

RELATIONSHIP BETWEEN EMPLOYEE ENGAGEMENT FACTORS
AND EMPLOYEE ENGAGEMENT AT SBN INDUSTRIES SDN. BHD.

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ABSTRACT

Employee engagements is very important to organizations as it may attract the employees to stay, enhance performed and fulfill their satisfaction. It is important to conduct this study and beneficial for the organization, respondents and future research. This study was aimed to investigate the relationship between employee engagement factors (basic needs, management support, teamwork and growth) affect employee engagement (vigor, dedication and absorption). As for the first objective, the study aimed to find the most dominant factors of employee engagement through the highest mean collected. Besides that, the differences between the genders, marital status and length of working experiences with the employee engagement were indentified through the T-test and analysis of variance (ANOVA). Lastly, the study identified the relationship between factors employee engagement and employee engagement through the method of Pearson Correlation. This study use quantitative methods and questionnaire has been used based on the instruments of Gallup Q12 and Utrecht Work Engagement Scale (UWES-9). The study involved 135 respondents from SBN Industries Sdn. Bhd. Johor through the distribution of questionnaire. The result shows that basic need was the main factors affect employee engagement followed by management support, teamwork and growth. There are no significance value between genders and employee engagement. The significant value is seen between marital status and length off working experiences with the vigorous and dedication. Lastly, there are identification of the relationship between factors of employee engagement and employee engagement.

ABSTRAK

Penglibatan kerja penting kepada sesebuah organisasi untuk menarik perhatian pekerja supaya berkhidmat lebih lama, meningkatkan prestasi kerja dan memenuhi kepuasan pihak majikan dan pekerja. Kajian ini adalah sangat penting dan member manfaat kepada responden, organisasi dan kajian-kajian akan datang. Tujuan kajian ini dijalankan adalah untuk mengenalpasti faktor penglibatan kerja (keperluan asas, sokongan dari pihak pengurusan, kerja berpasukan dan perkembangan) yang memberi kesan kepada penglibatan kerja (bersemangat, dedikasi dan pengamatan). Objektif yang pertama bertujuan untuk mencari faktor yang paling dominan melalui kaedah mengenalpasti min yang tertinggi. Selain itu, perbezaan antara jantina, status perkahwinan dan tempoh pengalaman kerja terhadap peglibatan kerja turut dikenalpasti melalui T-test dan ANOVA. Akhir sekali, kajian ini bertujuan untuk mencari hubungan antara faktor penglibatan kerja dengan penglibatan kerja melalui kaedah Korelasi Pearson. Keadah kuantitatif telah digunakan dalam kajian ini dengan menggunakan borang soal selidik dari Gallup Q12 dan juga UWES-9. Seramai 135 responden dari SBN Industries Sdn. Bhd. terlibat dalam penyelidikan ini. Maka, hasil dari kajian mendapati keperluan asas adalah faktor utama terhadap penglibatan kerja diikuti dengan sokongan pengurusan, kerja berpasukan dan perkembangan. Perbezaan antara jantina dengan penglibatan kerja menunjukkan keputusan yang tidak signifikan. Status perkahwinan dan pengalaman kerja menunjukkan signifikansi terhadap pengamatan dan dedikasi. Akhir sekali, terdapat hubungan antara faktor penglibatan kerja dan juga penglibatan kerja.

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CHAPTER 1

INTRODUCTION

1.1 Introduction

Employee engagement refers to the employment of an individual in a workplace in which the employees are responsible to fulfill and accomplish the task given and feel passionate towards the jobs. One who is fully engaged is seen through the absorption of enthusiasm of the person towards their work (Robin Dupre, 2014). Besides, employees also will experience the satisfaction in their job with a clear understanding of the organizational goals (Page & Moy Marketing Ltd., 2014). In short, the engagement involves the participation, satisfaction, commitment and enthusiasm of employees towards work. Hence, the resilience of cognitive, emotional and physical by the individual is very important in engagement. This is because, the willingness and passion in giving the commitment towards the jobs involve the thinking, feeling and responding from the individuals. Besides that, engagement has 3 dimensions that highlight the presence of vigorous, dedication and absorption (Schaufeli and Salanova, 2007). These three dimensions of engagement show how well the employees being engage and the level of employees' performance in their work.

An engagement of employee is very important for the development of the organization (Aon Hewitt, 2014). In addition, the competitive advantage may be

gained by the organization through the high level of employee engagement. This is because of the engagements of the employees produce a great productivity and improves the organizational achievement. Through the acquisition of higher engagement in the organization, the company may acquire the better talent, operational, customer and financial outcomes (Roberts, 2013; Adair, Morewitz, Oehler, Parker, Roberts, Rubin, and Smith, 2013).

Aon Hewitt (2014) stated that global is forecasted to grow 3% on average and engagement has arise 60% from 2012 to 2013, followed the expansion and stabilization of the economic growth. The outcomes of the engagement are very beneficial as the organization may gain the benefit from it. In return, to have the competitive advantage, the organization needs to focus to the factors that may encourage and influence the engagement in an organization.

In this study, the factors of employee engagement are investigated. Through the determination of the factors of employee engagement, organization can have advantages by controlling their employees' demands and fulfill their needs to avoid retention of employee and improve the performance of the employees.

Based on the topic of employee engagement, the authorize resources were gain from a few database such as Emerald Insight, Proquest, Science Direct and EbscoHost. In addition, the printed materials such as books, almanac, dictionary also as another resources. The factors identified for this study are basic needs, management support, teamwork and growth. In the literature review, the study from these resources, do assist the researcher to have peer-reviewed regarding the topic of work engagement.

Gallup as cited by Dernovsek (2008), the employee engagement is linked employee commitment and positive emotion. Harter, et. al. (2006) stated that factors of employee engagement in the Gallup Engagement Hierarchy contain the

elements of basic needs refer to the requirement and needs of employees to perform and need of employers or organizations towards the employees. Another element is management support which explains on how well the superior encourage, influence and persuade the employees and supervise them. On the other hand, the teamwork refers to the well collaboration between individual and colleagues to accomplish the tasks and the building of good relationship among employees and employers. Lastly, the growth factors refer to the utilization of opportunities for the employees to move forward and develop themselves in the scope of knowledge and skills through experience and learning in work.

On the other hand, the gender, marital status and length of working are study to the differences of these elements which affect the employee engagement. This study aims to identify the differences of male and female towards the employee engagement dimensions which are vigorous, dedication and absorption. The marital status and length of working might show the differences towards the employees' engagement based on the literature review. However, the result of the differences between these element of gender, marital status and length off working is not consistent (Yin Kong, 2009). Thus, this study is required to identify the actual differences in the organization studied.

1.2 Background of study

In the organization, employee's work engagement is one of the most important factors in maintaining and increasing productivity and maximizes profit of the organization (Markos, and Sandhya Sridevi, 2014). Engagements of employees have been issued since before because the world realized that the peoples are the primary source in producing competitive advantage. Employees are extremely crucial to the organization since their value to the organization is essentially intangible and not easily replicated (Dupre, 2014; Surroca, Tribo and Waddock, 2009). In Development Dimension International (DDI), there are 62% market values that come from tangible and intangible market on 1982. Here, the tangible and intangible assets may be including the innovation, human capital, reputation and culture (Surroca, Tribo, and Waddock, 2009).

However, in 2002, the value in the market shows changes in which 8% of the market value was caused by the intangible assets. To compared, the existence and production of tangible assets can be produce, copy and generate. Hence, the intangible assets mostly impossible to be replace and copy. The great achievements of the organization in the business strategy require the good performance and acquisition of knowledge and skills by the employees. Thus, the quality of the talent in the organization is important to be recognized and enhanced through engagement off employees in order to dig the knowledge and skills for the talent, the values of the intangible assets can be a medium to fuel the great performance of the organization (Roberts, 2013; Adair, Morewitz, Oehler, Parker, Roberts, Rubin and Smith, 2013).

Engagement occurs when there is commitment in work by individuals (Page & Moy Marketing Ltd., 2014). Furthermore, engaged employees is motivated to achieve high level of performance and fulfill the satisfaction of employees.

However, as noted by the Saks (2006), the term of employee engagement is widely used but there is a little empirical research has been conducted by the previous researchers even though this topic is very popular. In addition, varieties of definition and understanding about employee engagement has been arises.

In the development and sequence of the study and research on the topic of employee engagement, academic researchers did mentioning a few definitions to give a figure of employee engagement. Based on the article review, The chronology of the existence of employee engagement make the Kahn (1990) as the pioneer in the field of employee engagement when the issue arises involves the elements of cognitive, emotions and physical in which; engaged employees are individuals that performing the duties assigned. The definition of engagement as defined by Kahn (1990) is harnessing of an individuals in a workplace to work out their duties and roles.

The study to linkage the employee engagement is associated with the psychological terms and field. A study has been conducted by Kahn (1990) to collect the information about experiences of the summer camp counselors and the organizational members of architecture firm during their moment of being engage and disengage. Based on the data collected, three psychological conditions are found as there are involvement of meaningfulness, safety and availability. May et. al. (2004) also found that these three psychological conditions are associated with the engagement. In further, Kahn (1990) deeper the understanding of employee engagement as there is an involvement of enthusiasm in work and the employees have an intention and desire to be important in the organization.

In defining engagement, Maslach et. al. (2001) comes out with a different style where he explored the engagement in a different perspective which is by using the term burnout. This is because the burnout is positively affecting the erosion of

engagement. Based on the definition of the term and topic of employee engagement, Maslach et. al. (2001) explained in the theory of Job-Demand Resources that the engagement is opposite of burnout. According to the study by burnout researcher, the engagement is define as energy, involvement and efficacy. However, the engagement is contrast in the definition of burnout as the burnout elements are exhaustion, cynicism and inefficacy.

When the burnout researchers use the term of energy, involvement and efficacy, Schaufeli et. al. (2002) categorized these dimension of engagement as vigor, dedication and absorption. These dimensions of engagement were expected in the involvement of the continuity and pervasive affective cognitive. The study of Schaufeli also highlighted the need of positivity, fulfillment and related work stated in the association with the dimension of employee engagement.

. In another exploration of employee engagement, different definition associated the commitment with the employee engagement as distinct behavior is demonstrated in commitment (Robert, 2006). This explained that the commitment occur when individual allocate and spend their time and energy to play the responsibilities towards job and duties in a workplace. Besides that, commitment requires an investment of emotional and cognitive in playing a role as a committed worker.

In the literature review of Saks (2006), organizational commitments are not associated with the employee engagement in showing that the employee is attached with their own attitudes toward the organization. This is because, engagement is not an attitude but Saks (2006) found that the study of Robinson et. al. (2004) stated that engagement is about the attentive and absorption of employees in completing and fulfill the requirement of duties. Same goes with the definition of job involvement in which the term is opposite with the engagement. May et. al. (2004)

defined the job involvement as comparative and judgment in cognitive by comparing the ability to fulfill the need of task and the image of the individual. However, the engagement is about the utilization of the power of in and out of one-self to do work in the involving the cognitive emotions and behavior.

Even though varieties of engagement construct arise based on the previous study and academic research, an engagement of the employees must be utilized because the continuity of good performance and loyalty of the employees are important for the organization. In order to operate the business, varieties of programs is provided in order to ensure the acquisition of the knowledge and skills of employees. It will be wasting when poor commitment is given after what the organization has given. To ensure the smooth operations in the organization more attention is needed towards the human capitals' need that act as a booster of the good progression in an organization.

There are many factors which may boost the employee engagement level in an organization. First factors may be the rewards desire in which there are intrinsic rewards and extrinsic rewards. In the study of Farnadale and Murrer (2015), the financial rewards shows a strong relationship with the engagement and the extrinsic reward of extra payment for good performance strongly influence engagement compared to intrinsic reward in gaining self-actualization.

Another factor that may influence the employees' engagement is team climate. Based on the Bakker et al. (2006), the team climate create resources in which individual interrelated with each other among colleagues and feel that they need each other to complete their lack inside of themselves. In addition, empathy may be gained by the individuals when the relationship with other employees is built.

The participation in decision making by employees also encourage the existence of positive working environment. Encouragement for the employees to participate in the discussion stand out opinions and deciding may increase their spirit and motivation to keep performs. On the other hand, the management plays a crucial role in the creation of good environment to attract the passions of employees towards their job. To be good, managers also responsible in exhibit the good behavior which affect not only to the organization but also to the every individual in the organization (Baumruk, 2006). Through the high spirit in decision making, an engagement of the employees can be strengthen and thus, it may promote an active engagement.

1.3 Background of SBN Industries Sdn. Bhd.

SBN Industries Sdn. Bhd. Johor was located at Perindustrian Kota Putri 8, Masai, Johor. The industries serve oil and gas, power generation industries, contractors, manufacturers, distributors and end- users for almost 30 years. The organization has been incorporated since 1981 and accredited with the MS ISO 9110 from SIRIM QAS International since 1993.

SBN was pointed as a sole agent for Atlas Bolt Ltd. of United Kingdom at 1981 for its full range of High Tensile Bolts and Helicoil inserts and Inserting Tools. Thus, they began marketing fluorocarbon (PTFE) coated bolts & nuts to oil companies and offshore installations in 1984.

At 1990, SBN signed a confidentiality Agreement with Warwick Finspa Ltd. of the United Kingdom to manufacture Monostrut Cable Ladders in Malaysia.

Meanwhile, Monostrut is a registered Trade Mark which originated from Brockhouse Ltd. United Kingdom for more than 30 years ago.

SBN developed M*RAK in 1993 which functioned to for a quality conscious market for supporting cables in the oil, gas, power and building industries. However, SBN has signed a license agreement to manufacture DIMET brand Cathodic Protection products at 1994. Subsequently in 1996, SBN obtained all marketing activities as well as the whole business of Cathodic Protection from Watty-Dimet.

1.4 Problem statement

Five largest industry that plays a significant role in Malaysia economy which are oil, gas and energy, financial services, wholesale, retail and palm oil and tourism (Noor Azlinna Bt. Azizan, Wan Emril Nizar Bin Wan Embong, 2013). So, employees' engagement is a critical concern for organization. A lot of programs and incentives were introduced in order to attract the employees to stay, performed and fulfill their satisfaction. The benefits and rewards also were used to boost the morale of employees for greater self-realization.

However, based on the Human Resource Manager of SBN Industries Sdn. Bhd., the dissatisfaction was still occurred based on the reports and voice of dissatisfaction among the colleagues and towards Human Resource staff. According to the Human Resource Manager of SBN Industries Sdn. Bhd. many reasons were given such as received great benefit from the other organization, current job scope

did not meet their expectation, lack of satisfaction with the job, lack of recognition for work done, lack of flexibility in the job and involvement in the job among others.

AON Plc (2015) stated that the connection between the talent, engaged talent and business outcomes are positively related. However, the organizations are still struggling to increase the rate of engagement of employees by aligning the business strategy and talent strategy. Unfortunately, Lazonick (2014) stated that many organizations facing with a problem of disconnecting the productivity of an organization and the profit growth and the relatively flat increase in wages for the majority of workers.

Robin Dupre (2014) reported from the Ernst & Young's report "Human Resources in Canada's oil and gas sector", oil and gas sector are facing the challenges in which an aspect of determination of the motivational factors, career development opportunities, recognition and the achievement of the organization. However, all of these challenges do affect the role play by the human resource team as they need to work hard to manage the seasonal demand, and attracting workers to remote and hard-to-recruit locations. In addition, the effort to develop the professionals in this sector to meet the higher experience and ability also did not match and the human resource need to continuously deal with the issue of employee engagement.

In order to identify the solutions for the situation that involve employee engagement, researcher aims to identify the root of the issue by detecting the possible factors. The identification of factors is important as the value of engaged employees may gain a great benefits for the organization. In addition, the management of employee engagement needs to be in proactive way to handle the issue arises. The factors such as basic needs, management support, teamwork and growth is used in this study based on the peer-reviewed from the varieties of

resources in identifying the relationship with employee engagement that involve the vigor, dedication and absorption. There are positive relationship detected which these factors are valid and important to be the priority in the organization.

In the study of indentifying the factors of employee engagement, the differences in gender, marital status and length of working are also being investigated. The objectives aim to identify the differences in gender, marital status and length of working in the dimensions of the employee engagement. In elaboration, the dominant elements showed how they are associated with employee engagement.

1.5 Purpose of study

This study has investigated the factors in the employee engagement. Schaufeli and Salanova (2007) stated that work engagement is characterized by high level of energy and vigour, dedication and enthusiasm while working, and pleasantly absorbed or immersed in work activities.

The potential factors listed in the research are basic needs, management support, teamwork and growth. These factors are identified through the Gallup Engagement Hierarchy and the research was desired to find the relationship between these four factors with the employee engagement for this study. On the other hand, this study also requires the identification of the individual differences in terms of their gender, marital status and length of working which are seen influenced the shaping of the level employee engagement.

1.6 Research questions

RQ1 What is the level of employee engagement factors?

RQ2 What is the level of employee engagement?

RQ3 What is the most dominant factor of employee engagement?

RQ4 What are the differences between gender, marital status and length of working with employee engagement?

RQ5 Is there a relationship between basic needs, management support, teamwork and growth with employee engagement?

1.7 Research objectives

i) To identify the level of employee engagement factors.

ii) To identify the level of employee engagement.

iii) To identify the most dominant factor of employee engagement.

iv) To investigate the differences between gender, marital status and length of working with employee engagement.

v) To determine the relationship between the basic needs, management support, teamwork and growth with employees engagements

1.8 Hypothesis

HO 1 There is no differences between gender with employee engagement.

HO 2 There is no differences between marital status with employee engagement.

HO 3 There is no differences between length of working with employee engagement.

HO 4 There is no relationship between the basic needs and employees engagements

HO 5 There is no relationship between the management support and employees engagements

HO 6 There is no relationship between the teamwork and employees engagements

HO 7 There is no relationship between the growth and employees engagements

1.9 Scope of study

An investigation on factors that affect employee engagement focused on the dimension of factors which affect the dimension under the employee engagement. The concept of the study uses the factors as independent variables which there are four variables use which are basic needs, management support, teamwork and growth. All of these four factors study the existence of the relationship with the dependent variables which is employee engagement. There are 3 dimension of employee engagement on the dependent variables which are vigorous, dedication and absorption. In addition, there are demographic elements used which are gender,

marital status and length of working. The demographic elements in the study are to investigate the differences in individuals with the employee engagement.

Two sets of instrument are proposed to represent the investigation of the variables. In examining the independent variables which is about the factors of employee engagement, Gallup Q12 is proposed. While for the dependent variable which is employee engagement, the Utrecht Work Engagement Scale- 9 (UWES) is proposed to examine the dimensions which are vigour, dedication and absorption.

Hence, the study of factors affect employees engagement was conducted at SBN Industries Sdn. Bhd. Johor Bahru as the business operation is in the field of oil and gas. The employee engagement in this field is very important because the industry needs to retain the high talented and experience employees to perform and achieved the objectives off the organization. There are 200 populations detected in the organization but, the research proposed to use at least 132 respondents for the sampling to get the reliable and valid results.

1.10 Significance of study

The studies of employee engagement allow the deeper understanding on how to retain the continuous performance in organization to support the daily operations. Aon Hewitt (2013) stated that employee engagement involve the emotional state and a behavioral reaction towards the working environment. Emotional state represents ideas such as focus, motivation and passion towards the duties assigned. While the behavioral reaction is refer to the involvement of feelings and attitudes. The issue of employee engagement is crucial to have high attention from the superiors and the management in the organization

Furthermore, through engaged employees, more effort were contributed in work. There might be a willingness of "doing whatever it takes" to complete the duties and ultimately give the positive impact and outcomes to the organizational goals (Aon Hewitt, 2013). In short, the employees with good thoughts towards the organization have the higher potential to stay and strive to the best in their performance.

The study by AON Plc (2015), the increasing of 5% in employee engagement is linked to the increasing of 3% in revenue growth of the organization in a year. Employees desired an improvement for themselves in the opportunities to develop their abilities, skills, knowledge and empowerment. The opportunities provided by the organization to develop the employees is associated with the employee engagement. The provision of continuity in the opportunities to grow also is desire by the employees in order to enhance the employee engagement. As an example, it is very critical for the career opportunities in the employee engagement as shown by the countries of India, Canada, and high-growth Latin American markets where the perceptions of career opportunities are high. Thus, the evaluation of the employees performance should be taken and observe for the sake of the employee engagement that affect the revenue growth of organization

Through the identification of factors affect employee engagement, the management and managers will be able to take further action to retain the engagement of the employees in organization. An identification of the factors that affect employee engagement is very significance to the organization. The factors stated in the Gallup Hierarchy such as basic needs, management support, teamwork and growth are significance elements in the research in order to know whether they are link to the engagement. This is because, the employee engagement can be rate from low to high and it is depends on the employee performance (Attridge, 2009).

In an investigation of factors that may affect employees' engagement, the significance value may be obtained by the Human Resource in the organization as they will be managed to control the engagement of employees. Human Resource Division also may improve their roles and responsibilities in engagement issues by providing the suitable alternative to strengthen the employees' engagement. Besides that, an identification of factors that affect employee engagement is important to be identifying for the issue of dissatisfaction.

Furthermore, the significance of the study may build the trust to the stakeholders. The consistent achievement of employee engagement also might be obtained and the organization can maximize their workforce. In addition, the study of employee engagement can assist the top management for the sake of corporate strategy and business strategy.

The study of factors that affect employee engagement is very significant in order to retain the employees' performance and manage the risk of misunderstanding and low performance. Moreover, it is important for the top managers to recognize every individual in the organization as major contributors of the successful achievement of organizational goals (Abassis and Hollmank, 2000). Besides that, the study of the factors affect employee engagement can contribute to the additional resources of the existing literature.

1.11 Conceptual definition

The concept of the elements in the study of factors affect employee engagement is elaborated in this section. By defining the concept of the elements used in the study, a clear understanding may be obtained.

1.11.1 Factors of employee engagement

The factors of employee engagement are identified from the Gallup Engagement Hierarchy (Harter, et. al. 2002). The factors refer to the elements that boost the engagement level of employees in performing their work. Higher level of engagement by employees in an organization is very important as work engagement is argued in literature as a remedy to the crisis (Munthana Banihani, Patricia Lexis & Jawad Syed, 2013). The role play by employees shows whether their psychology presence or absent.

In the Gallup Engagement Hierarchy, four factors were listed based on priority. Basic needs were the first in the hierarchy which refer to the requirements of the employees and employers towards each others. The second factor in the hierarchy is management support in which the appraisal, frequent observation, encouragement and support from the superior. Third factor is teamwork in which a good relationship among colleagues will determine the strength of the positive environment in a team. In addition, teamwork portrays the importance of each team members to be responsible and active in paying their role. Lastly, the fourth factor in the hierarchy is the growth which it refers to the self development in terms of learning, career and their importance in the organization.

1.11.1.1 Basic needs

The basic needs refer to an expectation of the organization towards the performance of the employees hired and also expectation of employees to what the organization provide for them to work. The basic needs act as an element to encourage the employees to work by providing the needs, expectation, equipments and apparatus such as job scopes, computer, safety, equipments, machine and computers. .

An expectation of the organization towards the outcomes and productivity of the employees are also common in which the requirement is desired by the organization itself. Clear overview for the employees must be given in order to acknowledge them about duties and responsibilities.

1.11.1.2 Management support

Encouragements or opportunities received by the respondents at the workplace from the management were defined in the management support Manish Kumar and Hemang Jauhari, (2016). An expectation from the employees and employers towards each other mediate the performance and support. Employers expecting good outcomes from the employees while the employees expecting the encouragement, support and supervision from the employers

1.11.1.3 Teamwork

In the measuring of teamwork, an attention and consideration given by the team members towards the respondents is important. Besides that, respondents also need to identify whether they are agree if they realized the importance of their existence in the organization to meet the organization goals. The high cooperation among team members in producing good quality of work are also important to be evaluated. In operating the section of teamwork also, respondents need to give score of their opinion about the commitment given by their team members and the good relationship with others.

In general, everyone needs an attention towards their voice and opinion as well said they need an attachment in a social association. What makes the individual to stay in the organization is not based on intrinsic and extrinsic rewards only but the satisfaction and motivation for them to perform also caused by the counting opinions. The question “do I belong?” which is importance to employers in the organization to appreciate the employees.

The existence of employees in a workplace is being doubted by the employees itself. They are not confident that their ideas, work and performance are accepted. However, the attention given by the teammate and employers, the employees will feel that they are useful, important and can feel the sense of significance in the organization. In addition, the ownership level may be gained in the individuals as their participation in teamwork is valued by the employers and other members. The employees also need to be opened minded and positively react even though their suggestion and opinion are not acceptable.

1.11.1.4 Growth

The continuous observation from the managers about the progress and learning process by the employees may lead to the lead to the positive outcomes of results. It shows that there are satisfaction in growth needs which lead to the positive performance and learning Manish Kumar and Hemang Jauhari, (2016).

The continuity in the growth learning, skills, experience, and career opportunities were essential to be given to the employees and make it practiced in the organization. It shows that the organization concern about the needs and welfare of the employees and also as a sign of appreciation even though it is not rewarded through the payment, promotions and other extrinsic rewards.

On the other hand, the provision of new opportunities and challenge to the employees is crucial in the enhancement of the continuity in learning. Through the learning, employees will be more motivated in work and generate new ideas in the related field of their job roles. Besides that, the learning also prepares the employees in facing the crisis or new issue in tier work life.

1.11.2 Employee engagement

Macey and Schneider, 2008 described that engagement is a condition on how people work and their surroundings. The connotation of engagement refers to involvement, commitment and passion of employees towards their work (Attridge, 2009). In addition, Merriam-Webster dictionary stated that engagement as an “emotional involvement or commitment” or “the state of being in gear”.

The term of engagement in a workplace variety used which have been defined differently by the researchers. Kahn (1990) used the term engagement as personal engagement; Schaufeli and Bakker (2004) define it as work engagement while Harter et.al (2002) uses the term employee engagement and Rich et. al (2010) used the term job engagement. However, this paper will use the term of employee engagement throughout this study in order to highlight the individual itself in the organization who is being engaged or disengaged.

1.11.2.1 Vigorous

Vigorous refer to the ability of an individual to be resilience towards their job roles. The employees are not easily getting tired and having mental breakdown. In addition, the vigorous employees show that they have a very high mental resilience and energy to carry the responsibilities and play the role as employees. These employees are not easily being fatigued and persistence in facing the difficulties and challenges.

1.11.2.2 Dedication

Employees in high spirit towards their work will give a very good commitment and always seek for new alternatives as the solution to the problem faced. Dedicated employees always show no sigh and they are very enthusiastic in experiencing their job. In addition, there are senses of significance and proud toward the job done. Through the challenged faced, a positive sight is taken as a motivation which can inspire them to succeed and learn for future.

1.11.2.3 Absorption

In employee engagement, absorption refers to an individual who are being happy with their work. The significance of responsibilities hold on the shoulder is not seen as a burden. The employees in absorption will not feel that the time passes as they are very concentrate in work but not in stress condition. Furthermore, the absorption in wok makes them forget surrounding even the time flies. However, the phase of absorption in work engagement makes the individuals having a difficulty to detach themselves from work.

1.12 Operational definition

In defining the operational definition, an overview on how the variables and elements in the study undergo to the process of analysis in order to described the different elements examined in the investigation of factors affect employee engagement.

1.12.1 Factors of employee engagement

The Gallup Engagement Hierarchy listed out four factors that have potential to give an implication to the employee engagement. A lot of questions arises in the model and have been characterized by the pioneer of this model into four sections which are basic needs, management support, teamwork and growth. Each section arise the main question from hierarchy and the instrument name Gallup Q12.

The need of the employees in return of their performing in job is a fundamental requirement. Based on the Gallup Engagement Hierarchy, basic needs are commonly raised among employees who seek fort the requirement to get the work done. An accomplishment of task in timely manner, commitment job scope and more are part of the measurement in basic needs. The needs include equipment provided by the organization to facilitate the work of employees also operated in the instrument such as computer, safety equipment, machine and more.

In management support, the rates from the employees towards the encouragement received were collected. The study also required the result of the frequently in the recognition and appraisal for the employees, the employees feeling whether someone care their hard work; and also the satisfaction towards the encouragement received from the management.

Likert scale method was applied in the operation of gaining the result from the respondents. The scales 1 to 5, which represents extremely disagree to extremely agree are applied.

1.12.2 Employee engagement

In the study of factors affect employee engagement, there are three dimensions of employee engagement to be examining which are vigorous, dedication and absorption (Schaufeli et al., 2002). These three dimensions of employee engagement described the condition, attachment of cognitive and feeling of employees towards their job. In addition, these three dimensions also will described the level of the engagement itself as a result for the study.

The score of the likert scale in the questionnaire calculated the rank of the well being survey of the employees. Score from 0 to 6 which represents never to always will be use to measure the level of employee engagement whether the employees in the state of vigour, dedication or absorption.

1.12.3 Individual characteristics

Individual characteristics represent the background of the employees in the study. There is gender identification in the study as it was relevant to be identified because there might be a difference the engagement of employees at the workplace. As studied, in gender as the role play by men or women differ with each other. The top management is monopoly by men based on the literature review. An attachment with these two different genders might be differing as men and women born with a different characteristic and psychology growth.

On the other hand, the differences in marital status are trying to give an overview of the employees' commitment outside the organization and at the same time the availability of employees to perform in the organization which will affect the performance and engagement. Commitment given in at the workplace might be influence by the contribution of commitment outside off the workplace in terms of family matters. Therefore, single, married and divorces employees might have different level of commitment that need to be perform.

Lastly, the length of working refers to the timeline of the employees' services and their productivity in work which attach with engagement. There are differences with a new employment in the company and the senior. The options were presented to the respondents in the questionnaire which the length of working are measure from the timeline less than 3 months, 4 to 12 months, 1 year to 5 years and 6 years and above. The knowledge and skills obtained make the employees to have a superiority based on the length of employment. Besides that, their spirit also might be influence based on the length of working.

Thus, the condition of individual characteristic is very important as the human live in a different environment and atmosphere to perform and keep living. The organization need to ensure that the differences in the individual characteristic lead to the efficiency and effectiveness of the outcomes which may contribute to the mission and goals of the organization.

1.13 Conclusion

This chapter defined the real image of the research through the introduction and research background. Furthermore, a clear understanding has been stated through the objectives of the research. This study answered all the research questions as stated in the problem statement. Lastly, this section explained about the significant of the employees' engagement and the identification of its factors as stated in this study.

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