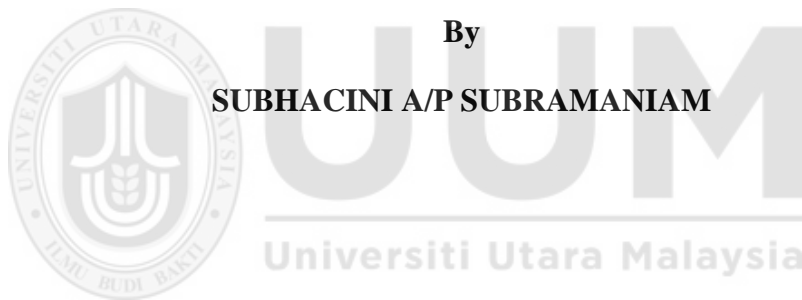


The copyright © of this thesis belongs to its rightful author and/or other copyright owner. Copies can be accessed and downloaded for non-commercial or learning purposes without any charge and permission. The thesis cannot be reproduced or quoted as a whole without the permission from its rightful owner.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



**THE DETERMINANTS OF EMPLOYEE ENGAGEMENT: THE STUDY
AMONG ACADEMIC STAFF IN MALAYSIA PRIVATE HIGHER
EDUCATION INSTITUTIONS**



**Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business,
Universiti Utara Malaysia,
In Partial Fulfillment of the Requirement for the Doctor of Business Administration**



OTHMAN YEOP ABDULLAH GRADUATE SCHOOL OF BUSINESS
UNIVERSITI UTARA MALAYSIA

PERAKUAN KERJA TESIS / DISERTASI
(Certification of thesis / dissertation)

Kami, yang bertandatangan, memperakukan bahawa **SUBHACINI A/P SUBRAMANIAM**
(We, the undersigned, certify that) _____

calon untuk ijazah **DOCTOR OF BUSINESS ADMINISTRATION**
(candidate for the degree of) _____

telah mengemukakan tesis / disertasi yang bertajuk:
(has presented his/her thesis / dissertation of the following title):

**THE DETERMINANTS OF EMPLOYEE ENGAGEMENT:
THE STUDY AMONG ACADEMIC STAFF IN MALAYSIA PRIVATE HIGHER EDUCATION INSTITUTIONS**

seperti yang tercatat di muka surat tajuk dan kulit tesis / disertasi.
(as it appears on the title page and front cover of the thesis / dissertation).

Bahawa: tesis/disertasi tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu dengan memuaskan, sebagaimana yang ditunjukkan oleh calon dalam ujian lisan yang diadakan pada:
05 Oktober 2020.

(That the said thesis/dissertation is acceptable in form and content and displays a satisfactory knowledge of the field of study as demonstrated by the candidate through an oral examination held on:
05 October 2020.

Pengerusi Viva : Assoc. Prof. Dr. Zahiruddin Ghazali
(Chairman for Viva) _____

Tandatangan
(Signature) _____

Pemeriksa Luar : Assoc. Prof. Dr. Daisy Kee Mul Hung
(External Examiner) _____

Tandatangan
(Signature) _____

Pemeriksa Dalam : Prof. Dr. Hassan bin Abu Bakar
(Internal Examiner) _____

Tandatangan
(Signature) _____

Tarikh: 05 Oktober 2020
(Date)

Nama Pelajar
(Name of Student)

: Subhacini a/p Subramaniam

Tajuk Tesis / Disertasi
(Title of the Thesis / Dissertation)

: The Determinants of Employee Engagement: The Study Among Academic Staff in Malaysia Private Higher Education Institutions

Program Pengajian
(Programme of Study)

: Doctor of Business Administration

Nama Penyelia/Penyelia-penyelia
(Name of Supervisor/Supervisors)

: Assoc. Prof. Dr. Subramaniam Sri Ramali



UUM
Universiti Utara Malaysia

Tandatangan
(Signature)

PERMISSION TO USE

In presenting this dissertation in partial fulfillment of the requirements for a Post Graduate degree from the Universiti Utara Malaysia (UUM), I agree that the Library of this university may make it freely available for inspection. I further agree that permission for copying this dissertation in any manner, in whole or in part, for scholarly purposes may be granted by my supervisor(s) or in their absence, by the Dean of Othman Yeop Abdullah Graduate School of Business where I did my dissertation. It is understood that any copying or publication or use of this dissertation parts of it for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to the UUM in any scholarly use which may be made of any material in my dissertation.

Request for permission to copy or to make other use of materials in this dissertation in whole or in part should be addressed to:

Dean of Othman Yeop Abdullah Graduate School of Business
Universiti Utara Malaysia
06010 UUM Sintok
Kedah Darul Aman



ABSTRACT

Employee engagement is crucial for the development of any organisation. Abundant studies have shown that organisations with engaged employees experience greater benefits. However, studies found that there is a crisis in terms of employee engagement among academic staff working in the private higher education sector and it needs to be addressed at the earliest to achieve the aspiration of the government to position the country as a hub for tertiary education in the region. Thus, using social exchange theory and job demand-resource (JD-R) model, this study was carried out to investigate the relationship between job demands (work-family conflict, work overload) and job resource factors (perceived organisational support, rewards and recognition) and employee engagement. The data was collected from 341 academic staff working in the selected private universities through an online survey and the respondents were selected based on disproportionate stratified random sampling method. SPSS version 23 was used to test the proposed hypotheses of the study. The results of the study indicated that job demand factor of work-family conflict negatively influenced employee engagement. However, the other job demand factor, which is work overload, did not reveal an anticipated negative relationship with employee engagement. The result also found that job resource factors (perceived organisational support, rewards and recognition) are positively related to employee engagement. This study contributes to the engagement literature by examining the factors affecting employee engagement among Malaysian academic staff, which has been carefully selected to suit the academics' work setting and the nature of their job. Moreover, the study will also guide the practitioners to propose policies and strategies to enhance the engagement of academic staff.

Keyword: job demands, job resources, employee engagement

ABSTRAK

Penglibatan kerja adalah sangat penting bagi pembangunan mana-mana organisasi. Terdapat banyak kajian yang menunjukkan bahawa organisasi dengan keterlibatan pekerja mempunyai kelebihan. Namun, terdapat juga kajian yang telah mengenalpasti adanya krisis dari aspek penglibatan pekerja dalam kalangan staf akademik yang bekerja di sektor pendidikan tinggi swasta dan hal ini perlu diberi perhatian secepat mungkin bagi mencapai aspirasi kerajaan untuk menjadikan negara ini sebagai sebuah pusat pendidikan tinggi di rantau ini. Oleh itu, dengan teori pertukaran sosial dan model permintaan-sumber pekerjaan (JD-R), kajian ini dijalankan untuk menyiasat hubungan di antara permintaan pekerjaan (konflik kerja-keluarga, beban kerja berlebihan) dan faktor sumber pekerjaan (tanggapan sokongan organisasi, penghargaan dan pengiktirafan) dan penglibatan pekerja. Data telah dikumpulkan daripada 341 orang staf akademik yang bekerja di universiti swasta terpilih melalui soal selidik secara dalam talian dan responden dipilih berdasarkan kaedah persampelan berstrata secara berstruktur. SPSS versi 23 digunakan untuk menguji cadangan hipotesis kajian. Hasil kajian menunjukkan bahawa faktor permintaan pekerjaan, konflik kerja-keluarga mempengaruhi penglibatan pekerja secara negatif. Walau bagaimanapun, faktor permintaan pekerjaan yang lain, iaitu beban kerja berlebihan tidak menunjukkan hubungan negatif yang dijangka dengan penglibatan pekerja. Dapatan juga menunjukkan bahawa faktor sumber pekerjaan (tanggapan sokongan organisasi, penghargaan dan pengiktirafan) berkait secara positif dengan penglibatan pekerja. Kajian ini menyumbang kepada literatur penglibatan dengan meneliti faktor yang mempengaruhi penglibatan pekerja dalam kalangan staf akademik di Malaysia, yang telah dipilih dengan teliti untuk disesuaikan dengan suasana kerja dan sifat pekerjaan mereka. Selain itu, kajian ini juga akan memberi panduan kepada pengamal untuk mencadangkan dasar dan strategi untuk meningkatkan penglibatan staf akademik.

Kata kunci: permintaan kerja, sumber pekerjaan, penglibatan pekerja

ACKNOWLEDGEMENT

Primarily, I would like to express my sincere appreciation and gratitude to everyone who has contributed to the completion of this study.

I wish to thank the esteemed Universiti Utara Malaysia for allowing me to do this thesis. In the accomplishment of this research successfully, the role of my supervisor, Associate Professor Dr Subramaniam Sri Ramalu has been remarkable. He has guided me through every step of the way in completing this thesis within the stipulated timeframe. If not for his valuable guidance and motivation, this research would not have been possible.

Secondly, I would like to express my utmost gratitude to the respondents of this study. Without the gracious giving of their time in carefully completing the survey questions, this research may not have happened.

At this point of time, I would like to thank my late father, Mr Subramaniam and my mother, Madam Santhakumari for their unwavering love and blessings, my husband, Mr Karthick Anand Sanjeevi for his enormous support and motivation to pursue my passion, and finally my other family members, dearest friends and colleagues who have been with me throughout this wonderful journey. This greater achievement certainly would not be possible without them.

TABLE OF CONTENTS

Title	Page
TITLE PAGE	i
CERTIFICATION OF THESIS WORK	ii
PERMISSION TO USE.....	iv
ABSTRACT	v
ABSTRAK.....	vi
ACKNOWLEDGEMENT	vii
TABLE OF CONTENTS	viii
LIST OF TABLES.....	xii
LIST OF FIGURES	xiv
LIST OF ABBREVIATIONS.....	xv
CHAPTER 1	1
INTRODUCTION	1
1.1 Background of Study	1
1.1.1 The Challenging Role of Academic Staff in Higher Education	5
1.2 Problem Statement.....	10
1.3 Research Questions.....	16
1.4 Research Objectives.....	16
1.5 Significance of the Study	17
1.6 Scope of the Study	19
1.7 Definition of Key Terms.....	20
1.7.1 Employee Engagement	20
1.7.2 Job Demands.....	20
1.7.2.1 Work-Family Conflict.....	20
1.7.2.2 Work Overload.....	21
1.7.3 Job Resources.....	21
1.7.3.1 Perceived Organisational Support (POS).....	21
1.7.3.2 Rewards and Recognition	21
1.8 Organisation of the Thesis	22
CHAPTER 2	24
LITERATURE REVIEW	24
2.0 Introduction.....	24
2.1 Employee Engagement	24

2.1.1	The concept of Employee Engagement	24
2.1.2	Previous studies on employee engagement.....	30
2.2	Job Demands.....	38
2.2.1	Work-Family Conflict.....	40
2.2.2	Work Overload.....	43
2.2.3	Previous research on Job Demands.....	45
2.3	Job Resources.....	48
2.3.1	Perceived Organisational Support (POS).....	50
2.3.2	Rewards and Recognition	52
2.3.3	Previous studies on Job Resources	54
2.4	Identification of Research Gap	56
2.5	Underpinning Theories	57
2.5.1	Social Exchange Theory	58
2.5.2	The Job Demand-Resources (JD-R) Model.....	59
2.6	Theoretical Framework.....	62
2.7	Hypotheses Development	63
2.7.1	Relationship between Job Demands and Employee Engagement	63
2.7.2	Relationship between Job Resources and Employee Engagement.....	67
2.8	Summary of Hypotheses	70
2.9	Chapter Summary	70
CHAPTER 3		71
RESEARCH METHODOLOGY		71
3.0	Introduction.....	71
3.1	Research Design.....	71
3.2	Population and Sampling Design.....	72
3.2.1	Population	72
3.2.2	Sampling Design.....	74
3.2.3	Sampling Technique	74
3.3	Research Instrument.....	75
3.4	Measurements	76
3.4.1	Employee Engagement	77
3.4.2	Work-Family Conflict	78
3.4.3	Work Overload.....	79
3.4.4	Perceived Organisational Support (POS).....	80
3.4.5	Rewards and Recognition	81

3.4.6	Summary of the Measurements	82
3.5	Data Collection Procedures.....	83
3.6	Techniques of Data Analysis	83
3.6.1	Descriptive Statistics.....	84
3.6.2	Reliability Test.....	84
3.6.3	Construct Validity.....	85
3.6.3.1	Factor Analysis	85
3.6.4	Inferential Statistics	86
3.6.4.1	Correlation Analysis	86
3.6.4.2	Regression Analysis.....	86
3.7	Chapter Summary	87
CHAPTER 4.....		88
RESEARCH FINDINGS.....		88
4.0	Introduction.....	88
4.1	Survey Response Analysis.....	88
4.2	Demographic Profile of the Respondents	89
4.3	Data Screening.....	91
4.3.1	Multicollinearity	92
4.4	Descriptive Statistics.....	93
4.5	Normality Test	94
4.5.1	Skewness and Kurtosis Value Measurement	94
4.5.2	Histogram.....	95
4.6	Construct Validity.....	97
4.6.1	Factor Analysis	98
4.6.1.1	Factor Analysis of Employee Engagement.....	99
4.6.1.2	Factor Analysis of Work-Family Conflict	101
4.6.1.3	Factor Analysis of Work Overload.....	103
4.6.1.4	Factor Analysis of Perceived Organisational Support.....	104
4.6.1.5	Factor Analysis of Rewards and Recognition.....	106
4.7	Reliability Analysis.....	108
4.8	Correlation Analysis	109
4.9	Multiple Regression Analysis	110
4.9.1	Relationship between Job Demands, Job Resources and Employee Engagement.....	111
4.9.2	Summary of Hypothesis Testing.....	113

4.10	Chapter Summary	114
CHAPTER 5	115
DISCUSSION AND CONCLUSION		115
5.0	Introduction.....	115
5.1	Recapitulation of Research Findings	115
5.2	Discussions of Research Findings	116
5.2.1	Relationship between Job Demands and Employee engagement.....	116
5.2.2	Relationship between Job Resources and Employee engagement.....	119
5.3	Research Implication	121
5.3.1	Theoretical Implication.....	121
5.3.2	Practical Implication	122
5.4	Limitation and Suggestion for Future Research	124
5.5	Conclusion	125
REFERENCES		126
APPENDIX A.....		161
PERMISSION FOR DATA COLLECTION.....		161
APPENDIX B.....		162
QUESTIONNAIRE		162
APPENDIX C.....		168
FACTOR ANALYSIS.....		168
	EMPLOYEE ENGAGEMENT.....	168
	WORK-FAMILY CONFLICT	171
	WORK OVERLOAD	173
	PERCEIVED ORGANISATIONAL SUPPORT.....	175
	REWARDS AND RECOGNITION	177

LIST OF TABLES

Table	Title	Page
Table 1.1	Private Higher Education Institutions in Malaysia	6
Table 1.2	QS World University Ranking 2020	9
Table 2.1	Summary of Definitions by Scholars	28
Table 3.1	Number of Academic Staff in Private Higher Education Institutions 2014 – 2018	72
Table 3.2	Listed private universities of Malaysia in QS Asian University Ranking 2019	73
Table 3.3	No. of Academic Staff Working in Selected Private Universities in Malaysia	73
Table 3.4	Number of Academic Staff Selected for This Study	75
Table 3.5	The Components of the Questionnaire	76
Table 3.6	Employee Engagement Items	78
Table 3.7	Work-family Conflict Items	79
Table 3.8	Work Overload Items	80
Table 3.9	Perceived Organisational Support Items	81
Table 3.10	Rewards and recognition Items	82
Table 3.11	The Summary of Measurements	82
Table 4.1	Demographic Profile of Respondents	90
Table 4.2	Case Processing Summary	91
Table 4.3	Tolerance and VIF of Independent Variables	92
Table 4.4	Descriptive Statistic of the Variables	93
Table 4.5	Skewness and Kurtosis	95
Table 4.6	Histogram, P-P Plot and Scatterplot	96
Table 4.7	Result of Factor Analysis for Employee Engagement	100

Table 4.8	Result of Factor Analysis for Work-Family Conflict	102
Table 4.9	Result of Factor Analysis for Work Overload	103
Table 4.10	Result of Factor Analysis for Perceived Organisational Support	105
Table 4.11	Result of the Factor Ananalysis for Rewards and Recognition	107
Table 4.12	Result of Reliability Analysis of the Study Variables	108
Table 4.13	Result of Correlation Analysis	109
Table 4.14	Result of Multiple Regression Analysis for the Relationship between Independent Variables of the study and Employee Engagement	112
Table 4.15	Summary of Results from Hypothesis Testing	113
Table 5.1	Research Questions and Hypotheses	116



LIST OF FIGURES

Figure	Title	Page
Figure 1.1	2019 Trends in Global Employee Engagement	3
Figure 2.1	Sak's Model of Antecedents and Consequences of Employee Engagement (2006)	31
Figure 2.2	The Job Demand – Resource Model by Bakker & Demerouti (2007)	39
Figure 2.3	The JD-R Model Demerouti et al. (2001)	60
Figure 2.4	The Proposed Theoretical Framework for this study	63



LIST OF ABBREVIATIONS

Abbreviation	Description of Abbreviations
WFC	Work-family conflict
WOL	Work overload
POS	Perceived organisational support
RR	Rewards and recognition
EE	Employee engagement
JD-R	Job Demand-Resource Model
SET	Social Exchange Theory



CHAPTER 1

INTRODUCTION

1.1 Background of Study

Human capital is perceived to be one of the significant assets of an organisation. It is the one which determines the success of any business (Handa & Gulati, 2014) and it is crucial for sustained organisational performance (Luthans, Luthans & Luthans, 2004). Additionally, in his resource-based view, Barney (1986) also illustrates that acquiring the unique resources, which also includes competent and talented human capital is essential in attaining competitive advantage in the challenging business environment. Bakker and Schaufeli (2008) cited that organisations nowadays have shifted their focus from traditional practices such as management control, cost reduction, efficiency and cash flow to human capital. Organisations realise that their success depends significantly on their employees. There has been an increased recognition that more attention needs to be paid to human capital as it is considered as a significant contributing factor to economic success (Gianesini, Cubico, Favretto & Leitão, 2018). According to Bakker and Leiter (2010) in the process of recruiting and retaining the human capital, it becomes the responsibility of the organisations to confirm that their human capital is engaged physically as well as emotionally to their job. As such, engaged human capital becomes the foundation of sustainable competitive advantage of an organisation (Macey, Schneider, Barbera & Young, 2011; Fareed, Noor, Isa & Salleh, 2016).

The employees' role is pivotal to the economic growth of an organisation (Faggian, Modrego & McCann, 2019). Every employee, whether at the top level, middle or

REFERENCES

- Aboobaker, N., & Edward, M. (2020). Collective influence of work-family conflict and work-family enrichment on turnover intention: exploring the moderating effects of individual differences. *Global Business Review*, 21(5), 1218-1231.
- Achour, M., Nor, M. R. M., & Yusoff, M. Y. Z. M. (2015). Work-family demands and subjective well-being among female academicians: The role of Muslim Religiosity. *Review of religious research*, 57(3), 419-433.
- Adams, G. A., King, L. A., & King, D. W. (1996). Relationships of job and family involvement, family social support, and work-family conflict with job and life satisfaction. *Journal of applied psychology*, 81(4), 411.
- Afzal, S., & Yasir, A. F. (2014). Impact of work-family conflict/family-work conflict on job satisfaction and life satisfaction: A Case study of a Public Sector University Gujranwala Division Pakistan. *International Journal of Multidisciplinary Science and Engineering*, 5(8).
- Ahamed, F., Hassan, A., & Hashim, J. (2013). Authentic leadership, trust, and employees' work engagement: a comparative study of Islamic and conventional banks in Malaysia. *Journal for Global Business Advancement*, 6(2), 152-166.
- Ahmad, Aminah. Direct and indirect effects of work-family conflict on job performance. *The Journal of International Management Studies* 3.2 (2008): 176-180.
- Ahmad, Z. A., & Yekta, Z. A. (2010). Relationship between perceived organizational support, leadership behaviour, and job satisfaction: An empirical study in Iran. *Intangible Capital*, 6(2), 162-184.
- Ahmed, U., Shah, M. H., Siddiqui, B. A., Shah, S. A., Dahri, A. S., & Qureshi, M. A. (2017). Troubling job demands at work: Examining the deleterious impact of workload and emotional demands on work engagement. *International Journal of Academic Research in Business and Social Sciences*, 7(6), 96-106.
- Ahuja, M. K., Chudoba, K. M., Kacmar, C. J., McKnight, D. H., & George, J. F. (2007). IT road warriors: Balancing work-family conflict, job autonomy, and work overload to mitigate turnover intentions. *Mis Quarterly*, 1-17.
- Aiello, A., & Tesi, A. (2017). Psychological well-being and work engagement among Italian social workers: Examining the mediational role of job resources. *Social Work Research*, 41(2), 73-84.
- Aisyah, S. N., Sutrisno, S., & Saraswati, E. (2017). The Effect of Participatory Budgets on The Performance of School (Studies in SMK Sumbawa). *Journal of Accounting and Business Education*, 1(2), 267-285.
- Aitbach, P. (2015). The dilemmas of ranking. *International Higher Education*, (42).

- Akafo, V., & Boateng, P. A. (2015). Impact of reward and recognition on job satisfaction and motivation. *European Journal of Business and Management*, 7(24), 112-124.
- Akhtar, R., Boustani, L., Tsivrikos, D., & Chamorro-Premuzic, T. (2015). The engageable personality: Personality and trait EI as predictors of work engagement. *Personality and Individual Differences*, 73, 44-49.
- Aktar, S., Sachu, M. K., & Ali, M. E. (2012). The impact of rewards on employee performance in commercial banks of Bangladesh: an empirical study. *IOSR Journal of Business and Management*, 6(2), 9-15.
- Alagaraja, M., & Shuck, B. (2015). Exploring Organizational Alignment-Employee Engagement Linkages and Impact on Individual Performance A Conceptual Model. *Human Resource Development Review*, 14(1), 17-37.
- Albdour, A. A., & Altarawneh, I. I. (2014). Employee engagement and organizational commitment: Evidence from Jordan. *International Journal of Business*, 19(2), 192.
- Alfes, K., Truss, C., Soane, E. C., Rees, C., & Gatenby, M. (2013). The relationship between line manager behaviour, perceived HRM practices, and individual performance: Examining the mediating role of engagement. *Human resource management*, 52(6), 839-859.
- Ali, S., & Farooqi, Y. A. (2014). Effect of work overload on job satisfaction, effect of job satisfaction on employee performance and employee engagement (a case of public sector University of Gujranwala Division). *International Journal of Multidisciplinary Sciences and Engineering*, 5(8), 23-30.
- Aliaga, M., & Gunderson, B. (2002). *Interactive statistics*. Virginia. America: Pearson Education.
- Aliyu Yelwa Haruna, Govindan Marthandan, (2017). Foundational competencies for enhancing work engagement in SMEs Malaysia, *Journal of Workplace Learning*, 29(3), 165-184.
- Allen, D. G., Shore, L. M., & Griffeth, R. W. (2003). The role of perceived organizational support and supportive human resource practices in the turnover process. *Journal of Management*, 29(1), 99-118.
- Alqarni, S. A. Y. (2016). Quality of work-life as a predictor of work engagement among the teaching faculty at King Abdulaziz University. *International journal of humanities and social science*, 6(8), 118-135.
- Altunel, M. C., Kocak, O. E., & Cankir, B. (2015). The Effect of Job Resources on Work Engagement: A Study on Academicians in Turkey. *Educational Sciences: Theory and Practice*, 15(2), 409-417.

- Al-Tit, A., & Hunitie, M. (2015). The mediating effect of employee engagement between its antecedents and consequences. *Journal of Management Research*, 7(5), 47-62.
- Alzyoud, A. A., Othman, S. Z., & Mohd Isa, M. F. (2015). Examining the role of job resources on work engagement in the academic setting. *Asian Social Science*, 11(3), 103-110.
- Amaya, M., Donegan, T., Conner, D., Edwards, J., & Gipson, C. (2019). Creating a Culture of Wellness: A Call to Action for Higher Education, Igniting Change in Academic Institutions. *Building Healthy Academic Communities Journal*, 3(2).
- Anand, V. V., & Banu, C. V. (2011). Employee engagement: A research study with special reference to Rane Engine Valve Ltd.(Plant-I), Chennai, India. *Journal of Marketing and Management*, 2(2), 117-135.
- Andrew, O. C., & Sofian, S. (2012). Individual factors and work outcomes of employee engagement. *Procedia-Social and Behavioral Sciences*, 40, 498-508.
- Anitha J., (2014) "Determinants of employee engagement and their impact on employee performance", *International Journal of Productivity and Performance Management*, 63 (3), 308-323.
- Aoncom. (2016). Aoncom. Retrieved 14 December 2016, from <http://www.aon.com/human-capital-consulting/thought-leadership/talent/2016-Trends-in-Global-Employee-Engagement.jsp>
- Araya, M. A. (2015). The interactive effect of core self-evaluations and perceived organizational support in predicting work engagement. *Master Thesis*, San José State University, California.
- Aslund, C., Starrin, B., & Nilsson, K. W. (2014). Psychosomatic symptoms and low psychological well-being in relation to employment status: the influence of social capital in a large cross-sectional study in Sweden. *International journal for equity in health*, 13(1), 22.
- Ateke, B. W., & Akani, G. H. (2018). Perceived Organisational Support and Commitment of Customer-contact Employees of Eateries in Port Harcourt. *International Journal of Innovative Psychology and Social Development* 6(2), 47-53.
- Attridge, M. (2009). Measuring and managing employee work engagement: A review of the research and business literature. *Journal of Workplace Behavioral Health*, 24(4), 383-398.
- Awang, Z., Ahmad, J. H., & Zin, N. M. (2010). Modelling job satisfaction and work commitment among lecturers: A case of UiTM Kelantan. *Journal of Statistical Modeling and Analytics*, 1(2), 45-59.

- Aydin, A., Sarier, Y., & Uysal, S. (2013). The Effect of School Principals' Leadership Styles on Teachers' Organizational Commitment and Job Satisfaction. *Educational Sciences: Theory and Practice*, 13(2), 806-811.
- Bakar, R. A. (2013). Understanding factors influencing employee engagement: a study of the financial sector in Malaysia, *Doctoral dissertation*, RMIT University, Melbourne.
- Bakker, A.B. (2009), "Building engagement in the workplace", In *The peak performing organization*, 96-118. Routledge, Oxford.
- Bakker, A. B. (2015). A job demands-resources approach to public service motivation. *Public Administration Review*, 75(5), 723-732.
- Bakker, Arnold B. (2015). Towards a multilevel approach of employee well-being. *European Journal of Work and Organizational Psychology*, 24(6), 839-843.
- Bakker, A. B., & Bal, M. P. (2010). Weekly work engagement and performance: A study among starting teachers. *Journal of Occupational and Organizational Psychology*, 83(1), 189-206.
- Bakker, A. B., Demerouti, E., & Euwema, M. C. (2005). Job resources buffer the impact of job demands on burnout. *Journal of occupational health psychology*, 10(2), 170.
- Bakker, A. B., Demerouti, E., & Verbeke, W. (2004). Using the job demands-resources model to predict burnout and performance. *Human resource management*, 43(1), 83-104.
- Bakker, A. B., & Demerouti, E. (2007). The job demands-resources model: State of the art. *Journal of managerial psychology*, 22(3), 309-328.
- Bakker, A. B., & Demerouti, E. (2018). Multiple levels in job demands-resources theory: Implications for employee well-being and performance. *Handbook of well-being*. Salt Lake City, UT: DEF Publishers.
- Bakker, A. B., Hakanen, J. J., Demerouti, E., & Xanthopoulou, D. (2007). Job resources boost work engagement, particularly when job demands are high. *Journal of educational psychology*, 99(2), 274.
- Bakker, A. B., & Leiter, M. P. (2010). Where to go from here: Integration and future research on work engagement. *Work engagement: A handbook of essential theory and research*, 181-196.
- Bakker, A. B., & Schaufeli, W. B. (2008). Positive organizational behaviour: Engaged employees in flourishing organizations. *Journal of organizational behaviour*, 29(2), 147-154.

- Bakker, A. B., Schaufeli, W. B., Leiter, M. P., & Taris, T. W. (2008). Work engagement: An emerging concept in occupational health psychology. *Work & Stress*, 22(3), 187-200.
- Bakker, A. B., Van Veldhoven, M., & Xanthopoulou, D. (2010). Beyond the demand-control model. *Journal of Personnel Psychology*, 9, 3–16.
- Bal, P. M., Kooij, D. T., & De Jong, S. B. (2013). How do developmental and accommodative HRM enhance employee engagement and commitment? The role of psychological contract and SOC strategies. *Journal of Management Studies*, 50(4), 545-572.
- Balducci, C., Schaufeli, W. B., & Fraccaroli, F. (2011). The job demands-resources model and counterproductive work behaviour: The role of job-related effect. *European Journal of Work and Organizational Psychology*, 20(4), 467-496.
- Bailey, C., Madden, A., Alfes, K., & Fletcher, L. (2017). The meaning, antecedents and outcomes of employee engagement: A narrative synthesis. *International Journal of Management Reviews*, 19(1), 31-53.
- Bandura, A. (1977). Self-efficacy: toward a unifying theory of behavioural change. *Psychological Review*, 84(2), 191.
- Baral, R. (2016). Women Managers & Professionals: Work-Family Conflict & Job Satisfaction. *Indian Journal Of Industrial Relations*, 51(3), 432-446.
- Barkhuizen, N., & Rothmann, S. (2008). Occupational stress of academic staff in South African higher education institutions. *South African journal of psychology*, 38(2), 321-336.
- Barney, J. B. (1986). Strategic factor markets: Expectations, luck, and business strategy. *Management Science*, 32(10), 1231-1241.
- Bates, S. (2004). Getting engaged. *HR magazine*, 49 (2), 44-51.
- Baumruk, R. (2004), “The missing link: the role of employee engagement in business success”, *Workspan*, 47, 48-52.
- Behson, S. J. (2002). Coping with family to work conflict: the role of informal work accommodations to family. *Journal of Occupational Health Psychology*, 7, 324–341.
- Bentley, T. A., Teo, S. T. T., McLeod, L., Tan, F., Bosua, R., & Gloet, M. (2016). The role of organisational support in teleworker wellbeing: A socio-technical systems approach. *Applied Ergonomics*, 52, 207-215.
- Bhuvanaiah, T., & Raya, R. P. (2014). Employee engagement: Key to organizational success. *SCMS Journal of Indian Management*, 11(4), 61-71.

- Biswas, S., & Bhatnagar, J. (2013). Mediator analysis of employee engagement: role of perceived organizational support, PO fit, organizational commitment and job satisfaction. *Vikalpa*, 38(1), 27-40.
- Blau, P. M. (1964). Social exchange theory. Retrieved September, 3(2007), 62.
- Bliese, P. D., & Castro, C. A. (2000). Role clarity, work overload and organizational support: *Multilevel evidence of the importance of support*. *Work & Stress*, 14(1), 65-73.
- Balogun, A. G. (2019). Work-family conflict and burnout among working mothers: the role of work-family conflict self-efficacy. *Gender and Behaviour*, 17(4), 14224-14236.
- Bonett, D. G., & Wright, T. A. (2015). Cronbach's alpha reliability: Interval estimation, hypothesis testing, and sample size planning. *Journal of Organizational Behavior*, 36(1), 3-15.
- Boone, H. N., & Boone, D. A. (2012). Analyzing Likert data. *Journal of extension*, 50(2), 1-5.
- Boyd, C. M., Bakker, A. B., Pignata, S., Winefield, A. H., Gillespie, N., & Stough, C. (2011). A longitudinal test of the job demands-resources model among Australian university academics. *Applied psychology*, 60(1), 112-140.
- Bradler, C., Dur, R., Neckermann, S., & Non, A. (2016). Employee recognition and performance: A field experiment. *Management Science*, 62(11), 3085-3099.
- Braine, R. D., & Roodt, G. (2011). The Job Demands-Resources model as predictor of work identity and work engagement: A comparative analysis. *SA Journal of Industrial Psychology*, 37(2), 52-62.
- Bragger, J. D., Rodriguez-Srednicki, O., Kutcher, E. J., Indovino, L., & Rosner, E. (2005). Work-family conflict, work-family culture, and organizational citizenship behaviour among teachers. *Journal of Business and Psychology*, 20(2), 303-324.
- Brenninkmeijer, V., & VanYperen, N. (2003). How to conduct research on burnout: advantages and disadvantages of a unidimensional approach in burnout research. *Occupational and environmental medicine*, 60(1), 16-20.
- Brough, P. (2005). A comparative investigation of the predictors of work-related psychological well-being within police, fire and ambulance workers. *New Zealand Journal of Psychology*, 34(2), 127.
- Brough, P., Timms, C., Siu, O. L., Kalliath, T., O'Driscoll, M. P., Sit, C. H., ... & Lu, C. Q. (2013). Validation of the Job Demands-Resources model in cross-national samples: Cross-sectional and longitudinal predictions of psychological strain and work engagement. *human relations*, 66(10), 1311-1335.

- Brunetto, Y., Teo, S. T., Shacklock, K., & Farr-Wharton, R. (2012). Emotional intelligence, job satisfaction, well-being and engagement: explaining organisational commitment and turnover intentions in policing. *Human Resource Management Journal*, 22(4), 428-441.
- Bullock, J. G., Green, D. P., & Ha, S. E. (2010). Yes, but what's the mechanism? (don't expect an easy answer). *Journal of personality and social psychology*, 98(4), 550.
- Burke, R. J., Moodie, S., Dolan, S. L., & Fiksenbaum, L. (2012). Job demands, social support, work satisfaction and psychological well-being among nurses in Spain. *ESADE Business School Research Paper*, (233).
- Byron, K. (2005). A meta-analytic review of work-family conflict and its antecedents. *Journal of vocational behaviour*, 67(2), 169-198.
- Caesens, G., & Stinglhamber, F. (2014). The relationship between perceived organizational support and work engagement: The role of self-efficacy and its outcomes. *European Review of Applied Psychology*, 64(5), 259-267.
- Çankır, B., & Şahin, S. (2018). Psychological well-being and job performance: the mediating role of work engagement. *Hitit University Journal of Social Sciences Institute*, 11(3), 2549-2560.
- Carlson, D. S., Kacmar, K. M., & Williams, L. J. (2000). Construction and initial validation of a multidimensional measure of work-family conflict. *Journal of Vocational behaviour*, 56(2), 249-276.
- Cataldo, P. (2011). Focusing on employee engagement: how to measure it and improve it. *White Paper*, UNC Kenan-Flagler Business School, UNC Executive Development, North Carolina.
- Chalermjirapas, T., Theingi, H., & Aryupong, M. (2019). The study of employee engagement of manufacturing sector in Thailand. *International Journal of Organizational Innovation*, 12(1).
- Chan, L. L., & Idris, N. (2017). Validity and reliability of the instrument using exploratory factor analysis and Cronbach's alpha. *International Journal of Academic Research in Business and Social Sciences*, 7(10), 400-410.
- Chen, Z., Eisenberger, R., Johnson, K. M., Sucharski, I. L., & Aselage, J. (2009). Perceived organizational support and extra-role performance: which leads to which?. *The Journal of social psychology*, 149(1), 119-124.
- Chikungwa, T., & Chamisa, S. F. (2013). An evaluation of recognition on performance as a motivator: a case of Eastern Cape higher education institution. *Mediterranean Journal of social sciences*, 4(14), 219.

- Christensen, M., Dyrstad, J. M., & Innstrand, S. T. (2020). Academic work engagement, resources and productivity: empirical evidence with policy implications. *Studies in Higher Education*, 45(1), 86-99.
- C. Y. Chong, & S. T. Lee. (2017). Employee Retention and Job Performance Attributes in Private Institutions of Higher Education. *International Journal of Business and Administrative Studies*, 3(5), 158–165.
- Cinamon, R. G., Rich, Y., & Westman, M. (2007). Teachers' occupation-specific work-family conflict. *The Career Development Quarterly*, 55(3), 249-261.
- Colakoglu, U., Culha, O., & Atay, H. (2010). The effects of perceived organisational support on employees' affective outcomes: Evidence from the hotel industry. *Tourism and hospitality management*, 16(2), 125-150.
- Choo, L. S., Mat, N., & Al-Omari, M. (2013). Organizational practices and employee engagement: A case of Malaysia electronics manufacturing firms. *Business Strategy Series*. 14(1), 3-10.
- Clark, S. C. (2000). Work/family border theory: A new theory of work/family balance. *Human Relations*, 53(6), 747-770.
- Cochran, B. (1977). *Labor and communism: the conflict that shaped American unions*. Princeton: Princeton University Press, 166.
- Coetzer, C. F., & Rothmann, S. (2007). Job demands, job resources and work engagement of employees in a manufacturing organisation. *Southern African Business Review*, 11(3), 17-32.
- Coffman, C., & Gonzalez-Molina, G. (2002). A new model: Great organizations win business by engaging the complex emotions of employees and customers. *The Gallup Management Journal*, 12-21.
- Cohen, J (1988) *Statistical power analysis for the behavioural sciences* (2nd ed.). Hillsdale, NJ: Erlbaum.
- Colakoglu, U., Culha, O., & Atay, H. (2010). The effects of perceived organisational support on employees' affective outcomes: Evidence from the hotel industry. *Tourism and hospitality management*, 16(2), 125-150.
- Cooper-Thomas, H. D., Xu, J., & Saks, A. M. (2018). The differential value of resources in predicting employee engagement. *Journal of Managerial Psychology*, 33, 326-344.
- Costello, A. B., & Osborne, J. (2005). Best practices in exploratory factor analysis: Four recommendations for getting the most from your analysis. *Practical assessment, research, and evaluation*, 10(1), 7.

- Cousins*, R., Mackay, C. J., Clarke, S. D., Kelly, C., Kelly, P. J., & McCaig, R. H. (2004). 'Management Standards' work-related stress in the UK: practical development. *Work & Stress*, 18(2), 113-136.
- Crawford, E. R., LePine, J. A., & Rich, B. L. (2010). Linking job demands and resources to employee engagement and burnout: A theoretical extension and meta-analytic test. *Journal of Applied Psychology*, 95(5), 834-848.
- Cropanzano, R., Anthony, E., Daniels, S., & Hall, A. (2017). Social Exchange Theory: A critical review with Theoretical Remedies. *Academy of Management Annals*, 11(1), 479-516.
- Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of Management*, 31(6), 874-900.
- Cullen, K. L., Edwards, B. D., Casper, W. C., & Gue, K. R. (2014). Employees' adaptability and perceptions of change-related uncertainty: Implications for perceived organizational support, job satisfaction, and performance. *Journal of Business and Psychology*, 29(2), 269-280.
- D'agostino, R. B., Belanger, A., & D'Agostino Jr, R. B. (1990). A suggestion for using powerful and informative tests of normality. *The American Statistician*, 44(4), 316-321.
- Daniel, J. (2011). *Sampling essentials: Practical guidelines for making sampling choices*. Sage Publications.
- Danish, R. Q., & Usman, A. (2010). Impact of reward and recognition on job satisfaction and motivation: An empirical study from Pakistan. *International journal of business and management*, 5(2), 159.
- Dasgupta, P. (2016). Work engagement of nurses in private hospitals: A study of its antecedents and mediators. *Journal of Health Management*, 18(4), 555-568.
- De Beer, L. T., Pienaar, J., & Rothmann Jr, S. (2016). Work overload, burnout, and psychological ill-health symptoms: a three-wave mediation model of the employee health impairment process. *Anxiety, Stress, & Coping*, 29(4), 387-399.
- DeCarlo, L. T. (1997). On the meaning and use of kurtosis. *Psychological Methods*, 2(3), 292.
- Demerouti, E., Bakker, A. B., Nachreiner, F., & Schaufeli, W. B. (2001). The job demands-resources model of burnout. *Journal of Applied psychology*, 86(3), 499.
- Devi Ramachandran, S., Choy Chong, S., & Ismail, H. (2009). The practice of knowledge management processes: A comparative study of public and private higher education institutions in Malaysia. *Vine: The Journal of Information and Knowledge Management Systems*, 39(3), 203-222.

- Diener, E. (1984). Subjective Well-Being, *Psychological Bulletin* 95, 542-575.
- Diener, E. (2000). Subjective well-being: The science of happiness and a proposal for a national index. *American Psychologist*, 55(1), 34.
- Diener, E. D., Emmons, R. A., Larsen, R. J., & Griffin, S. (1985). The satisfaction with life scale. *Journal of Personality Assessment*, 49(1), 71-75.
- Diener, E., Wirtz, D., Tov, W., Kim-Prieto, C., Choi, D. W., Oishi, S., & Biswas-Diener, R. (2010). New well-being measures: Short scales to assess flourishing and positive and negative feelings. *Social Indicators Research*, 97(2), 143-156.
- Donald, I., Taylor, P., Johnson, S., Cooper, C., Cartwright, S., & Robertson, S. (2005). Work environments, stress, and productivity: An examination using ASSET. *International Journal of Stress Management*, 12(4), 409.
- Dwomoh, G., Gyamfi, L. A., & Luguterah, A. W. (2019). Effect of Organizational Citizenship Behaviour on Performance of Employees of Kumasi Technical University: Moderating Role of Work Overload. *Studies*, 1(2), 184-34.
- Eder, P., & Eisenberger, R. (2008). Perceived organizational support: Reducing the negative influence of coworker withdrawal behaviour. *Journal of Management*, 34(1), 55-68.
- Eisenberger, R., Armeli, S., Rexwinkel, B., Lynch, P. D., & Rhoades, L. (2001). Reciprocation of perceived organizational support. *Journal of applied psychology*, 86(1), 42.
- Eisenberger, R., Fasolo, P., & Davis-LaMastro, V. (1990). Perceived organizational support and employee diligence, commitment, and innovation. *Journal of applied psychology*, 75(1), 51.
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied psychology*, 71(3), 500.
- Eisenberger, R., Malone, G. P., & Presson, W. D. (2016). Optimizing perceived organizational support to enhance employee engagement. *Society for Human Resource Management and Society for Industrial and Organizational Psychology*, 2, 22.
- Emerson, R. M. (1962). Power-dependence relations. *American sociological review*, 31-41.
- Emerson, Richard. (1972a). Exchange theory, Part I: A psychological basis for social exchange. In Joseph Berger, Morris Zelditch Jr., & B. Anderson (Eds.), *Sociological theories in progress*, 38-57. Boston: Houghton Mifflin.
- Engelbrecht, A. S., Heine, G., & Mahembe, B. (2014). The influence of ethical leadership on trust and work engagement: an exploratory study: original research. *SA Journal of Industrial Psychology*, 40(1), 1-9.

- Erdamar, G., & Demirel, H. (2014). Investigation of work-family, family-work conflict of the teachers. *Procedia-Social and Behavioral Sciences*, 116, 4919-4924.
- Evers, W. J., Tomic, W., & Brouwers, A. (2004). Burnout among teachers students' and teachers' perceptions compared. *School Psychology International*, 25(2), 131-148.
- Evers, A. T., van der Heijden, B. I., Kreijns, K., & Vermeulen, M. (2016). Job demands, job resources, and flexible competence: the mediating role of teachers' professional development at work. *Journal of Career Development*, 43(3), 227-243.
- Faggian, A., Modrego, F., & McCann, P. (2019). Human capital and regional development. In *Handbook of regional growth and development theories*. Edward Elgar Publishing.
- Fareed, M., Noor, W. S., Isa, M. F., & Salleh, S. S. (2016). Developing Human Capital for Sustainable Competitive Advantage: The Roles of Organizational Culture and High-Performance Work System. *International Journal of Economic Perspectives*, 10(4).
- Fauzi, M. A., Tan, C. N. L., & Ramayah, T. (2018). Knowledge sharing intention at Malaysian higher learning institutions: The academics' viewpoint. *Knowledge Management & E-Learning: An International Journal*, 10(2), 163-176.
- Farndale, E., & Murrer, I. (2015). Job resources and employee engagement: A cross-national study. *Journal of Managerial Psychology*, 30, 610-626.
- Federici, R. A., & Skaalvik, E. M. (2011). Principal self-efficacy and work engagement: Assessing a Norwegian principal self-efficacy scale. *Social Psychology of Education*, 14(4), 575-600.
- Fick, F. E. (2017). Well-being in Healthcare: Psychological Well-Being, Burnout, and Work Engagement in Long-Term Care Employees (Doctoral dissertation, *University of Saskatchewan*).
- Gabel-Shemueli, R., Dolan, S. L., & Ceretti, A. S. (2014). Being engaged: The multiple interactions between job demands and job resources and its impact on nurses engagement. *International Journal of Nursing*, 3(2).
- Gaio Santos, G., & Cabral-Cardoso, C. (2008). Work-family culture in academia: a gendered view of work-family conflict and coping strategies. *Gender in Management: An International Journal*, 23(6), 442-457.
- Gallup, I. (2020). Employee Engagement: Maximizing Employee Potential. Retrieved 20 April 2020, from <https://www.gallup.com/workplace/267710/employee-engagement-maximizing-employee-potential>.

- García-Sierra, R., Fernández-Castro, J., & Martínez-Zaragoza, F. (2016). Work engagement in nursing: an integrative review of the literature. *Journal of nursing management*, 24(2), E101-E111.
- Garg, S., & Dhar, R. L. (2014). Effects of stress, LMX and perceived organizational support on service quality: Mediating effects of organizational commitment. *Journal of Hospitality and Tourism Management*, 21, 64-75.
- George, D., & Mallery, M. (2010). *SPSS for Windows Step by Step: A Simple Guide and Reference*, 17.0 update (10a ed.) Boston: Pearson.
- Ghadi, M. Y., Fernando, M., & Caputi, P. (2013). Transformational leadership and work engagement. *Leadership & Organization Development Journal*, Vol. 34 Issue: 6, 532-550.
- Gianesini, G., Cubico, S., Favretto, G., & Leitão, J. (2018). Entrepreneurial competencies: comparing and contrasting models and taxonomies. In *Entrepreneurship and the industry life cycle*, 13-32. Springer, Cham.
- Gilbreath, B. (2004). Creating healthy workplaces: The supervisor's role. *International review of industrial and organizational psychology*, 19, 93-118.
- Gillespie, N. A., Walsh, M. H. W. A., Winefield, A. H., Dua, J., & Stough, C. (2001). Occupational stress in universities: Staff perceptions of the causes, consequences and moderators of stress. *Work & Stress*, 15(1), 53-72.
- Gillet, N., Huart, I., Colombat, P., & Fouquereau, E. (2013). Perceived organizational support, motivation, and engagement among police officers. *Professional Psychology: Research and Practice*, 44(1), 46.
- Grapragasem, S., Krishnan, A., & Mansor, A. N. (2014). Current trends in Malaysian higher education and the effect on education policy and practice: An overview. *International Journal of Higher Education*, 3(1), 85.
- Green Jr, P. I., Finkel, E. J., Fitzsimons, G. M., & Gino, F. (2017). The energizing nature of work engagement: Toward a new need-based theory of work motivation. *Research in Organizational Behavior*, 37, 1-18.
- Greenhaus, J. H., & Beutell, N. J. (1985). Sources of conflict between work and family roles. *Academy of management review*, 10(1), 76-88.
- Greenhaus, J. H., Allen, T. D., & Spector, P. E. (2006). Health consequences of work-family conflict: The dark side of the work-family interface. In *Employee health, coping and methodologies*. Emerald Group Publishing Limited.
- Gürlek, M. (2020). How does work overload affect unethical behaviors? The mediating role of pay dissatisfaction. *Turkish Journal of Business Ethics*, 13(1), 1-26.

- Gupta, A. M., Vohra, N., & Bhatnagar, D. (2010). Perceived Organizational Support and Organizational Commitment: The Mediational Influence of Psychological Well-Being. *Journal of Business & Management*, 16(2).
- Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2006). *Multivariate Data Analysis*: Pearson Prentice Hall. Upper Saddle River, NJ, 1-816.
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2014). *Multivariate data analysis*: Pearson new international edition. Essex: Pearson Education Limited.
- Hair, J. F., Ringle, C. M., & Sarstedt, M. (2011). PLS-SEM: Indeed a silver bullet. *Journal of Marketing Theory and Practice*, 19(2), 139-152.
- Hakanen, J. J., Bakker, A. B., & Schaufeli, W. B. (2006). Burnout and work engagement among teachers. *Journal of school psychology*, 43(6), 495-513.
- Hakanen, J. J., Seppälä, P., & Peeters, M. C. (2017). High Job Demands, Still Engaged and Not Burned Out? The Role of Job Crafting. *International Journal of Behavioral Medicine*, 1-9.
- Hanaysha, J. (2016). Examining the effects of employee empowerment, teamwork, and employee training on organizational commitment. *Procedia-Social and Behavioral Sciences*, 229(298-306), 298-306.
- Hallinger, P. (2014). Riding the tiger of world university rankings in East Asia: where are we heading?. *International Journal of Educational Management*, 28(2), 230-245.
- Handa, M., & Gulati, A. (2014). Employee Engagement. *Journal Of Management Research* (09725814), 14(1), 57-67.
- Hardy, A., McDonald, J., Guijt, R., Leane, E., Martin, A., James, A., Jones, M., Corban, M., & Green, B. (2016). Academic parenting: work-family conflict and strategies across child age, disciplines and career level. *Studies in Higher Education*, 1-19.
- Haron, H., Mustafa, S. M. S., & Alias, R. A. (2010). Gender influences on emotional self-regulation among Malaysian academicians. *International Journal of Innovation, Management and Technology*, 1(1), 20.
- Hassan, S., Hassan, M., & Shoaib, M. (2014). Measuring the Impact of Perceived Organization Support, Psychological Empowerment and Rewards on Employees' Satisfaction: Testing the Mediating Impact of Employee Engagement. *World Applied Sciences Journal*, 30(5), 652-660.
- Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: a meta-analysis. *Journal of applied psychology*, 87(2), 268.

- Harter, J. K., Schmidt, F. L., Agrawal, S., & Plowman, S. K. (2013). The relationship between engagement at work and organizational outcomes. *Gallup Poll Consulting University Press*, Washington.
- Hau, T. C., & Bing, K. W. (2018). Relationship between big five personality traits and work engagement among private university academic staff. *International journal of education, Psychology and Counselling*, 3(15), 79-85.
- Hayati, D., Charkhabi, M., & Naami, A. (2014). The relationship between transformational leadership and work engagement in governmental hospitals nurses: a survey study. *Springerplus*, 3(1), 1-7.
- Hayes, A. F. (2009). Beyond Baron and Kenny: Statistical mediation analysis in the new millennium. *Communication Monographs*, 76(4), 408-420.
- Homans, G. C. (1961). *Social behaviour: Its elementary forms*. New York: Harcourt, Brace. 1961.
- Hoole, C., & Hotz, G. (2016). The impact of a total reward system of work engagement. *SA Journal of Industrial Psychology*, 42(1), 1-14.
- Hsieh, C. W. (2014). Burnout among public service workers: The role of emotional labour requirements and job resources. *Review of Public Personnel Administration*, 34(4), 379-402.
- Huppert, F. A. (2009). Psychological well-being: Evidence regarding its causes and consequences. *Applied Psychology: Health and Well-Being*, 1(2), 137-164.
- Hussain, I. A., Amir Ishak, N., & Chan, B. Y. F. (2016). The relationship between organizational learning and employee engagement: the perspective of young employees from commercial banks in Malaysia. *Advances in Business Research International Journal*, 2(1), 1-11.
- Hussain, S. D., Khaliq, A., Nisar, Q. A., Kamboh, A. Z., & Ali, S. (2019). The Impact of Employees' Recognition, Rewards and Job Stress on Job Performance: Mediating Role of Perceived Organization Support. *SEISENSE Journal of Management*, 2(2), 69-82.
- Iddagoda, Y. A., & Opatha, H. H. P. (2016). Identified Research Gaps in Employee Engagement. *International Business Research*, 10(2), 63.
- Ilallett, C. (1996). The use of descriptive statistics in nursing research. *Nurse Researcher*, 4(1), 268-280.
- Imran, A., Ahmad, S., Nisar, A. Q., & Ahmad, U. (2014). Exploring relationship among rewards, recognition and employees' job satisfaction: A descriptive study on libraries in Pakistan. *Middle-East Journal of Scientific Research*, 21(9), 1533-1540.

- Ismail, M., & Arokiasamy, L. (2007). Exploring mentoring as a tool for career advancement of academics in private higher education institutions in Malaysia. *Journal of International Social Research*, 1(1).
- Ismail, Z., & Nordin, M. S. (2012). Teachers' Work-Family Conflict in Malaysia: Scale Validation. *International Journal of Business and Social Research*, 2(5), 122-131.
- Isgör, I. Y., & Haspolat, N. K. (2016). Investigating the Psychological Well-Being and Job Satisfaction Levels in Different Occupations. *International Education Studies*, 9(12), 194-205.
- Ivan T. Robertson, Alex Jansen Birch, Cary L. Cooper, (2012), "Job and work attitudes, engagement and employee performance: Where does psychological well-being fit in?", *Leadership & Organization Development Journal*, Vol. 33 Iss: 3 pp. 224 – 232.
- Jais, J., & Mohamad, M. (2013). Perceived Organisational Support and Its Impact to Teachers' Commitments: A Malaysian Case Study. *International Journal of Education and Research*, 1, 12.
- Jena, L. K., & Pradhan, S. (2017). Joy at work: Initial measurement and validation in Indian context. *The Psychologist-Manager Journal*, 20(2), 106.
- Jena, L. K., Pradhan, S., & Panigrahy, N. P. (2018). Pursuit of organisational trust: Role of employee engagement, psychological well-being and transformational leadership. *Asia Pacific Management Review*, 23(3), 227-234.
- Jha, B., & Kumar, A. (2016). Employee engagement: A strategic tool to enhance performance. *DAWN: Journal for Contemporary Research in Management*, 3(2), 21-29.
- Johnson, S., Cooper, C., Cartwright, S., Donald, I., Taylor, P., & Millet, C. (2005). The experience of work-related stress across occupations. *Journal of managerial psychology*, 20(2), 178-187.
- Jonasson, C., Luring, J., Selmer, J., & Trembath, J. L. (2017). Job resources and demands for expatriate academics: Linking teacher-student relations, intercultural adjustment, and job satisfaction. *Journal of Global Mobility*, 5(1), 5-21.
- Jones, F., & Fletcher, B. (1996). Taking work home: A study of daily fluctuations in work stressors, effects on moods and impacts on marital partners. *Journal of Occupational and Organizational Psychology*, 69(1), 89-106.
- Jones, N., & Sambrook, S. (2016). Employee engagement in the public sector. *Human Capital Management Research: Influencing Practice and Process*, Cheltenham, UK and Northampton, MA, USA: Edward Elgar, 31-45.

- Jong Gyu Park, Jeong Sik Kim, Seung Won Yoon, Baek-Kyoo Joo, (2017) “The effects of empowering leadership on psychological well-being and job engagement: The mediating role of psychological capital”, *Leadership & Organization Development Journal*, 38(3), 350-367.
- Jose, G. (2012). Satisfaction with HR practices and employee engagement: A social exchange perspective. *Journal of Economics and Behavioral Studies*, 4(7), 423-430.
- Joy, M. M., & Sinosh, P. K. (2016). Employee engagement- An empirical study on Implications for psychological well-being. *International Journal of Management*, 7(5), 183 – 187.
- Kaiser, H. F. (1974). An index of factorial simplicity. *Psychometrika*, 39(1), 31-36.
- Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of management journal*, 33(4), 692-724.
- Kalawilapathirage, H., Omisakin, O., & Zeidan, S. (2019). A Data Analytic Approach of Job Satisfaction: A Case Study on Airline Industry. *Journal of Information & Knowledge Management*, 18(01), 1950003.
- Karatepe, O. M. (2013). High-performance work practices and hotel employee performance: The mediation of work engagement. *International Journal of Hospitality Management*, 32, 132-140.
- Karatepe, O. M., & Aga, M. (2016). The effects of organization mission fulfilment and perceived organizational support on job performance: The mediating role of work engagement. *International Journal of Bank Marketing*, 34(3), 368-387.
- Karatepe, O. M., Beirami, E., Bouzari, M., & Safavi, H. P. (2014). Does work engagement mediate the effects of challenge stressors on job outcomes? Evidence from the hotel industry. *International Journal of Hospitality Management*, 36, 14-22.
- Karatepe, O. M., Karatepe, O. M., Karadas, G., & Karadas, G. (2016). Service employees’ fit, work-family conflict, and work engagement. *Journal of Services Marketing*, 30(5), 554-566.
- Ke, J. L., Zhang, F.J., Yan, X. C., & Fu, Y. (2017). The Effect of University Teachers’ Workplace Spirituality on Employee Engagement: *Professional Commitment as Mediator*. *Creative Education*, 8, 2147-2154.
- Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of management journal*, 33(4), 692-724.
- Khan, S., Muhammad, B., Afridi, G. W., & Sarwar, I. (2017). Effect of authentic leadership on job satisfaction and employee engagement. *City University Research Journal*, 7(1), 151-166.

- Khan, H., & Khan, R. A. (2017). Impact of Human Resource Management Practices on Employee Job Satisfaction at Meezan Bank Limited. *Journal of Business Administration and Management Sciences (JOBAMS)*, 2(1), 195-204.
- Khan, A., Yusoff, R. B. M., & Azam, K. (2014). Factors of Job Stress among university teachers in Pakistan A conceptual review. *Journal of Management Info*, 2(1).
- Khan, F., Yusoff, R. M., & Khan, A. (2014). Job demands, burnout and resources in teaching a conceptual review. *World Applied Sciences Journal*, 30(1), 20-28.
- Kim, H. J., Shin, K. H., & Swanger, N. (2009). Burnout and engagement: A comparative analysis using the Big Five personality dimensions. *International Journal of Hospitality Management*, 28(1), 96-104.
- Kinman, G., & Jones, F. (2008). A life beyond work? Job demands, work-life balance, and wellbeing in UK academics. *Journal of Human Behavior in the Social Environment*, 17(1-2), 41-60.
- Kinman, G., Jones, F., & Kinman, R. (2006). The Well-being of the UK Academy, 1998–2004. *Quality in higher education*, 12(1), 15-27.
- Kopelman, R. E., Gardberg, N. A., & Brandwein, A. C. (2011). Using a recognition and reward initiative to improve service quality: A quasi-experimental field study in a public higher education institution. *Public Personnel Management*, 40(2), 133-149.
- Krejcie, R. V., & Morgan, D. W. (1970). *Determining sample size for research activities*. Educ Psychol Meas.
- Kwakman, K. (2003). Factors affecting teachers' participation in professional learning activities. *Teaching and teacher education*, 19(2), 149-170.
- Kurt, N., & Demirbolat, A. O. (2019). Investigation of the Relationship between Psychological Capital Perception, Psychological Well-Being and Job Satisfaction of Teachers. *Journal of Education and Learning*, 8(1), 87-99.
- Langelan, S., Bakker, A. B., Van Doornen, L. J., & Schaufeli, W. B. (2006). Burnout and work engagement: Do individual differences make a difference?. *Personality and individual differences*, 40(3), 521-532.
- Lapierre, L. M., & Allen, T. D. (2006). Work-supportive family, family-supportive supervision, use of organizational benefits, and problem-focused coping: implications for work-family conflict and employee well-being. *Journal of occupational health psychology*, 11(2), 169.
- Larson, R. C., Ghaffarzadegan, N., & Xue, Y. (2013). Too Many PhD Graduates or Too Few Academic Job Openings: The Basic Reproductive Number in Academia. *Systems research and behavioral science*, 31(6), 745-750.

- Laschinger, H. K. S., & Leiter, M. P. (2006). The impact of nursing work environments on patient safety outcomes: The mediating role of burnout engagement. *Journal of Nursing Administration*, 36(5), 259-267.
- Latiff Ayob, A., & Nor, N. M. (2019). Predictors of employee engagement in Malaysia, and the moderating effects of job demands and total reward. *Asian Academy of Management Journal*, 24(2), 33-49.
- LePine, J. A., Podsakoff, N. P., & LePine, M. A. (2005). A meta-analytic test of the challenge stressor–hindrance stressor framework: An explanation for inconsistent relationships among stressors and performance. *Academy of management journal*, 48(5), 764-775.
- Leroy, H., Anseel, F., Dimitrova, N. G., & Sels, L. (2013). Mindfulness, authentic functioning, and work engagement: A growth modelling approach. *Journal of Vocational Behavior*, 82(3), 238-247.
- Lewig, K. A., Xanthopoulou, D., Bakker, A. B., Dollard, M. F., & Metzger, J. C. (2007). Burnout and connectedness among Australian volunteers: A test of the Job Demands–Resources model. *Journal of Vocational Behaviour*, 71(3), 429-445.
- Li, F., Jiang, L., Yao, X., & Li, Y. (2013). Job demands, job resources and safety outcomes: The roles of emotional exhaustion and safety compliance. *Accident Analysis & Prevention*, 51, 243-251.
- Li, F., Wang, G., Li, Y., & Zhou, R. (2017). Job demands and driving anger: The roles of emotional exhaustion and work engagement. *Accident Analysis & Prevention*, 98, 198-205.
- Li, J. C., Cheung, J. C., & Sun, I. Y. (2019). The impact of job and family factors on work stress and engagement among Hong Kong police officers. *Policing: An International Journal*, 42(2), 284-300.
- Likert, R. (1932). *A technique for the measurement of attitudes*. Archives of psychology.
- Linn, L. S., Yager, J., Cope, D., & Leake, B. (1985). Health status, job satisfaction, job stress, and life satisfaction among academic and clinical faculty. *Jama*, 254(19), 2775-2782.
- Ling Suan Choo, Norslah Mat, Mohammed Al-Omari, (2013) “Organizational practices and employee engagement: a case of Malaysia electronics manufacturing firms”, *Business Strategy Series*, 14(1), 3-10.
- Lorente, L., Salanova, M., Martínez, I. M., & Vera, M. (2014). How personal resources predict work engagement and self-rated performance among construction workers: A social cognitive perspective. *International Journal of Psychology*, 49(3), 200-207.

- Lowe, G. (2012). How employee engagement matters for hospital performance. *Healthcare Quarterly*, 15(2), 29-39.
- Luthans, F., Luthans, K. W., & Luthans, B. C. (2004). Positive psychological capital: Beyond human and social capital. *Business Horizons*, 47(1), 45-50.
- Mabasa, F. D., & Ngirande, H. (2015). Perceived organisational support influences on job satisfaction and organisational commitment among junior academic staff members. *Journal of Psychology in Africa*, 25(4), 364-366.
- Mabaso, C. M., & Dlamini, B. I. (2018). Total rewards and its effects on organisational commitment in higher education institutions. *SA Journal of Human Resource Management*, 16(1), 1-8.
- Mache, S., Vitzthum, K., Klapp, B. F., & Danzer, G. (2014). Surgeons' work engagement: Influencing factors and relations to job and life satisfaction. *The Surgeon*, 12(4), 181-190.
- Machiha, M. M., & Brew, G. (2019). Predictors of Work Engagement Among University Teachers: The Role of Personality and Perceived Organisational Support. *Master Thesis*, Linnaeus University.
- Macey, W. H., & Schneider, B. (2008). The meaning of employee engagement. *Industrial and Organizational Psychology*, 1(1), 3-30.
- Macey, W.H., Schneider, B., Barbera, K.M. and Young, S.A. (2011), *Employee Engagement: Tools for Analysis, Practice, and Competitive Advantage*, Wiley-Blackwell, Malden, MA.
- MacLeod, D., & Clarke, N. (2009). *Engaging for success: enhancing performance through employee engagement: A report to government*. London: Department for Business, Innovation and Skills.
- Mahmoud, A. H. (2008). A study of nurses' job satisfaction: the relationship to organizational commitment, perceived organizational support, transactional leadership, transformational leadership, and level of education. *European journal of scientific research*, 22(2), 286-295.
- Mamiseishvili, K., & Rosser, V. J. (2011). Examining the Relationship between Faculty Productivity and Job Satisfaction. *Journal of the Professoriate*, 5(2).
- Manogharan, M. W., Thivaharan, T., & Rahman, R. A. (2018). Academic Staff Retention in Private Higher Education Institute--Case Study of Private Colleges in Kuala Lumpur. *International Journal of Higher Education*, 7(3), 52-78.
- Marginson, S., & Considine, M. (2000). *The enterprise university: Power, governance and reinvention in Australia*. Cambridge University Press.

- Marken, S. & Matson, T. (2019). Why Drive Employee Engagement in Higher Ed? Retrieved from <https://www.gallup.com/education/258344/why-drive-employee-engagement-higher.aspx>. Accessed November 1, 2020.
- Nink, M., & Robison, J. (2016, December 20). The Damage Inflicted by Poor Managers. *Gallup.Com*.
- Markos, S., & Sridevi, M. S. (2010). Employee engagement: The key to improving performance. *International Journal of Business and Management*, 5(12), 89.
- Maslach, C. (1993). *Burnout: a multidimensional perspective*. In Schaufeli, W. B., Salanova, M., González-Romá, V., & Bakker, A. B. (2002). The measurement of engagement and burnout: A two sample confirmatory factor analytic approach. *Journal of Happiness Studies*, 3(1), 71-92.
- Maslach, C., & Leiter, M. P. (2008). *The truth about burnout: How organizations cause personal stress and what to do about it*. John Wiley & Sons.
- Masvaure, P., Ruggunan, S., & Maharaj, A. (2014). Work engagement, intrinsic motivation and job satisfaction among employees of a diamond mining company in Zimbabwe. *Journal of Economics and Behavioral Studies*, 6(6), 488.
- Mathumbu, D., & Dodd, N. (2013). Perceived organisational support, work engagement and organisational citizenship behaviour of nurses at Victoria Hospital. *Journal of Psychology*, 4(2), 87-93.
- Matejević, M., & Đorđević, M. (2019). Parenting style in the context of the conflict between parental and business roles. *International Journal of Cognitive Research in Science, Engineering and Education*, 7(1), 51.
- Matthews, R. A., Wayne, J. H., & Ford, M. T. (2014). A work-family conflict/subjective well-being process model: A test of competing theories of longitudinal effects. *Journal of Applied Psychology*, 99(6), 1173.
- Mazloun, A., Kumashiro, M., Izumi, H., & Higuchi, Y. (2008). Quantitative overload: a source of stress in data-entry VDT work-induced by time pressure and work difficulty. *Industrial Health*, 46(3), 269-280.
- McInerney, D. M., Korpershoek, H., Wang, H., & Morin, A. J. (2018). Teachers' occupational attributes and their psychological well-being, job satisfaction, occupational self-concept and quitting intentions. *Teaching and Teacher Education*, 71, 145-158.
- Meng, F., & Wu, J. (2015). Merit pay fairness, leader-member exchange, and job engagement evidence from mainland China. *Review of Public Personnel Administration*, 35(1), 47-69.
- Metcalf, B. D., Woodhams, C., Santos, G. G., & Cabral-Cardoso, C. (2008). Work-family culture in academia: a gendered view of work-family conflict and coping strategies. *Gender in Management: An International Journal*, 23(6), 442-457.

- Mian Zhang, Rodger W. Griffeth, David D. Fried, (2012), Work-family conflict and individual consequences. *Journal of Managerial Psychology*, 27(7), 696 – 713.
- Michel, J. S., Kotrba, L. M., Mitchelson, J. K., Clark, M. A., & Baltes, B. B. (2011). Antecedents of work-family conflict: A meta-analytic review. *Journal of Organizational Behaviour*, 32(5), 689-725.
- Michie, S., & Williams, S. (2003). Reducing work-related psychological ill health and sickness absence: a systematic literature review. *Occupational and environmental medicine*, 60(1), 3-9.
- Milne, P. (2001). Rewards, recognition and knowledge sharing: seeking a causal link. *Australian Academic & Research Libraries*, 32(4), 321-331.
- Miller, H. S. (2014). *The 10 best practices for enhanced employee engagement*. Los Gatos, CA: The Henry Miller Group.
- Mohan, K. P., & Suppareakchaisakul, N. (2014). Psychosocial correlates of the quality of work-life among university teachers in Thailand and Malaysia. *The Journal of Behavioral Science*, 9(2), 1-16.
- Mohapatra, M., & Sharma, B. R. (2010). Study of employee engagement and its predictors in an Indian public sector undertaking. *Global business review*, 11(2), 281-301.
- Mokaya, S. O., & Kipyegon, M. J. (2014). Determinants of Employee Engagement in the Banking Industry in Kenya: Case of Cooperative Bank. *Journal of Human Resources*, 2(2), 187-200.
- Montgomery, A., Spânu, F., Băban, A., & Panagopoulou, E. (2015). Job demands, burnout, and engagement among nurses: a multi-level analysis of ORCAB data investigating the moderating effect of teamwork. *Burnout Research*, 2(2), 71-79.
- Morin, A. J., Meyer, J. P., McInerney, D. M., Marsh, H. W., & Ganotice, F. A. (2015). Profiles of dual commitment to the occupation and organization: Relations to well-being and turnover intentions. *Asia Pacific Journal of Management*, 32(3), 717-744.
- Moreno-Jiménez, B., Mayo, M., Sanz-Vergel, A. I., Geurts, S., Rodríguez-Muñoz, A., & Garrosa, E. (2009). Effects of work-family conflict on employees' well-being: The moderating role of recovery strategies. *Journal of occupational health psychology*, 14(4), 427.
- Motyka, B. (2018). Employee engagement and performance: a systematic literature review. *International Journal of Management and Economics*, 54(3), 227-244.
- Munchinsky, P. (1993). *Psychology Applied to Work*, International Edition, Chicago: Brooks.

- Moura, D., Orgambídez-Ramos, A., & Gonçalves, G. (2014). Role stress and work engagement as antecedents of job satisfaction: Results from Portugal. *Europe's Journal of Psychology*, 10(2), 291-300.
- Moussa, M. N. (2013). Investigating the high turnover of Saudi nationals versus non-nationals in Private sector companies using selected Antecedents and Consequences of employee engagement. *International Journal of Business and Management*, 8(18), 41.
- Mustafa, G., & Ali, N. (2019). Rewards, autonomous motivation and turnover intention: Results from a non-Western cultural context. *Cogent Business & Management*, 6(1), 1676090.
- Nahrgang, J. D., Morgeson, F. P., & Hofmann, D. A. (2011). Safety at work: A meta-analytic investigation of the link between job demands, job resources, burnout, engagement, and safety outcomes. *Journal of Applied Psychology*, 96, 71–94.
- Najeemdeen, Abidemi, Rahmat, Bulus (2018). Perceived organizational culture and perceived organizational support on work engagement. *Academic Journal of Economic Studies*, 4(3), 199-208.
- Nasuridin, A. M., & O'Driscoll, M. P. (2012). Work overload, parental demand, perceived organizational support, family support, and work-family conflict among New Zealand and Malaysian academics. *New Zealand Journal of Psychology*, 41(1), 38-48.
- Nayir, F. (2012). The Relationship between Perceived Organizational Support and Teachers' Organizational Commitment. *Eurasian Journal of Educational Research*, 48, 97-116.
- Nazir, O., & Islam, J. U. (2017). Enhancing organizational commitment and employee performance through employee engagement. *South Asian Journal of Business Studies*, 6, 98-114.
- Nazir, S., Qun, W., Hui, L., & Shafi, A. (2018). Influence of social exchange relationships on affective commitment and innovative behavior: Role of perceived organizational support. *Sustainability*, 10(12), 4418.
- Ndoro, T., & Martins, N. (2019). Employee engagement at a higher education institution in South Africa: Individual, team and organisational levels. *Journal of Psychology in Africa*, 29(2), 121-125.
- Ndungu, D. N. (2017). The Effects of Rewards and Recognition on Employee Performance in Public Educational Institutions: A Case of Kenyatta University, Kenya. *Global Journal of Management and Business Research*, 17(1), 43-68.
- Nelson, B. (2017). Engaging employees today: More than just measurement. *Leader to Leader*, 2017(85), 54-58.
- Netemeyer, R. G., Boles, J. S., & McMurrian, R. (1996). Development and validation of work-family conflict and family-work conflict scales. *Journal of applied psychology*, 81(4), 400.

- Nica, E. (2016). The Effect of Perceived Organisational Support and Organisational Commitment and Employee Performance. *Journal of Self-Governance and Management Economics*, 4(4), 34-40.
- Nohe, C., Meier, L. L., Sonntag, K., & Michel, A. (2015). The chicken or the egg? A meta-analysis of panel studies of the relationship between work-family conflict and strain. *Journal of Applied Psychology*, 96, 71–94.
- Nohe, C., & Sonntag, K. (2014). Work-family conflict, social support, and turnover intentions: A longitudinal study. *Journal of Vocational Behavior*, 85(1), 1-12.
- Nunnally, J. C. (1978). *Psychometric Theory*: 2d Ed. McGraw-Hill.
- Obeidat, B. Y. (2016). Exploring the relationship between corporate social responsibility, employee engagement, and organizational performance: The case of Jordanian mobile telecommunication companies. *International Journal of Communications, Network and System Sciences*, 9(09), 361.
- Obrenovic, B., Du Jianguo, A. K., & Khan, M. A. S. (2020). Work-family conflict impact on psychological safety and psychological well-being: a job performance model. *Frontiers in psychology*, 11.
- Ongore, O. (2014). A study of relationship between personality traits and job engagement. *Procedia-Social and Behavioral Sciences*, 141, 1315-1319.
- Opie, T. J., & Henn, C. M. (2013). Work-family conflict and work engagement among mothers: Conscientiousness and neuroticism as moderators. *SA Journal of Industrial Psychology*, 39(1), 1-12.
- Oppong, F. B., & Agbedra, S. Y. (2016). Assessing univariate and multivariate normality. a guide for non-statisticians. *Math. Theory Modeling*, 6(2), 26-33.
- Osman M. Karatepe, Georgiana Karadas, (2016). Service employees' fit, work-family conflict, and work engagement. *Journal of Services Marketing*, 30(5), 554 – 566.
- Othman, N., & Nasurdin, A. M. (2011). Work engagement of Malaysian Nurses: Exploring the impact of hope and resilience. *World Academy of Science, Engineering and Technology*, 5(12), 391-395.
- Othman, N., & Nasurdin, A. M. (2013). Social support and work engagement: a study of Malaysian nurses. *Journal of nursing management*, 21(8), 1083-1090.
- Öztuna, D., Elhan, A. H., & Tüccar, E. (2006). Investigation of four different normality tests in terms of type 1 error rate and power under different distributions. *Turkish Journal of Medical Sciences*, 36(3), 171-176.
- Panaccio, A., & Vandenberghe, C. (2009). Perceived organizational support, organizational commitment and psychological well-being: A longitudinal study. *Journal of Vocational Behavior*, 75(2), 224-236.

- Pallant, J. (2020). *SPSS survival manual: A step by step guide to data analysis using IBM SPSS*. Routledge.
- Panatik, S. A. B., Badri, S. K. Z., Rajab, A., Rahman, H. A., & Shah, I. M. (2011). The impact of work-family conflict on psychological well-being among school teachers in Malaysia. *Procedia-Social and Behavioral Sciences*, 29, 1500-1507.
- Parent, J. D., & Lovelace, K. J. (2015). The Impact of Employee Engagement and a Positive Organizational Culture on an Individual's Ability to Adapt to Organization Change. *2015 Eastern Academy of Management Proceedings: Organization Behavior and Theory Track*, 1-20.
- P. B. Le, & Lei, H. (2019). Determinants of innovation capability: the roles of transformational leadership, knowledge sharing and perceived organizational support. *Journal of Knowledge Management*, 23(3), 527-547.
- Perryer, C., Jordan, C., Firms, I., & Travaglione, A. (2010). Predicting turnover intentions: The interactive effects of organizational commitment and perceived organizational support. *Management Research Review*, 33(9), 911-923.
- Pham-Thai, N. T., McMurray, A. J., Muenjohn, N., & Muchiri, M. (2018). Job engagement in higher education. *Personnel Review*, 47(4), 951-967.
- Polit, D. F., Beck, C. T., & Hungler, B. P. (2001). Evaluating measurements and data quality. *Essentials of Nursing Research: Methods, Appraisal, and Utilization*, 301-24.
- Preacher, K. J., & Hayes, A. F. (2004). SPSS and SAS procedures for estimating indirect effects in simple mediation models. *Behaviour research methods, instruments, & computers*, 36(4), 717-731.
- Preacher, K. J., & Hayes, A. F. (2008). Asymptotic and resampling strategies for assessing and comparing indirect effects in multiple mediator models. *Behaviour research methods*, 40(3), 879-891.
- Preacher, K. J., Rucker, D. D., & Hayes, A. F. (2007). Addressing moderated mediation hypotheses: Theory, methods, and prescriptions. *Multivariate behavioural research*, 42(1), 185-227.
- Prieto, L. L., Soria, M. S., Martínez, I. M., & Schaufeli, W. (2008). Extension of the Job Demands-Resources model in the prediction of burnout and engagement among teachers over time. *Psicothema*, 20(3), 354-360.
- Qiu, L., & Fan, J. (2015). Family boundary characteristics, work-family conflict and life satisfaction: A moderated mediation model. *International Journal of Psychology*, 50(5), 336-344.
- Oke, O., Alo, F., Lanre-Babalola, F., & Emmanuel, B. (2019). Variations and predictors of employee engagement in the Nigerian prisons service, Bayelsa State Commad. *Journal of Behavioural Studies*, 1(1).

- Quiñones, M., Van den Broeck, A., & De Witte, H. (2013). Do job resources affect work engagement via psychological empowerment? A mediation analysis. *Revista de Psicología del Trabajo y de las Organizaciones*, 29(3), 127-134.
- Rafique, H., Masood, S., & Ahmad, M. (2018). Role of self-compassion in work-family conflict and psychological well-being among working men and women. *Journal of Behavioural Sciences*, 28(2), 131-145.
- Rai, A., Ghosh, P., Chauhan, R., & Singh, R. (2018). Improving in-role and extra-role performances with rewards and recognition. *Management Research Review*, 41(8).
- Raja, M. W. (2012). Does transformational leadership leads to higher employee work engagement? A study of Pakistani service sector firms. *International Journal of Academic Research in Business and Social Sciences*, 2(1), 160.
- Rahman, D. (2016, June 23). Malaysia's higher education mid-year report. *The Star*. Retrieved December 14, 2016, from <http://www.thestar.com.my/opinion/online-exclusive/whats-your-status/2016/06/23/malaysia-higher-education-2016/>
- Rahman, M. M., Abdul, M., Mansor, Z. D., Ali, N. A., Samuel, A. B., Uddin, M. J., Ogiri, I. A., & Rahaman, M. S. (2018). Effect of work-family conflict on job satisfaction of academicians of private universities in Bangladesh: a structural equation modelling approach. *Journal of Advanced Research in Social and Behavioral Sciences*, 10(1), 1-8.
- Ram, P., & Prabhakar, G. V. (2011). An enquiry into the mediatory role of employee engagement: Evidence from the hotel industry in Jordan. *Far East Journal of Psychology and Business*, 5(2), 41-59.
- Ramachandran, S. D., Chong, S. C., & Ismail, H. (2011). Organisational culture: An exploratory study comparing faculties' perspectives within public and private universities in Malaysia. *The International Journal of Educational Management*, 25(6), 615-634.
- Ramalu, S. S. & Rashid, Z. M. (2016). Islamic work ethic, employee engagement and organizational citizenship behaviour: a study among civil servants in Malaysia. *In 6th International Conference on Global Social Entrepreneurship (Kota Bharu) 2016* (p. 144).
- Rayton, B., Dodge, T., & D'Analeze, G. (2012). *Employee Engagement: The Evidence*. London: Engage of Success.
- Reb, J., Narayanan, J., & Chaturvedi, S. (2014). Leading mindfully: Two studies on the influence of supervisor trait mindfulness on employee well-being and performance. *Mindfulness*, 5(1), 36-45.
- Reijseger, G., Peeters, M. C., Taris, T. W., & Schaufeli, W. B. (2017). From motivation to activation: why engaged workers are better performers. *Journal of Business and Psychology*, 32(2), 117-130.

- Ren, H., Bolino, M. C., Shaffer, M. A., & Kraimer, M. L. (2013). The influence of job demands and resources on repatriate career satisfaction: A relative deprivation perspective. *Journal of World Business*, 48(1), 149-159.
- Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: a review of the literature. *Journal of applied psychology*, 87(4), 698.
- Rich, B. L., Lepine, J. A., & Crawford, E. R. (2010). Job Engagement: Antecedents and effects on job performance. *Academy Of Management Journal*, 53(3), 617-635.
- Richman, A. (2006). Everyone wants an engaged workforce how can you create it. *Workspan*, 49(1), 36-39.
- Robertson, I., & Cooper, C. (2011). *Well-being: Productivity and happiness at work*. Palgrave Macmillan.
- Robertson, I. T., & Flint-Taylor, J. (2009). Leadership, psychological well-being, and organizational outcomes. In *The Oxford Handbook of Organizational Well Being*. Oxford University Press.
- Robertson, I. T., Jansen Birch, A., & Cooper, C. L. (2012). Job and work attitudes, engagement and employee performance: Where does psychological well-being fit in?. *Leadership & Organization Development Journal*, 33(3), 224-232.
- Robinson, D., Perryman, S., & Hayday, S. (2004). *The drivers of employee engagement*. Institute for Employment Studies, Brighton.
- Roemer, A., & Harris, C. (2018). Perceived organisational support and well-being: The role of psychological capital as a mediator. *SA Journal of Industrial Psychology*, 44(1), 1-11.
- Roslan, N. A., Ho, J. A., Ng, S. I., & Sambasivan, M. (2015). Job Demands & Job Resources: Predicting Burnout and Work Engagement among Teachers. *International Proceedings of Economics Development and Research*, 84, 138.
- Rothmann, S., & Jordaan, G. M. E. (2006). Job demands, job resources and work engagement of academic staff in South African higher education institutions. *SA Journal of Industrial Psychology*, 32(4), 87-96.
- Rousseuw, P. J., & Hubert, M. (2018). Anomaly detection by robust statistics. Wiley Interdisciplinary Reviews: *Data Mining and Knowledge Discovery*, 8(2), e1236.
- Runhaar, P., Konermann, J., & Sanders, K. (2013). Teachers' organizational citizenship behaviour: Considering the roles of their work engagement, autonomy and leader-member exchange. *Teaching and Teacher Education*, 30, 99-108.
- Rupashree Baral, Shivganesh Bhargava, (2010). Work-family enrichment as a mediator between organizational interventions for work-life balance and job outcomes. *Journal of Managerial Psychology*, 25(3), 274 – 300.

- Ruslan, R. I., Islam, M. A., Noor, I. M., Mat, N., & Amiruddin, A. A. (2019). Organizational Commitment And Employee Engagement Among Administrators In Public Universities In Malaysia. *Sains Humanika*, 11(2-2).
- Ryff, C. D., & Keyes, C. L. M. (1995). The structure of psychological well-being revisited. *Journal of personality and social psychology*, 69(4), 719.
- Šajeva, S. (2014). Encouraging knowledge sharing among employees: how reward matters. *Procedia-Social and Behavioral Sciences*, 156, 130-134.
- Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of managerial psychology*, 21(7), 600-619.
- Saks, A. M., & Gruman, J. A. (2014). What Do We Really Know About Employee Engagement?. *Human Resource Development Quarterly*, 25(2), 155-182.
- Saks, A. M. (2019). Antecedents and consequences of employee engagement revisited. *Journal of Organizational Effectiveness: People and Performance*, 6(1), 19-38.
- Salanova, M., Del Líbano, M., Llorens, S., & Schaufeli, W. B. (2014). Engaged, workaholic, burned-out or just 9-to-5? Toward a typology of employee well-being. *Stress and Health*, 30(1), 71-81.
- Saleh, A., & Bista, K. (2017). Examining Factors Impacting Online Survey Response Rates in Educational Research: Perceptions of Graduate Students. *Online Submission*, 13(2), 63-74.
- Samuels, P. (2016). *Advice on Exploratory Factor Analysis*. Birmingham City University: Birmingham, UK.
- Sang, X., Teo, S. T., Cooper, C. L., & Bohle, P. (2013). Modelling occupational stress and employee health and wellbeing in a Chinese higher education institution. *Higher Education Quarterly*, 67(1), 15-39.
- Sarti, D. (2014). Job Resources as Antecedents of Engagement at Work: Evidence From a Long-Term Care Setting. *Human Resource Development Quarterly*, 25(2), 213-237.
- Schaufeli, W. B. (2015). Engaging leadership in the job demands-resources model. *Career Development International*, 20, 446-463.
- Schaufeli, W. B., & Bakker, A. B. (2003). Test manual for the Utrecht Work Engagement Scale. Unpublished manuscript, Utrecht University, the Netherlands. Retrieved from <http://www.schaufeli.com>.
- Schaufeli, W. B., & Bakker, A. B. (2004). Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study. *Journal of Organizational Behavior*, 25, 293-315.

- Schaufeli, W. B., & Bakker, A. B. (2010). Defining and measuring work engagement: Bringing clarity to the concept. *Work engagement: A handbook of essential theory and research*, 12, 10-24.
- Schaufeli, W. B., Bakker, A. B., & Van Rhenen, W. (2009). How changes in job demands and resources predict burnout, work engagement, and sickness absenteeism. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 30(7), 893-917.
- Schaufeli, W. B., Bakker, A. B., & Salanova, M. (2006). The measurement of work engagement with a short questionnaire: A cross-national study. *Educational and psychological measurement*, 66(4), 701-716.
- Schaufeli, W., & Salanova, M. (2011). Work engagement: On how to better catch a slippery concept. *European Journal of Work and Organizational Psychology*, 20(1), 39-46.
- Schaufeli, W. B., Salanova, M., González-Romá, V., & Bakker, A. B. (2002). The measurement of engagement and burnout: A two sample confirmatory factor analytic approach. *Journal of Happiness Studies*, 3(1), 71-92.
- Schaufeli, W. B., Shimazu, A., Hakanen, J., Salanova, M., & De Witte, H. (2019). An ultra-short measure for work engagement: The UWES-3 validation across five countries. *European Journal of Psychological Assessment*, 35(4), 577.
- Schaufeli, W. B., & Taris, T. W. (2014). A critical review of the job demands-resources model: Implications for improving work and health. In *Bridging occupational, organizational and public health*, 43-68. Springer, Dordrecht.
- Schaufeli, W., & De Witte, H. (2017). Work Engagement: Real or Redundant? In *Burnout Research* (Vol. 5). <https://doi.org/10.1016/j.burn.2017.06.001>
- Scheepers, R. A., Arah, O. A., Heineman, M. J., & Lombarts, K. M. (2016). How personality traits affect clinician-supervisors' work engagement and subsequently their teaching performance in residency training. *Medical teacher*, 38(11), 1105-1111.
- Scheepers, R. A., Lases, L. S., Arah, O. A., Heineman, M. J., & Lombarts, K. M. (2017). Job resources, physician work engagement, and patient care experience in an academic medical setting. *Academic Medicine*, 92(10), 1472-1479.
- Schulz, P., Kirschbaum, C., Prübner, J., & Hellhammer, D. (1998). Increased free cortisol secretion after awakening in chronically stressed individuals due to work overload. *Stress and Health*, 14(2), 91-97.
- Sekaran, U., & Bougie, R. (2016). *Research methods for business: A skill-building approach*. John Wiley & Sons.

- Sekaran, U., & Bougie, R. (2003). *Research Methods For Business, A Skill Building Approach*, John Willey & Sons. Inc. New York.
- Selvanathan, M., Jayabalan, N., Saini, G. K., Supramaniam, M., & Hussin, N. (2020). Employee Productivity in Malaysian Private Higher Educational Institutions. *PalArch's Journal of Archaeology of Egypt/Egyptology*, 17(3), 66-79.
- Seppälä, P., Hakanen, J., Mauno, S., Perhoniemi, R., Tolvanen, A., & Schaufeli, W. (2015). Stability and change model of job resources and work engagement: A seven-year three-wave follow-up study. *European Journal of Work and Organizational Psychology*, 24(3), 360-375.
- Shah, M. J., Akhtar, G., Zafar, H., & Riaz, A. (2012). Job satisfaction and motivation of teachers of public educational institutions. *International Journal of Business and Social Science*, 3(8).
- Shanmugam, P., & Krishnaveni, R. (2012). Employee engagement: an introspection into its conceptualization. *International Journal of Social Science & Interdisciplinary Research*, 1(9), 186-194.
- Shantz, A., Arevshatian, L., Alfes, K., & Bailey, C. (2016). The effect of HRM attributions on emotional exhaustion and the mediating roles of job involvement and work overload. *Human Resource Management Journal*, 26(2), 172-191.
- SheeMun, Y., Suhaimi, M. N., Abdullah, S. S., Rahman, S. A., & Mat, N. K. N. (2013). Employee Engagement: A Study from the Private Sector in Malaysia. *Human Resource Management Research*, 3(1), 43-48.
- Shockley, K. M., Shen, W., & Johnson, R. C. (Eds.). (2018). *The Cambridge Handbook of the Global Work-Family Interface*. Cambridge University Press.
- Shoss, M. K., Eisenberger, R., Restubog, S. L. D., & Zagenczyk, T. J. (2013). Blaming the organization for abusive supervision: The roles of perceived organizational support and supervisor's organizational embodiment. *Journal of Applied Psychology*, 98(1), 158.
- Shuck, B., & Reio Jr, T. G. (2014). Employee engagement and well-being: A moderation model and implications for practice. *Journal of Leadership & Organizational Studies*, 21(1), 43-58.
- Shuck, B., Reio Jr, T. G., & Rocco, T. S. (2011). Employee engagement: An examination of antecedent and outcome variables. *Human resource development international*, 14(4), 427-445.
- Shuck, B., & Wollard, K. (2010). Employee engagement and HRD: A seminal review of the foundations. *Human Resource Development Review*, 9(1), 89-110.

- Sidhu, G. K., & Nizam, I. (2020). Coaching and Employee Performance: The Mediating Effect of Rewards & Recognition in Malaysian Corporate Context. *International Journal of Management, Accounting and Economics*, 7(1), 41-72.
- Silman, F. (2014). Work-related basic need satisfaction as a predictor of work engagement among academic staff in Turkey. *South African Journal of Education*, 34(3).
- Simons, J. C., & Buitendach, J. H. (2013). Psychological capital, work engagement and organisational commitment amongst call centre employees in South Africa. *SA Journal of Industrial Psychology*, 39(2), 1-12.
- Simmons, C., Cochran, J. K., & Blount, W. R. (1997). The effects of job-related stress and job satisfaction on probation officers' inclinations to quit. *American Journal of Criminal Justice*, 21(2), 213-229.
- Skaalvik, E. M., & Skaalvik, S. (2011). Teacher job satisfaction and motivation to leave the teaching profession: Relations with school context, feeling of belonging, and emotional exhaustion. *Teaching and teacher education*, 27(6), 1029-1038.
- Skaalvik, E. M., & Skaalvik, S. (2015). Job Satisfaction, Stress and Coping Strategies in the Teaching Profession—What Do Teachers Say?. *International Education Studies*, 8(3), 181.
- Skinner, N., & Pocock, B. (2008). Work-life conflict: Is work time or work overload more important?. *Asia Pacific Journal of Human Resources*, 46(3), 303-315.
- Soane, E. (2014). Leadership and employee engagement. *Employee engagement in theory and practice*, 149-162.
- Sohrabizadeh, S., & Sayfour, N. (2014). Antecedents and consequences of work engagement among nurses. *Iranian Red Crescent Medical Journal*, 16(11).
- Sonnentag, S. (2003). Recovery, work engagement, and proactive behavior: a new look at the interface between nonwork and work. *Journal of applied psychology*, 88(3), 518.
- Srivastav, A. K. (2006). Organizational climate as a dependent variable: Relationship with role stress, coping strategy and personal variables. *Journal of Management Research*, 6(3), 125-136.
- Stamper, C. L., & Johlke, M. C. (2003). The impact of perceived organizational support on the relationship between boundary spanner role stress and work outcomes. *Journal of Management*, 29(4), 569-588.
- Stelmokienė, A., Genevičiūtė-Janonė, G., Gustainienė, L., & Kovalčikienė, K. (2019). Job demands-resources and personal resources as risk and safety factors for the professional burnout among university teachers. *Pedagogika*, 134(2), 25-44.

- Storm, K., & Rothmann, S. (2003). A psychometric analysis of the Utrecht Work Engagement Scale in the South African police service. *SA Journal of Industrial Psychology*, 29(4).
- Suan, C. L., & Nasurdin, A. M. (2016). Supervisor support and work engagement of hotel employees in Malaysia. *Gender in Management: An International Journal*, 31 (1), 179-187.
- Suhr, D. D. (2006). Exploratory or confirmatory factor analysis? *Statistics and Data Analysis*, 31.
- Sungu, L. J., Weng, Q. D., & Kitule, J. A. (2019). When organizational support yields both performance and satisfaction. *Personnel Review*, 48(6), 1410-1428.
- Sutherland, S. (2004). Creating a culture of data use for continuous improvement: A case study of an Edison Project school. *American Journal of Evaluation*, 25(3), 277-293.
- Tabachnick, B. G., & Fidell, L. S. (2001). Principal components and factor analysis. *Using multivariate statistics*, 4(1), 582-633.
- Tabachnick, B. G., & Fidell, L. S. (2007). *Experimental designs using ANOVA*, 724. Belmont, CA: Thomson/Brooks/Cole.
- Tabachnick, B. G., & Fidell, L. S. (2013). *Using multivariate statistics: International edition*. Pearson.
- Tadić, M., Bakker, A. B., & Oerlemans, W. G. (2015). Challenge versus hindrance job demands and well-being: A diary study on the moderating role of job resources. *Journal of Occupational and Organizational Psychology*, 88(4), 702-725.
- Taris, T. W., Schreurs, P. J., & Van Iersel-Van Silfhout, I. J. (2001). Job stress, job strain, and psychological withdrawal among Dutch university staff: Towards a dual-process model for the effects of occupational stress. *Work & Stress*, 15(4), 283-296.
- Terry, D. J., Nielsen, M., & Perchard, L. (1993). Effects of work stress on psychological well-being and job satisfaction: The stress-buffering role of social support. *Australian Journal of Psychology*, 45(3), 168-175.
- Tesi, A., Aiello, A., & Giannetti, E. (2019). The work-related well-being of social workers: Framing job demands, psychological well-being, and work engagement. *Journal of Social Work*, 19(1), 121-141.
- Tessema, M. and J. Soeters, 2006. 'Challenges and prospects of HRM in developing countries: Testing the HRM-performance link in Eritrean civil service', *International Journal of Human Resource Management*, 17(1): 86-105.
- Thode, H. C. (2002). *Testing for normality* (164). CRC Press, Chicago.

- Tierney, W., & Sirat, M. (2008). Challenges facing Malaysian higher education. *International Higher Education*, 53, 23-24.
- Tims, M., Bakker, A. B., Derks, D., & van Rhenen, W. (2013). Job crafting at the team and individual level: Implications for work engagement and performance. *Group & Organization Management*, 38(4), 427-454.
- Tims, M., Bakker, A. B., & Derks, D. (2013). The impact of job crafting on job demands, job resources, and well-being. *Journal of occupational health psychology*, 18(2), 230.
- Tomé, E., Arokiasamy, L., Ismail, M., Ahmad, A., & Othman, J. (2011). Predictors of academics' career advancement at Malaysian private universities. *Journal of European Industrial Training*, 35(6), 589-605.
- Torp, S., Lysfjord, L., & Midje, H. H. (2018). Workaholism and work-family conflict among university academics. *Higher Education*, 76(6), 1071-1090.
- Trépanier, S. G., Fernet, C., Austin, S., Forest, J., & Vallerand, R. J. (2014). Linking job demands and resources to burnout and work engagement: Does passion underlie these differential relationships?. *Motivation and Emotion*, 38(3), 353-366.
- Tytherleigh*, M. Y., Webb, C., Cooper, C. L., & Ricketts, C. (2005). Occupational stress in UK higher education institutions: A comparative study of all staff categories. *Higher Education Research & Development*, 24(1), 41-61.
- Ugwu, F. O., & Onyishi, I. E. (2020). The moderating role of person-environment fit on the relationship between perceived workload and work engagement among hospital nurses. *International Journal of Africa Nursing Sciences*, 13, 100225.
- Ukwayi, J. K., Uko, E. S., & Udida, L. A. (2013). A Critical Analysis of Career Stress Among Academic Staff of Tertiary Institutions in Cross River State. *Journal of Educational and Social Research*, 3(2), 15.
- Unhappy Employees Outnumber Happy Ones (2016). Retrieved from <http://www.jobstreet.com.my/>
- Vallerand, R. J. (2012). The role of passion in sustainable psychological well-being. *Psychology of well-Being: Theory, research and practice*, 2(1), 1.
- Van den Broeck, A., Vander Elst, T., Baillien, E., Sercu, M., Schouteden, M., De Witte, H., & Godderis, L. (2017). Job demands, job resources, burnout, work engagement, and their relationships: an analysis across sectors. *Journal of occupational and environmental medicine*, 59(4), 369-376.
- Van den Berg, B. A. M., Bakker, A. B., & Ten Cate, T. J. (2013). Key factors in work engagement and job motivation of teaching faculty at a university medical centre. *Perspectives on medical education*, 2(5-6), 264-275.

- Van Mol, C. (2017). Improving web survey efficiency: the impact of an extra reminder and reminder content on web survey response. *International Journal of Social Research Methodology*, 20(4), 317-327.
- Van Mol, M. M., Nijkamp, M. D., Bakker, J., Schaufeli, W. B., & Kompanje, E. J. (2018). Counterbalancing work-related stress? Work engagement among intensive care professionals. *Australian Critical Care*, 31(4), 234-241.
- Vatcheva, K. P., Lee, M., McCormick, J. B., & Rahbar, M. H. (2016). Multicollinearity in regression analyses conducted in epidemiologic studies. *Epidemiology* (Sunnyvale, Calif.), 6(2).
- Vijayakumar, V. T. R., & Subha, B. (2013). Impact of Rewards and Recognition on Employees Job Satisfaction and Motivation in Private Banks of Tirunelveli City. *International Research Journal of Business and Management*, 62(3), 20-17.
- Vincent-Höper, S., Muser, C., & Janneck, M. (2012). Transformational leadership, work engagement, and occupational success. *Career Development International*, 17, 663-682.
- Wan, C. D. (2007). Public and private higher education institutions in Malaysia: Competing, complementary or crossbreed as education providers. *Kajian Malaysia*, 25(1), 1-14.
- Wang, Q., & Wang, C. (2020). Reducing turnover intention: perceived organizational support for frontline employees. *Frontiers of Business Research in China*, 14, 1-16.
- Waqas, Z., & Saleem, S. (2014). The Effect of Monetary and Non-Monetary Rewards on Employee Engagement and Firm Performance. *European Journal of Business and Management*, 6(31), 73-83.
- Wayne, J. H., Casper, W. J., Matthews, R. A., & Allen, T. D. (2013). Family-supportive organization perceptions and organizational commitment: The mediating role of work-family conflict and enrichment and partner attitudes. *Journal of Applied Psychology*, 98(4), 606.
- Welch, J., & Welch, S. (2006, May 8). Ideas the Welch way: How healthy is your company? *BusinessWeek*, 126.
- Winefield, H. R., Boyd, C., & Winefield, A. H. (2014). Work-Family Conflict and Well-Being in University Employees. *Journal Of Psychology*, 148(6), 683-697.
- White, E. (2011). Helping to promote psychological well-being at work: The role of work engagement, work stress and psychological detachment using the job demands-resources model. *The Plymouth Student Scientist*, 4(2), 155-180.
- Winter, R., & Sarros, J. (2002). The academic work environment in Australian universities: a motivating place to work?. *Higher Education Research & Development*, 21(3), 241-258.

- Wollard, K. K. (2011). Quiet desperation: Another perspective on employee engagement. *Advances in Developing Human Resources*, 13(4), 526-537.
- Wong, A. M. N., & Hamali, J. (2006). Higher education and employment in Malaysia. *International Journal of Business and Society*, 7(1), 102-120.
- Wright, T. A., & Bonett, D. G. (2007). Job satisfaction and psychological well-being as nonadditive predictors of workplace turnover. *Journal of Management*, 33(2), 141-160.
- Wright, T. A., & Cropanzano, R. (2000). Psychological well-being and job satisfaction as predictors of job performance. *Journal of occupational health psychology*, 5(1), 84.
- Wright, T. A., Cropanzano, R., & Bonett, D. G. (2007). The moderating role of employee positive well being on the relation between job satisfaction and job performance. *Journal of occupational health psychology*, 12(2), 93.
- Xanthopoulou, D., Bakker, A. B., Demerouti, E., & Schaufeli, W. B. (2007). The role of personal resources in the job demands-resources model. *International journal of stress management*, 14(2), 121.
- Xanthopoulou, D., Bakker, A. B., Demerouti, E., & Schaufeli, W. B. (2009). Work engagement and financial returns: A diary study on the role of job and personal resources. *Journal of Occupational and Organizational Psychology*, 82, 183-200.
- Xanthopoulou, D., Bakker, A. B., & Fischbach, A. (2013). Work engagement among employees facing emotional demands. *Journal of Personnel Psychology*, 12, 74-84.
- Xu, L., & Song, R. (2016). Influence of work-family-school role conflicts and social support on psychological well-being among registered nurses pursuing advanced degree. *Applied Nursing Research*, 31, 6-12.
- Yadav, L. K. (2016). Employee engagement among academicians: Interaction effect of perceived organizational support and individualism. *Vilakshan: The XIMB Journal of Management*, 13(1), 21-38.
- Yao, L., Woan, K. S., Li, F., Ahmad, M. H. B., & Kuantan, G. (2017). The relationship between leadership styles and employee engagement: evidences from construction companies in Malaysia. *Medwell Journal, The Social Sciences*, 12(6), 984-988.
- Yeh, H. J. (2015). Job demands, job resources, and job satisfaction in East Asia. *Social Indicators Research*, 121(1), 47-60.
- Ylijoki, O. H., & Ursin, J. (2015). High-flyers and underdogs: The polarisation of Finnish academic identities. *Academic identities in higher education: The changing European landscape*, 187-202.

- Youssef, C. M., & Luthans, F. (2007). Positive organizational behaviour in the workplace: The impact of hope, optimism, and resilience. *Journal of Management*, 33(5), 774-800.
- Zábrodská, K., Mudrák, J., Šolcová, I., Květon, P., Blatný, M., & Machovcová, K. (2018). Burnout among university faculty: The central role of work–family conflict. *Educational Psychology*, 38(6), 800-819.
- Zain, A. N. M. S., Abdullah, M., & Yen, M. N. L. (2010). Malaysia: Presenting Malaysian Academics to the World: what's holding us back? (The Changing Academic Profession in International and Quantitative Perspectives: A Focus on Teaching & Research Activities: Report of the International Conference on the Changing Academic Profession Project, 2010: Presentation). *In Report of the Hiroshima International Seminar on Higher Education*, 15, 159-172.
- Zaidi, N. R., Wajid, R. A., Zaidi, F. B., Zaidi, G. B., & Zaidi, M. T. (2013). The big five personality traits and their relationship with work engagement among public sector university teachers of Lahore. *African Journal of Business Management*, 7(15), 1344-1353.
- Zainol, S. S. B., & Binti Othman, M. S. (2016). Determinants of Employee Engagement in Hotel Industry in Malaysia. A Theoretical Model. *International Journal of Academic Research in Accounting, Finance and Management Sciences*, 6(3), 1-9.
- Zakaria, Z., Idris, M. D. K., & Ismail, M. B. (2017). Blue ocean leadership (BOL) practices towards promoting employee engagement in public service. *International Journal of Academic Research in Business and Social Sciences*, 7(3), 85-98.
- Zahrah, N., Aziz, A., & Abdul Hamid, S. N. (2019). Workload and work engagement among nurses in public hospitals: moderating role of religious spirituality. *Asian Journal of Multidisciplinary Studies*, 7(6), 1-10.
- Zeb, A., Jamal, W., & Ali, M. (2015). Reward and Recognition Priorities of Public Sector Universities' Teachers for their Motivation and Job Satisfaction. *Journal of Managerial Sciences*, 9(2).
- Zeithaml, V. A., Berry, L. L., & Parasuraman, A. (1996). The behavioural consequences of service quality. *Journal of Marketing*, 60(2), 31-46.

APPENDIX A

PERMISSION FOR DATA COLLECTION



OTHMAN YEOP ABDULLAH GRADUATE SCHOOL OF BUSINESS
Universiti Utara Malaysia
08010 UUM SINTOK
KEDAH DARULAMAN
MALAYSIA



Tel: 604-928 7101/7113/7130
Faks (Fax): 604 928 7160
Laman Web (Web): www.oyagb.uum.edu.my

UUM/OYAGSB/R-4/4/1
20 December 2018

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

LETTER OF RECOMMENDATION FOR DATA COLLECTION AND RESEARCH WORK

This is to certify that **Subhacini A/P Subramaniam (Matric No: 94236)** is a student of Othman Yeop Abdullah Graduate School of Business, Universiti Utara Malaysia pursuing her Doctor of Business Administration (DBA). She is conducting a research entitled "**Employee Engagement Among Academic Staffs in Private Higher Education Sector of Malaysia**" under the supervision of Assoc. Prof. Dr. Subramaniam Sri Ramatu.


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

Your cooperation and assistance is very much appreciated.

Thank you,

"BERKHIDMAT UNTUK NEGARA"
"KEDAH AMAN MAKMUR – HARAPAN BERSAMA MAKMURKAN KEDAH"
"ILMU/BUDI, BAKTI"

Yours Faithfully


ROZITA BINTI RAMLI
Assistant Registrar
for Dean

Othman Yeop Abdullah Graduate School of Business

c.c. - Supervisor
Student's File (94236)

Universiti Pengurusan Terkemuka
The Eminent Management University



APPENDIX B

QUESTIONNAIRE

Dear Respondent,

I am Subhacini Subramaniam, a doctoral candidate at Universiti Utara Malaysia, would like to request you to spend around 15 to 20 minutes of your valuable time to fill out this questionnaire, which is related to my research, “Employee Engagement among Academic Staffs in Private Higher Education Sector of Malaysia”.

Your active participation and genuine response will be highly appreciated. The data from this study shall be kept strictly confidential and shall be used solely for academic research. If you need any clarification, please feel free to contact me at subhacinis@gmail.com.

Thank you for your cooperation.

PART I: Demographic Profile

Please tick the appropriate box.

1. Gender

Male

Female

2. Age group

24 and below

25 – 29

30 – 39

40 – 49

50 and above

3. Marital status

- Single
- Married
- Separated
- Divorced

4. Race

- Malay
- Chinese
- Indian
- Others _____ (Please state)

5. Nationality

- Malaysian
- Non-Malaysian

6. Highest level of education.

- Doctoral degree
- Master's degree
- Bachelor's degree

7. Current position at the university.

- Assistant Lecturer
- Lecturer
- Senior Lecturer
- Principal Lecturer
- Associate/Assistant Professor
- Professor

PART II: Employee Engagement

Please indicate your level of agreement or disagreement with each of these statements on the scale 1= “very strongly disagree” to 7= “very strongly agree”. Please circle a response for each statement.

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

Source: Utrecht

Work Engagement Scale (UWES) suggested by Schaufeli et al. (2002).

PART III: Work-Family Conflict

Work-Family Conflict		Very Strongly Disagree							Very Strongly Agree						
		1	2	3	4	5	6	7	1	2	3	4	5	6	7
1	The demands of my work interfere with my home and family life.	1	2	3	4	5	6	7	1	2	3	4	5	6	7
2	The amount of time my job takes up makes it difficult to fulfil family responsibilities.	1	2	3	4	5	6	7	1	2	3	4	5	6	7
3	Things I want to do at home do not get done because of the demands my job puts on me.	1	2	3	4	5	6	7	1	2	3	4	5	6	7
4	My job produces strain that makes it difficult to fulfil family duties.	1	2	3	4	5	6	7	1	2	3	4	5	6	7
5	Due to work-related duties, I have to make changes to my plans for family activities.	1	2	3	4	5	6	7	1	2	3	4	5	6	7

Source: Work-Family Conflict Scale developed by Netemeyer, Boles and McMurrian (1996).

PART IV: Work Overload

Work Overload		Very Strongly Disagree							Very Strongly Agree						
		1	2	3	4	5	6	7	1	2	3	4	5	6	7
1	I am pressured to work long hours.	1	2	3	4	5	6	7	1	2	3	4	5	6	7
2	I have unachievable deadlines.	1	2	3	4	5	6	7	1	2	3	4	5	6	7
3	I have to work very fast.	1	2	3	4	5	6	7	1	2	3	4	5	6	7
4	I have to work very intensively.	1	2	3	4	5	6	7	1	2	3	4	5	6	7
5	I have to neglect some tasks because I have too much to do.	1	2	3	4	5	6	7	1	2	3	4	5	6	7
6	Different groups at work demand things from me that are hard to combine.	1	2	3	4	5	6	7	1	2	3	4	5	6	7
7	I am unable to take sufficient breaks.	1	2	3	4	5	6	7	1	2	3	4	5	6	7
8	I have unrealistic time pressures.	1	2	3	4	5	6	7	1	2	3	4	5	6	7

Source: Work Overload Scale by Cousins, Mackay, Clarke, Kelly, Kelly & McCaig, (2004)

PART V: Perceived Organisational Support

Perceived Organisational Support		Very Strongly Disagree							Very Strongly Agree
		1	2	3	4	5	6	7	
1	The organisation values my contribution to its well-being.	1	2	3	4	5	6	7	
2	The organisation fails to appreciate any extra from me.	1	2	3	4	5	6	7	
3	The organisation would ignore any complaint from me.	1	2	3	4	5	6	7	
4	The organisation really cares about my well-being.	1	2	3	4	5	6	7	
5	Even if I did the best job possible, the organisation would fail to notice.	1	2	3	4	5	6	7	
6	The organisation cares about my general satisfaction at work.	1	2	3	4	5	6	7	
7	The organisation shows very little concern for me.	1	2	3	4	5	6	7	
8	The organisation takes pride in my accomplishments at work.	1	2	3	4	5	6	7	
Source: Survey of POS by Eisenberger et al., (1990)									

PART VI: Rewards & Recognition

Rewards & Recognition		Very Strongly Disagree Very Strongly Agree						
		1	2	3	4	5	6	7
1	There is an opportunity for a pay raise in my organisation.	1	2	3	4	5	6	7
2	There is job security in my organisation.	1	2	3	4	5	6	7
3	There is an opportunity for promotion in my organisation.	1	2	3	4	5	6	7
4	I have freedom and opportunities in my workplace.	1	2	3	4	5	6	7
5	I always get respect from the people I work with.	1	2	3	4	5	6	7
6	I always get praise from my supervisor.	1	2	3	4	5	6	7
7	My organisation provides sufficient training and development opportunities.	1	2	3	4	5	6	7
8	I have more challenging work assignments.	1	2	3	4	5	6	7
9	I get some form of public recognition in my workplace.	1	2	3	4	5	6	7
10	A reward or token of appreciation is common in my organisation.	1	2	3	4	5	6	7
Source: Rewards and recognition scale by Saks (2006)								

APPENDIX C

FACTOR ANALYSIS

EMPLOYEE ENGAGEMENT

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.920
Bartlett's Test of Sphericity Approx. Chi-Square	3066.411
df	136
Sig.	.000

Anti-Image Matrices

	EE1	EE2	EE3	EE4	EE5	EE6	EE7	EE8	EE9	EE10	EE11	EE12	EE13	EE14	EE15	EE16	EE17	
Anti-Image Correlations	EE1	.711	-.093	-.050	-.002	-.048	-.034	-.044	-.007	-.033	-.090	-.107	-.034	-.006	-.013	-.030	-.039	-.039
	EE2	-.093	.806	-.007	-.043	-.038	-.021	-.092	-.027	-.030	-.065	-.037	-.027	-.021	-.006	-.013	-.040	-.038
	EE3	-.050	-.007	.807	-.070	-.056	-.041	-.018	-.034	-.020	-.021	-.065	-.027	-.158	-.016	-.033	-.031	-.028
	EE4	-.002	-.043	-.070	.893	-.074	-.036	-.066	-.006	-.034	-.036	-.043	-.023	-.007	-.024	-.013	-.031	-.042
	EE5	-.048	-.038	-.056	-.074	.894	-.064	-.066	-.027	-.012	-.018	-.073	-.054	-.030	-.003	-.040	-.010	-.068
	EE6	-.034	-.021	-.041	-.036	-.064	.898	-.042	-.042	-.058	-.040	-.080	-.068	-.034	-.108	-.040	-.030	-.031
	EE7	-.007	-.027	-.018	-.018	-.042	-.042	.898	-.050	-.037	-.088	-.085	-.001	-.069	-.001	-.017	-.021	-.042
	EE8	-.007	-.027	-.031	-.035	-.027	-.042	-.058	.811	-.129	-.017	-.047	-.085	-.054	-.044	-.054	-.052	-.014
	EE9	-.033	-.020	-.026	-.024	-.012	-.008	-.007	-.129	.834	-.078	-.035	-.064	-.014	-.010	-.011	-.030	-.021
	EE10	-.088	-.056	-.021	-.035	-.019	-.043	-.000	-.017	-.075	.838	-.104	-.013	-.010	-.011	-.041	-.040	-.048
	EE11	-.107	-.037	-.035	-.013	-.073	-.088	-.000	-.047	-.035	-.104	.834	-.007	-.007	-.006	-.040	-.047	-.038
	EE12	-.034	-.027	-.027	-.023	-.034	-.048	-.001	-.051	-.054	-.013	-.007	.835	-.046	-.002	-.030	-.040	-.047
	EE13	-.066	-.031	-.109	-.037	-.038	-.034	-.046	-.054	-.011	-.010	-.007	-.046	.835	-.144	-.044	-.030	-.073
	EE14	-.013	-.006	-.014	-.034	-.031	-.109	-.001	-.044	-.010	-.010	-.044	-.002	-.144	.836	-.067	-.107	-.140
	EE15	-.018	-.013	-.032	-.013	-.044	-.048	-.017	-.004	-.011	-.011	-.045	-.025	-.144	-.067	.836	-.091	-.030
	EE16	-.038	-.000	-.031	-.031	-.019	-.069	-.021	-.002	-.030	-.031	-.047	-.038	-.025	-.148	-.091	.836	-.135
	EE17	-.018	-.038	-.028	-.042	-.038	-.082	-.042	-.014	-.031	-.040	-.039	-.087	-.070	-.056	-.056	-.135	.837
Anti-Image Correlations	EE1	.811*	-.122	-.090	-.107	-.083	-.078	-.034	-.013	-.090	-.102	-.223	-.209	-.071	-.022	-.091	-.013	-.019
	EE2	-.122	.828*	-.116	-.239	-.102	-.042	-.203	-.006	-.072	-.170	-.189	-.007	-.040	-.012	-.026	-.020	-.081
	EE3	-.090	-.116	.828*	-.140	-.128	-.101	-.042	-.002	-.082	-.140	-.123	-.047	-.050	-.020	-.035	-.022	-.059
	EE4	-.002	-.043	-.070	.800*	-.073	-.073	-.148	-.136	-.104	-.018	-.037	-.048	-.013	-.056	-.026	-.022	-.081
	EE5	-.048	-.038	-.056	-.073	.800*	-.073	-.148	-.136	-.104	-.018	-.037	-.048	-.013	-.056	-.026	-.022	-.081
	EE6	-.034	-.021	-.041	-.036	-.064	.814*	-.088	-.005	-.115	-.031	-.065	-.107	-.050	-.010	-.037	-.014	-.082
	EE7	-.007	-.027	-.018	-.018	-.042	-.042	.811*	-.108	-.070	-.070	-.070	-.060	-.040	-.001	-.040	-.031	-.101
	EE8	-.007	-.027	-.031	-.035	-.027	-.042	-.058	.827*	-.166	-.078	-.041	-.129	-.068	-.020	-.030	-.030	-.102
	EE9	-.033	-.020	-.026	-.024	-.012	-.008	-.007	-.166	.846*	-.230	-.082	-.124	-.029	-.041	-.022	-.019	-.102
	EE10	-.088	-.056	-.021	-.035	-.019	-.043	-.000	-.047	-.035	.819*	-.311	-.038	-.021	-.035	-.029	-.017	-.108
	EE11	-.107	-.037	-.035	-.013	-.073	-.088	-.000	-.047	-.035	-.311	.827*	-.122	-.070	-.001	-.019	-.019	-.108
	EE12	-.034	-.027	-.027	-.023	-.034	-.048	-.001	-.051	-.054	-.010	-.007	.843*	-.108	-.004	-.044	-.040	-.108
	EE13	-.066	-.031	-.109	-.037	-.038	-.034	-.046	-.054	-.011	-.010	-.007	-.046	.849*	-.230	-.071	-.038	-.113
	EE14	-.013	-.006	-.014	-.034	-.031	-.109	-.001	-.044	-.010	-.010	-.044	-.002	-.144	.854*	-.301	-.040	-.108
	EE15	-.018	-.013	-.032	-.013	-.044	-.048	-.017	-.004	-.011	-.011	-.045	-.025	-.144	-.067	.861*	-.071	-.102
	EE16	-.038	-.000	-.031	-.031	-.019	-.069	-.021	-.002	-.030	-.031	-.047	-.038	-.025	-.148	-.091	.868*	-.140
	EE17	-.018	-.038	-.028	-.042	-.038	-.082	-.042	-.014	-.031	-.040	-.039	-.087	-.070	-.056	-.056	-.140	.870*

* Measures of Sampling Adequacy (MSAs)

Communalities

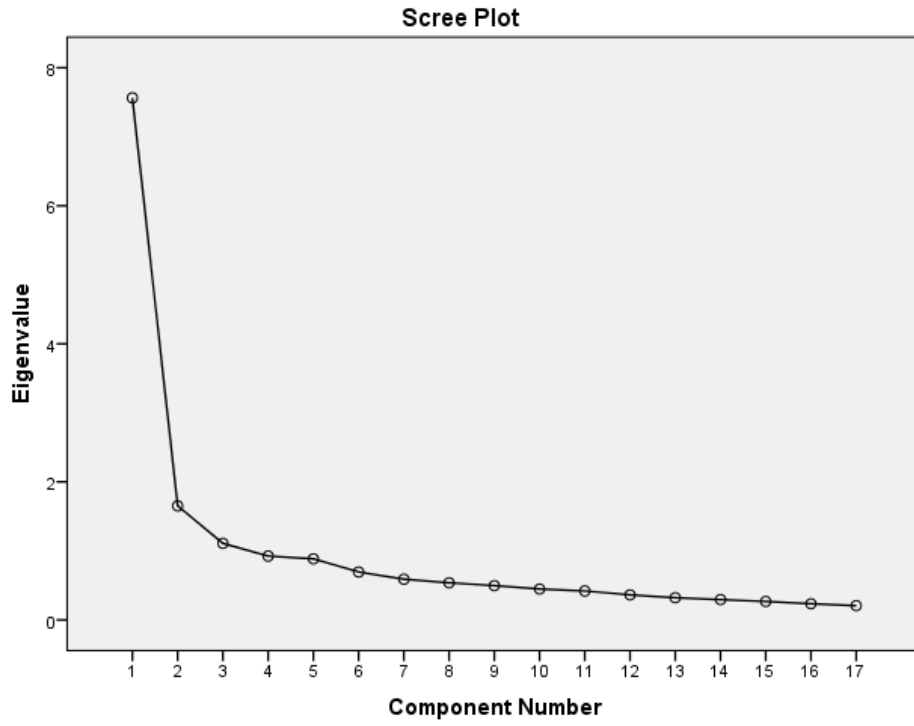
	Initial	Extraction
EE1	1.000	.476
EE2	1.000	.689
EE3	1.000	.468
EE4	1.000	.687
EE5	1.000	.721
EE6	1.000	.518
EE7	1.000	.726
EE8	1.000	.690
EE9	1.000	.688
EE10	1.000	.668
EE11	1.000	.668
EE12	1.000	.558
EE13	1.000	.433
EE14	1.000	.644
EE15	1.000	.580
EE16	1.000	.596
EE17	1.000	.515

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.563	44.491	44.491	7.563	44.491	44.491	3.981	23.417	23.417
2	1.852	9.718	54.209	1.852	9.718	54.209	3.535	20.797	44.214
3	1.109	6.522	60.731	1.109	6.522	60.731	2.808	16.517	60.731
4	.924	5.435	66.166						
5	.885	5.205	71.371						
6	.694	4.082	75.453						
7	.589	3.466	78.919						
8	.537	3.161	82.080						
9	.497	2.924	85.004						
10	.447	2.630	87.634						
11	.419	2.463	90.097						
12	.363	2.135	92.232						
13	.321	1.886	94.118						
14	.294	1.728	95.846						
15	.266	1.566	97.412						
16	.234	1.376	98.788						
17	.206	1.212	100.000						

Extraction Method: Principal Component Analysis.



UUM
Universiti Utara Malaysia

WORK-FAMILY CONFLICT

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.881
Bartlett's Test of Sphericity	Approx. Chi-Square	1568.590
	df	10
	Sig.	.000

Anti-image Matrices

		WFC1	WFC2	WFC3	WFC4	WFC5
Anti-image Covariance	WFC1	.321	-.131	-.019	-.018	-.018
	WFC2	-.131	.207	-.053	-.052	-.019
	WFC3	-.019	-.053	.202	-.101	-.060
	WFC4	-.018	-.052	-.101	.197	-.071
	WFC5	-.018	-.019	-.060	-.071	.427
Anti-image Correlation	WFC1	.884 ^a	-.509	-.075	-.072	-.048
	WFC2	-.509	.861 ^a	-.258	-.258	-.063
	WFC3	-.075	-.258	.870 ^a	-.506	-.203
	WFC4	-.072	-.258	-.506	.865 ^a	-.245
	WFC5	-.048	-.063	-.203	-.245	.946 ^a

a. Measures of Sampling Adequacy(MSA)

Communalities

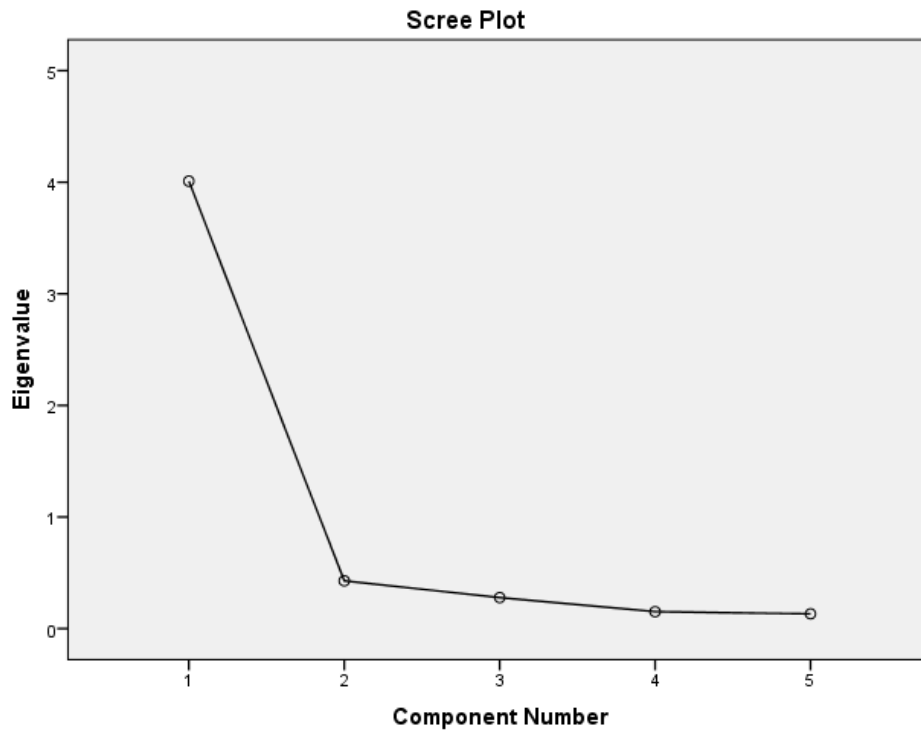
	Initial	Extraction
WFC1	1.000	.747
WFC2	1.000	.855
WFC3	1.000	.858
WFC4	1.000	.862
WFC5	1.000	.687

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.010	80.196	80.196	4.010	80.196	80.196
2	.428	8.559	88.755			
3	.278	5.564	94.319			
4	.152	3.036	97.355			
5	.132	2.645	100.000			

Extraction Method: Principal Component Analysis.



UUM
Universiti Utara Malaysia

WORK OVERLOAD

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.861
Bartlett's Test of Sphericity	Approx. Chi-Square	1577.820
	df	28
	Sig.	.000

Anti-image Matrices

		WOL1	WOL2	WOL3	WOL4	WOL5	WOL6	WOL7	WOL8
Anti-image Covariance	WOL1	.644	-.101	-.038	-.033	-.037	-.012	-.006	-.067
	WOL2	-.101	.532	-.034	.019	-.074	-.062	.004	-.114
	WOL3	-.038	-.034	.284	-.215	.013	-.011	-.028	-.008
	WOL4	-.033	.019	-.215	.294	-.009	-.034	.001	-.014
	WOL5	-.037	-.074	.013	-.009	.512	-.186	-.013	-.055
	WOL6	-.012	-.062	-.011	-.034	-.186	.428	-.091	-.022
	WOL7	-.006	.004	-.028	.001	-.013	-.091	.386	-.182
	WOL8	-.067	-.114	-.008	-.014	-.055	-.022	-.182	.326
Anti-image Correlation	WOL1	.954 ^a	-.173	-.089	-.075	-.065	-.022	-.011	-.146
	WOL2	-.173	.922 ^a	-.087	.048	-.143	-.130	.008	-.273
	WOL3	-.089	-.087	.775 ^a	-.744	.034	-.033	-.085	-.026
	WOL4	-.075	.048	-.744	.768 ^a	-.023	-.096	.002	-.046
	WOL5	-.065	-.143	.034	-.023	.896 ^a	-.396	-.030	-.135
	WOL6	-.022	-.130	-.033	-.096	-.396	.900 ^a	-.225	-.060
	WOL7	-.011	.008	-.085	.002	-.030	-.225	.870 ^a	-.513
	WOL8	-.146	-.273	-.026	-.046	-.135	-.060	-.513	.863 ^a

a. Measures of Sampling Adequacy(MSA)

Communalities

	Initial	Extraction
WOL1	1.000	.457
WOL2	1.000	.550
WOL3	1.000	.570
WOL4	1.000	.546
WOL5	1.000	.530
WOL6	1.000	.638
WOL7	1.000	.639
WOL8	1.000	.710

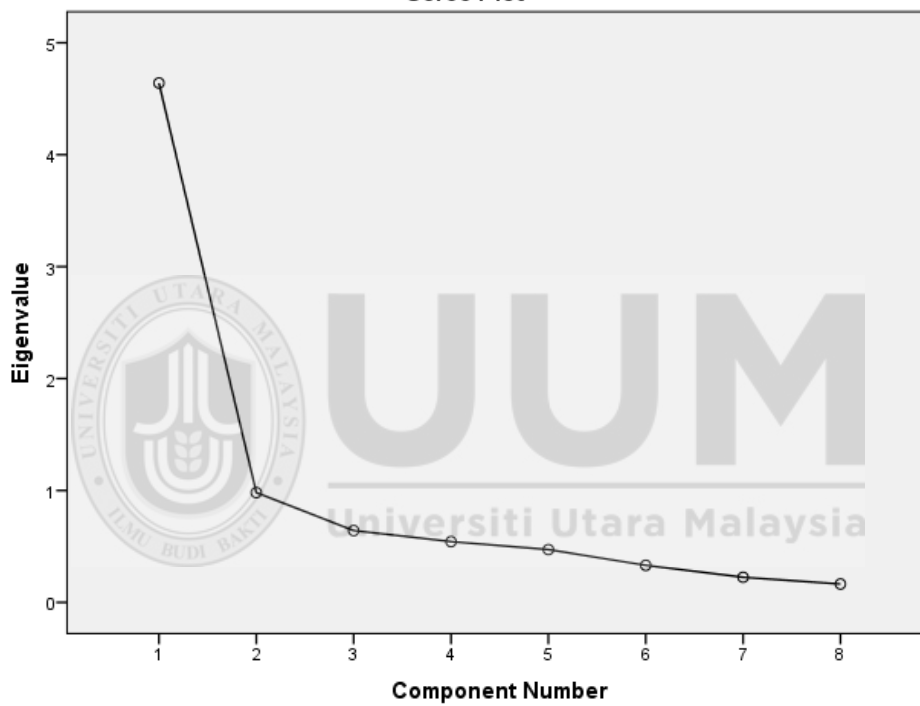
Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.640	58.006	58.006	4.640	58.006	58.006
2	.981	12.269	70.274			
3	.642	8.024	78.298			
4	.543	6.789	85.087			
5	.472	5.899	90.986			
6	.332	4.148	95.134			
7	.225	2.809	97.943			
8	.165	2.057	100.000			

Extraction Method: Principal Component Analysis.

Scree Plot



PERCEIVED ORGANISATIONAL SUPPORT

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.845
Bartlett's Test of Sphericity	Approx. Chi-Square	1277.389
	df	28
	Sig.	.000

Anti-image Matrices

		POS1	POS2	POS3	POS4	POS5	POS6	POS7	POS8
Anti-image Covariance	POS1	.447	.022	-.008	-.164	-.045	-.122	-.004	-.054
	POS2	.022	.458	-.191	-.048	-.167	-.030	.002	.028
	POS3	-.008	-.191	.477	.008	-.068	-.019	-.136	-.045
	POS4	-.164	-.048	.008	.361	-.015	-.149	-.033	-.111
	POS5	-.045	-.167	-.068	-.015	.460	.052	-.181	-.028
	POS6	-.122	-.030	-.019	-.149	.052	.457	-.040	-.083
	POS7	-.004	.002	-.136	-.033	-.181	-.040	.554	.050
	POS8	-.054	.028	-.045	-.111	-.028	-.083	.050	.693
Anti-image Correlation	POS1	.854 ^a	.049	-.017	-.410	-.098	-.270	-.008	-.097
	POS2	.049	.822 ^a	-.409	-.117	-.364	-.065	.004	.050
	POS3	-.017	-.409	.848 ^a	.020	-.144	-.040	-.264	-.079
	POS4	-.410	-.117	.020	.830 ^a	-.037	-.367	-.075	-.221
	POS5	-.098	-.364	-.144	-.037	.828 ^a	.114	-.359	-.050
	POS6	-.270	-.065	-.040	-.367	.114	.855 ^a	-.080	-.147
	POS7	-.008	.004	-.264	-.075	-.359	-.080	.855 ^a	.081
	POS8	-.097	.050	-.079	-.221	-.050	-.147	.081	.901 ^a

a. Measures of Sampling Adequacy(MSA)

Communalities

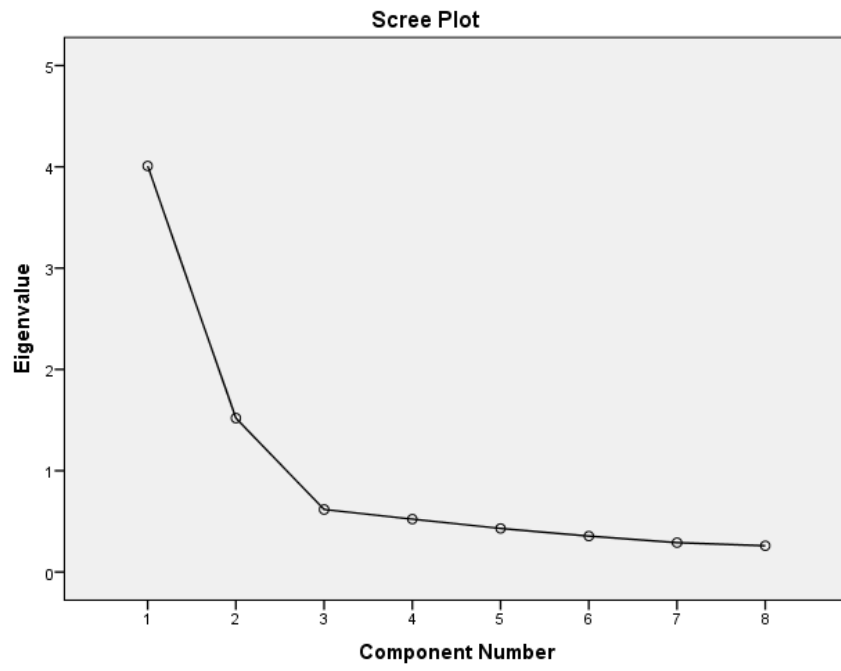
	Initial	Extraction
POS1	1.000	.721
POS2	1.000	.702
POS3	1.000	.706
POS4	1.000	.788
POS5	1.000	.727
POS6	1.000	.724
POS7	1.000	.624
POS8	1.000	.535

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.008	50.104	50.104	4.008	50.104	50.104	2.797	34.960	34.960
2	1.519	18.989	69.094	1.519	18.989	69.094	2.731	34.133	69.094
3	.617	7.712	76.806						
4	.522	6.524	83.330						
5	.430	5.376	88.706						
6	.355	4.432	93.139						
7	.290	3.619	96.757						
8	.259	3.243	100.000						

Extraction Method: Principal Component Analysis.



UUM
Universiti Utara Malaysia

REWARDS AND RECOGNITION

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.890
Bartlett's Test of Sphericity	Approx. Chi-Square
	df
	Sig.
	1538.098
	45
	.000

Anti-image Matrices

		RR1	RR2	RR3	RR4	RR5	RR6	RR7	RR8	RR9	RR10
Anti-image Covariance	RR1	.430	-.017	-.167	-.009	.023	-.019	-.060	.028	-.009	-.063
	RR2	-.017	.456	-.151	-.037	-.015	-.090	-.047	-.011	.016	-.015
	RR3	-.167	-.151	.298	-.115	.021	.023	.019	.014	-.026	-.038
	RR4	-.009	-.037	-.115	.470	-.156	-.012	-.089	-.005	-.049	.011
	RR5	.023	-.015	.021	-.156	.656	-.162	-.017	-.009	-.053	-.020
	RR6	-.019	-.090	.023	-.012	-.182	.563	-.054	.011	-.019	-.133
	RR7	-.060	-.047	.019	-.089	-.017	-.054	.615	-.125	-.056	-.064
	RR8	.028	-.011	.014	-.005	-.009	.011	-.125	.879	-.122	-.006
	RR9	-.009	.016	-.026	-.049	-.053	-.019	-.056	-.122	.522	-.178
	RR10	-.063	-.015	-.038	.011	-.020	-.133	-.064	-.006	-.178	.429
Anti-image Correlation	RR1	.888 ^a	-.037	-.467	-.021	.043	-.038	-.118	.046	-.018	-.146
	RR2	-.037	.905 ^a	-.410	-.081	-.027	-.177	-.088	-.018	.032	-.033
	RR3	-.467	-.410	.831 ^a	-.307	.047	.055	.044	.027	.066	-.106
	RR4	-.021	-.081	-.307	.907 ^a	-.281	-.024	-.166	-.008	-.098	.025
	RR5	.043	-.027	.047	-.281	.883 ^a	-.267	-.027	-.012	-.091	-.038
	RR6	-.038	-.177	.055	-.024	-.267	.900 ^a	-.092	.015	-.036	-.270
	RR7	-.118	-.088	.044	-.166	-.027	-.092	.935 ^a	-.170	-.099	-.126
	RR8	.046	-.018	.027	-.008	-.012	.015	-.170	.841 ^a	-.181	-.010
	RR9	-.018	.032	-.066	-.098	-.091	-.036	-.099	-.181	.899 ^a	-.376
	RR10	-.146	-.033	-.106	.025	-.038	-.270	-.126	-.010	-.376	.895 ^a

a. Measures of Sampling Adequacy(MSA)

Communalities

	Initial	Extraction
RR1	1.000	.672
RR2	1.000	.649
RR3	1.000	.781
RR4	1.000	.601
RR5	1.000	.388
RR6	1.000	.492
RR7	1.000	.517
RR8	1.000	.684
RR9	1.000	.593
RR10	1.000	.631

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.934	49.343	49.343	4.934	49.343	49.343	3.947	39.468	39.468
2	1.075	10.749	60.092	1.075	10.749	60.092	2.062	20.624	60.092
3	.872	8.722	68.814						
4	.675	6.752	75.566						
5	.566	5.657	81.223						
6	.556	5.556	86.780						
7	.421	4.209	90.989						
8	.377	3.772	94.761						
9	.315	3.152	97.913						
10	.209	2.087	100.000						

Extraction Method: Principal Component Analysis.

Scree Plot

