THE FACTORS THAT AFFECTING WORK ENGAGEMENT IN HOSPITALITY INDUSTRY

BY

HEN WENG HONG
KWAN SOO YEE
LEE QUI KHAI
PETER LIAW WHEE CHEONG
TAN CHAU KHANG

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DECLARATION

We hereby declare that:

1)   This undergraduate research project is the end result of our own work and that due acknowledgement has been given in the references to ALL sources of information be they printed, electronic, or personal.

2)   No portion of this research project has been submitted in support of any application for any other degree or qualification of this or any other university, or other institute of learning.

3)   Equal contribution has been made by each group member in completing the research project.

4)   The word count of this research project is 19899.

Name of Student:	Student ID:	Signature:
1. Hen Weng Hong	11ABB02842	
2. Kwan Soo Yee	11ABB02035	
3. Lee Qui Khai	11ABB04609	
4. Peter Liaw Whee Cheong	10ABB06088	
5. Tan Chau Khang	10ABB06511	

Date:

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LIST OF ABBREVIATION

SPSS	:	Statistical Package for Social Science
UWES	:	Utrecht Work Engagement Scale
UK	:	United Kingdom
US	:	United States
ICC	:	Integrated Corporate Communication
SD	:	Strongly Disagree
D	:	Disagree
N	:	Neutral
A	:	Agree
SA	:	Strongly Agree
DV	:	Dependent Variable
IV	:	Independent Variables

LIST OF APPENDICES

PREFACE

This study is under the subject of UBMZ 3016 Research Project which is usually taken by the final year students of Bachelor of Business Administration (HONs) in Universiti Tunku Abdul Rahman (UTAR). It is a compulsory subject to take for every student before they are graduating from university. This research project is carried out for around half of a year. Students learn skills and ways to conduct research and questionnaires in completing this subject.

In this project, we chose "Factors That Affecting Work Engagement in Hospitality Industry" as this research topic. The main objective for this research is to determine and studying the factors that engage the employee in Malaysia hospitality industry. Thus, this research is conducted to obtain in-depth understanding about the determinants which can affect the employee's work engagement in order to reduce the employee turnover rate and increase productivity of employee in hospitality industry.

Work Engagement plays a very important role in an organization to improve the efficiency and effectiveness of organization operations. We identified four variables which affect the work engagement in this research and we believed that this study will enhance our learning, skills of research and additional knowledge. Other than that, UTAR also given us a guideline for conducting the research and we make it as an overview of process to investigate in the research.

ABSTRACT

This study was designed to investigate the relationship between work engagement and factors such as organizational trust, internal communication, work-life balance and rewards. Specifically, the study sought to achieve the following: (1) to determine hospitality industry workers' work engagement and to find out what cause the work engagement of hospitality employee. Data are collected from secondary sources and also primary source by distributing questionnaires. Statistical Package for the Social Science (SPSS) version 16.0 is used to conduct new findings in the relationship of work engagement and factors such as organizational trust, internal communication, work-life balance and rewards

CHAPTER 1: INTRODUCTION

1. Introduction

This research paper is conducted for the purposes of exploring and understanding the most prevalent factors that have large impact on work engagement in hospitality industry.

First of all, we had conducted a thru background research in order to understand the hospitality industry and also work engagement prior to proceeding further in our research.

In addition, problem found will be lay out in the problem statement in this chapter, which will be used to determine on the factors that will affect the employees' work engagement.

Furthermore, our research objectives and research questions will be acknowledged, followed by hypotheses to test on in our research, and a guideline for us to find and research problems.

Finally, significance of the study will then be explained in 1.6 of this chapter which will layout the importance and contributions of this research, followed by our chapter layout.

1.1 Research Background

Hotel is a profitable institution which provides lodging, meals and other services for their guest. This industry have been existed ever since people have needed to stay overnight during a travel. The history of hospitality industry was linked to the middle of the 14th century when the roads were improved and travel increased. The one commercial hotel that which start all the frenzy was opened in Buffalo, New York in 1908 with dozen of facilities. The hotel industry was then experienced the struggle over the revolution and was finally fixed in the late 90s. Nowadays, the hotel industry is a highly competitive environment universally with promising growth and powerful economic influence in travel industry. For Malaysia, the hotel industry is one of the most promising industries in Malaysia, the contributions of the hotel sector to the national economy is numerous (Abdullah et al, 2009).

Table 1: UNWTO Report (2013)

Malaysia Overview	Year	Actual	Growth
Population	2012	29.3m	
GDP	2012F		5.2%
Inflation	2008-12		2.5%
Tourist Arrivals	2011	24.7m	0.6%
Hotels	2011	2,707	14.4%
Rooms	2011	193,340	14.7%

Source: EIU, Tourism Malaysia, UNWTO

Based on the UNWTO report as citied in David Grossniklaus (2013), with 24.7 million tourist arrivals during 2011 alone, Malaysia was the 9th most visited country in that year. In addition, it is predicted to remain in the top 10 in the following years when United Nation World Tourism Organization release the new data. Besides that, hotel amount is expected to rise 7% by year 2014. Miscellaneous results have showed that hotel industry is vital for the Malaysia

economy growth. Despite of all the growth and potential of hotel industry, the high turnover rates of workers in the hotel industry remain a large headache for all employers.

The previous research has highlights that higher engagement of employees can lead to higher performances of work. Generally, the profitability of this sector is related to the commitment and engagement of the employees. According to Hussain (2012), whenever the employees are more contented, they have less intent to leave the job and ultimately turned towards loyalty. Engagement can be described in term of a work-related mind that reflecting people's passion and commitment to their life. Normally, an engaged employee work proactively and is more willing to seek for new skills and tackling new challenges. According to Maslach, Schaufeli & Leiter (2001), work engagement offers more complex relation between the employee and work which make it varies from popular concepts such as satisfaction, organizational commitment and motivation. Work engagement is characterized by three psychological factors which are vigor, dedication and absorption.

According to Maslach and Leiter (1997), work engagement and burnout was assumed as the opposite poles of a continuum of work-related with engagement demonstrating the positive pole and burnout is the negative pole. However, it was proven to be wrong in which burnout and work engagement are two different concepts that should be evaluated independently (Schaufeli& Bakker, 2001). As a result, engaged employees does not work as workaholic as they enjoy other things beside work. Unlike workaholics, they work hard is due to the fun, not because of a solid and irresistible inner drive. Other than that, Schaufeli et al (2001) stated that engaged employees are self-efficacious and highly energetic individuals who practice influence over their lives, therefore the positive attitude within the employees enable them to create their own positive feedback such as appreciation, recognition and success. Based on Salanova et al (2003), a study of 100 Spanish hotels and restaurants proved that employee's job performance was linked to the level of work engagement and it was linked to customer satisfaction as well. It showed that work engagement is positively related to job performance. In order to

contribute to the hospitality industry, we will be focused on determining the factors that affect work engagement in hospitality industry.

1.2 Problem Statement

In 2012 alone, the total tourist arrivals are RM25.03 million and receipt of RM60.6 bilion referring to the online database of Tourism Malaysia. The government also expects to achieve its target of 28.8 million tourist arrivals by year 2014. With access to more airlines, rise in airline routes and flight frequencies, followed by promotional campaign by the government, Malaysia is expected to welcome more tourists in the future. Furthermore, by playing a significant role in the tourism industry, the hospitality industry are in driving seat to unlock the economic possible of the industry (Kasim&Minai, 2009). Despite the surge and growth possibility, they are still hindered by the turnover crisis. A survey found that in Malaysia, employees only willing to stay with their organisations for average of not more than 3 years (Lim, 2001). This is a worrying trend and is believed to be related to high number of disengaged worker.

According to Employee Engagement Research 2013, 4 out of 10 employees are disengaged around the world, which lead to high turnover and nearly half of the work forces are less productive. The disengaged worker will still collect their wage while complaining or considering for their next job, which indicate disengage worker are less likely to stay with the company. The consequences are most obvious in industries that greatly rely on the human capital, such as in service industry. In hospitality industry, high turnover rate in yearly basis is a sign of not having engaged worker, and turnover is a cost that greatly impact companies (Tracey &Hinkin, 2008).

As mentioned in the previous section, organization greatly benefited from having engaged employee, but most organization and management do not understand employee work engagement. This is due to the knowledge gap in the mentioned area.

Although there are numbers of researches of work engagement, but none have been done in hospitality industry in Malaysia. Acknowledging this gap, we took the opportunities to conduct research on the factors which affect the work engagement of employee in hospitality industry.

By conducting this research we hope to establish a bridge to link what the employee expect and what the employer offer, by helping management and company to understand what can actually engage and disengage employees.

1.3 Research Objectives

1.3.1 General Objective

The major purpose is to figure out the factors that affect work engagement in hospitality industry.

1.3.2 Specific Objective

The specific objectives are shown below:

i.   To determine the relationship between organizational trust and work engagement.

ii.   To determine the relationship between internal communication and work engagement.

iii.   To determine the relationship between work-life balance and work engagement.

iv.   To determine the relationship between rewards and work engagement.

1.4 Research Questions

In order to investigate the issues, research questions were created based on the problem statement.

i.   To what extent is the influence of organizational trust to work engagement in the hospitality industry?

ii.   To what extent is the influence of internal communication to work engagement in the hospitality industry?

iii.   To what extent is the influence of work-life balance to work engagement in the hospitality industry?

iv. To what extent is the influence of rewards to work engagement in the hospitality industry?

1.5 Hypothesis of the Study

Hypotheses were built once we identified the independent and dependent variables and research questions. The hypotheses are as below:

Hypothesis 1

H0: There is no significant relationship between organizational trust and work engagement.

H1: There is a significant relationship between organizational trust and work engagement.

Hypothesis 2

H0: There is no significant relationship between internal communication and work engagement.

H1: There is a significant relationship between internal communication and work engagement.

Hypothesis 3

H0: There is no significant relationship between work-life balance and work engagement.

H1: There is a significant relationship between work-life balance and work engagement.

Hypothesis 4

H0: There is no significant relationship between rewards and work engagement.

H1: There is a significant relationship between rewards and work engagement.

1.6 Significance of the Study

The study is carrying out to identify the beneficial towards various parties in an organization, such as the management the employees and the management level. Throughout the studies, we have identified few factors that affect the work engagement in hospitality industry.

Hospitality industry has the highest turnover among the other industries. Studies have showed that employee turnover rate in hospitality is increasing annually with the range of about 60 percent (Birdir, 2002). When companies are having a high

turnover rate among the employees, there will be negative impacts on the companies. Turnover may cause the companies to decrease in performance in workplace and companies need to pay high costs to replace the turnover employees (Neil Kokemuller, Demand Media).

Therefore, this study is carrying out to help the hospitality industry to identify the factors affecting work engagement. Work engagement can be defined as positive mind and actions by the employees that may bring positive advantage to the organizations (Schaufeli& Bakker, 2010). By identifying the factors of work engagement, it provides a guideline for the hospitality industry to decrease down the rate of turnover and gain the loyalty from the employees. The retention of employees enables the organizations to save the cost of retraining program on the employees and the cost of replacement.

A low level of work engagement among the employees may result to the low output of the organizations and high turnover rate. This may due to the poor performance of management level which is affected by the misunderstanding and their non-concerning attitude. Through the study, the management level of the hospitality industry able to identify the needs and ideas of the employees. As a result, the management level will improve their management skills and alter the policy in the organizations to motivate the employees and makes them feel more secure or valuable. These may motivate the employees' job tasks.

Finally, top management of hospitality industries can implement those appropriate strategies in term to improve the work engagement of employees. Thus, the organizations will become stronger and greater after the understanding the important of work engagement of employees.

1.7 Chapter Layout

Chapter 1: Introduction

This first chapter is about general picture and highlight of factors that affect work engagement in hospitality industry. It also contains the research background, problem statement, research objectives, research questions, hypothesis and significant of this study.

Chapter 2: Literature Review

In this chapter, it contains of published and unpublished secondary data that done for this topic. There will be many discussions of journal and previous studies. It also has literature review, review of relevant theoretical models, proposed theoretical/conceptual framework and hypothesis development.

Chapter 3 Research Methodology

It focuses and explains on research method which contains research design, data collection methods, sampling design, research instrument, constructs measurement, data processing and data analysis. Besides that, Statistical Package for Social Science (SPSS) will be using to determine the reliability for each variable.

Chapter 4: Research Results

This chapter will shows list of questionnaires that present in charts and tables with Statistical Package for Social Science (SPSS). Then, analyze the result using the system that relate to research question and hypothesis.

Chapter 5: Discussion and Conclusion

Chapter 5 will links to previous chapter and discuss on final discussion and conclusion of the research. Summary of statistical analyses, discussion of major findings, implication of the study, limitations of the study and recommendation will be stated in this section.

1.8 Conclusion

In conclusion, chapter 1 is just the starting and overview of research. It is very important to find out more about the background before start the research. This chapter gives a guide, vision and area to the next chapter. Readers will also have a better understanding of variables that affect work engagement and studies done by previous researcher in the next chapter.

CHAPTER 2: LITERATURE REVIEW

2. Introduction

Chapter 2 is the literature review of our research topic, which consist of past research and study from various parties. The information is secondary source gathered from journals, articles, newspapers, internet and others. During the information gathering process, we acknowledged few factors that influence the employee's work engagement in hospitality industry. Nonetheless, we will exclusively be focusing on the key factors that are considered to be significant by previous researchers. These factors are work trust, internal communication, work-life balance, and rewards.

Furthermore, we also studied relevant theoretical model and developed our proposed theoretical model in this chapter.

2.1. Review of the Literature

2.1.1. Work Engagement

The term Work Engagement is derived from the topic of Employee Engagement. To date, the definitions and measurements for employee engagement has varied significantly across all organizations, consulting

groups and scholar. Furthermore, exact definition of employee engagement remains somewhat vague (Gibbons, 2007; Saks, 2006; Vance, 2006).

Nowadays, the employee engagement concept is rather new as an emerging concept in the academic community, as is the whole emerging trend of positive psychology. It is not until recently, that contemporary organizational behaviour research shifted its attention to the role of positive organizational behaviour concepts and positive emotions in improving organizational functioning (Lopez & Snyder, 2009). Furthermore, scholars have begun to agree that the Work Engagement construct is different from related concepts such as job involvement, organizational citizenship behaviour, organizational commitment, and job satisfaction.

Kahn is first of all researchers to provide a foundation for the theoretical development of Employee Engagement. According to Kahn (1990), personal engagement is "the harnessing of organization members' selves to their roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performance" Thus, disengaged employees become uninvolved in their job physically, unvigilant cognitively, and detached from co-workers or managers emotionally (Kahn, 1990).

In exploring Kahn's theoretical model, Maslach and Leiter (1997) claim that engagement can be categorized by 3 elements which are energy, involvement and efficacy. They view these 3 elements as the direct counterparts of burnout's dimensions. According to their conceptualisation, the engagement level can be measured by using reverse pattern of scores on the Maslach Burnout Inventory-General Survey dimensions.

In 2001, Schaufeli and Bakker disagree with Maslach and Leiter as they state that burnout and engagement is two different concepts that should be measured independently. They re-term Employee Engagement as Work engagement, which will be our dependent variable in this research. Moreover, they conceptualised Work Engagement as the positive antipode of workplace burnout in their study (Schaufeli and Bakker, 2004). They define work engagement as "a positive, fulfilling, work related state of mind characterized by vigor, dedication, and absorption" (Schaufeli *et al*., 2002).

Accordingly, vigor defined as "high levels of energy and mental resilience while working, the willingness to invest efforts in one's work, and persistence even in the face of difficulties" (Schaufeli et al., 2002). Then, Dedication defined as "a sense of significance, enthusiasm, inspiration, pride, and challenge" and thus is the opposite of cynicism (Schaufeli et al., 2002). Lastly, Absorption defined as "being fully concentrated and deeply engrossed in one's work, whereby time passes quickly and one has difficulties with detaching oneself from work" (Schaufeli et al., 2002).

In recent years, engagement topic has gained increasing attention from practitioners in the industry because they believe there is possible linkage to an extensive range of individual and business outcomes (Stroud, 2009). Experimental research done on Work Engagement indicate that employee with high levels of engagement result to positive attitude toward work and also organization such as enhanced job satisfaction, increased organizational commitment, lowering absenteeism and turnover rates, improving health and wellbeing, encourage more extra role behaviours (Salanova, Agut&Peiró, 2003), scoring higher performance and show more willingness in taking initiative and proactive behaviour, apart from increased learning motivation (Schaufeli and Salanova, 2007; Sonnentag, 2003).

In our present research, we decided to take on the definition of Work Engagement as supported by Schaufeli and his colleagues due to several reasons. First, this concept distinguishes Employee Engagement from relevant concept of burnout resulting in establishing it as an independent construct. Second, the dimensions of work engagement can be empirically measured by using Utrecht Work Engagement Scale, which is a valid questionnaire. Finally, their work in Work Engagement is the most cited and studied in the topic of Employee Engagement.

2.1.2. Organizational Trust

According to Hassan and Ahmed (2011), trust in leaders can be particular vital for effective functioning in organizations such as hotel where tasks are complex and require interdependence, collaboration, sharing knowledge. According to Bartelme (2012), McAllister stated that trust is the extent to which an employee's ability and willingness to act upon the basis of words, actions and decisions of their leader. Hence, employees will be vulnerable to the actions of their leaders whose own behavior and the employee cannot control if the employee give trust on their leaders. On the other hand, Rousseau et al as citied in Bartelme (2012) suggest that trust is a psychological state that based on positive expectations of the intentions. Regarding on both of these definitions, two critical features are highlighted which are positive expectation and willingness to be vulnerable. Positive expectations are positive principles held by the a person to another that the other will act in certain way that is compliance with his or her well-being, whereas vulnerability defined as threat of possible loss and indicates that the trustor is willing to taking risk in placing his or well-being in the hands of the person he or she trust on.

Trust is the statement or promises that an individual or group can rely on to generate expectancy (Rotter, 1980). Based on Chughtai (2010)'s study, Mayer et al differentiated trust into two types which is state trust and trait trust. There are 3 foci of state trust which consists of top management, direct supervisor and team members. According to Mishra (1996), state trust can be relying on four dimensions which are competent, reliable, open and concerned. From the study, competence is related with the knowledge and capabilities of trustee, while reliable implies to promise fulfillment, while openness refers to the free flow of information and ideas and lastly concern refers to trustor's belief on the trustee interest. Furthermore, leaders can play an important role by influencing the development of trust between co-workers. When there is trust between leaders and their subordinates, the possibility for them to get the information and feedback from the employee will be higher (Lau and Liden, 2008). Other than that, trait trust which also known as trust propensity can be defined as the general willingness to trust others. It can reflect an individual's general propensity to trust or distrust persons (Rotter, 1980; McKnight and Chervany, 2001). According to Van Dyne et al (2000), high trustors are perceived as less suspicious and less inclined to monitor the actions of other. There is a research argue that trust propensity is an important precursor of trust belief as it enable to influence trustworthiness of a specific referent (Colquitt et al, 2007). Trust propensity was found that it can be positively linked with tank performance and citizenship behavior (Colquitt, Scott and Lepine, 2007).

Competence is the first element of state trust, it refers to the expertise and capabilities of the trustee (Mayer et al, 1995). To explain the relationship between work engagement and trust in top management, we will examine how work engagement can be influenced by trust by using this model. Spreitzer and Mishra (2002) explain employees will gain guarantee of a more profitable future with the organization when the employee identify that the top management has the skillful vision and ability to making competent decisions for the purpose of the growth and productivity of the

organization. With that, employees are certain to focus on their work rather than concerned at the sustainability of their future service (Mayer and Gavin, 2005). As a result, fully concentration on job task may transform into work engagement (Kahn, 1990; May et al, 2004). In contrast with this, the employees would become doubtful about their own future in organization if they perceived top management does not provide a bleak future. Competence of immediate supervisor can be a factor to increase work engagement among employees. Regarding on this statement, Schaufeli and Salanova (2007) explain that supervisory coaching in the form of helping employees in achieving organizational goals has been positively related to work engagement. Therefore, the research suggest that trust among employees toward the capability of their immediate supervisor is likely to help them successfully accomplish their desired work objectives, which as a result may lead to higher work engagement (Schaufeli and Bakker, 2004).

At co-worker level, employees trust on their co-workers' competency or ability in task accomplishment and goals achievement are refers to competence based trust (Bennis and Bierderman, 1997). Co-workers' competency obtains particular salience when employees are working in a team and they are dependent on each other to achieve common goal. In contrast, employee may hardly know his effort and hard works as related to group performance when the employee does not believes that his team members have the necessary capabilities and expertise (Dirks, 1999).

According to Mishra and Mishra (2008), openness refers to the process by which people put themselves at risk by sharing sensitive information with each other. They also discuss that open and honest communication can reduce uncertainty and ambiguity because it create motives, and make goals more transparent. In such high level of trust would help to develop employees' confidence in sharing vital information with each other. Therefore, with the existence of this vigorous, shared information can

simplify task difficulty and in turn may result a greater work engagement (Hakanen et al, 2006). On the other hand, concern is another dimension to positively impact work engagement. Based on Cummings &Bromiley (1996), one party would believe that the other party will not take unfair advantage even when the opportunity is available with a minimum demonstration of concern. Regarding on this statement, if the employees realize their co-workers are empathetic and concerned about their well-being and interest, they will show higher levels of work engagement. According to May et al (2004), greater level of trust and work engagement would develop an environment where co-workers backing each other up and respect each other's contributions.

Meanwhile, reliability means doing what one says what one is going to do (Simons, 2002; Mishra and Mishra, 2008). As other meaning, reliability reflects similarity between words and actions. Thus, the employees have faith in their co-workers and trust they would do what they say they will do through this dimension. For instant, employees would remain concentrated on attaining their fundamental work goals and which may result in higher work engagement.

At last, Mcknight, Cummings and Chervany (1998) argue that trust propensity consists of two components which are faith in humanity and trusting stance. Faith in humanity defined as individual perceive other people are generally reliable and have good intentions, while the latter means the individual assume people are honest and reliable. Therefore, trust propensity can be concluded as "neither focused on specific person, nor depend on specific contexts and it is not only associated to lifetime experiences but it also connected to temperament, as well as to genetics and bio-physiological structure" (Mooradian, Renzl and Matzler, 2006).

2.1.3. Internal Communication

Internal communication can be defined as those who have an interest or a stake in an organization are having the professional management of interactions among themselves. Internal communication playing an important role in providing the strategically approach and focusing on the stakeholders or participants (Scholes, 1997). According to Cheney and Christensen's definition, internal communication is related to the relationship of employees, the organizational mission statements and the development of the organization. Internal communication can divided into three levels. First, daily management which is related to the employee relation, second is the strategic that is related to the mission and the last one is the project management which is the organizational development most important part (Cheney and Christensen's, 2001).

There are three fundamental blocks in internal communication systems. The three fundamental blocks are hierarchical and mass media communication and also the social networks (Whitworth, 2011). First, hierarchical communication is normally used by the bottom-up or top-down communication among the management and non-management employees. The managers are playing important roles in different levels in order to push or cascade the messages until they reach every single employee. The second major component of internal communication is the use of mass media. Those mass media are targeted towards the employee audiences. Those communication programs usually start from the communication department and greater control will be provided when the time pass (Whitworth, 2011). The third major component of internal communication is informal networks. Berger (2008) states that network representing the flowing of the information in an organization. During formal communication networking, messages are travelling from official pathways such as newsletter and e-mail that able to reflect the organization's hierarchy. However, in an informal communication network,

messages are flow horizontally and sometimes through interpersonal communication among employees.

According to Kalla, internal communication is the present of formal and informal communication at every levels of the organization internally. Kalla has stated that he has drawn the concept from 4 broad communications domains which has drawn and discussed in a special edition of Management Communication Quarterly (Miller, 1996, pp.3-4): business communication (Reinsch, 1996), management communication (Smeltzer, 1996), corporate communication (Argenti, 1996), and organizational communication (Mumby and Stohl, 1996). Besides that, internal communication also can be defined as a simple tactical system, which focused on the three aspects. Those aspects are methods, intranet and internal newsletter which the firms widely used in communicating with stakeholders (Cornelissen's, 2004, p.189). Is it focus on the highlighting of the media focus and message contents inside the internal communication through implications.

The discussions enable to clarify out an initial definition of internal communication. It shows that internal communication is the strategic management of relationships and communications among the stakeholders throughout the organization. While stakeholders can be defined as any group or individual whom may affect by the organization or they themselves may affects the organization (Freeman's. 1984. P.216). In conclusion, the foundation of internal communication is not the monologue but dialogue. It is a two-ways listening process. Therefore, internal communication exists as a dialogic process within the employees and employers.

When a firm has developed a solid companywide feedback, a focused communication skills, knowledge, process, behavior assessment and

experience it can be easily carried out that drive to the overall company engagement objectives for the stakeholder (Glen, 2006). Besides that, the firms also need to follow up the feedback measurement and flexibility or potential assessment to standardize and accommodate with the firm's vision and mission while take it seriously and continuously (Glen, 2006; Tomlinson, 2010).

According to August Aquila, it is not difficult to create a strong communication culture, but it is requiring an internal communication strategy that able to bring the types of behaviors that required for long-term business success. Most of the firms may emerge this strategy by six steps. First, the firms may assess the current communication culture of the firm itself. Second, the firms have to review the firm's past communication history and resources. Third, define the desired communication culture. The objective of this step is to visualize the type of internal communication which enables the firm has a greater achievement. Next, outline the communication tactics. This is the hardest step as its requirement is building a bridge across the firm's current internal communication and desired culture. The coming step is review and implementation of the strategic plan. In this step, marketing, human resource and technical department may consider how the tactics impacted them. The last step is to monitor, evaluate and update the plan. This step is carrying out to adapt the strategies to the requirements (August Aquila, 2010).

The Head of Human Resources of Kia Motor in UK states that they have practiced quarterly employee briefings for their employees to raise the matters of concern with a forum set-up for them. There will be at least one representative from each of the department to involve in the issues. It formulates the engagement strategy in UK and now it has being used in Seoul by the global group and has introduced across the Europe (Tomlinson, 2010). Effective communication may take place and able to

raise the level of engagement of employees. Employees may feel that they are being valued and they are taking pride in the work. However, it is solely depends on the mangers' leadership style pursued. While a lot of managers do not realize the important of viewing employee involvement through communication in doing a business. In order to be successful and excel the communication, a two way symmetrical communication should be adopted.

There are at least four goals of internal communication. First, internal communication contributed to internal relationships characterized by employee commitment. Second, internal communication provides the employees with an active significance of belonging. Third, it develops the awareness of environmental change for the stakeholders of the firms. During the changing of the environment, internal communication enables the employees to discover the requirement for evolving the organization to adapt the changes (Mary Welch, 2005). Engaged employees are helping the firms to boost the productivity. Nowadays the employees are very easy to get worry and become distracted when they boom by the news of layoffs, cost cutting and reduce benefits. Managers should take preventive steps to calm the employees such as communicate well with them. This may motivate the employees and keep them engaged. In addition, the employees may willing to go for extra miles and in the process driving productivity. The rate of turnover may decrease due to the good relation among themselves and the reputation and image of the firms may also increase.

Communication in organization is instrumental in facilitating the supportive employees (De Ridder, 2004). A strong relationship was discovered between the organizational output and the employee communication (Watson Wyatt, 2007-2008). Guest and Conway (2002) also have reported that the importance of communication is directly interrelated with the daily work. It also affected the accuracy of

instructions or quality of feedback on the employees' jobs. Therefore, the management level should concentrate the employee commitment by upgrading the quality of communication among the stakeholders. The satisfaction of communication among the stakeholders implies that the fulfillment of needs in exchanging process of message has increased their happiness (Down & Hazen, 1997). Heron has introduced the organizational communication in 1942, which it can be implemented in two-way, between the management and the employees and he also encouraged the environment to have open and honest communication (Heron, 1997).

2.1.4. Work life balance

Work-life balance is the person's ability to have equally for work and house work. The 'work' is referring the paid and unpaid from employment. The 'life' is referring own time, family time, leisure time (Lowry &Moskos, 2008).

However, Guest in 2002 states that the balance does not meet that equal weighting of work and life but a steady relationship. The equilibrium point is different for people and often changing through employee need or employer demands.

Due to the narrowness in the concept, some organization starts to implement the family-friendly policies (Felstead, Jewson, Phizacklea& Walter, 2002; Wise & Bond, 2003). In UK, a work-life balance campaign has launched (Berr, 2009). It helps to raise employer's awareness on the concept. Adequate design and implementation of policies can help

employees to have a better autonomy in combining work and life. (Felstead et al, 2002).

When there is a possibility to gain a 'win-win' consequence, both parties will gain benefit. Larger companies will offer the policies compare to small and medium enterprises (Dex&Scheibl, 2001; De Luis, Martinez, Perez & Vela, 2002). Employee will show better performance, greater productivity, reduce absenteeism and more enthusiastic toward the work as they already recover back from tired of working. Employee will have low turnover, reduce retention (Woodland, Simmonds, Thornby, Fitzgerald& McGee, 2003).

Imbalance work-life will results conflict and lead to negative health and low productivity (Duxbury & Higgins, 2003). There is a report of increased stress and emotional exhaustion for employees when job demand intrusion personal life (Hyman, Baldry, Scholarios&Bunzel, 2003). Wheatley, Hardill& Green (2008) argue that some employers do not show commitment to improve employee's benefits. Employee's difficulty increases such as long hours, increased workload and blurring of work-life boundaries.

Both genders also face the problem especially the male who works more than 48hours per week (Cully, Woodlands, O'Reilly & Dix, 1999). Male faces lower work-life balance compare to female. Nowadays, people already move from male breadwinner to dual earner as burden increases. They need to raise the children and take care the elders. Nevertheless, Guest (2004) argues that he cannot link age, gender, marital status and dependent children with work conflict. According to Greenhaus, Collins & Shaw (2003), it claims that they cannot find any effect of gender, parenthood and career in the concept. This might show there is still a lack of finding in this area.

Although most of the research focusing on younger, but there is also research focus on elder (Williams, 2005; Pyper, 2006; Habtu&Popovic, 2006). Work-life balance also plays important part in retirement. Employer states that when the employee gets older, they might face problem in health, family and lack of interest toward the job.

The effect on work-life balance in business world is still not very clear in literature. Not many organizations can implement or see the work-life balance as an important concept. Some cannot afford to practice such as flex-time, teleworking and job sharing as it is costly and might reduce the organization competition (MacInnes, 2005). When comparing large companies and small and medium enterprises, sometimes small and medium enterprises can practice the concept well as there are lower economic costs as they only have little employees.

2.1.5. Rewards

Work engagement described as the level of involvement, commitment to an organization. While employers concentrate on ideas of engagement shows that they are becoming more interested in understanding employees. While reward is a compensation that much more than a simply base salary when there is a contribution works by employees (Scott. D, 2010). Enhancing work engagement is important for both retain and attract employees (Harter, Schmidt, & Hayes, 2002). The better the work engagement may help organization to retain top talent employees which able to help each other as well as the organization succeed and so on that brings advantages to the organization. Reward is dividing into monetary and non-monetary reward (Manus, Graham, 2003). It is important by using

to strengthen the involvement of employees towards their jobs and the authors were determined whether pay and benefit or rewards program able to reinforce employee engagement (Scott. D, 2010).

Work engagement is inseparable with concept such as job satisfaction, employee commitment and organizational citizenship behavior as well as incentive program towards employees (Dow Scott, 2010). Reward is most important to employees. For instances, due to the economic crisis, to ensure the engagement of employees, a market research in a specific area and their industry must be done by companies to ensure the rewards package has always in line with their talent strategy. Companies or organizations have offering health care for employees, paid time off, gratuity of retirement and family-friendly benefits (Robert L. Heneman, 2007). Besides that, it is also states that rewards are significant antecedent in work engagement. Employee will respond high level of engagement when they receive some rewards or benefits from organization (Saks & Rotman, 2006).

Undeniably, reward to subordinates will increases rate of work engagement. However, according to the research conducted by Bakker. S, 2011, it states that pay and benefits is located in the lowest percentage area in order to influence work engagement compare to other factors since reward is only a method or incentive that temporary to retain employees' commitment and engagement when they are exceeds their job's target. Nevertheless, concerned to Reward to Engage, 2013, states that "pay is the biggest work worry among UK workers", although it is the lowest rate in work engagement, people would like to worry about the level of salary more than others due to economic downturn nowadays. In year 2012, among the 10 employees, six out of them pointed out rewards was very significant to indicate the overall job satisfaction.

2.2.   Review of Relevant Theoretical Models

2.2.1. Organizational Trust
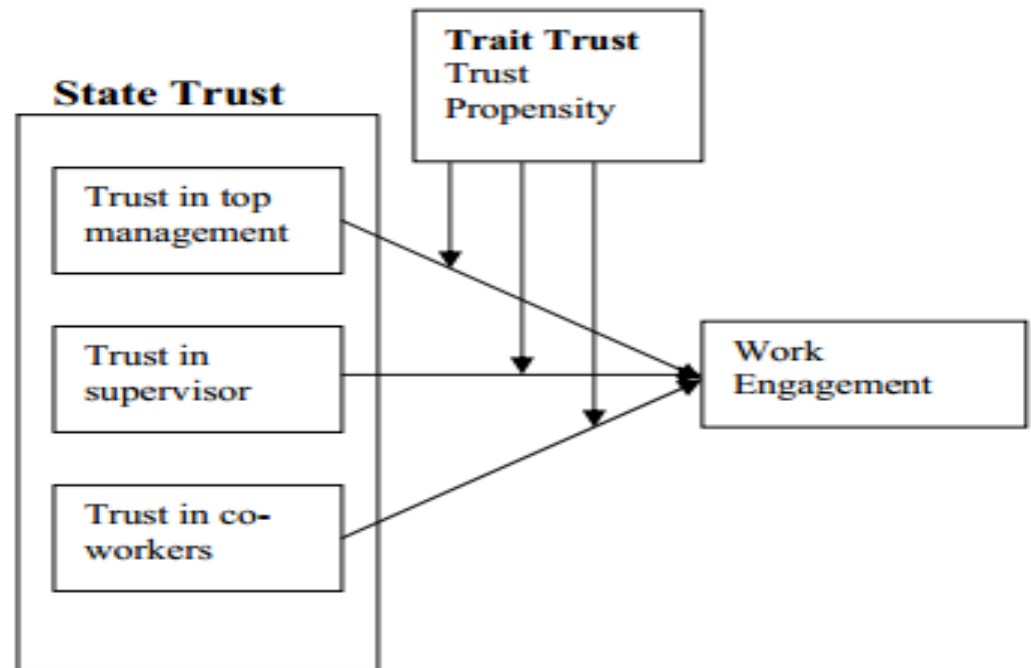
Figure 2.2.1The Interaction Effects of State and Trait Trust on Work Engagement

According to Dirks (2000), trust can influence employee directly or indirectly in positive way. As a result, trust can lead to better workplace behavior and attitudes, greater team processes and performance. Generally, organizational trust can be divided into two forms which are state trust and trait trust. Based on Mcallister (1995)'s statement, state trust which also known as situational trust was initiated from one individual's charge of the trustworthiness of a specific individual, it emphases on three foci of state trust, including top management, immediate supervisor and co-workers.

According to McCauley and Khunert (1992), top management is the group of people that are top of the organizational management. Commonly, interpersonal is not the nature factor for the trust between top management and their workers, it is rather seen as initiating from the organized relations, roles and the norms of the organization. In other words, it is the extent in which employees can trust their management and persistently observe the organizational environment. When the organizational structures, roles and climate reflect a trustworthy system, the employees will reciprocate trust relations communicated by management. However, when the top management signifies an absence of trust in employees, employees will respond with a similar absence of trust. Compared to trust in top management which represents fewer dyadic in nature, trust in supervisor and trust in co-workers discuss an interpersonal form of trust (Costigan, Ilter, Berman, 1988). According to Jones and George (1998), trust in co-workers is vital due to the wide movement toward self-managed work teams. The cooperation and teamwork is the key for the success of self-managed team, and the research evidence shows that trust in peers can play critical role in developing relational cooperation and in fostering effective team relationship.

All three foci of state trust can have crucial significances for the organization. In other words, trust in top management and immediate supervisor is probable to resulting positive outcome directly to the supervisor and the organization, whereas, trust in co-worker may result positive outcomes for the co-workers in the form of sharing information and giving assist to the co-workers in need (Dirks and Sharlicki, 2004).

On the other hand, according to Rotter (1980), trait trust which also known as trust propensity defined as a relatively stable individual distinct variable which display disposition to trust. Trust propensity is perceived as a personality trait and it is the result of an ongoing lifelong experience and socialization regardless experience of a specific trusted party. It is usually

regarded as the common willingness to trust other people (Mayer et al, 1995) based on life experiences, types of personality, culture, education level and several other socio-economic factors. Mooradian et al (2006) explain the individuals with high propensity to trust perceive that most of the people are wll-being. In vice versa, people with low propensity to trust will perceive others as self-centered and have bad intention. According to Mcknight et al (1998), he argues that trust propensity is vital because working relationship can be created through cross functional teams, structural re-organizations and joint ventures. Thus, trust propensity is likely to positively affect employees' work engagement. Trust propensity can be divided into two components which contain faith in humanity and trusting stance. Faith in humanity is the assumption that everyone is reliable and has good intention to do something. On the other hand, trusting stance given more personal perspective in which the one make assumption that if people were well-intentioned and dependable, they are able to achieve better outcome whether they are honest and reliable. Thus, trust propensity can be concluded as "neither focused on specific others, nor dependent on specific contexts and it is not only related to lifetime experiences but also to temperament, and thereby to genetics and bio-physiological structure" (Mooradian et al, 2006).

The model presented in figure 1 shows that positive trust in top management, immediate supervisor and co-workers in terms of Mishra's (1996) four factors of trustworthiness which includes competence, openness, concern and reliability and high propensity to trust others would have positive impact to work engagement. According to Mishra (1996), he defines trust are divided into trusting beliefs and trusting intentions. However, after wide spread agreement among scholars and researchers that the four trustworthiness factors look most frequently in the literature and it suggest a mass portion of perception of trustworthiness (Dietz and Den Hartong, 2006).

Besides the three foci of trust, the research also suggests that trust propensity would improve work engagement and they are more possible to engage in pro-social and supportive behaviors (Latham and Cummings, 2000). Furthermore, Rotter (1980) states that individual with high propensity to trust are unlikely to untruth, cheat or steal and they are more likely to respect to others, fond by others and being treated as friends. Furthermore, people are tend to be less critical of others and more likely to forgiving of their errors if they have higher trust propensity (McKnight and Chervany, 2001).

2.2.2. Internal Communication

The integrated communication model by Van Riel's (1995)
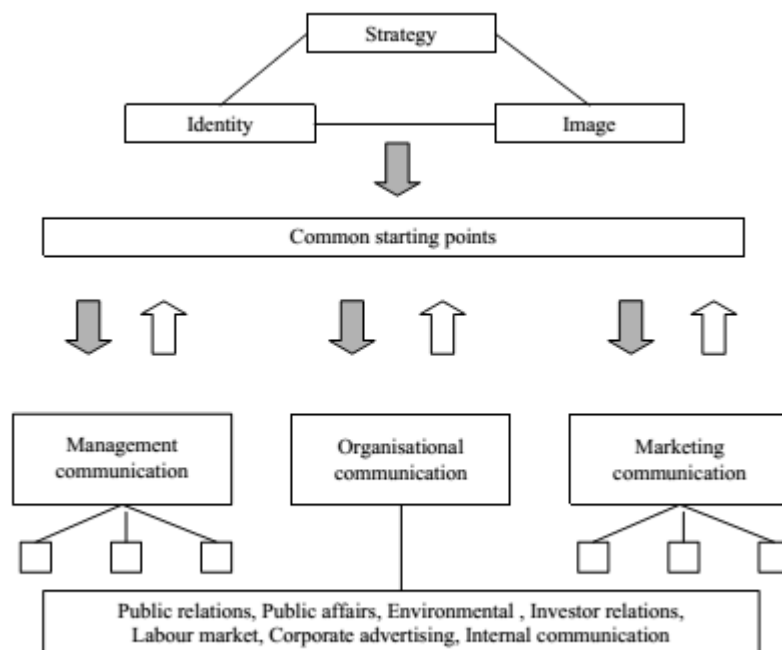
Figure 2.2.2: Van Riel's (1995)

Figure 2.1 shows the model proposed by Van Riel's (1995) regarding the internal communication in the organization. According to Argenti (1996)

views towards the corporate communication, integrated corporate communication (ICC) model is a trapezoid. Van Riel's emphasized that it is very important to having a good internal communication among the organization. In the model, strategy, identity and image of the management is very important and the three elements are interrelating to each other to form common starting points for the organization. Common starting points can be considered as the beginning of the project or the initial point of the stages. The common starting points are supported by 3 types of communications, management communication, organizational communication and marketing communication. The three communications are having two ways with the common starting points. That's mean the three communications may affect the common starting points or vice versa. Organizational communication is the communication among the stakeholders in all levels of the organization. The model shows that there are seven elements classified under organizational communication, which are internal communication, corporate advertising, investor relations, public relations, public affairs, labour market and environmental. With the aid of organizational communication, the stakeholders may understand each other well and perform better in the organization. Thus the organization performance may increase.

The conceptual model of organizational leadership, internal communication, and communication outcomes by Linjuan Men (2012)
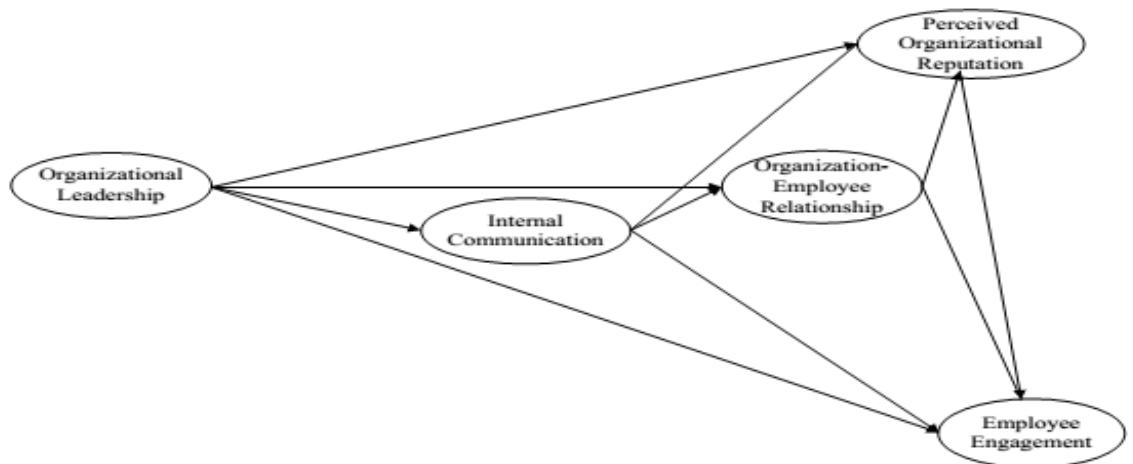
Figure 2.2.3: Linjuan Men (2012)

Figure 2.2 shows the conceptual model of organizational leadership, internal communication and communication outcomes. The indicators in this model are organization-employee relationship, employee engagement and perceived organizational reputation. This model shows that organizational leadership is the independent variable which able to affect the three employees outcomes whether directly or indirectly with internal communication as a mediating variable. Internal communication is playing an important role as a mediator among the organizational leadership and the communication outcomes. It is because throughout the internal communication, the management level able to transfer the information from the up to the bottom level. While the first line employees also able to understand and perform according to what the management level require. It may also increase the level of employee engagement, organization-employee relation and also the perceived organizational reputation. Internal communication served as a bridge between the employees and employers. It connects them by allowing them to understand each other well and thus increase the output level.

2.2.3. Work-life balance
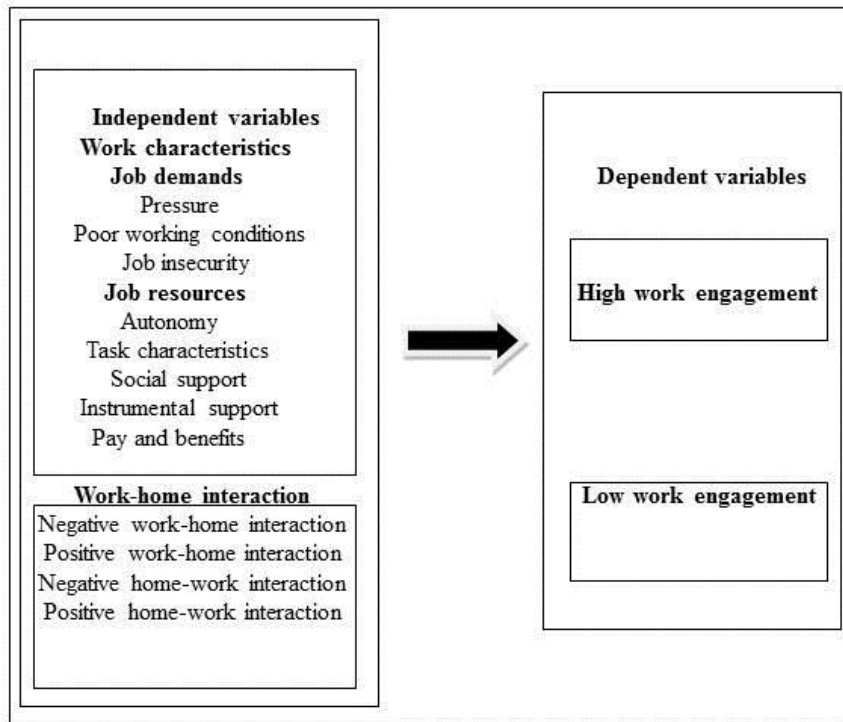
Figure2.2.4: Work characteristics, work-home interaction and work engagement

Geurts, Taris, Kompier, Dikkers, Van Hooff, and Kinnunen(2005) mentioned that work-life balance can be affect by positive or negative load reactions. Geurts et al said that there are four dimensions negative work-family, negative family-work interaction, positive work-family and positive family-work interaction. It effects from work to house or housee to work.

Geurts, and Demerouti (2003) said high job demand such as pressure and poor working conditions will result imbalance between work and family. People tend to spend more effort and time to meet the job expectation from the managers. Then they do not have enough time and energy to spend

with family and create conflict. The health and welfare will affect too (Geurts et al., 2005). This is an example of negative work-home interaction. Mostert(2006) said that this will lead to low level of work engagement.

Montgomery, Peeters, Schaufeli, & Den Ouden, in 2003 found that positive work home interaction will show high work engagement. An ample of job resources such as social supports, better pay and benefits at work will help employee to well balance at home. People are happier to work with high job resource and high job demand. A positive work-related state will give a positive influence to personal life. For an example, a husband who is happier and satisfies with his work wills more willing to help on housework and thus reduce the wife workload. The wife's work engagement will increase as she does not need to worry much with the housework (Bakker, and Geurts, 2004).

Negative power from work is more popular than negative power from home (Demerouti, Geurts&Kompier, 2004). This is due to people are less willing to integrate job and domestic obligation. Housework takes time and effort. If the person is having negative emotion, he is not able to balance work and home. When these start from home, it will affect the job and cause conflict. It will cause a low level of work engagement (Geurts&Demerouti, 2003). Monstert(2006) emphasis that low resources from home and short period of recovery time at work will make a person to have low level of work engagement.

A positive home-work interaction will results a better level of work engagement. Sonnentag (2003) said employee that had recover with personal life will more engaged with his job and show more initiative toward his job. Employee that able to take care the house work and children and still has own time to do favorite thing will be more willing to

work and put more effort. (Geurts et al, 2005). Mostert in 2006 say that people who have enough time to recover will be more enjoying to work on the next day.

2.2.4.   Rewards
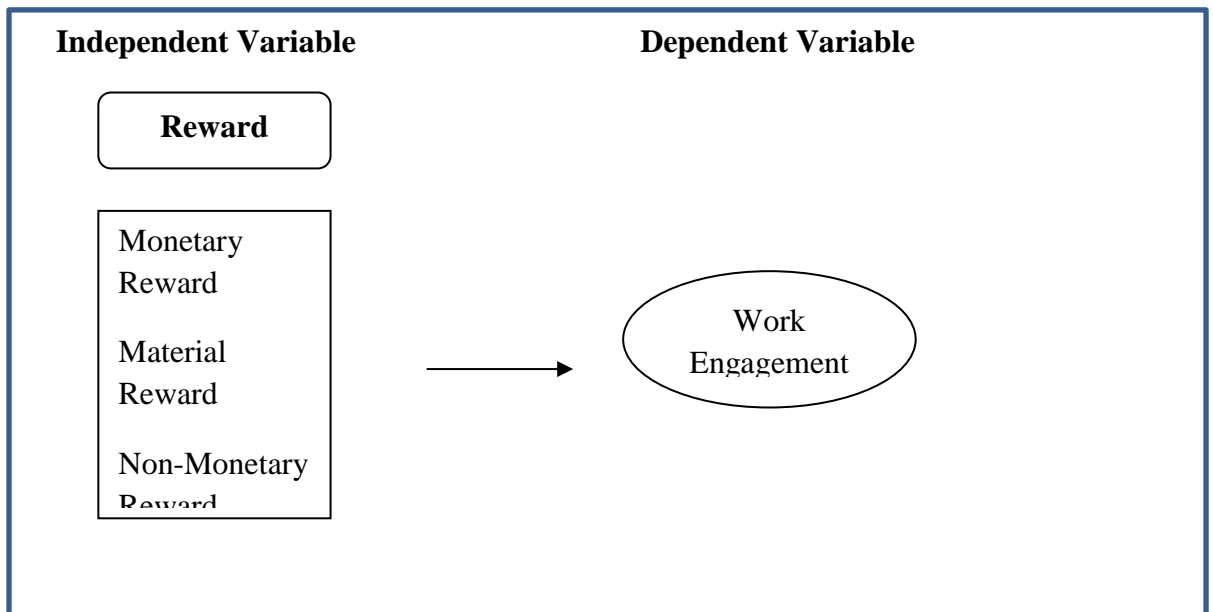
Figure 2.2.5: Total Rewards Perception and Work Engagement in Elder-Care Organization

Source:Hulkko-Nyaman, K., Sarti, D., Hakonen, A., &Sweins, C. (2012).Total Rewards Perception and Work Engagement in Elder-Care Organization. Int. Studies of Mgt. & Org., vol. 42, no. 1, Spring 2012, pp. 24–49.

Based on Hulkko-Nyaman, Sarti, Hakonen and Sweins (2012), the aim of this research is to investigate and differentiate the relationship between total rewards perception and work engagement as well as explore the positively of total reward perception related to work engagement in elder-

care organization. The dimensions of the reward will directly influence and affect the work engagement among the hospitality industry.

Authors was used the three-dimensional models to their finding in this studies. A questionnaire survey was allocated in Finnish and Italian elder-care organization and the data were gathered from five organizations in Finnish 2007 and seven organizations in Italian 2009. It has a sample total of 291 respondents from the two countries were used to collect data.

The above figure indicated three dimensions in order to affect the work engagement in the specific area. The three models represented as monetary reward, material reward, and non-monetary reward which to enhancing employee work engagement in an organization. Each of them characterized different reward functions area such as performance-based pay, bonuses, training course prepared by management and last by not least, those feedback, decisions making which are directly affect the employee work engagement.

According to journal article, authors clarified that the non-monetary reward is better to impact work engagement while compare to monetary reward or material reward because non-monetary reward reflect the stronger positive relation to work engagement when in a non-profit organization and it is an important element for development.

2.3 Proposed Theoretical or Conceptual Framework
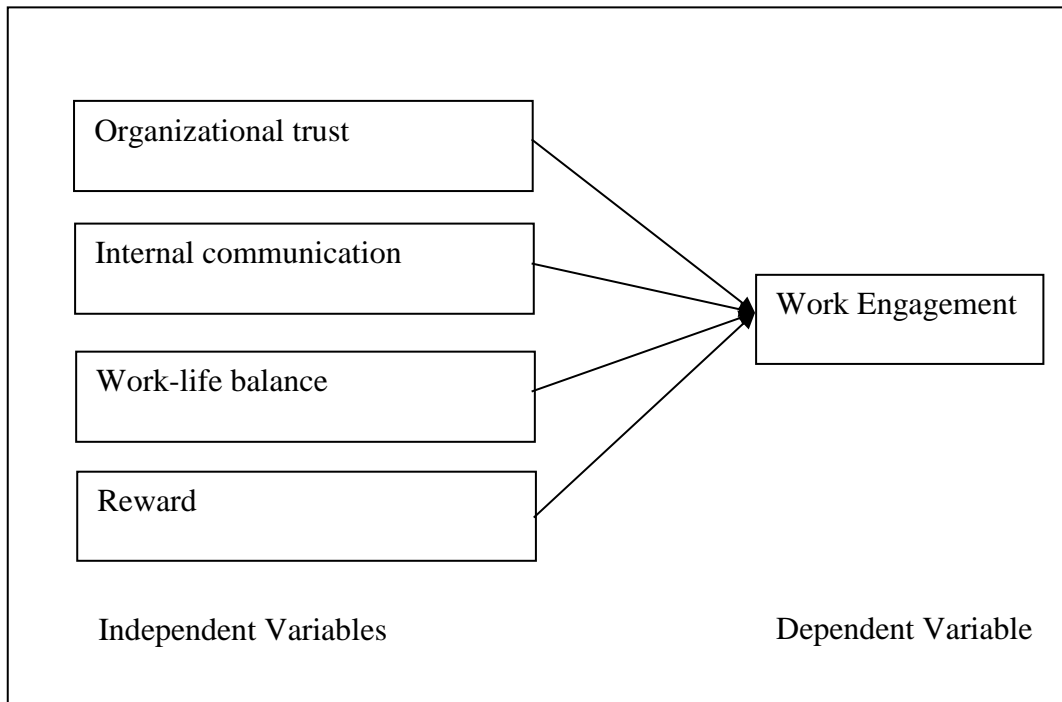
Figure 2.3: Conceptual model of factors influencing work engagement

Source: Developed for the research

Created base on our finding and study, factors that are most recognized by researchers in various studies that influence work engagement in an organization are organizational trust, internal communication, work-life balance, and reward. This study aimed to investigate and verify the relationship between these variables. Above figure is the proposed conceptual model in this study.

2.4 Hypotheses Development

2.4.1 The Relationship between Organizational Trust and Work Engagement

Trust in leadership can be important for organizational efficiency in handling complex task and sharing knowledge (Hassan and Ahmed, 2011). Thus, trust can positively influence the employee to be more engage to their workplace. According to Dirks and Skarlicki (2004), employees are more likely to engage in helping behaviours in an environment of trust. Helping behaviours among colleagues will increase the likelihood that the employee will be able to finish their work effectively and it as a result may lead to higher work engagement (Schaufeli and Bakker, 2004).Based on Hakanen, Bakker and Schaufeli (2006), trust between the co-workers allows exchange of knowledge, ideas and information and it may lead to learning enhancement and development. Hence, organizational trust is likely to foster work engagement.

Besides that, trust within organization enable well-being of employee especially work engagement in individual level. Employees who trust in the organizational experience will be more engaged toward their work with vigor, dedication and absorption compared to employees with low levels of organizational trust (Lin, 2010).

H_0: There is no significant relationship between organizational trust and work engagement.

H_1: There is significant between organizational trust and work engagement.

2.4.2 The Relationship between Internal Communication and Work Engagement

Internal communication is built by 3 fundamental blocks which are hierarchical communication, mass media communication and social networks. (Whitworth, 2011). The communication in organization is instrumental in facilitating the supportive employees (De Ridder, 2004). Effective employee communication has a strong relationship with the organizational performance (Watson Wyatt, 2007-2008). The importance of communication is directly interrelated with the daily work (Guest and Conwway, 2002). According to August Aquila, it is not difficult to create a strong communication culture, but it is requiring an internal communication strategy that able to bring the types of behaviors that required for long-term business success.

H_0: There is no significant relationship between internal communication and work engagement

H_1: There is significant relationship between internal communication and work engagement

2.4.3 Work-Life Balance

Mostert&Oosthuizen (2006) said that employees that get pressure from work load and time-related demands often face problem to balance work and home. They will get negative distraction from work to home. Mostert (2006) found that either positive or negative work-life interaction; it is also related to work engagement.

When engagement is high, people will experience high productivity and low organization turnover (Grawitch, Gottschalk &Munz, 2006). Therefore, proponent states that work-life balance will contribute to engagement with task satisfaction and company compliance that contribute to greater productivity and lower turnover.

Work-life Balance Campaign in 2000 had helped managers to be aware of introducing the policies and practices in organization (Berr, 2009). People believe that employees able to balance work and life by flexible work arrangement. Turnover rate, absenteeism, low productivity and job performance will be improved. Employee's quality of life will increase, better job satisfaction, motivated to organization and managers (Carrasquer& Martin, 2005; Hughes &Bozionelos, 2007).

H_0: There is no significant relationship between work-life balance and work engagement.

H_1: There is a significant relationship between work-life balance and work engagement.

2.4.4 The Relationship between Rewards and Work Engagement

According to Hulkko-Nyaman, Sarti, Hakonen and Sweins (2012), found out that there is relationship between rewards system and work engagement. In order to retain and attract employees, the most important is

to enhance the employees' work engagement by using rewards system (Harter, Schmidt, and Hayes 2002). Besides that, Bakker and Demerouti (2008), are believed that rewards elements are positively related to work engagement.

The different rewards system such as financial and non-financial will eventually affect the work engagement of employees (Manus, Graham, 2003). Therefore, we have defines two different hypothesis to this research which may bring us to the further study and explore more of the relationship and information related to rewards and work engagement.

H_0: There is no significant relationship between rewards and work engagement.

H_1: There is significant relationship between rewards work engagement.

2.5 Conclusion

In chapter 2, we reviewed a lot of journals that are related to Work Engagement, and it gave us a better understanding toward the topic and laid a strong foundation for this study. Throughout the review on relevant journals, we found factors that can influence work engagement of employees work in hospitality industry supported by result generated by previous researchers. However, we only took the factors that are most discussed by researcher and are generally agreed to be significant to be the independent in this study. The factors are organizational trust, internal communication, work-life balance, and reward. Thus, adequate research methods will be used in next chapter to clarify the relationship among these factors with Work engagement.

CHAPTER 3: RESEARCH METHODOLOGY

3 Introduction

In chapter 3.0, we will discuss the methods and procedures used to gather information in carrying out our study. It will be portrayed in sequence from the research design, data collection methods, sampling design, research instrument, construct measurement, data processing and data analysis. Details will be explained further in the following sub-topic.

3.1 Research Design

In conducting this research, quantitative research has been used as we wish to test our hypotheses and examine the relationship between our independent variable (organizational trust, internal communication, work-life balance, and reward) and our dependent variable (Work Engagement). Data collected will be quantify and applies on statistical analysis. Furthermore, we classified the features, count them and constructed statistical models in attempt to explain what is observed. Quantitative research is selected as it is more efficient in term and time and cost.

In this quantitative approach, our study involved both descriptive and casual research. Descriptive research is used where we attempt to describe the characteristics of the problem and also people. Our research is descriptive in nature as we used prior knowledge of the nature of research problems learned through past journals and researches that are related to Work Engagement.

Casual research is used as we want to test the hypotheses that were discussed in chapter 1. Through casual research, we were able to draw conclusion of the cause-and-effect relationship by turning raw data into model of cause effect relationship.

3.2 Data Collection Methods

In conducting this research, 2 forms of data are used. The collection methods are namely, primary data and secondary data.

3.2.1 Primary Data

According to Hair and his colleagues (2007), a research is incomplete if it only depending on secondary data. Thus primary data are collected to obtain an accurate result, as they are more reliable, authentic and objective. Questionnaire survey is used in our research to get original data directly from the target sample. This method allows us to complete our research in a convenient and cost efficient way.

3.2.2 Secondary Data

Secondary data are used to complement our primary data in this research. Research question are answered by using both primary and secondary data. According to Sekaran and Bougie (2010), secondary data are data that

gathered through existing sources. In our research, internet, reference book, article and journal are used as source for secondary data. Most of the online journals were obtained from database subscribed by our University, including Proquest, ScienceDirect, Sage Journals, EBSCO, and JSTOR.

3.3 Sampling Design

3.3.1 Target Population

All of the employee involved in hospitality industry will make up the population for this current research. There are more than 180 hotels currently running business in Perak, by the calculation of Ministry Of Malaysia Tourism (2012). But an exact amount of employees is not stated. Due to enormous amount of employee in hospitality industry, we will narrow down the scope and set a frame and location which will be discussed in our next sub-section 3.3.2.

3.3.2 Sampling Frame and Sampling Location

We intend to narrow down the scope by focusing on permanent staff which excludes personnel such as trainee and interns. The sampling frame for the research is the employees who work in the hospitality industry and are permanent employee in the hotel. For the sampling location, we target only those hotels at are located in Perak. Hotel closest to Kampar will be priorities to ease the sampling process.

3.3.3 Sampling Elements

The respondent for our research will be all employees who are currently working in the hospitality industry. Employees from all level of hierarchy across all departments in a hotel are included. But we will not include short-term employee such as trainee, part time worker, and interns in our sampling element, as it occur to us that they are more focused on short-term benefits they can gain from the company and are motivated by factors different from a permanent employee.

3.3.4 Sampling Technique

Non-probability sampling technique will be used for this current research. This is because we are unable to determine the exact number of population and identify each of them. Furthermore, the situation in which we will be short in term of time and financial resources, it is only reasonable that we use this technique.

In this current research, we chose to use quota sampling. Admittedly, non-probability sampling is less accurate and may be biased as it relies heavily on researcher judgement in the sampling processes. However, in our decision to use quota sampling rather than convenience sampling or other sampling method, we hope to increase some accuracy and reliability to our test result. Furthermore, by setting quota that no one hotels' employees will be representing more than 15% of total sample size, balance in the demographic, and ensure that employee across all department to be selected, will enable our test result to better represent the population.

3.3.5 Sample size

According to Roscoe (1975), his simple rules of thumb regarding sample size, state that a sample of more than 30 and less than 500 is recommended. Thus, we decided to obtain data from 200 respondents for the purpose of our study, taking into account budgetary and time constrain. With permission from the administrators of each hotel, we distributed a total of 200 questionnaires face-to-face to hotel's employees around Kampar, Gopeng, and Ipoh area. 30 questionnaires are distributed to nearest hotel, the Grand Kampar Hotel prior to distributing those 200 questionnaires as pilot test to check on the validity and reliability of questions used.

3.4 Research Instrument

3.4.1 Questionnaire Design

A questionnaire defined as reformulated written set of question to which respondents record their own answers, using within rather closely defined alternatives (Sekaran&Bougie, 2010). This personal self–administered questionnaire consist of 39 questions in fixed-alternative form which is the questions that provide respondents with multiple or limited selections (Zikmund, 2003). Then, it is divided into three sections which are Section A, Section B and Section C.

In this questionnaire, there are 8 questions in the section A. The purpose of this section is designed to collect the demographic and personal information from the respondents in hospitality industry such as gender, age, education

level, working department, working field, length of service and working and length of working with current supervisor.

In section B, the questionnaire consist of 9 dependent variables questions which is work engagement of this research. The purpose of this section is to measure the factor that influence work engagement among the workers in hospitality industry by using Utrecht Work Engagement Scale.

For section C, it consists of 21 questions and it is designed for the independent variables in this research. There are four independent variables in this research which are organizational trust, internal communication, work-life balance, and job resources. Under this section, there are 6 questions for organizational trust, 3 questions for internal communication, 8 questions for work-life balance, and 5 questions for job resources. Each of the independent variable is to derive whether which factors have significant relationship with the work engagement of the respondents. Likert scale which allows respondents to show how strongly agree or disagree with the statement provided will be used for the questions. As a result, it would lead to a better understanding towards the independent variables.

3.4.2 Pilot test

The pilot test is an experiment conducted prior to the distribution of actual surveys. The reason of pilot test conducted is to improve the information accuracy and efficiency. It can help the researchers to identify the error of questionnaire before the actual survey takes place.

In our research, there are 30 set of questionnaire are distributed to serve as pilot test to the hotel employees of Grand Kampar at Perak. The

questionnaire consists of 31 fixed alternatives questions which require the respondents to choose one closest answer to their own view from limited – alternative responses. Due to less interview skill required, less time consumed, we are decided to choose fixed-alternative question for our questionnaire. The pilot test is being tested regard on its reliability and validity by using the Statistical Package for Social Science (SPSS) software. The SPSS test is crucial for our research as it ensure the reliability of the survey conducted. If the results are not reliable, we are required to redraft the questionnaire and re-test it until reliable results are obtained.

3.4.2.1   Result of Pilot Test

Table 3.1: Alpha Coefficient

Variables	Cronbach's Alpha	Sum of Items
Work Engagement	0.759	9
Organizational Trust	0.749	6
Internal Communication	0.796	3
Work-life Balance	0.726	8
Reward	0.751	5

3.5 Construct Measurement

In our research, we are applying nominal scale, ordinal scale and ratio scale as scaling technique in section A which consists of 8 questions. For the section B and C, the scaling technique that being used in our questionnaire is Likert Scale. There are total of 31 questions are designed based on Likert scale.

3.5.1 Nominal Scale

Generally, nominal scale indicated the most elementary level of measurement, it assigns a value to an object for classification purpose. In this questionnaire, there are only 1 question with nominal scale are used to acquire personal information of respondents.

Example of Nominal Scale Question:

1. Gender

    ☐ Male

    ☐ Female

3.5.2 Ordinal Scale

Based on Zikmund et al (2010), ordinal scale is considered as a ranking scale but it does not classify the value of the interval between rankings. In our questionnaire, there is a question of identification of the educational level of our respondent.

Example of Ordinal Scale Question:

7. What is the highest level of education you have completed?

    ☐ Less than high school

    ☐ High school

    ☐ Diploma

☐ Degree

☐ Master

☐ Others

3.5.3 Ratio Scale

Ratio scale is the measurement with the properties of interval scales with additional attribute of representing absolute quantities. It overcomes the weakness of the arbitrary origin point of the interval scale by having an absolute zero point. In our questionnaire, there are 5 questions with ratio scale as the scaling techniques.

Example of Ratio Scale Question:

4. How long you have serviced in this organization?

☐ 1-3 years

☐ 4-6 years

☐ More than 6 years

3.5.4 Likert Scale

Likert scale is a statement to evaluate the degree of agreement or disagreement from respondent, it is usually consists of five ordered response level. In this research, Likert scales are used in the questions of section B and section C. The example of five-point Likert scale is:

Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. At my work, I feel bursting with energy.	1	2	3	4	5

3.5.5 Origin of Measure of Construct

The Table 3.2: Origin sources of measurement

Items	Construct Measurement	Sources
Work Engagement	• At my work, I feel bursting with energy. • At my job, I feel strong and vigorous. • I am enthusiastic about my job. • My job inspires me. • When I get up in the morning, I feel like going to work. • I feel happy when I am work intensely. • I am proud of the work that I do. • I am immersed in my job. • I get carried away when I am working.	-Schaufeli, W. B., & Bakker, A. B. (2003).
Organizational Trust	• The top management team is competent and knowledgeable. • My direct supervisor is	-Mishra, A.K. and Mishra, K.E. (1994).

	reliable.	-Ridings, C.M., Gefen, D. and Arinze, B. (2002).
	• My team members are straightforward with me.	
	• I generally have faith in humanity	
	• I feel that people are generally reliable	
	• I generally trust other people unless they give me a reason not to	
Internal Communication	• Most communication between management & other employees in this organization can be said to be 2-way communication.	-Whitworth, B. (2011).
	• The company has a clear vision for the future.	
	• Whenever this company makes an important decision, I know it will be concerned about me.	
Work-life Balance	• Most of my interests are centered around my career.	-Kanugo, R. N. (1982).
	• I do not involve much in my career.	
	• My personal life suffers because of my work.	-Fisher, G.G. (2001)
	• I often neglect my personal needs because of the demand of my work.	
	• Supervisors are encouraged to be supportive of employees with family problems.	

	• My supervisor supports me when I must attend to family/ personal matters. • Because of my job, I am in better mood at home. • My personal life gives me the energy to do my job.	
Reward	• My company's pay system functions well. • My company provides good employee benefit. • My company has a good feedback system. • My company's employment functions are stable. • My work is appreciated in my company.	-Hulkko-Nyaman, K., Sarti, D., Hakonen, A., &Sweins, C. (2012)

3.6 Data Processing

3.6.1 Questionnaire Checking

Pilot test will be conducted in order to edit and check the questionnaire of this research to make the data to be more reliable, accurate and consistent. Therefore, researchers can reduce the risk of error in content of questionnaire.

3.6.2 Data Editing

After the questionnaire is being checked and reviewed, data editing will be applied as to analyse the accuracy of the questionnaire to prevent incomplete answer and unanswered questions. Elimination for incomplete questions will be conducted to ensure the consistency and reliability of the study.

3.6.3 Data Coding

For section A, questionnaire is about the respondent's demographic information. For example, in Question 1 of Gender selection, "male" is coded as "1" and "female" is coded as "2".

In section B of our questionnaire is about the dependent variable which is work engagement where the responses will be code from 1 until 5 according to respondents' degree of agreement. As example, "Strongly Disagree" is coded as "1" and "Strongly Agree" is coded as "5",

Section C of the survey is about the 4 independent variables which included organizational trust, internal communication, work-life balance, and reward. There are 3 negative responses question in our questionnaire under the dimension of work-life balance. In order to code these negative questions, "Strongly Agree" will be coded as "1" and "Strongly Disagree" will be coded as "5". While the rest of the questions in section C will remain the same coding process with section B which are coded from 1 until 5 according to respondents' level of agreement. For example, "strongly disagree" is coded as "1" and "strongly agree" is coded as "5".

3.6.4 Data Transcribing

In this study, after the questionnaires are being collected, we will key in the data in Statistical Package for the Social Sciences (SPSS) in order to get the accurate and precise result for the analysis purpose.

3.6.5 Data Cleaning

Last but not least, the final step of the process is data cleaning. The SPSS software was used to check the consistency of the study by identifying the out of the range data which include inconsistent or those data that have extreme values. In SPSS system, there are two types of missing values which are system-missing and user defined, it will help the researchers to add for the missing data to a given variables.

3.7 Data Analysis

After all of the data have been collected, we will run the Statistical Package for Social Science (SPSS) computer software program to analyze and interpret the data. The analysis is done by following:

3.7.1 Descriptive Analysis

Based on our study, we choose histogram and bar chart to analyze the collected data. Histogram is a graphical demonstration to show a visual

impression of the data dissemination. It is useful to display relative frequencies of the data. In our study, it was used to identify the number of data of ratio scale questions. A histogram may also be suitable to display relative frequencies of the data. It also displays the proportion that fall into each of some categories to make the data more effectively to be showed. Meanwhile, the bar chart shows data in bar form which allow the data to be display vertically and horizontally. Hence, it is useful for the study to display ordinal and nominal scale questions.

3.7.2 Scale Measurement (Reliability Test)

Cronbach Alpha Reliability Test Analysis

In this research, the data collected will be analyzed and interpreted by using SPSS Cronbach's Alpha. According to Zikmund (2003), reliability means the degree to which measures are free from error. Therefore, Cronbach Alpha is suitable to measure the reliability of the variables in our questionnaires. In the section B and C of the questionnaire, the reliability test is to measure the result consistency and accuracy.

Table 3.3: Rules of Thumb about Cronbach's Alpha Coefficient Size

Alpha Coefficient Range	Strength of Association
< 0.6	Poor
0.6 to < 0.7	Moderate
0.7 to < 0.8	Good
0.8 to <0.9	Very Good
0.9	Excellent

If the alpha value is more than 0.9, items should be inspected to ensure they measure the different aspects of the concept.

Table 3.4 Summary of Reliability Test (Pilot Test, n=30)

Variables	No. of Items	Reliability Values	Strength of Reliability
Work Engagement	9	0.759	Good
Organizational Trust	6	0.749	Good
Internal Communication	3	0.796	Good
Work-life Balance	8	0.726	Good
Reward	5	0.751	Good

Source: Developed For Research

3.7.3 Inferential Analysis

3.7.3.1 Pearson Correlation Coefficient Analysis

The correlation coefficient can be used to examine the strength of the direct relationship between two interval variables. The Pearson correlation is range from -1 to +1. When the correlation coefficient is +1, it indicates that the variables are perfectly linear related to another, whereas a value with -1 will indicates that the perfect negative relationship between two variables. In this research, Pearson Correlation Coefficient is chosen because it is suitable to measure the independent variables and dependent variable which are designed in Likert scale.

Table 3.5 Pearson Correlation Coefficient

Coefficient Range	Strength
±0.91 to ±1.0	Very Strong
±0.71 to ±0.90	High
±0.41 to ±0.70	Moderate
±0.21 to ±0.40	Small but definite relationship
0 to ±0.20	Slight, almost negligible

Source: Hair, J. F. Jr., Money, A. H., Samouel, P., & Page, M. (2007). Research methods for business. Chichester. West Susseex: John Wiley & Sons, Inc.

Figure 3.5 Pearson Correlation Coefficient

Organisational Trust	⟷	Work Engagement

(Metric   )
(Metric   )
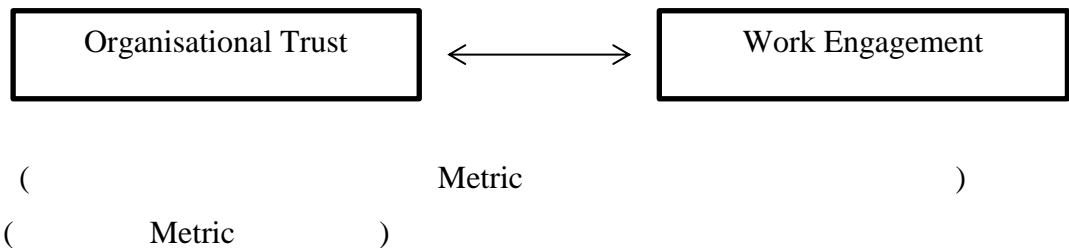
3.7.3.2   Multiple Regressions Analysis

In our research, the independent variables are organizational trust, internal communication, work-life balance and rewards whereas the

dependent variable is work engagement. Multiple regressions can create a set of variables of independent variables which explain the proportion of variance in dependent variables at a significant level through multiple correlation tests. Hence, we can identify the significance of the independent variables by comparing the beta weights that showed in statistical table. The equation of multiple regression equation is as follows:

$$Y = a + b\ (X1) + c\ (X2) + d(X3) + e\ (X4) + f$$

Table 3.6 Multiple Regressions

Y	Work Engagement
A	Constant Value, equal to the value of Y when the value of X1, X2, X3, X4=0
b, c, d, e	Slope of Regression Line
X1	The Value of Organizational Trust
X2	The Value of Internal Communication
X3	The Value of Work-Life Balance
X4	The Value of Rewards
f	A random term associated with each observation

Figure 3.6 Multiple Regressions

```
┌─────────────────────────────────────────────────────────────────────┐
│   ┌─────────────────────────┐                                         │
│   │  Organizational trust   │───────────┐                             │
│   └─────────────────────────┘            ╲                            │
│                                            ╲                          │
│   ┌─────────────────────────┐              ╲    ┌──────────────────┐  │
│   │  Internal communication │────────────────→  │  Work            │  │
│   └─────────────────────────┘              ╱ →  │                  │  │
│                                            ╱  → │  Engagement      │  │
│   ┌─────────────────────────┐            ╱      └──────────────────┘  │
│   │  Work-life balance      │──────────╱                              │
│   └─────────────────────────┘                                         │
│                                                                       │
│   ┌─────────────────────────┐                                         │
│   │  Reward                 │────────────                             │
│   └─────────────────────────┘                                         │
│                                                                       │
│   Independent Variables                                               │
│   (Metric)                                                            │
│                              Dependent Variable                       │
└─────────────────────────────────────────────────────────────────────┘
```
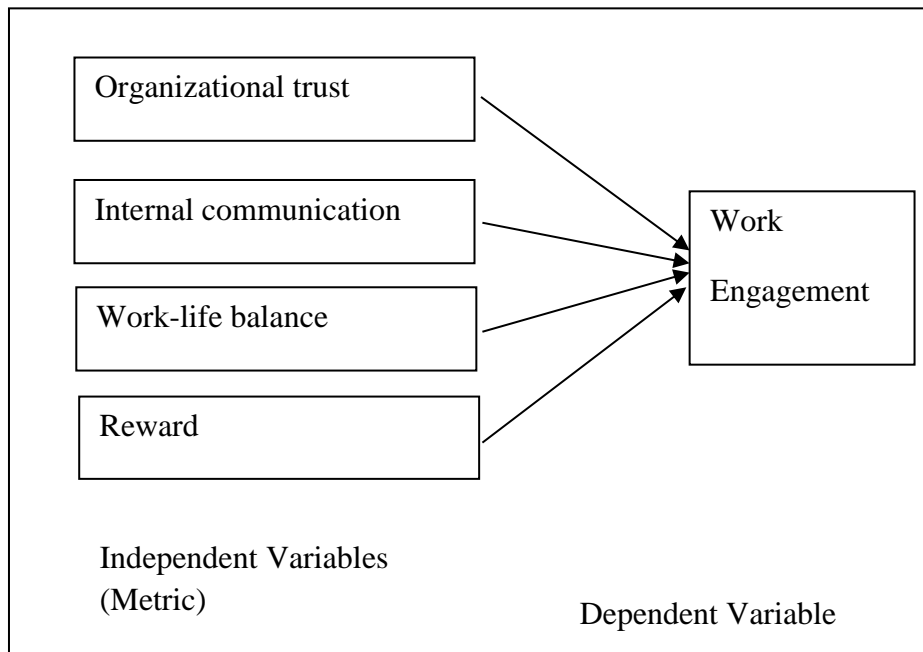
3.8 Conclusion

In conclusion, this research is a quantitative research using descriptive and causal research design. Both primary and secondary data are used for research purposes. Moreover, questionnaire is used as a medium to collect data, as 230 set of questionnaires is distributed including 30 set as the pilot test data. All data are processed using SPSS version 16.0, to check their reliability and validity before used for Pearson correlation coefficient analysis and multiple regressions analysis.

CHAPTER 4: RESEARCH RESULTS

4 Introduction

In this chapter, the result obtained will be covered in several parts, which I descriptive analysis, scale measurement and inferential analyses. All of the analyses are done by using Statistical Package for Social Science (SPSS). Firstly, in the descriptive analysis, the demographic analysis on our 200 respondents will be presented in clear manner by using charts. Followed by measurement analysis, as the reliability of each variable are determined.

Lastly, the inferential analysis consists of Pearson correlation coefficient analysis and multiple linear regression analysis.

4.1 Descriptive Analyses

In this part, we will analyze the respondent's demographic using frequency analysis. We will include gender, age, department, number of changing job, service length in the organization, service length in the industry, numbers of years working with current supervisor and education level. These data we have included in section A of the questionnaire. Below are the results of frequency analysis.

4.1.1 Respondent Demographic profile

This part illustrate about the detail on demographic data collected from questionnaires.

4.1.1.1 Gender

Table 4.1: Statistics of Respondent's Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	108	54	54	54
	Female	92	46	46	100
	Total	200	100	100	

Source: Developed for the research

Figure 4.1: Statistics of Respondent's Gender
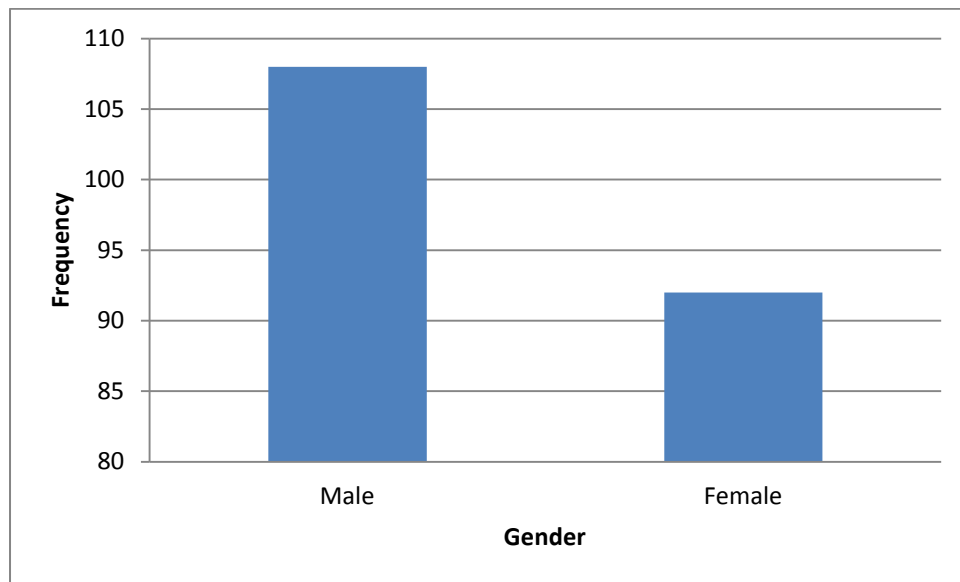
Source: Developed for the research

Based on the table 4.1 and figure 4.1, total number of respondents is 200. There is no part timer or interns. All respondents are permanent employees. We can see there are 108 male respondent and 92 female respondents. Male respondents are 17.4% more than female respondent.

4.1.1.2　　　Age

Table 4.2: Statistics of Respondent's Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	16 and 20	10	5.0	5.0	5.0
	21 and 25	29	14.5	14.5	19.5
	26 and 30	31	15.5	15.5	35.0
	31 and 35	37	18.5	18.5	53.5
	36 and 40	17	8.5	8.5	62.0
	41 and 45	38	19.0	19.0	81.0
	46 and 50	18	9.0	9.0	90.0
	More than 50	20	10.0	10.0	100.0
	Total	200	100.0	100.0	

Source: Developed for the research

Figure 4.2: Statistics of Respondent's Age
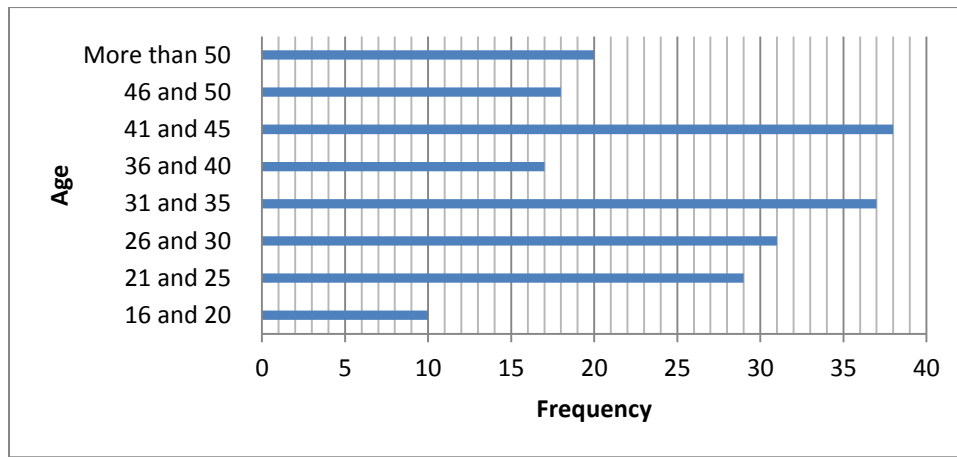
Source: Developed for the research

Table 4.2 and figure 4.2 show 200 respondent's age. The largest age group is between 41 and 45 years old with number of 38. The next is 37 respondents or 18.5% with age between 31 and 35 years old. It is then follow by age between 26 and 30, age between 21 and 25, age more than 50 and age between 46 and 50. Only 5% of 200 respondents are between age 16 and 20.

4.1.1.3   Number of Changing Job

Table 4.3: Statistics of Respondent's Number of Changing Job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 time	38	19	19	19
	2 times	48	24	24	43
	3 times	24	12	12	55
	More than 3 times	90	45	45	100
	Total	200	100	100	

Source: Developed for the research

Figure 4.3: Statistics of Respondent's Number of Changing Job
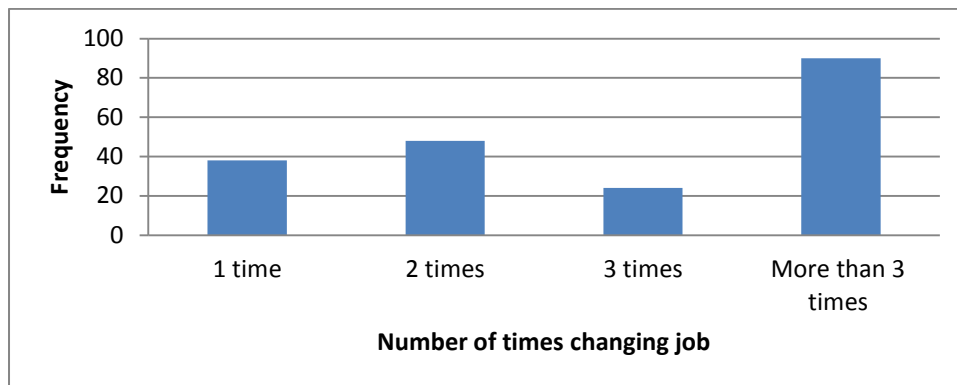
Source: Developed for the research

In this section, table 4.3 and figure 4.3 show the number of respondent changing job before the current one. 45% of respondents had change job more than 3 times. 48 respondents only change for two times and 38 respondents had changed for 1 time. The smallest group with 24 respondents had changed for three times.

4.1.1.4   Service Length in the Organization

Table 4.4: Statistics of Respondent's Service Length in the Organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-3 years	71	35.5	35.5	35.5
	4-6 years	79	39.5	39.5	75
	More than 6 years	50	25.0	25.0	100
	Total	200	100	100	

Source: Developed for the research

Figure 4.4: Statistics of Respondent's Service Length in the Organization
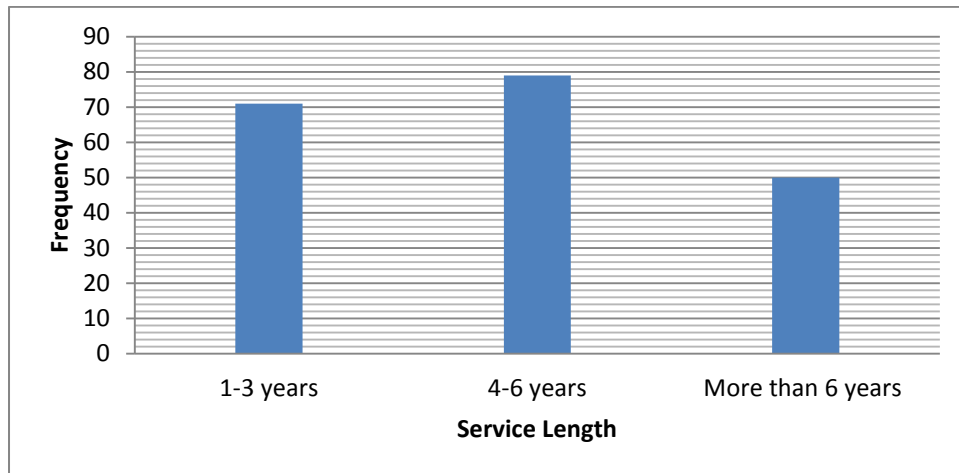
Source: Developed for the research

Table 4.4 and figure 4.4 are the statistics of respondent's service length in organization. Most of the respondent only works between 4 to 6 years with a total number of 79 out of 200 respondents. The second highest is 35.5% that works less than 4 years. Only 50 respondents work more than 6 years.

4.1.1.5   Service Length in the Hospitality Industry

Table 4.5: Statistics of Respondent's Service Length in the Hospitality Industry

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-3 years	30	15.0	15.0	15.0
	4-6 years	67	33.5	33.5	48.5
	More than 6 years	103	51.5	51.5	100
	Total	200	100	100	

Source: Developed for the research

Figure 4.5: Statistics of Respondent's Service Length in the Hospitality Industry
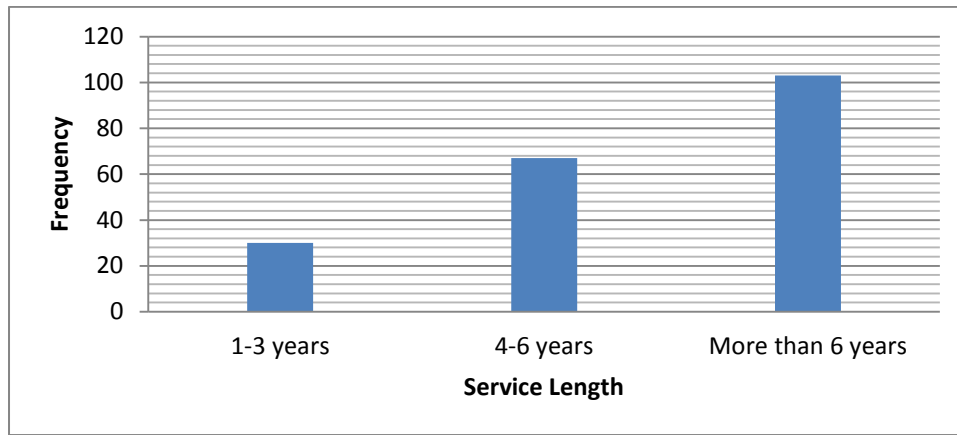
Source: Developed for the research

According the result, we can see that there are 103 respondents work more than 6 years in hospitality industry. Next is 33.5% of respondents work between 4 to 6 years. Lastly, there are 30 respondents that only work between 1 to 3 years.

4.1.1.6   Number of Years Working with Current Supervisor

Table 4.6: Statistics of Respondent's Number of Years Working with Current Supervisor

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-3 years	53	26.5	26.5	26.5
	4-6 years	78	39.0	39.0	65.5
	More than 6 years	69	34.5	34.5	100.0

	Total	200	100	100	

Source: Developed for the research

Figure 4.6: Statistics of Respondent's Number of Years Working with Current Supervisor
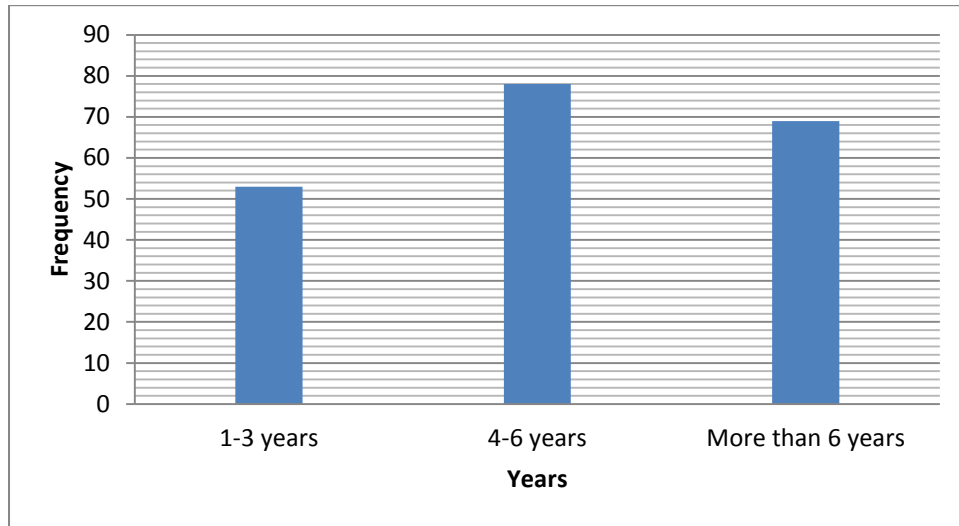
Source: Developed for the research

The table 4.6 and figure 4.6 show the data for number of year respondent working with current supervisors. Most of the respondents have a same supervisor for 4 to 6 years. Secondly, 69 respondents had work with same supervisor for more than 6 years. Only 26.5% respondents work with same supervisor for 1 to 3 years.

4.1.1.7 Education Level

Table 4.7: Statistics of Respondent's Education Level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than high school	16	8.0	8.0	8.0
	High school	32	16.0	16.0	24.0
	Diploma	45	22.5	22.5	46.5
	Degree	83	41.5	41.5	88.0
	Master	9	4.5	4.5	92.5
	Others	15	7.5	7.5	100
	Total	200	100	100	

Source: Developed for the research

Figure 4.7: Statistics of Respondent's Education Level
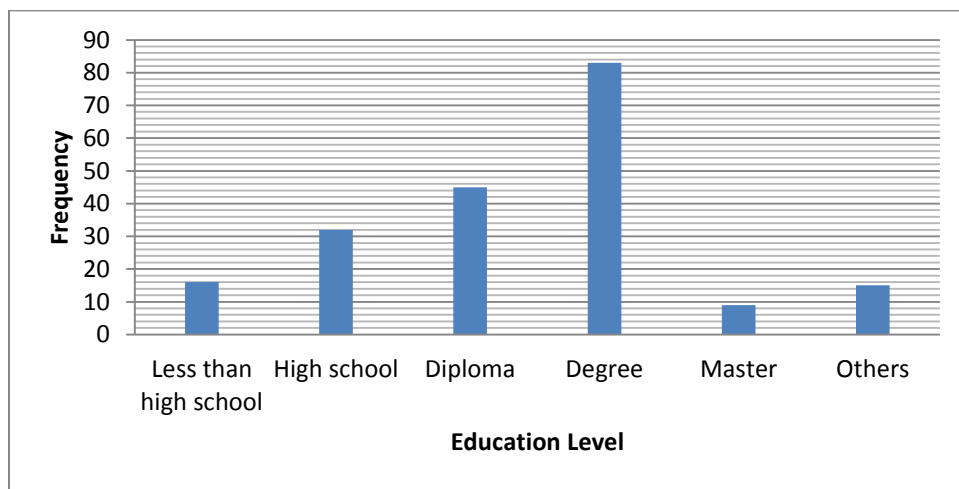
Source: Developed for the research

In this section, we can see that respondents who have a degree holder are 83 or 41.5%. Next high are the respondents with a diploma level 22.5% and high school 16%. Number of respondents who study less than high school and others are about the same which are 16 and 15. Only 9 with masters are our respondent.

4.1.2 Central Tendencies Measurement of Constructs

Following this section, measurement of central tendencies is used to classify the mean score for the five interval scale constructs based on the questionnaires we done. It is total of 31 items we used to measure by using SPSS. From strongly disagree (SD) to strongly agree (SA), all the constructs are measured with the 5 point interval scale ranging.

4.1.2.1   Work Engagement

Descriptive Statistic of Work Engagement

Statement	SD	D	N	A	SA	Mean	Ranking
At my work, I feel bursting with energy.	15	50	15	15	5	2.45	7
At my job, I feel strong and vigorous.	10	35	40	10	5	2.65	2
I am enthusiastic	5	40	35	15	5	2.75	1

about my job.							
My job inspires me.	15	45	15	15	10	2.60	4
When I get up in the morning, I feel like going to work.	20	40	20	10	10	2.50	6
I feel happy when I am working intensely.	30	35	20	10	5	2.25	8
I am proud of the work that I do.	5	50	30	10	5	2.60	3
I am immersed in my job.	20	40	25	15	0	2.10	9
I get carried away when I am working.	20	20	40	20	0	2.60	5

From the above statement, "I am enthusiastic about my job" is the statement with the largest mean of 2.75. Most of the respondents felt disagree percentage of 40% towards the statement.

"At my job, I feel strong and vigorous" recorded second highest mean score with 2.65. There have 40% of respondents are neutral with the statement and 35% of respondents are disagree with the statement.

Third ranked statement "I am proud of the work that I do". The mean score for the statement is 2.60, it is consists of 50% of disagree and 30% of neutral in the statement by respondents.

Meanwhile, for the fourth ranked has the same mean score with third ranked which is 2.60 yet the statement "my job inspires me" consist of 45% of disagree which is less than the statement above by the respondents.

Following the fifth ranked statement, "I get carried away when I am working". The mean score for the statement is 2.60. 40% of respondents neutral with the statement and 20% of respondents felt strongly disagree with the statement.

The mean of the statement "when I get up in the morning, I feel like to going to work" ranked number six of work engagement. Following of 40% respondents disagree with the statement and 20% of respondent strongly disagree with the statement.

For the seventh ranked statement, "at my work, I feel bursting with energy' with mean score of 2.45. This is followed by the percentage of 50% respondents who are disagreeing with the statement.

"I am feel happy when I am working intensely" and "I am immersed in my job" is the last two and last ranking statement with mean score of 2.25 and 2.10. The percentage of disagree with both statement is almost similar which are 35% and 40% by the respondents representatively.

4.1.2.2 Organizational Trust

Descriptive Statistic of Organizational Trust

Statement	SD	D	N	A	SA	Mean	Ranking
The top management team is competent and knowledgeable.	25	40	35	0	0	2.10	6
My direct supervisor is reliable.	15	40	35	10	0	2.40	3
My team members are straightforward with me.	15	50	25	10	0	2.30	4
I generally have faith in humanity.	5	70	20	5	0	2.25	5
I feel that people are generally reliable.	15	40	40	0	5	2.40	2
I generally trust other people unless they give me a reason not to.	15	40	35	5	5	2.45	1

The table above comprises six statements. The statement with the highest mean score of 2.45 is "I generally trust other people unless they give me a reason not to". Majority of the respondent disagree with the statement yet still has 35% of respondents neutral with the statement.

The statement "I feel that people are generally reliable" with the statement of "my direct supervisor is reliable", both have the same mean score of 2.40. 40% of respondents felt disagree with the statement and 15% of respondents strongly disagree with the statement as well.

"My team members are straightforward with me" has ranked number four for organizational trust. The mean is 2.30 with 50% of respondents are disagreeing with this statement. Then followed by 25% of respondents felt neutral and 15% of respondents felt strongly disagree with this statement.

The mean score for fifth ranked statement is 2.25. For the statement "I generally have faith in humanity", majority of respondents are disagreeing towards the statement with percentage of 70%. This is followed by 20% of respondents felt neutral in this statement and 5% of respondents are strongly disagree with the statement representatively.

The statement of "the top management team is competent and knowledgeable" is the last ranked statement with the mean score of 2.10. With the 40% of respondents are disagreeing with the statement. Then followed by 35% go to neutral and 25% go to strongly disagree for the statement.

4.1.2.3 Internal Communication

Descriptive Statistic of Internal Communication

Statement	SD	D	N	A	SA	Mean	Ranking
Most communication	35	30	30	0	5	2.10	2

between management and other employees in this organization can be said to be 2-way communication.							
The company has a clear vision for future.	30	55	10	0	5	1.95	3
Whenever this company makes an important decision, I know it will be concerned about me.	25	50	20	0	5	2.10	1

Form the table above, it comprise of three statements. The statement of "whenever this company makes an important decision, I know it will be concerned about me" is the first ranked with the highest mean score of 2.1. It has the most respondents respond in disagreed with the statement and followed by 25% of respondents are strongly disagree and 20% of respondents are neutral with this statement.

The second ranked statement has the same mean score with above statement. The statement of "Most communication between management and other employees in this organization can be said to be 2-way communication" has 35% of respondents felt strongly disagree, 30% of respondents felt disagree and 30% of respondents felt neutral in this statement.

"The company has a clear vision for the future" is the third largest ranked and also the last ranked statement. The mean score is 1.95 with 55% of respondents are disagreeing with the statement. Then followed by 30% of respondents felt strongly disagree and 10% of respondents felt neutral in this statement.

4.1.2.4 Work-life Balance

Descriptive Statistic of Work-life Balance

Statement	SD	D	N	A	SA	Mean	Ranking
Most of my interests are centered on my career.	45	40	0	15	0	1.85	8
I do not involve much in my career.	0	0	15	65	20	4.05	1
My personal life suffers because of my work.	0	10	25	60	5	3.60	3
I often neglect my personal needs because of the demands of my work.	0	10	10	65	15	3.85	2
Supervisors are encouraged to be supportive of	45	40	0	15	0	1.85	7

employees with family problem.							
My supervisor supports me when I must attend to family or personal matters.	20	60	5	15	0	2.15	5
Because of my job, I am in a better mood at home.	15	60	10	15	0	2.25	4
My personal life gives me the energy to do my job.	35	45	5	10	5	2.05	6

The table above comprises eight statements, the statement from number 2, 3 and 4 is a negative question that we set in our questionnaires. The statement of "I do not involve much in my career" is the statement with highest mean score of 4.05. As we know that, majority of the respondents are agreeing with the statement and 20% of respondents felt strongly agree with this statement representatively.

The second highest ranked statement has the mean score of 3.85. The statement shows "I often neglect my personal needs because of the demands of work" with the 65% of respondents which is the highest percentage that agreed with this statement. Then followed by 15% of respondents felt strongly agree and 10% respondents felt neutral in this statement.

The statement "my personal life suffers because of my work" has stand the third highest ranked. The mean score is 3.60 with 60% of respondents are agreeing with this statement for work-life balance.

The mean score for the fourth ranked is 2.25 with the statement of "because of my job, I am in a better mood at home". Majority of the respondents in this statement are disagreeing and 15% of them are strongly disagree and 10% are neutral in this statement representatively.

Following the statement with the mean score of 2.15 stands on fifth ranked. The statement of "my supervisor supports me when I must attend to family or personal matters" has been disagreed by overall 0f 60% respondents and 20% of strongly disagreed.

For the sixth ranked statement "my personal life gives me the energy to do my job" with the mean score of 2.05. This followed by 45% and 35% of respondents are disagreeing and strongly disagreeing with the statement.

The statement of "supervisors are encouraged to be supportive of employees with family problem" and the statement of "most of my interests are centred on my career" have the same mean score of 1.85. The totals of 45% of respondents are strongly disagreeing with this statement. Then followed by 40% of respondents are disagreeing and none in neutral in this statement.

4.1.2.5 Rewards

Descriptive Statistic of Rewards

Statement	SD	D	N	A	SA	Mean	Ranking
My company's pay system functions well.	50	30	20	0	0	1.70	5
My company provides good employee benefit.	25	40	35	0	0	2.10	1
My company has a good feedback.	35	55	10	0	0	1.75	4
My company's employment functions are stable.	25	45	30	0	0	2.05	2
My work is appreciated in my company.	40	40	20	0	0	1.80	3

Table above comprises five statements, the statement of "my company provides good employee benefit" is the highest ranked and the mean score is 2.10. The 40% of the respondents are disagreeing with the statement. Then followed by 35% of respondents neutral and 25% of respondents strongly disagree with the statement.

The second largest ranked statement "my company's employment functions are stable" with the mean score of 2.05. The majority of the respondents are disagreeing with the statement and 25% of respondents are strongly disagreeing with this statement.

Following the statement of "my work is appreciated in my company" has a mean score of 1.80. This statement has totals of 40% of respondents disagree and strongly disagree with the statement.

The statement of "my company provides good employee benefit" is ranked number four with mean score of 1.75. The largest percentage in the statement represented as 55% which respondents are disagreeing with this statement and following by 35% of strongly disagree and 10% of neutral in this statement.

"My company's pay system functions well" is the last ranked among the statement. The lowest mean score of 1.70 with 50% of respondents strongly disagree with the statement. Then followed by 30% and 20% of respondents who felt disagree and neutral with this statement.

4.2 Scale Measurement

4.2.1 Reliability Test

In the previous chapter, the study is using Cronbach Alpha to measure the reliability of the items in the questionnaires to determine the data consistency and accuracy. The reliability test has been executed first by using pilot test to identify the survey instrument to reflect better validity. After the data was collected, these 30 copies of result were keyed into SPSS software through Cronbach Alpha. Cronbach's Alpha is a reliability coefficient that shows how well the items in a set are positively correlated

to another. According to Cronbach's Alpha, 0.80 to 0.95 indicates very good reliability, 0.70 to 0.80 is good reliability, 0.60 to 0.70 is fair reliability, and less than 0.6 is poor reliability. Usually, the result is acceptable if the alpha value is above 0.6 for the early stage of the basic research, the closer the alpha value to 1.0, the better the validity of the data.

Table 4.8: Reliability Test for Each Independent Variable and The Overall Variables

Variables	Pilot Test for Cronbach's Alpha	Actual Test for Cronbach's Alpha
Organizational Trust	0.759	0.864
Internal Communication	0.749	0.908
Work-Life Balance	0.796	0.876
Rewards	0.726	0.921
Work Engagement	0.751	0.948

Source: Developed for the research

According to Table 4.1, the Cronbach's Alpha for organizational trust in pilot test is 0.759 which indicated as whereas the actual test Cronbach's Alpha is 0.864 which is very good in reliability. The difference between this two alpha is 0.105. The Cronbach's Alpha for internal communication in pilot test is 0.749 whereas in actual test is 0.908 which indicated very good reliability. The difference between this two alpha is 0.159. Besides that, the alpha value for pilot test of work-life balance is 0.796 which indicates good reliability. It increases 0.08 from good reliability to a very good reliability in full study which is 0.876 of Cronbach's Alpha. Then, the Conbrach's Alpha for reward was also increased 0.195 from pilot study to full study which is 0.726 to 0.921. The reliability for this variable was changed from good to a very good reliability. Last but not least, the dependent variable which is work engagement has a good reliability result

in pilot study with 0.751 alpha, and it was increased to very good reliability in full study with the alpha value of 0.948.

4.3 Inferential Analysis

4.3.1 Pearson Correlation Coefficient Analysis

Statistical test has been used to analyze and identify the quantitative data in inferential analysis. Pearson Correlation Coefficient is being chosen to do the statistical tests in this research. Pearson's Correlation is used to measure the correlation of the variables which is depending on the covariance method. Pearson's Correlation Coefficient can be used to identify the direction, strength and significant of the relationship between the variables that have been measured at an interval or ratio level (i.e. organizational trust, internal communication, work-life balance and reward). Correlation Coefficient is the number that able to represent the Pearson Correlation. When correlation is +1, it shows that perfect relationship is exists between the 2 tested variables.

Table 4.3: Pearson Correlation Coefficient

Coefficient Range	Strength
± 0.91 to ± 1.00	Very Strong
± 0.71 to ± 0.90	High
± 0.41 to ± 0.70	Moderate
± 0.21 to ± 0.40	Small but definite relationship
± 0.00 to ± 0.20	Slight, almost negligible

Source: Pearson Correlation Coefficient from Hair, et al. (2007)

4.3.1.1   Organizational Trust

Hypothesis 1

H_0 = There is no significant relationship between organizational trust and work engagement.

H_1 = There is a significant relationship between organizational trust and work engagement.

Table 4.10: Correlations between Organizational Trust and Work Engagement

Correlations

		Dependent	Organization
Dependent	Pearson Correlation	1	.444**
	Sig. (2-tailed)		.000
	N	200	200
Organization	Pearson Correlation	.444**	1
	Sig. (2-tailed)	.000	
	N	200	200

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

Source: Developed for the research

The result shows that the p-value of the correlation among the organizational trust and work engagement is 0.00. It is less than the significant level of 0.01, $(p<0.01)$. As a result, H_0 will be rejected and H_1 is accepted since there is a significance relationship among organizational trust and work engagement in hospitality industry.

Organizational trust and work engagement show a positive relationship when the Pearson Correlation (r-value) is 0.444, 44.4%. Work engagement will increase when the organizational trust is increasing.

The value the correlation coefficient is 0.444 which is fall under the coefficient range from ± 0.41 to ± 0.70. Therefore, organizational trust and work engagement has a moderate relationship.

4.3.1.2   Internal Communication

Hypothesis 2

H_0 = There is no significant relationship between internal communication and work engagement.

H_1 = There is a significant relationship between internal communication and work engagement.

Table 4.11: Correlations between Internal Communication and Work Engagement

Correlations

		Dependent	Internal
Dependent	Pearson Correlation	1	.425**
	Sig. (2-tailed)		.000
	N	200	200
Internal	Pearson Correlation	.425**	1
	Sig. (2-tailed)	.000	
	N	200	200

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

Source: Developed for the research

The result shows that the p-value of the correlation among the internal communication and work engagement is 0.00. It is less than the significant level of 0.01, ($p<0.01$). As a result, H_0 will be rejected and H_1 is accepted since there is a significance relationship among internal communication and work engagement in hospitality industry.

Internal communication and work engagement show a positive relationship when the Pearson Correlation (r-value) is 0.425, 42.5%. Work engagement will increase when the internal communication is increasing.

The value the correlation coefficient is 0.425 which is fall under the coefficient range from ± 0.41 to ± 0.70. Therefore, internal communication and work engagement has a moderate relationship.

4.3.1.3 Work-Life Balance

Hypothesis 3

H_0 = There is no significant relationship between work-life balance and work engagement.

H_1 = There is a significant relationship between work-life balance and work engagement.

Table 4.12: Correlations between Work-Life Balance and Work Engagement

Correlations

		Dependent	Work
Dependent	Pearson Correlation	1	.670**
	Sig. (2-tailed)		.000
	N	200	200
Work	Pearson Correlation	.670**	1
	Sig. (2-tailed)	.000	
	N	200	200

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

Source: Developed for the research

The result shows that the p-value of the correlation among the work-life balance and work engagement is 0.00. It is less than the significant level of 0.01, ($p<0.01$). As a result, H_0 will be rejected and H_1 is accepted since there is a significance relationship among work-life balance and work engagement in hospitality industry.

Work-life balance and work engagement show a positive relationship when the Pearson Correlation (r-value) is 0.670, 67.0%. Work engagement will increase when the work-life balance is increasing.

The value the correlation coefficient is 0.670 which is fall under the coefficient range from ± 0.41 to ± 0.70. Therefore, work-life balance and work engagement has a moderate relationship.

4.3.1.4 Rewards

Hypothesis 4

H_0 = There is no significant relationship between rewards and work engagement.

H_1 = There is a significant relationship between rewards and work engagement.

Table 4.13: Correlations between Rewards and Work Engagement

Correlations

		Dependent	Reward
Dependent	Pearson Correlation	1	.498**
	Sig. (2-tailed)		.000
	N	200	200
Reward	Pearson Correlation	.498**	1
	Sig. (2-tailed)	.000	
	N	200	200

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

Source: Developed for the research

The result shows that the p-value of the correlation among the reward and work engagement is 0.00. It is less than the significant level of 0.01, $(p<0.01)$. As a result, H_0 will be rejected and H_1 is accepted since there is a significance relationship among reward and work engagement in hospitality industry.

Reward and work engagement show a positive relationship when the Pearson Correlation (r-value) is 0.498, 49.8%. Work engagement will increase when the reward is increasing.

The value the correlation coefficient is 0.498 which is fall under the coefficient range from $\pm$ 0.41 to $\pm$ 0.70. Therefore, reward and work engagement has a moderate relationship.

4.3.2 Multiple Linear Regression Analysis

Multiple Linear Regression analysis is an analysis which is used to identify the relationship among the independent variables (organizational trust, internal communication, work-life balance and rewards) and dependent variable (work engagement).

Hypothesis 5

H_0 = There is no significant relationship between independent variables (organizational trust, internal communication, work-life balance and rewards) and work engagement.

H_1 = There is no significant relationship between independent variables (organizational trust, internal communication, work-life balance and rewards) and work engagement.

Table 4.14: Result of Multiple Regression on Independent Variable and

Dependent Variable (Model Summary)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.822^a	.676	.669	.50911	.676	101.497	4	195	.000

a. Predictors: (Constant), Organizational trust, Internal Communication, Work-Life Balance, and Rewards

b. Dependent Variable: Work Engagement

Source: Developed for the research

The R value is used to measure the correlation coefficient among the dependent variable (work engagement) and the independent variables (organizational trust, internal communication, work-life balance and rewards). From the results, the correlation coefficient (R value) is 0.822. There is a positive and strong correlation among the dependent and independent variables. R Square shows that the extent of percentage of the independent variables able to justify the variations of the dependent variable. The results show that independent variables (organizational trust, internal communication, work-life balance and rewards) can explain 67.6% of the variations dependent variable (work engagement). However, there is 32.4% (100% - 67.6%) unable to explain in this study. Hence, there are other important variables that have not been included in this study.

Table 4.15: Result of Multiple Regression on Independent Variable and
Dependent Variable (ANOVA)

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	105.229	4	26.307	101.497	.000[b]
	Residual	50.542	195	.259		
	Total	155.772	199			

a. Dependent Variable: Dependent

b. Predictors: (Constant), Work, Internal, Reward, Organization

Source: Developed for the research

In this table, p-value 0.00 is less than alpha value 0.05 which indicates the result is significance. This study shows that its model able to describe the relation between the dependent and predictor variables. Hence, independent variables (organizational trust, internal communication, work-life balance and rewards) able to analyze the variance of work engagement significantly. The data is supporting the alternate hypothesis.

Table 4.16: Multiple Regression on Independent Variable and Dependent
Variable

(Coefficient)

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.139	.189		-6.031	.000
	Organization	.137	.067	.102	2.049	.042
	Internal	.348	.041	.356	8.390	.000
	Work	.771	.062	.560	12.434	.000
	Reward	.292	.068	.208	4.280	.000

a. Dependent Variable: Dependent

Source: Developed for the research

The table shows that organizational trust can used to predict dependent variable (work engagement) for this study significantly because the p-value for organizational trust is less than alpha value 0.05, which is 0.042. Internal communication can used to predict dependent variable (work engagement) for this study significantly because the p-value for internal communication is less than alpha value 0.05, which is 0.00. Work-life balance can used to predict dependent variable (work engagement) for this study significantly because p-value for work-life balance is less than alpha value 0.05, which is 0.00. Reward can used to predict dependent variable (work engagement) for this study significantly because p-value for rewards balance is less than alpha value 0.05, which is 0.00.

Interpretation on the Different Level of Contribution among the Interdependent Variables towards the Dependent Variable

Table 4.17: The Ranking of Independent Variables' Contribution

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.139	.189		-6.031	.000
	Organization	.137	.067	.102	2.049	.042
	Internal	.348	.041	.356	8.390	.000
	Work	.771	.062	.560	12.434	.000
	Reward	.292	.068	.208	4.280	.000

a. Dependent Variable: Work Engagement

The factors that able to influence the dependent variable, work engagement are the independent variables elements. This is determined by the equation method below:

$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + e$

a=constant

X1 = Organizational Trust

X2 = Internal Communication

X3 = Work-Life Balance

X4 = Rewards

b = regression of coefficient of Xi,

i = 1,2,3,4

e = an error term, normally distributed of mean 0 (usually e is assumed 0)

Y (Work Engagement) = -1.139 + 0.137 (Organizational Trust) + 0.348

(Internal Communication) + 0.771 (Work-Life Balance) + Rewards (0.292)

Based on the table, the IV (organizational trust, internal communication, work-life balance and rewards) can be ranked based on the ascending to descending order which depends on how much contribution towards the DV (work engagement).

Highest Contribution

Work-life balance is one of the predictor variables that contribute the highest towards the variation of the DV (work engagement). It is because the Beta value (under standardized coefficients) of work-life balance is the highest 0.560 among the IV (organizational trust, internal communication and rewards). This describes that

work-life balance can achieve the strongest unique contribution to the variation in DV (work engagement) with variance explained by all other IV in the model is controlled for.

Second Highest Contribution

Internal communication is contributing the second highest towards the variation of the DV(work engagement) among the predictor variables due to the Beta value for internal communication is the second highest 0.356 if compare to other IV (organizational trust, work-life balance and rewards). This means that internal communication achieve the second strongest unique contribution to explain the variation in DV (work engagement), when the variance described by all other IV in the model is controlled for.

Third Highest Contribution

Reward is the predictor variable that contributes the third highest to the variation of the dependent variable (work engagement) due to Beta value for reward is the third highest 0.208 if compare to other IV (organizational trust, work-life balance and internal communication). This indicates Reward achieve the third strongest unique contribution to describe the variation in DV (work engagement), when the variance described by all other IV in the model is controlled for.

Lowest Contribution

Organizational trust is the predictor variable that contributes the lowest to the variation of the DV (work engagement) due to Beta value for organizational trust is the smallest 0.102 if compare to

other IV (internal communication, work-life balance and rewards). This means that organizational contribution make the least contribution to explain the variation in DV (work engagement), when the variance explained by all other IV in the model is controlled for.

4.4 Conclusion

In conclusion, the demographic data of our respondent are portrayed in 4.1 of this chapter and the measurement analysis's result shows that our questionnaires have good reliability. Furthermore, Pearson correlation coefficient analysis's result shows there are significant relationship between our independent variables (organizational trust, work-life balance, reward, and internal communication) and dependent variable (work engagement). Lastly, the Multiple Regression Analysis's result shows high correlation between variables. The result will be further discussed in chapter 5.

CHAPTER 5: DISCUSSION AND CONCLUSION

5 Introduction

In this final chapter of our research, summary for our statistical analyses will be provided followed by discussion on major findings in our present study. Furthermore, the implications of our current study will be neatly reflected. The limitation for current study will also be discussed to provide a fair assessment on this current research followed by recommendation to assist in future research.

5.1 Summary of the Statistical Analysis

5.1.1 Descriptive Analysis

The characteristic are important too and described by using demographic analysis. It is obtained from questionnaire part A. From the questionnaire, we found that most of the respondents are male with frequency of 108 (54%). The number of female is 92 (46%). Respondents who are between 41 and 45 years old are with highest number of 38 (19.0%). Next, second highest is just little different with number of 37 (18.5%) for respondents with age between 31 and 35. Number of respondents age from 21 to 25 and 26 to 30 are similar which is 29 (14.5%) and 31 (15.5%). 17 (8.5%) respondents are aged from 36 to 40, 18 (9.0%) respondents are aged from 46 to 50 and 20 (10%) respondents are aged more than 50. The least age groups is 10 respondent aged from 16 to 20.

From 200 respondents, 90 (45%) of them has changed job more than 3 times. 38 (19%) change 1 time, 48 (24%) change for 2 times and 24 (12%) change 3 times. Only 50 respondents (25%) work more than 6 years in an organization. 79 (39.5%) of them work in same organization around 4 to 6 years. 35.5% or 71 respondent work less than 4 years in an organization.

103 respondents (51.5%) work in hospitality industry for more than 6 years. Secondly, 67 respondents (33.5%) work from 4 to 6 years. Only 30 respondents (15%) join hospitality industry less than 4 years. 53 (26.5%) of them has a same supervisor not more than 4 years. 39% of respondents work with current supervisor less than 6 years and 69 (34.5%) more than 6 years.

The largest number of respondent are graduated with degree holder 83 (41.5%). Second highest are respondents with diploma 45 (22.5%). Respondents with education level less than high school are 16 (8%), high school 32 (16%), master 9 (4.5) and others 15 (7.5%).

5.1.1.1 Scale Measurement

In our current study, Cronbach's Alpha is used to examine the internal reliability of the five variables which is the organizational trust, internal communication, work-life balance, and rewards. Employee's work engagement has the highest alpha coefficient, which is 0.948.followed by rewards with 0.921, internal communication, with 0.908, Work-Life Balance with 0.876, and lastly organizational trust with 0.864. The result indicate that all our construct have good reliability, which is more than 0.7.

5.1.1.2   Inferential Analysis (Pearson Correlation)

No. of Hypothesis	Alternative Hypothesis	Result
Hypothesis 1	There is significant relationship between organizational trust and work engagement.	Supported since p-value = 0.000 r = 0.444, it is a positive value and significant moderate relationship between organizational trust and work engagement.
Hypothesis 2	There is significant relationship between internal communication and work engagement.	Supported since p-value = 0.000 r = 0.425, it is a positive value and significant moderate relationship between internal communication and work engagement.
Hypothesis 3	There is significant relationship between work-life balance and work engagement.	Supported since p-value = 0.000 r = 0.670, it is a positive value and significant relationship between work-life balance and work engagement.
Hypothesis 4	There is significant relationship between rewards and work engagement.	Supported since p-value = 0.000

		r = 0.498, it is a positive value and significant relationship between rewards and work engagement.

5.1.1.3   Inferential Analysis (Multiple Regression Analysis)

Table 5.1: Significance Level

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.139	.189		-6.031	.000
	Organization	.137	.067	.102	2.049	.042
	Internal	.348	.041	.356	8.390	.000
	Work	.771	.062	.560	12.434	.000
	Reward	.292	.068	.208	4.280	.000

Referring to table, work-life balance is contributing the largest beta coefficient with work engagement, which is 0.560. It is followed by internal communication, which has 0.356 and placed at second position. Reward is 0.208 which is the third highest beta coefficient towards the work engagement. Organizational trust has the lowest beta correlation, which contribute only 0.102. From the result, the dependent variable (work engagement) had significant relationship with the four independent variables (organizational trust, internal communication, work-life balance and rewards).

The correlation coefficient of the dependent variable, work engagement with the four independent variables which are organizational trust, internal communication, work-life balance and rewards is 0.822. The regression line will possibly significantly explain 82.2% of the total variations of work engagement.

Besides that, the coefficient of determination (R^2) is 0.676. This shows that 67.6% of the variances in work engagement have been significantly explained by the organizational trust, internal communication, work-life balance and rewards. The ANNOVA table shows that F value with 101.497 is significant because the p-value 0.00 is less than 0.05.

Y (Work Engagement) = -1.39 + 0.137 (Organizational Trust) + 0.348 (Internal Communication) + 0.771 (Work-Life Balance) + Rewards (0.292)

5.2 Discussion of Major Finding

5.2.1 Organizational Trust

H_1: There is a significant relationship between organizational trust and work engagement in Hotel Industry.

According to SPSS result that obtained in previous chapter, the result shown a positive relationship between organizational trust and work engagement in Hotel industry, with a correlation of +0.444 by using Pearson Correlation

Test. The positive value of correlation coefficient of organizational trust has indicated when the organizational trust among employee is high, the work engagement of employees will also be high.

From the literature review in chapter 2, there are some studies have been done to support that organizational trust can affect work engagement of employee. Based on the journal of Dirks (2000), According to Dirks (2000), organizational trust can influence employee either directly or indirectly in positive way. It may eventually lead to better workplace behavior and attitudes, greater team processes and performance. Besides that, Dirks and Skarlicki (2004) emphasized that helping behaviors in organizational trust can promote work engagement of employees during the workplace. Hence, employees will be more engaged to their work if they have a higher organizational trust and a climate of trust can play an important role in promoting work engagement.

5.2.2 Internal Communication

H_1: There is a significant relationship between internal communication and work engagement.

According to the results that obtained in chapter 4, there is a positive relationship among internal communication and work engagement with a correlation of +0.425 by using Pearson Correlation Test. This is because the test shows a positive value of correlation coefficient. In conclusion, when the internal communication among the employees is high, the work engagement of the employees will also high.

Communication in organization is instrumental in facilitating the supportive employees (De Ridder, 2004). Bill Trahant (2008) states that the organizational performance and effective employee communication has a strong relationship among themselves. In addition, Guest and Conway (2002) also have reported that the communication is important and it is directly interrelated with the work that carried out daily. It also affected the accuracy of instructions or quality of feedback on the employees' jobs. Therefore, the management level should concentrate the employee commitment by upgrading the quality of communication among the stakeholders. The fulfilment of the expectations of the stakeholders due to the effective communication has provided an enjoyable experience towards them (Down & Hazen, 1997). Heron has introduced the organizational communication in 1942, which it can be implemented in two-way, between the management and the employees and he also encouraged the environment to have open and honest communication (Heron, 1997).

5.2.3 Work-Life Balance

H1: There is a significant relationship between work-life balance and work engagement.

When referring back the result in chapter 4, it shows a positive or good relationship between independent variable and dependent variable with a correlation of +0.670 by using Pearson Correlation Test. This is because the test shows a positive value of correlation coefficient. In conclusion, when the employee's work-life balance is high, the engagement toward the job is also high.

Mostert&Oosthuizen in 2006 has conducted a study and proved that neither positive nor negative work-life balance, it will contribute to work engagement. The finding states that when employee having high job demand from organization, employee will have distraction as he cannot concentrate at home.

Employees believe it helps when organization apply work-life balance policies and practices (Berr, 2009). Employee will be more satisfier, motivated when work (Carrasquer& Martin, 2005; Hughes &Bozionelos, 2007).

5.2.4 Rewards

H1: There is a significant relationship between rewards and work engagement.

According to the result conducted in chapter 4, it illustrates that there has a positive relationship between rewards and work engagement. The Pearson Correlation Test has shown the result of +0.498 because of the positive value of correlation coefficient.

Based on the research conducted by Hulkko-Nyaman, K., Sarti, D., Hakonen, A., &Sweins, C. (2012), it shows that the positively of total reward perception is related to work engagement. The different types of rewards such as monetary or non-monetary will eventually influence employee's work engagement.

There is also evidence from Scott. D 2010, explain that reward is an important variable to employees' contribution as well as the rewards able to reinforce employee engagement in their workforce. The employee's

level of engagement will increase and high respond to their jobs when they received some rewards or benefits from its organization (Saks &Rotman, 2006).

With the rewards system in an organization, it's able to unite the entire organization's employee to participate with the specific aim of the organization. In conclusion, the higher the rewards to employees, the higher the work engagement towards the job.

5.3 Implication of the study

5.3.1 Organizational Trust

The findings from this research will be particularly useful for Hospitality industry to promote their employees' work engagement. The positive result from Pearson correlation test of organizational trust has explains the importance of this independent variable toward the dependent variables which is work engagement. According to Rotter (1980), trust is the promises that an individual or group can rely on to generate expectancy. Therefore it is a must for employee to engage to their current job especially in hospitality industry.

Employee with high trust toward their company will enable higher commitment, better performances and better work engagement. The management of hospitality industry should promote organizational trust by allowing employees to participate more in work decision and provide guidance of work for the employees. The managers especially from the top management should be aware the significance of their self-competency as

it enables to foster work engagement. When the management is knowledgeable and helpful, the employee will exert higher trust toward their company and be more engage to the work. Apart from that, competitive reward can be remuneration on individual performance and enhance trust between the organization and employee. Besides that, the results of this study pictured that trust propensity is one of the significant factor of work engagement. The individual with propensity can create a climate of trust in organizational hierarchy at each level, therefore managers should try to identify who is the employee that are reliable to trust others.

5.3.2 Internal Communication

Internal communication can be defined as those who have an interest or a stake in an organization are having the professional management of interactions among themselves (Scholes, 1997). Based on the results, it shows that there is lacking of internal communication among the stakeholders and employees in the hospitality industry. Besides, it is also shows that the internal communication makes the second contribution to explain the variation in dependent variable (Work Engagement). Therefore, negative relationship will create negative feelings among the employees and stakeholders in an organization and thus will affect the level of internal communication.

To increase the level of internal communication, management team should keep an eye on the issues of internal communication as it is playing an important role towards the organization and industry. Manager is suggested to carrying out some activities to increase the internal communication among the stakeholders such as exchanging the employees

from one department to another, holding gathering and having company trip once a year to increase the level of understand among the employees. In addition, the activities that carried out must within the range of the ability of the organization and must be reasonable to attract the employees to participate, or else the efforts and resources are wasted. Thus, a good internal communication within the organization will improve the performance level and work engagement of the employees towards the organization.

5.3.3 Work-Life Balance

Work-life balance is capability to have work and personal life separately without conflict (Lowry &Moskos, 2008). We found that work-life balance can affect respondent work engagement based on our survey. Management team should be aware of this concept as it is very important to organization and industry. It can reduce productivity, performance and higher turnover. Although the result is positive, the management team should keep on improving with no over work load and high job demands. To prevent conflict, employer is encouraged to make sure employees are engage with work. When employees are on leave, make sure someone else will take over the job to prevent delay or conflict.

5.3.4 Rewards

Rewards can be defined as compensation that much more than a simply base salary when there is a contribution works by employees (Scott. D, 2010). Based on the research conducted, rewards have the second lowest

beta value among the variables. This research has generated useful information to the hospitality industry. The researcher found that rewards able to affect the respondent's work engagement based on the positive relationship between each other.

According to the result of survey, employees are not satisfied with the rewards system towards hospitality industry. Moreover, based on the first paragraph, states that rewards have the second lowest beta value among the variables. Therefore, the negative feedback will create a negative feeling to majority of employees and thus will decrease the work engagement between them.

There have several types of rewards that can provides to employees, besides of the monetary reward, organization can provides them some personal training, participant in decision making, even be in touch with top management. With rewards system, this will directly improve the loyalty and work engagement among the employees. Besides that, to increase the level of work engagement, top management can proposed a method of rewards level to define the quality of employees. With the reasonable rewards system, it is enough to attract employees to engagement more in their job task.

5.4 Limitations

In completing this current research, we had identified a few limitations. First and foremost, our questionnaire is simplified and consists of too few questions to represent each variable. For example, we have used UWES- 9 (Utrecht Work Engagement Scale) to test for work engagement of hotel employee rather than

using UWES-17. These raise doubt that about the questions ability to fully represent the variables.

Furthermore, the failure to identified population number of hotel employee, have forced us to use non-probability sampling technique, Which is believed to be less accurate and may result in biased- result.

In addition, sample size of 200 from limited area is relatively small and may not be strong enough to represent the whole population of employee in hospitality industry. Budgetary and time concerns have caused most of the limitation mentioned, and it is inevitable. However, the overall run of this studies is not to be affected, and can be a foundation for further study.

5.5 Recommendations

Here are some recommendations that we propose to those that have intention to do further research in topic similar to ours or are targeting hospitality industry as the population.

Firstly, future research should consider widening the sampling location and having a larger sample size. By doing so, research can get a more reliable data and are able to represent the population.

Furthermore, instead of questionnaire, researcher may consider to use other data collecting method such as conducting interview. By conducting interview, researcher may gain in-depth knowledge on the topic and reliable feedback compare to questionnaire method.

Last but not least, research can consider investigating on other factors that may affect work engagement of employee, as the 4 factors (organizational trust, internal communication, reward, and work- life balance) have not fully explained the dependent variable.

5.6 Conclusion

In conclusion, the result in our research is prove that the 4 factors which are organizational trust, internal communication, reward, and work- life balance having significant relationship with employee work engagement.

These 4 independent variables play an important role in affecting employee's work engagement, and should be paid attention by management personnel. Moreover, this research also provided scholar and practitioner useful insight for future studies.

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Appendix 1.2 Questionnaires

Universiti Tunku Abdul Rahman (UTAR)

Survey Questionnaire

Dear respondents,

We are final year undergraduate students of Universiti Tunku Abdul Rahman (UTAR), Faculty of Business and Finance students pursuing degree of Bachelor of Business Administration (Hons). We are currently conducting a survey regarding our title 'The factors that affect work engagement in hospitality industry'. We are seeking respondents who work full time in hospitality industry.

There are two sections in this questionnaire. Please read the instruction carefully and answer all the questions. It only takes 10 minutes to complete. We appreciate your willingness to spend your time to participate in this questionnaire. All information collected will be kept private and confidential and only used for academic purpose.

Thank you for your time and effort to complete the questionnaire.

1. Hen Weng Hong   11ABB02842
2. Kwan Soo Yee   11ABB02035
3. Lee Qui Khai   11ABB04609
4. Peter Liaw Whee Cheong   10ABB06088
5. Tan Chau Khang   10ABB06511

This questionnaire consists of 5 pages and 39 questions.

<u>Section A</u>

General Information

Please specify your answer by placing a (√) on the relevant answers provided. The following questions will be used to determine our sample general information.

1. Gender
   ☐ Male
   ☐ Female

2. Age
   ☐ 16-20
   ☐ 21-25
   ☐ 26-30
   ☐ 31-35
   ☐ 36-40
   ☐ 41-45
   ☐ 46-50
   ☐ More than 50

3. How many times have you change your job in the last 5 years?
   ☐ 1 time
   ☐ 2 times
   ☐ 3 times
   ☐ More than 3 times

4. How long you have serviced in this organization?
   ☐ 1-3 years
   ☐ 4-6 years
   ☐ More than 6 years

5. How long you have serviced in hospitality industry?

☐ 1-3 years

☐ 4-6 years

☐ More than 6 years

6. How long you have worked with your current immediate supervisor?

☐ 1-3 years

☐ 4-6 years

☐ More than 6 years

7. What is the highest level of education you have completed?

☐ Less than high school

☐ High school

☐ Diploma

☐ Degree

☐ Master

☐ Others

Section B: Dependent Variable

This section is seeking your opinion regarding work engagement in hospitality industry.

Please circle your answer for each statement using 5 Likert scale [(1) = strongly disagree, (2) = disagree, (3) = neutral, (4) = agree and (5) = strongly agree]

Work engagement

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. At my work, I feel bursting with energy.	1	2	3	4	5
2. At my job, I feel strong and vigorous.	1	2	3	4	5
3. I am enthusiastic about my job.	1	2	3	4	5
4. My job inspires me.	1	2	3	4	5
5. When I get up in the morning, I feel like going to work.	1	2	3	4	5
6. I feel happy when I am working intensely.	1	2	3	4	5
7. I am proud of the work that I do.	1	2	3	4	5
8. I am immersed in my job.	1	2	3	4	5
9. I get carried away when I am working.	1	2	3	4	5

Section C: Independent Variable

This section is seeking your opinion regarding the factors of organizational trust, internal communication, work-life balance and job resources.

Please circle your answer for each statement using 5 Likert scale [(1) = strongly disagree, (2) = disagree, (3) = neutral, (4) = agree and (5) = strongly agree]

Part 1 Organizational trust

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. The top management team is competent and knowledgeable.	1	2	3	4	5
2. My direct supervisor is reliable.	1	2	3	4	5
3. My team members are straightforward with me.	1	2	3	4	5
4. I generally have faith in humanity.	1	2	3	4	5
5. I feel that people are generally reliable.	1	2	3	4	5
6. I generally trust other people unless they give me a reason not to.	1	2	3	4	5

Part 2 Internal communication

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. Most communication between management & other employees in this organization can be said to be 2-way communication.	1	2	3	4	5
2. The company has a clear vision for the future.	1	2	3	4	5
3. Whenever this company makes an important decision, I know it will be concerned about me.	1	2	3	4	5

Part 3 Work-life balance

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. Most of my interests are centred on my career.	1	2	3	4	5
2. I do not involve much in my career.	1	2	3	4	5
3. My personal life suffers because of my work.	1	2	3	4	5
4. I often neglect my personal needs because of the demands of my work.	1	2	3	4	5
5. Supervisors are encouraged to be supportive of employees with family problems.	1	2	3	4	5
6. My supervisor supports me when I must attend to family/personal matters.	1	2	3	4	5
7. Because of my job, I am in a better mood at home.	1	2	3	4	5
8. My personal life gives me the energy to do my job.	1	2	3	4	5

Part 4 Reward

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. My company's pay system functions well.	1	2	3	4	5
2. My company provide good employee benefit.	1	2	3	4	5
3. My company has a good feedback system.	1	2	3	4	5
4. My company's employment functions are stable.	1	2	3	4	5
5. My work is appreciated in my company.	1	2	3	4	5

Appendix 1.2 table of result

Reliability of Dependent Variable, Work Engagement

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.948	.948	9

Reliability of Organizational Trust

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.876	.879	6

Reliability of Internal Communication

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.921	.921	3

Reliability of Work-Life Balance

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.864	.845	8

Reliability of Rewards

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.908	.908	5

Correlations of Organizational Trust and Work Engagement

Correlations

		Dependent	Organization
Dependent	Pearson Correlation	1	.444**
	Sig. (2-tailed)		.000
	N	200	200
Organization	Pearson Correlation	.444**	1
	Sig. (2-tailed)	.000	
	N	200	200

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

Correlations of Internal Communication and Work Engagement

Correlations

		Dependent	Internal
Dependent	Pearson Correlation	1	.425**
	Sig. (2-tailed)		.000
	N	200	200
Internal	Pearson Correlation	.425**	1
	Sig. (2-tailed)	.000	
	N	200	200

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

Correlations of Work-Life Balance and Work Engagement

Correlations

		Dependent	Work
Dependent	Pearson Correlation	1	.670**
	Sig. (2-tailed)		.000
	N	200	200
Work	Pearson Correlation	.670**	1
	Sig. (2-tailed)	.000	
	N	200	200

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

Correlations of Rewards and Work Engagement

Correlations

		Dependent	Reward
Dependent	Pearson Correlation	1	.498**
	Sig. (2-tailed)		.000
	N	200	200
Reward	Pearson Correlation	.498**	1
	Sig. (2-tailed)	.000	
	N	200	200

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

Correlations

Correlations

		Dependent	Reward	Organization	Internal	Work
Pearson Correlation	Dependent	1.000	.498	.444	.425	.670
	Reward	.498	1.000	.484	.246	.273
	Organization	.444	.484	1.000	.020	.418
	Internal	.425	.246	.020	1.000	.029
	Work	.670	.273	.418	.029	1.000
Sig. (1-tailed)	Dependent	.	.000	.000	.000	.000
	Reward	.000	.	.000	.000	.000
	Organization	.000	.000	.	.389	.000
	Internal	.000	.000	.389	.	.342
	Work	.000	.000	.000	.342	.
N	Dependent	200	200	200	200	200
	Reward	200	200	200	200	200
	Organization	200	200	200	200	200
	Internal	200	200	200	200	200
	Work	200	200	200	200	200

Coefficients

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.139	.189		-6.031	.000
	Organization	.137	.067	.102	2.049	.042
	Internal	.348	.041	.356	8.390	.000
	Work	.771	.062	.560	12.434	.000
	Reward	.292	.068	.208	4.280	.000

Descriptive Statistics

Descriptive Statistics

	Mean	Std. Deviation	N
Dependent	2.5278	.88474	200
Reward	1.8800	.62895	200
Organization	2.3167	.65972	200
Internal	2.0500	.90458	200
Work	2.7063	.64299	200

ANNOVA

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	105.229	4	26.307	101.497	.000[b]
	Residual	50.542	195	.259		
	Total	155.772	199			

a. Dependent Variable: Dependent

b. Predictors: (Constant), Work, Internal, Reward, Organization

Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics R Square Change	F Change	df1	df2	Sig. F Change
1	.822[a]	.676	.669	.50911	.676	101.497	4	195	.000