Universities in Klang Valley instead of one (1) private education company only.

5.5 Conclusion

This study investigates the influence of employee communication, leadership, reward and recognition and employee engagement among the employees of Cosmopoint Sdn Bhd. In this study three (3) hypothesis were developed. Out of the three hypothesis, only one (1) hypotheses

were supported. Result shows that employee communication was significantly related to employee engagement. Therefore, to increase employee engagement, the university administration should always have a good employee communication with the employees for the realization of the company goals.



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Research Title:

Factor Influencing Employee Engagement in Cosmopoint Sdn. Bhd.

Dear Sir/Madam,

The purpose of the research is to study on the factors that influence to the employee engagement in organization. This questionnaire is prepared to complete above research to fulfil the requirement of thesis.

This questionnaire is divided into five (5) sections. Section A is about the personal information of the respondent. Section B is about employee engagement, section C is employee communication, section D is leadership and section E is about rewards and recognitions. Please read the question carefully before you answer it. I would very please if you can answer the questionnaire as honestly as possible. There is no wrong and right answer. For your information, all of the answer will be kept private and confidential. The data obtained will be used for academic purposes only.

Thank you for your time in answering this questionnaire and your cooperation is highly appreciated. Please do not hesitate to contact me at 012-5144096 if you require additional information.

NUR HAZWANI MANSOR
Master of Science
College of Business
Universiti Utara Malaysia

SECTION A

RESPONDENT BACKGROUND / LATARBELAKANG RESPONDEN

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. Race / Bangsa

☐

Malay / Melayu

☐

Indian / India

☐

Chinese / Cina

☐

Others / Lain-lain

3. Age / Umur

☐

Below 25 years old / Bawah 25 tahun

☐

46 to 55 years old / 46 hingga 55 tahun

☐

26 to 35 years old / 26 hingga 35 tahun

☐

56 years old and above / 56 tahun ke atas

☐

36 to 45 years old / 36 hingga 45 tahun

4. Highest Academic Qualifications / Pendidikan Tertinggi

☐

Secondary / Sekolah Menengah

☐

Master / Sarjana

☐

Diploma / Diploma

☐

PHD / Doktor Falsafah

☐

Degree / Sarjana Muda

5. Job Category / Kategori Pekerjaan

☐

Non-Executive / Bukan Eksekutif

☐

Executive / Eksekutif

☐

Management / Pengurusan

☐

Lecturer / Pensyarah

6. Department

<input type="text"/>	Administration / <i>Pentadbiran</i>
<input type="text"/>	Finance / <i>Kewangan</i>
<input type="text"/>	Human Resource / <i>Sumber Manusia</i>
<input type="text"/>	Registrar Office / <i>Pejabat Pendaftar</i>

<input type="text"/>	Chancellery / <i>Canselori</i>
<input type="text"/>	Academic / <i>Akademik</i>
<input type="text"/>	Others / <i>Lain - lain</i>

7. Length of Service with Company / *Tempoh Perkhidmatan Dengan Syarikat ini*

<input type="text"/>	Below 2 years / <i>kurang 2 tahun</i>
<input type="text"/>	3 to 5 years / <i>3 hingga 5 tahun</i>

<input type="text"/>	6 to 8 years / <i>6 hingga 8 tahun</i>
<input type="text"/>	more than 9 years / <i>lebih 9 tahun</i>



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SECTION B: EMPLOYEE ENGAGEMENT

Please read each following statement and rate them based on how much you agree with the statement.

Sila baca setiap ayat dengan teliti. Nyatakan samada anda setuju ataupun tidak dengan ayat tersebut.

1	2	3	4	5	6
Strongly disagree / Sangat tidak bersetuju	Disagree / Tidak Bersetuju	Slightly Disagree / Agak tidak bersetuju	Slightly Agree / Agak bersetuju	Agree / Setuju	Strongly Agree / Sangat bersetuju

		1	2	3	4	5	6
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 selalu memikirkan tentang perkara lain semasa menjalankan tugas.</i>						
3.	I am rarely distracted when performing my job. <i>Saya jarang diganggu apabila menjalankan tugas.</i>						
4.	My own feelings are affected by how well I perform my job. <i>Perasaan saya mempengaruhi prestasi tugas saya.</i>						
5.	I really put my heart into my job. <i>Saya melakukan tugas sepenuh hati saya.</i>						
6.	I get excited when I perform well in my job. <i>Saya sangat teruja apabila telah menjalankan tugas dengan baik.</i>						
7.	I stay until the job is done. <i>Saya akan tunggu hingga tugas saya selesai.</i>						
8.	I exert a lot energy performing my job. <i>Saya berusaha sepenuhnya ketika menjalankan tugas.</i>						
9.	I avoid working overtime whenever possible. <i>Saya mengelak dari membuat kerja lebih masa sekiranya diperlukan.</i>						
10.	I avoid working too hard. <i>Saya mengelak bekerja terlalu keras.</i>						

SECTION C: EMPLOYEE COMMUNICATION

Please read each following statement and rate them based on how much you agree with the statement.

Sila baca setiap ayat dengan teliti. Nyatakan samada anda setuju ataupun tidak dengan ayat tersebut.

1	2	3	4	5	6
Strongly disagree / Sangat tidak bersetuju	Disagree / Tidak Bersetuju	Slightly Disagree / Agak tidak bersetuju	Slightly Agree / Agak bersetuju	Agree / Setuju	Strongly Agree / Sangat bersetuju

		1	2	3	4	5	6
1.	Communication in my company is usually open and forthright. <i>Komunikasi dalam syarikat saya biasanya terbuka dan berterus-terang.</i>						
2.	My supervisor does a good job of communicating information to all. <i>Penyelia saya menjalankan tugas yang baik dalam menyampaikan maklumat kepada semua.</i>						
3.	I am kept well informed about what the company is doing. <i>Saya dimaklumkan tentang apa yang berlaku di dalam syarikat.</i>						
4.	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 dilakukan di syarikat saya.</i>						
5.	Management encourages employee suggestions. <i>Pihak pengurusan menggalakan pekerja memberi cadangan.</i>						
6.	I often get news often from grapevine. <i>Saya sering mendapat berita menerusi khabar-khabar angin terlebih dahulu dibandingkan sumber-sumber yang rasmi.</i>						

SECTION D: LEADERSHIP / KEPIMPINAN

Please read each following statement and rate them based on how much you agree with the statement.

Sila baca setiap ayat dengan teliti. Nyatakan samada anda setuju ataupun tidak dengan ayat tersebut.

1	2	3	4	5	6
Strongly disagree / Sangat tidak bersetuju	Disagree / Tidak Bersetuju	Slightly Disagree / Agak tidak bersetuju	Slightly Agree / Agak bersetuju	Agree / Setuju	Strongly Agree / Sangat bersetuju

		1	2	3	4	5	6
1.	My leader treats each subordinate as an individual with different needs, abilities and aspirations. <i>Ketua saya melayani setiap pekerja bawahan sebagai seorang individu dengan keperluan, keupayaan dan aspirasi yang berbeza</i>						
2.	My leader talk about the importance mutual trust among members. <i>Ketua saya menekankan tentang pentingnya kepercayaan diantara rakan sekerja.</i>						
3.	My leader talk with conviction about his/her value and ideals <i>Ketua saya bercakap dengan penuh yakin tentang nilai dan matlamat diri</i>						
4.	My leader make personal sacrifices and goes beyond self-interest for the benefit of organization <i>Ketua saya membelakangkan kepentingan diri demi kepentingan organisasi dan pekerja</i>						
5.	My leader provides me with assistance in exchange of my effort <i>Ketua saya sering memberi bantuan dalam setiap usaha saya</i>						
6.	My leader express satisfaction when I meet expectation <i>Ketua saya menyatakan kepuasan apabila saya memenuhi jangkaan</i>						
7.	My leader spend time on teaching and coaching <i>Ketua saya meluangkan masa untuk melatih dan mengajar</i>						

		1	2	3	4	5	6
8.	My leader express confidence that goals will be achieved <i>Ketua saya menyatakan keyakinan bahawa matlamat akan dicapai</i>						
9.	My leaders heightens my desire to succeed <i>Ketua saya meningkatkan keinginan saya untuk berjaya</i>						
10.	My leader increase my willingness to try harder <i>Ketua saya meningkatkan kesediaan saya untuk bekerja lebih keras</i>						



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SECTION E: REWARDS & RECOGNITION / GANJARAN & PENGIKTIRAFAN

Please read each following statement and rate them based on how much you agree with the statement.

Sila baca setiap ayat dengan teliti. Nyatakan samada anda setuju ataupun tidak dengan ayat tersebut.

1	2	3	4	5	6
Strongly disagree / Sangat tidak bersetuju	Disagree / Tidak Bersetuju	Slightly Disagree / Agak tidak bersetuju	Slightly Agree / Agak bersetuju	Agree / Setuju	Strongly Agree / Sangat bersetuju

		1	2	3	4	5	6
1.	My success is recognized by my supervisor. <i>Kejayaan saya adalah diiktiraf oleh penyelia 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 saya.</i>						
3.	I did received recognition or praise for doing good work. <i>Saya menerima pengiktirafan atau pujian apabila melaksanakan tugas yang baik.</i>						
4.	Job promotion in my company is fair and objective. <i>Kenaikan pangkat di syarikat saya adalah adil dan objektif.</i>						
5.	I feel that I am fairly paid for the work that I do. <i>Saya rasa saya dibayar gaji yang setimpal dengan kerja saya.</i>						
6.	A good employee benefits plan is the reason employees stay in my company. <i>Pelan faedah pekerja yang baik merupakan faktor pekerja masih bekerja di syarikat saya.</i>						

Thank you

Terima Kasih

Output Table

Frequencies

		Statistics						
		Gender	Race	Age	Highest Academic Qualifications	Job Category	Department	Length of Service
N	Valid	100	100	100	100	100	100	100
	Missing	0	0	0	0	0	0	0
Mean		1.5100	1.2700	2.7000	2.7000	2.2700	2.7900	2.7300
Median		2.0000	1.0000	3.0000	3.0000	2.0000	2.0000	3.0000
Std. Deviation		.50242	.70861	.95874	1.15032	1.00358	2.09518	1.26215
Variance		.252	.502	.919	1.323	1.007	4.390	1.593
Skewness		-.041	2.861	.849	.288	.349	.681	.496
Std. Error of Skewness		.241	.241	.241	.241	.241	.241	.241

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	49	49.0	49.0	49.0
	Female	51	51.0	51.0	100.0
	Total	100	100.0	100.0	

Race

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malay	84	84.0	84.0	84.0
	Chinese	9	9.0	9.0	93.0
	Indian	3	3.0	3.0	96.0
	Others	4	4.0	4.0	100.0
	Total	100	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 25 years old	7	7.0	7.0	7.0
	26 to 35 years old	38	38.0	38.0	45.0
	36 to 45 years old	36	36.0	36.0	81.0
	46 to 55 years old	18	18.0	18.0	99.0
	7.00	1	1.0	1.0	100.0
	Total	100	100.0	100.0	

Highest Academic Qualifications

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Secondary	19	19.0	19.0	19.0
	Diploma	21	21.0	21.0	40.0
	Degree	35	35.0	35.0	75.0
	Master	23	23.0	23.0	98.0
	PHD	1	1.0	1.0	99.0
	7.00	1	1.0	1.0	100.0
	Total	100	100.0	100.0	

Job Category

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Non-Executive	25	25.0	25.0	25.0
	Executive	38	38.0	38.0	63.0
	Management	22	22.0	22.0	85.0
	Lecturer	15	15.0	15.0	100.0
	Total	100	100.0	100.0	

Department

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Administration	46	46.0	46.0	46.0
	Finance	16	16.0	16.0	62.0
	Human Resouce	3	3.0	3.0	65.0
	Chancellery	2	2.0	2.0	67.0
	Academic	19	19.0	19.0	86.0
	Registrar Office	9	9.0	9.0	95.0
	Others	5	5.0	5.0	100.0
	Total	100	100.0	100.0	

Length of Service

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 2 years	21	21.0	21.0	21.0
	3 to 5 years	21	21.0	21.0	42.0
	6 to 8 years	28	28.0	28.0	70.0
	more than 9 years	28	28.0	28.0	98.0
	7.00	2	2.0	2.0	100.0
	Total	100	100.0	100.0	

Case Processing Summary

	Valid		Cases Missing		Total	
	N	Percent	N	Percent	N	Percent
EmployeeEngagement	100	100.0%	0	0.0%	100	100.0%

Descriptives

		Statistic	Std. Error
EmployeeEngagement	Mean	4.4270	.05419
	95% Confidence Interval for Mean	Lower Bound	4.3195
		Upper Bound	4.5345
	5% Trimmed Mean	4.4189	
	Median	4.4000	
	Variance	.294	
	Std. Deviation	.54195	
	Minimum	2.60	
	Maximum	6.00	
	Range	3.40	
	Interquartile Range	.60	
	Skewness	.147	.241
	Kurtosis	1.676	.478

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
EmployeeEngagement	.097	100	.021	.969	100	.018

a. Lilliefors Significance Correction

Case Processing Summary

	Valid		Cases Missing		Total	
	N	Percent	N	Percent	N	Percent
EmployeeCommunication	100	100.0%	0	0.0%	100	100.0%

Descriptives

		Statistic	Std. Error
EmployeeCommunication	Mean	4.2133	.09733
	95% Confidence Interval for Mean	Lower Bound	4.0202
		Upper Bound	4.4065
	5% Trimmed Mean	4.2519	
	Median	4.3333	
	Variance	.947	
	Std. Deviation	.97329	
	Minimum	1.00	
	Maximum	6.00	
	Range	5.00	
	Interquartile Range	1.17	
	Skewness	-.700	.241
	Kurtosis	.922	.478

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
EmployeeCommunication	.106	100	.008	.956	100	.002

a. Lilliefors Significance Correction

Case Processing Summary

Cases					
Valid		Missing		Total	
N	Percent	N	Percent	N	Percent
100	100.0%	0	0.0%	100	100.0%

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Leadership	.134	100	.000	.912	100	.000

a. Lilliefors Significance Correction

Descriptive

		Statistic	Std. Error
Leadership	Mean	4.3240	.11258
	95% Confidence Interval for Mean	Lower Bound	4.1006
		Upper Bound	4.5474
	5% Trimmed Mean	4.3278	
	Median	4.3000	
	Variance	1.287	
	Std. Deviation	1.12583	
	Minimum	1.50	
	Maximum	9.80	
	Range	8.30	
	Interquartile Range	1.18	
	Skewness	.566	.241
	Kurtosis	5.128	.478

Case Processing Summary

	Valid		Cases Missing		Total	
	N	Percent	N	Percent	N	Percent
RewardRecognition	100	100.0%	0	0.0%	100	100.0%

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
RewardRecognition	.089	100	.049	.976	100	.070

a. Lilliefors Significance Correction

Case Processing Summary

		N	%
Cases	Valid	100	100.0
	Excluded ^a	0	.0
	Total	100	100.0

a. List wise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Al- pha	Cronbach's Al- pha Based on Standardized Items	N of Items
.773	.768	4

Inter-Item Correlation Matrix

	EmployeeCom- munication	Leadership	RewardRecog- nition	EmployeeEn- gagement
EmployeeCommunication	1.000	.550	.611	.368
Leadership	.550	1.000	.645	.275
RewardRecognition	.611	.645	1.000	.266
EmployeeEngagement	.368	.275	.266	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Inter-Item Correlations	.452	.266	.645	.380	2.430	.026	4

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			
						F Change	df1	df2	Sig. F Change
1	.378 ^a	.143	.116	.50945	.143	5.344	3	96	.002

a. Predictors: (Constant), RewardRecognition, EmployeeCommunication, Leadership

b. Dependent Variable: EmployeeEngagement

Descriptive Statistics

	Mean	Std. Deviation	N
EmployeeEngagement	4.4270	.54195	100
EmployeeCommunication	4.2133	.97329	100
Leadership	4.3240	1.12583	100
RewardRecognition	3.7617	1.19512	100

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
EmployeeCommunication	12.5127	5.406	.666	.450	.670
Leadership	12.4020	4.823	.663	.458	.670
RewardRecognition	12.9643	4.437	.696	.511	.652
EmployeeEngagement	12.2990	8.006	.348	.143	.817

Correlations

		EmployeeEngag ement	EmployeeComm unication	Leadership	RewardRecogniti on
EmployeeEngagement	Pearson Correlation	1	.368**	.275**	.266**
	Sig. (2-tailed)		.000	.006	.008
	N	100	100	100	100
EmployeeCommunication	Pearson Correlation	.368**	1	.550**	.611**
	Sig. (2-tailed)	.000		.000	.000
	N	100	100	100	100
Leadership	Pearson Correlation	.275**	.550**	1	.645**
	Sig. (2-tailed)	.006	.000		.000
	N	100	100	100	100
RewardRecognition	Pearson Correlation	.266**	.611**	.645**	1
	Sig. (2-tailed)	.008	.000	.000	
	N	100	100	100	100

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

b. Dependent Variable: EmployeeEngagement



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