

THE LINKAGE BETWEEN TRAINING AND
DEVELOPMENT AND CO-WORKER SUPPORT
TOWARDS EMPLOYEES' ENGAGEMENT IN
HOTEL INDUSTRY

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A research project submitted in partial fulfillment of the
requirement for the degree of

BACHELOR OF BUSINESS ADMINISTRATION
(HONS)

UNIVERSITI TUNKU ABDUL RAHMAN

FACULTY OF BUSINESS AND FINANCE
DEPARTMENT OF BUSINESS

AUGUST 2014

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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 institutes of learning.
- (3) Equal contribution has been made by each group member in completing the research project.
- (4) The word count of this research report is 23,356.

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ACKNOWLEDGEMENT

First of all, we would like to express our most sincere appreciation to Universiti Tunku Abdul Rahman (UTAR) for giving us the opportunity to conduct this research that may be helpful in our career in the future. Besides that, UTAR facilities such as library and internet lab provide us a convenience in completing our research project. Not forgetting our Research Project lecturer, Ms Lim Yong Hooi always provides information and guidance on our research.

We would also like to take this opportunity to thank and appreciate our respectful supervisor, Cik Farhana Hanim Binti Mohsin for assisting us by providing us wide knowledge, guidance and experience throughout the whole research process. She was endured our never ending questions and sacrificed her precious time in answering and guiding us to complete this study.

Our warmest regards to all respondents who took their precious time to participate and share with us information which is useful and key to the findings and outcome of our study. Especially those General Manager and Human Resource Manager are sacrificed their time to listen our briefing about questionnaire and help us to distribute it to their employees in Hotel.

Last but not least, we also grateful to entire group members that give full collaboration and involvement to complete this research project. In additional, we would like to thank our parents for their support and blessings in our process of completing this research study. At the end, we sincerely appreciate those people in helping us to completing this research project. Without all these support, we would not have succeeded in this research.

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Preface

This research project is conducted by our group is basically a part of the requirement by our degree course. It is mandatory for us to conduct this research study to complete our course Bachelor of Business Administration (HONS).

Our research topic is “The Linkage between Training and Development and Co-worker Support towards Employees’ Engagement in Hotel Industry.”

This paper is prepared to assist the Human Resource manager and other researcher in hotel industry of Malaysia to identify and examine the relationship between the factors affected with employees’ engagement in hotel industry. This is because of some current issue like high employee turnover rate, low job satisfaction or performance. This can consider as a serious problem for hotel industry.

In this research, we outline the 2 important variables that have influences towards the employees’ engagement in hotel industry. The variables include training and development and team and co-worker relationship. Both of these variables play important roles in determining the possible factors that might influence the employees’ engagement in hotel industry.

Grateful acknowledgement is here made to Cik Farhana Hanim Binti Mohsin who guides us during this research period. This work would not have reached its present form without her invaluable help. Thank you.

ABSTRACT

In order to motivate the employees to be more engaged among them, there is a need to come out some high-quality and successful systems. Hence, this research study is carried out for identifying the factors that affect employee engagement; the relationship between independent variables (training and development, team and co-workers' support) towards employee engagement in hotel industry, Penang, Malaysia.

We had identified the independent variables in this research study which are training and development; team and co-workers' support whereas the dependent variable is known as employee engagement. Throughout the whole research study, we tend to have a total of 400 respondents in answering the questionnaires, giving us a full response rate of 100%. We analysed the collected data by using Statistical Analysis System (SAS) program. In addition, descriptive analysis, reliability test, Pearson's Correlation, Multiple Linear Regression, etc. were also being conducted by us in order to interpret the collected data.

However, findings of this research are limited as we just only conducted in Penang, Malaysia. From this research, team and co-workers' support bring us to most significant relationship towards employee engagement in hotel industry. Hence, these supports should also provide to those employees for fostering the employee engagement.

This research will definitely act as a backup for the hotel industry to set up high quality and efficiency systems by providing training to their employees, giving mentally and physically support among employees; hence employees will engaged them by working harder and staying longer in the organization.

CHAPTER 1: INTRODUCTION

1.0 Introduction

The intention for conduct this study is to determine some antecedents that affect employee engagement in hotel industry. Research background, problem statement and research objectives will be identified to set a proper direction for our research project. First intention of this chapter is to look into some current issues related to employee engagement particularly in hotel industry. We seek to show justification why we are interested to focus our research on employee engagement in hotel industry.

Problem statement is the second part we are going to discuss. It is discussing about some of the gap and issue which are currently had not overcome. Identifying the proper factors which related to employees' engagement in hotel industry is very important for further research purposes.

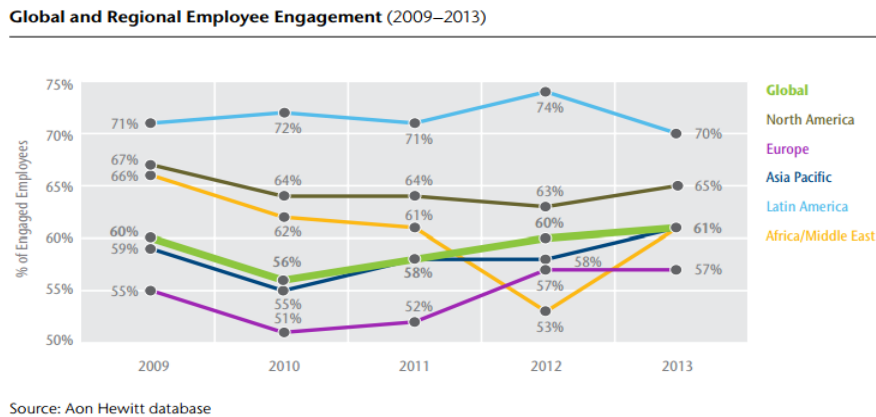
Significance of the study will interpret about the contribution and important for conducting this research followed by development of the chapter layout. Lastly, we will make a briefly conclusion to summarize and conclude the contents addressed in first chapter.

1.1 Research Background

Employee engagement is the key element in ensuring the successfulness of an organization. That's why it is no surprise that the workforce from engaged employees in 21st century had become a hot topic in corporate circles (Siddhanta & Roy, 2010). According to Bersin (2014), he mention that 78 per cent of business leaders rated that rate of retention and engagement is important and had urgent in 2014 Deloitte Global Human Capital Trends research. He also realizes that all Human Resource leaders over the world are trying to form or build some team with inclusive, passionate and multi-generational during the interview session. Bersin (2014) believe that any business cans "engaging people well" and make employees love their existing work will be able to gain the competitive differentiator within the business.

In the report with topic "2014 Trends in Global Employee Engagement", Aon Hewitt (2014) had tracked about the relationship between economic forces with employee engagement from year 2010. Based on this report, they start to understand that Great Recession in year 2009 will impact to employee engagement. The employee engagement is bounced back in year 2011 when the GDP recover back to positive growth in 2010. Therefore, the researcher judges the relationship between economic forces and employee engagement has lagged effect. From that report, they also highlight some driver for employee engagement for instance leadership, performance, company practices and others.

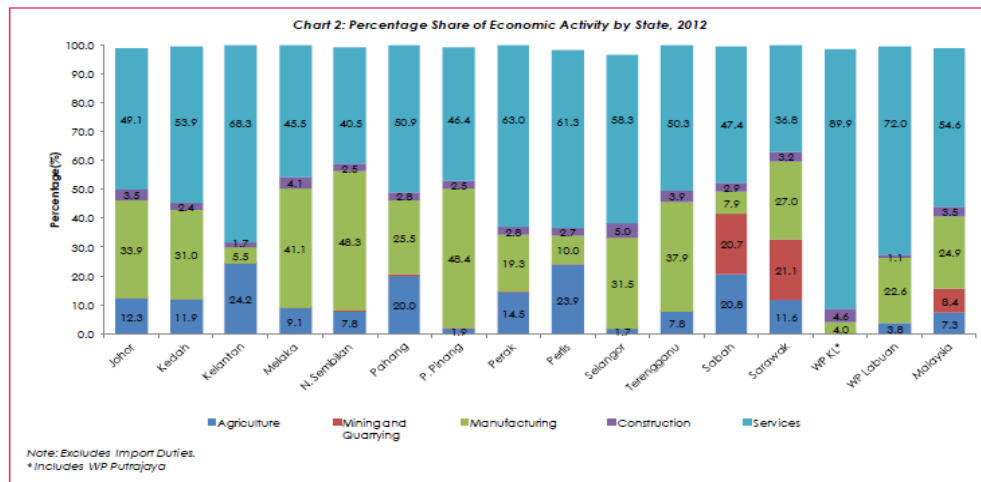
Figure 1.1: 2014 Trends in Global Employee Engagement (2009 – 2013)



Engagement is on the rise and is steadying following global economic stabilization.

Our group have intention in researching the field of employees' engagement by focusing on hotel industry. That is because Penang state is the 5th in ranking of state list in Malaysia, which is seven per cent out of 100 to dominate the nation economy. In additional, the services sector is occupied the second highest rate in Penang state, the accommodation services is under this range which is 46.40 per cent. All of these relevant statistics is provided by Department of Statistic Malaysia, which is National Accounts GDP by State 2005 – 2012. According to Analysis of Labour Force in Malaysia (2010 and 2011), there are 942,300 employees are working in accommodation industry Malaysia, and the total labour forces is 12,284,400 employees in Malaysia for year 2011. Through the information above, we decided that hotel industry are appropriate to use in our research project since the issues above show that economic has relationship with the employees' engagement.

Figure 1.2: Percentage Share of Economic Activity by State, 2012



According to Rothmann and Rothmann (2010), the business are needed to optimising the employees as the inputs are able to contribute for increasing the interest in engagement. They mention that employee engagement can affect employees' mind set which related with personal initiative and learning. In addition, they also figured out that employee engagement brings lots of positive outcomes to the organizations such as motivation, commitment, low turnover rate and others. According to Gallup the Consulting organization (2004), they categorized employee engagement into three different categories. Engaged employees are the type of employees whom will feel passion on their job and willing to work hard. In contrast, the non-engaged employees are mostly unwilling to put extra or more effort on their job by doing the jobs that already arranged for them. The third type is actively disengaged employees. Those employees are not just feeling unhappy during on their work and also busy to express their unhappiness by acting. This will make them lose opportunity on their job (Kular et al., 2008).

The other reason for us to conduct our study is determine some factors that affecting employee engagement in hotel industry. We seek to give focus on hotel industry since year 2014 is the Tourism Visit Malaysia year organized by Malaysia government to attract more local and foreign visitors. The employees

need to gain more knowledge and skills that match the requirement of workplace to face the changes in complexity, turbulence and uncertainty business environment (Vemic, 2007). This study also stated that employees may able to enhance or learning more knowledge, skill and attitudes to improve their performance in the organization through training and development. Development is refer to the activity leading encompass new knowledge and skill to improve their personal growth. According to Aguinis and Kraiger (2009), they prove that training and development activities will bring positive affect toward organization and their personal goal. Employees who work in hotel industry need to deal with many people that come from different race, religion, and background. Therefore, the employees need to provide proper service to satisfy all customers and help organization gain more profit and good reputation. Moreover, better training may increase the confidence and self-efficacy among employees to performing well (Wang, 2005). The managers can promote high level of employee engagement by giving appropriate training. Therefore, they can more confidence to work without much supervision and in turn to building self-efficacy and self-commitment (Kompaso & Sridevi, 2010).

Next, employees work as a team had become one of a significance features in any of the modern organizations (Jungert, 2012). According to Salas et al (1992), they defined team as a set of more than two persons who interact and communicate adaptively towards common goals. Members in team able to work more independently among themselves; correspond and organize each and everyone's actions in order for them to reach their goals. One of the obvious effects that can be seen through team and coworkers' support is in reducing the traditional hierarchical relationship between employers and employees through the work structure's collaboration. Besides, engagement among team members are more higher compared to engagement towards organizations based on team's work structure. (Jungert, 2012).

Generally, team and coworkers' support are categorized into two perspectives which are psychological perspectives and sociological perspectives. Psychological perspectives are mainly focused on the development of relations which related to

the theory of similarity. Similarity Theory used to predict or estimate a person who has several personalities in general, for instance gender, age etc for starting a relationship among each and everyone. Relationships among others can be seen after the results of intentional actions through sociological perspectives (Brummelhuis et al, n.d.).

From the study of Beehr et al (2000), they explored that instrumental support from team and coworkers' support is defined as the support that is task-focused having an aim to get the work done, accomplish and even resolving the issue that related with the work tasks. Regarding coworker instrumental support, it may impact the employee engagement as the support may increase a person's experience on the job in the organizations. In addition, they also implied that instrumental support from coworkers able to reduce the employees' workload. They supported with each other by trustworthiness and helping each other to accomplish the task faster than expectations.

In other side, emotional support is related with focusing in person, surrounding with friendship and concerning person (Beehr et al, 2000). Individuals (employees) may have face different challenges in their life. Therefore, emotional supports such as friendship among coworkers at workplace provide a type of social contact and support for themselves. Employees also often faced the emotional exhaustion during accomplishing the given tasks. Here, emotional support help to reduce the stress and give warm to them; as a visible result, the employees are willing to engage among themselves. Moreover, developing friendship at workplace among those employees and coworkers strengthen the engagement of the employees (Tews et al, 2013).

1.2 Problem Statement

Over recent year, companies today are struggling with numerous employee engagement challenges in the work force, especially in the hotel industry (Dickson, 2008) For instance; engaging in work or employees themselves theater a significant role to hotel industry. This is because it may affect everything in terms of turnover rate, proficiency, income, secure and also productivity (Anand, 2011). Moreover, the issue of employee engagement has exposed and highlighted on the social media, such as Habitat Social Candice (2013) and magazines, such as Forbes Magazine's by Smith (2013). Undeniably, employee engagement has been a research platform for the researcher to explore and eventually this may lead engagement to have better recognition among the corporate organization (Andrew & Sofian, 2012).

Based on Macey and Schneider (2008) they highlighted that to understand the significant of employee engagement; we need various terms to explain it. For instance, John (2012) noted that we need several ways to approach engagement and access its reliability. Lee (2012) believes that employee evaluation and the perceptions of organization climate, such as psychological climate will affect the employee engagement. Beside of this, May et al. (2004) also stated that psychological meaningful and availability of job resource, are about opportunities being given, training, managerial support, and organizational commitment. Thompson (2009) stated which will provide support and understanding towards employee engagement. Furthermore, John (2012) believe that employee engagement will become clear when we look for the antecedents, as it may help us to foster the coming development of engagement.

Undeniably, employee engagement is crucial for any organization (Tseng, 2012). Indeed, employee engagement is of great importance in hotel (Anand, 2011). However, employee engagement remains underreported in the hospitality literature (Karatepe & Olugbade, 2009). Employee engagement may provide

significant impact to hotel industry if compare to other sectors (Gronroos, 1990, Olsen, West, & Tse, 2008). This lack of recognition for employee engagement in the hospitality industry is crucial (Lee, 2012). Ideally, in the hospitality industry, employee engagement is critical because service excellence depends largely on employee attitudes and behaviors (Lee, 2012). Notwithstanding the importance of this finding, research specifically on training and development, and also co-worker has been surprisingly limited and has yielded an inconsistent result (Michael, John, Jill, 2013). As Hodson (1997) stated that, "our understanding of the role of co-worker relations in the workplace is still quite limited". On the other hand, Jane (2013) noted that training and development have faced some obstacle when come along towards the point of employee engagement. Although have lots of training, consulting and development activities are related efforts towards the employee engagement, but knowledge based for this intervention is limited (Macey & Schneider, 2008). Nevertheless, Bartlett (2011) describes that the extent to which corporate orientation and customer service, this area of employee engagement is not fully discover in the study or academic field.

Among the Southeast Asian countries, Malaysia has one of the lowest employee engagement levels over the past five year (2013-2009). In general, Southeast Asian countries have achieved a high employee engagement level over the past five year, as Malaysia was not achievable in terms of employee engagement if compared to some neighborhood countries. In addition, Malaysia experienced a bad moment in 2012, as the percentage of engagement drops to 60%, which the research speculate this attributed to the uncertain political and economic environment leading up to the 2013 election. But the report stated that, Malaysia will have a better employee engagement scores in the future.

Based on Jaafar et al., (2011) highlighted that hotel sector has become a major contribution towards the growth of Malaysian economy. This provides the local with a huge opportunity to explore this sector. However, Wang (2003) noted that the hotel industry faced numerous challenges, such as low productivity from the employee, and lack of co-worker relationship has become a heavy burden. In the overview for the trend and statistic in hotel industry, Michael et al., (2013) pointed

out that employee turnover rate are the highest in hotel industry, especially for the entry level employee in the hotel, which the percentage may exceed 50% (Hinkin & Tracey, 2000). Most of the hotel line, which consisted entry-level employee, supervisor, manager, this are the basic human resources that require engaging themselves in the industry (Lee, 2012). The hotel job scope coverage will be separate into four categories, such as hotel operation, food and beverages, sales and marketing and also administration. Thus, Osman (2011) explained the manager and subordinates are significant to establish and maintain the employee engagement in the working environment.

Nevertheless, we had found out that the two drivers which the training and development, and co-worker have a significant impact on the study. As there do not have sufficient empirical studies to investigate its antecedents (cf. Bakker et al., 2006). From the research, the author believed that the co-workers could impact engagement. Again, co-worker support was important in the present study, other social constructs, such as basic lead in the workplace (Tews et al., 2012).

According to Gebaure et al., (2008), second driver was training and development. They also suggested that perceptions of employees toward training and development opportunities are essential in influencing employee engagement. Through training and development it result show that employee were not the dispensable assets, but this will highlighted how the company care and value on their current employee (Rurkkhum, 2010). The important of training and development is not limited to benefit from sustaining employee knowledge and skills (Swanson & Holton, 2009) but it also encouraging employee attitudes and value towards the corporate (Rurkkhum, 2010). In the other way round, Shafer (2010) stated that among business leaders highlighted the most of them doing not much exercise or practice on professional training programs in terms to build up the employee engagement. Hence, Rurkkhum (2010) stated the research that he conducted shown any moderate effect among employee engagement and training development, if no experimental studies had been carried out.

Last but not least, the research of employee engagement in hotel industry could hardly been discovered. Hence, this research has the main approach to discover the main reasons will able to influencing employee engagement particular in training & development, and coworker support in the hotel industry .

1.3 Research Objective

1.2.1 General Objectives

There are two main purposes in our research. Firstly, our research aims to provide more information in understanding the factors affecting employee engagement. Secondly, we would like to identify the relationship between all variables toward employees' engagement in hotel industry.

1.2.2 Specific Objectives

The main purpose to regulate some specific objectives is to examine the two independent variables that affect engagement among employees in hotel industry. The objectives were shown:

- i) To identify the relationship between training and development toward employee engagement in hotel industry.
- ii) To identify the relationship between team and co-worker relationship toward employee engagement in hotel industry.

- iii) To identify the impact of (training and development, and team and co-worker relationship) toward employee engagement in hotel industry.

1.4 Research Question

There are some relevant research questions to be investigated. There are as follow:

1.4.1 General Research Question

Do training and development, and the co-worker will influence employee engagement in hotel industry?

1.4.2 Specific Research Question

- i. Does training and development have relationship with the employee engagement in hotel industry?
- ii. Does team and co-worker relationship have relationship with the employee engagement in hotel industry?
- iii. To what extend does independent variable (training and development, and team and co-worker relationship) have impact with the employee engagement in hotel industry?

1.5 Hypotheses of the study

After forming the research objectives and research questions, hypothesis were generated:

Hypothesis 1:

H0: There is no significant relationship between training and development toward employee engagement in hotel industry.

H1: There is a significant relationship between training and development toward employee engagement in hotel industry.

Hypothesis 2:

H0: There is no significant relationship between team and co-worker relationship toward employee engagement in hotel industry.

H1: There is a significant relationship between team and co-worker relationship toward employee engagement in hotel industry.

1.6 Significance of Study

Engagement among employees had emerged as one of the critical issue in employees' routine and organization management topic. Some possible positive consequences of employee engagement had already been proven for the employees themselves as well as organizations (Sakovska, 2012). There are several optimistic outcomes to build up the engagement among those employees in an organization for example by giving the training and development programmes to the existing and new employees. Bakker et al (2010) said that higher employee engagement able to increase the productivity, increasing in sales, as well as helping in reducing the turnover among employees.

Engagement of employees had established a large deal of intention over the past few years. However, in attendance is still insufficient of academic exploration to address the antecedents for employee engagement especially in the hotel industries in Malaysia. Thus, this problem has to be figured out immediately in order to cope with the improbability of unstable industry condition (Yong et al, 2013). This paper attempts to determine whether the antecedents (training and development and team and coworkers' support) have the ability to influence or affect the employee engagement in hotel industry, Malaysia.

In terms of employees' productivities, Kahn (1990) proved that employee engagement do really bring an effect towards performance of employees. This statement is also agreed by Sonnentag (2003). In her research, she found that employees whom have the higher level of engagement will have more initiative in achieving the objectives and goals. Besides, satisfaction with jobs would be very obvious to be seen through engaged employees and hence they showed additional commitment towards the jobs and institutions. An engaged employee not only comprise extra energy than expected, but also are willing to apply their energy on the given jobs or tasks passionately; paying more attentions on the jobs' details (Bakker and Leiter, 2010).

From the hotel industry's point of view, this research study will be beneficial them in future. Studies show that engaged employees had the ability in influencing the routine of an organization beside increasing the organizational efficiency (Harter et al, 2002; Salanova et al, 2005; Schaufeli et al, 2002), as well as in preventing the turnover of employees (Harter et al, 2002; Schaufeli & Bakker, 2004; Hallberg & Schaufeli, 2006). Katsimi (2008) also supported the above statement by mentioning through an effective ways in motivating and retaining employees, the turnover among employees in hotel industry will be reduced in from time to time.

This research study also brings advancement to the future researchers. From the past until today, there is still being short of of intellectual research study on engaged employees especially in hotel industry. For instance, training and development is one of the factors that might influence the employee engagement. Without a proper training and development among employees, he or she definitely will not engage themselves no matter how high the incentives they are paid. Hence, this research study will clearly identify the antecedents that affect the employee engagement in hotel industry in Penang.

1.7 Chapter Layout

In general, a total of five chapters will conduct in this research study:

Chapter 1

In this chapter, we discuss on the background, research problem, objectives, research question, hypothesis, and significant of this research study. Basically this covers surface of this research.

Chapter 2

Chapter 2 will review the related literature and journal articles done by other researchers in order to get some relevant important information and knowledge. This can help us to understand more about our research and help to generate hypotheses and theoretical framework based the information.

Chapter 3

Chapter 3 consists of the discussion about the research methodology, such as research design, data collection methods, sampling design, research instrument, construct measurement, data processing and analysis. The methodology was developed to empirically achieve the purpose and objectives for the present studies.

Chapter 4

Chapter 4 is talking about the research results which from the research question. Moreover, this chapter will include the parts of descriptive analysis, scale measurement, and inferential analysis is more related with our questionnaire.

Chapter 5

Lastly, this chapter will provide more strongly evidence to support all the statement in this chapter. The parts are included are summary of statistical analysis, discussions of major findings, implication of study, limitation of the study, and recommendations for the future research.

1.8 Conclusion

This conclusion will briefly introduce some factors like training and development and co-worker relationships that affect employee engagement in hotel industry. This part also provides us the gaps and the issue contained in preview study. The purpose of the conducting the research is also discussed in the chapter.

The general objective for conducting our research is to identify training and development and co-worker relationship which affect employees' engagement. Based on our research, we can be more understood about which factors will bring corresponding affect towards employees' engagement. Besides that, we do focus on specific objective with the purpose of investigate the two independent variables-training and development and co-worker relationship that affected the employee engagement in hotel industry.

We do have general and specific research question to help us understand more about what are we going to investigate. In addition, we also had generated hypothesis for the study. We will discuss more in next chapter in depth through literature review.

CHAPTER 2: LITERATURE REVIEW

2.0 Introduction

Chapter 2, importance contents such as literature reviews, relevant theoretical models, proposed of conceptual frameworks as well as development of hypothesis are included. The purpose of including literature review is to help in identifying some of the derivative information from a lot of journals and articles are interrelated to our study which is factors that affecting employee engagement in hotel industry. Past and recent journals by researchers will be reviewed so that we able to see the gaps and differences on how the researchers or authors related this field of study that evaluate the factors of employee engagement. In addition, a projected outline for this study had formed according to the appropriate hypothetical framework from different researchers.

2.1 Literature Review

2.1.1 Employee Engagement

Firstly, engagement in work field was conceptualized by the author Kahn (1990). Hence, employee engagement has been called as the most effective human resource emerges in current and future (McBain, 2006). As Lee (2012)

has noted that employee engagement is significant issues towards hotel industry, which help to introduce a new human resource practice among the organizational and corporation. Similarly, the concept of employee engagement had been introduced from many contemporary human resources; hence it is a critical driver business success today (Bakker & Schaufeli, 2008). In addition, Lee (2012) also mentioned that employee engagement in terms of human resource practice helps the organization to cope with turbulent situation. In the other way round, little and little (2006) stated that employee engagement is a comparatively new term that has use broadly in the management literature and mass media. According to Kahn (1990), personal engagement is “the harnessing of organization members engage themselves to their roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performance” (p. 694).

The term engagement can define as an “individual’s involvement and satisfaction with as well as enthusiasm for work” (Harter, Schmidt, & Hayes, 2002, p. 269). The employee engagement, will help to increase subordinates involvement when they are cognitive vigilant and emotionally connected and linked to other, in terms to reach the mission or vision of the team (Harter et al., 2002). Although Kahn (1990) was the pioneer in studying employee engagement, some of the researcher Joshua (2006) admit that the definition of employee engagement was too broad. Moreover, the Corporate Leadership Council (2004) notified that employee engagement as “the extent to which employees commit to something or someone in their organization, how hard they work, and how long they stay as a result of that commitment” (pp. 5). Furthermore, in academic literature terms, employee engagement can be recognized as a psychological construct in academic community (Welfald & Downey, 2009). Ideally, employee engagement research evolved from studies focused on employee motivation, authority and empowerment, organizational citizenship behaviour, organizational value and culture, leadership and high participation and performing teams (Ambrose & Kulik, 1999; Deci, 1971; Maslow, 1943; Ramlall, 2004).

Despite of this, Baumruk (2004) defined engagement as way in which subordinate are intellectually and emotionally behaviour committed to the work field. Khan (1990) distinct individual engagement as “the simultaneous employment and expression of a person’s ‘preferred self’ in task behaviours that promote connections to work and to others, personal presence, and active full role performance”. Thus, another underlying concept by other researcher can be categorized into three dimensions. First, Rothbard (2001) he added the concept idea into two components, such as attention and absorption. The attention can be illustrated as cognitive availability and the statistic that every single individual may spends to think about the role. Besides that, absorption can be identified as engrossed in a role which intensity of one person focuses in a role. However, another concept of engagement was led by burnout researchers, Maslach and Leiter (1997) and Maslach et al. (2001), who conceptualized engagement as the opposite of or the positive contract to the three burnout dimensions: cynicism, exhaustion, and sense of inefficacy (Gonzalez-Roma et al., 2006; Shuck, 2010). Furthermore, Schaufeli et al., (2002) provided a third approach for work engagement, a different perspective and view to the engagement-burnout continuum theory. According to this, engagement can be defined as a “positive, fulfilling, work related state of mind that is characterized by vigor, dedication, and absorption” (Schaufeli et al., 2002, p. 74). In contrast, vigor can be defined categorized by mental resilience and high level of liveliness when carry out the duty or working role, hence this may help to increase the willingness of subordinates towards their work task. Moreover they will become more persistence when facing some ongoing difficulties during the progress (Salanova & Schaufeli, 2008). Commitment, the next element, refers to a strong recognition with a work task and ‘is written off as by a sense of importance, motivation, encouragement, dedication, enthusiastic, and also a sense of self-importance and challenge. Lastly, absorption can be described as characterized by being completely intense or focus particularly in their job scope, whereby time constraint and facing numerous difficulties with unfasten themselves away from work (Laura, 2010).

In nutshell, employee engagement are facing bottleneck in some area (Shuck & Wollard, 2008). Due to some constraints of low number in engagement, organizational leaders rated worker engagement is the main priority in their organization (The Ken Blanchard Companies, 2008; Ketter, 2008). While the researcher indicates the current result shows that the corporate with higher employee engagement rate may gain and sustain with outperform organization results (Shafer, 2010).

2.1.2 Training and Development

Definition of Training and Development

According Employment Department (1994) the outlook of training in highlighting the training range of publication is that of international involvement for helping the single entity or the organization to be converted into further qualified when working. In addition, there do not have standard definition for training.

No matter training a medical technician, an athlete, the main purpose is to generate inspiration and skill mutually among individuals that we have better self-belief that the a person will react and respond in specifically the attitude we necessitate. Hall (1990) based on Wexley and Latham (1991), they noted a condition where training and development cannot treated separately. Training is a behavioral modification, and by recognizing the interactive link between both training and development they did not follow the contemporary convention. They also found out that training and development speak about how to plan an effort by any organization to boost the learning outcome of job-related behavior on the part of its subordinates. "Behavior" this phrase is

being used in the broad sense which consists of any awareness and technical ability acquired by any member of staff through practices.

Truelove (1992) further defines development as a path whereby an individual learns from occurrence will be more valuable. The objective is to lend a hand to public to utilize the skills and knowledge that provided by tutoring and exercising, not only for their present career or job as well as future carrier. Also, reflects some concepts e.g. greater maturity, development of emotion and increase self-assurance. Truelove also dispute that numerous enlightening courses consists factor of training that their process dedicate to the unlocking and nurturing of the capacity within public. Truelove strongly trusts that education, training and development are interdependent and interlinked.

Rothwell & Sredl (1992) defined employee training as a short-term learning intervention voluntary to build or enhance a match between current job requirements and single individual knowledge, skills, and attitudes. Besides that, they also stated that Training helps people meet minimally acceptable job requirements or refine, upgrade, and improve what they do. There are numerous method of conducting training in the park companies as well as the intensity of the training programs, namely training hours and training cost, number of participants, are being investigated. While Chen (1995) defined employee training as method used to transfer skills, knowledge, and work attitude from the experienced craftsman.

Nadler & Nadler (1989) defined employee training as learning, provided by employers to employees that are related to their present jobs. Training is primary concentrate on evaluating, assuring, and helping develop, through planned learning, the key ability that allow single individuals to perform their current work role.

Effectiveness and Implication of Training and development in Hotel Industry

According to Mullins (1993), the people in hospitality operation to decide whether the superiority role is being conduct in an appropriate mode. People-oriented; labor are one of the mainly significant resources in deceiving organizational successes within the hospitality industry. Mc Ewan (1995) stated that there is no factor that cans consist of inferiority supervision but an individual is the key to achieve it and acceptable goals. In addition, training and development of abilities and skills among people are the roots to achieve quality goals.

Hotel operation is a pure service industry. The nature characters of hotel service places focuses on the significant of direct communicate or interacting with subordinates and clients. According to Forte (1982), a large amount of junior administration entrance to the hotel industry with good educational qualification which also includes a lasting of industrial release. Therefore advance training is necessary to them. As a UK hotelier, Forte also recognized that attracting, motivating and training for employee is the factor to continuous existence. He also further explains that training is a natural part of daily workload and we have to always cautious that we could not keep on to exists or sustain longer without it.

Sacker (1987) stated that efficient training programs able to bring significant advantages to staff as individual besides commercial advantages. In addition, Minor and Cichy (1984) stated that training can help reduce stress and absenteeism and will eventually decrease employees' turnover. Afiya (1992) also further describe that by introducing the opportunities to develop skills and a well-planned career path structure, we will definitely see an increase in staff retention.

According to Reid (1995) there has to be a total promise of quality and service; training for employee, as well as motivating the scheme forward based on the customers' perspectives. It is because according to Bramham (1994) concentrating on service is not the same as concentrating on client. He further explained that customers might not return if the services being offered is too litter while customer might not willing to pay extra when have extra service being provided.

However, when measuring whether training has contributed to the organization's bottom line, training professionals should keep in mind that many interrelated elements may influence profit and loss training is just one, and, like all business decisions, the most important resolution of training's return on investment happen before a training program is provided while it is not over (Hassett, 1992).

Tracey (1984) stated that since training programs function through materials, activities and personnel, in order to efficiently and effectively meet the needs and achieve the goal of the organization and its employees, the programs must be designed, developed and validated, implemented, and controlled for quality in accordance with systems principles and procedures.

Reciprocate Training and Development with Employee engagement

According to Salminen et al., (2014), the Job Demands- Resources model is association between job resources, optimism and work engagement. This author also noted that the model will be referring to the social, physical, and psychological. The aspects of organization on this model are functional to achieving company's objectives; reducing the job demands and the costs are interrelated with socially and emotionally; stimulated the learning and development, and individual development (Salminen et al., 2014). According

to Salminen et al., (2014), the main purpose for JD-R model is evoke two different psychological processes on job demands and resources, which are job strain and motivation can lead to development.

The author Malik et al. (2013) stated that training and development consider a key element to raising employee engagement. Their research also noted that employee training will bring different learning experiences can lead to permanent change in employee behaviour to increase productivity. The improvement of fresh skills and knowledge will ultimately apply into their job performance to enhance employee engagement (Malik et al., 2013). In additional, the motivation process are generated by JD-R model will implied that the employees are possess motivational potential is able leading to higher employee engagement, good performance and low cynicism (Salminen, 2014). Therefore, job resources are playing an important motivational role to foster employees' growth, learning and development. It may able to achieve more work goals.

Based on the outcome from different types of research paper, we found that the cost and time consume on training and development always controversy by different organizations, because some of the organizations will think positively about training and development as a great investment and they will get back return on their high performance. On the other hand, some organization will think that training and development need to consume long time period and large amount of money to provide some capable training, but the outcome is under expectation (Mirvis, 1976). The White Paper study from Employee Development System Inc. (2010) has point out a training issue about relationship between training and development program with employee engagement. It is about the cost are spend on a disengaged worker is higher than an open position in any organization.

On the other hand, the Development System Inc. (2010) is encourage that training opportunities must offer regularly to the employees for generate different motivation to keep them engaged towards organizations. Some attractive training materials can increase the knowledge and interest for employees to present for the training programs, such as training magazine, the journal of management development, Human Resource magazine and others (Cartwright, 2003). The British Columbia Public Service study (2010) has reported about an organization willing to transformation by using Web Based Training can consider an effective way to provide training to employees, since that is always bringing save cost, efficiencies, increasing global competition as advantages. The study also mentions that the updating skill sets and innovation can attract and retain some talent are brightest and best. According to Noe (2002) has mention that new technologies are effective to reduce the training cost is relevant with the deliveries training to the employees. Due to the trend is movement towards technologies, many organizations will consider to leveraging digital technology and online training to offer some professional development opportunities for their employees (Lockwood, 2007). Based on the review of Cantoni & Inversini (2009), the Web Based Training (WBT) will bring the positive impact towards the field of hotel industry. It is also able to acquire some new knowledge and skills to the trainees in hotel industry and tourism. The hotel are intent to swift their training program to web based training is able to get cost benefits. It is doesn't matter of the changes on technologies or not, the Lockwood's (2007) research noted the result to shown that professional training and development are ranking as the main effective engagement tool by employees.

Evaluating on Training and Development Models

Before the company plan for any training and development programs, they should consider about the employees' training needs. According to Amolo et al., (2013), training has the specialized function. Therefore, trainer must

exactly to understand what is really required for training and development. Amolo et al., (2013) also mention that the proper identified tools and framework techniques processes are able to help company on designing and implementing effectiveness training programs. It will save time consuming and improve productive level for those who require it. The author Shama (2011) are stated about the training are needed for several reasons, which are included changing technology, demanding customer, thrust on productivity, improve motivation, accuracy of output, and better management.

The general training and development process can divide for five stages (Amolo, 2013). Firstly, the company need to identification the training needs and set up the training objectives. The second stage is identification and selecting the training and development methods. By the following is designing the proper training and development programs. After that, they can start to implement those programs. When the trainee completes the training and development programs, the programs will be evaluate.

According to Kirkpatrick (1998), the author are mention that training evaluation model can descript into four levels of training consequence, which are reaction, learning, behaviour, and result. The author of Sharma (2011) state some criteria should be used to evaluate training, such as reactions, learning, behaviour, and results. He writes his first book to determine that four level. His mention that, trainers must start with the expected result and then focus on what behaviour are required to accomplish them. After this they must clearly to know what kind of attitudes, knowledge, and skill are need to bring for desire behaviours. At the end is a trainee does not only learn something new but they also need to favourably for the training program (Kirkpatrick, 2009).

The research paper for Warr and Bunce (1995) are defined that three kinds of reactions of trainees can measure by enjoyment of training, usefulness of training and difficult of training. Evaluating training is a popular topic to discuss for academics and practitioners. Evaluation of training is useful to provide information for design alternative training programs in future. It can also provide useful data are relevant between training with human resource management (Sharma, 2011). Evaluation training is not an easy job, because it is included effectiveness, adequacy, efficiency and impact, accessibility and etc.

Connecting Training and Development with Employee engagement

According to Holton and Rabbetts (2009) there are two types employer are consider as a problem when pursuing on employee engagement through training and development. There are the employers who are too concern and take motivation seriously, and second type is the employers who do not care for any important of employees' motivation. They also mention that these kinds of unintentional neglect will make the Human Resource practitioners and business team hard to plan, develop, and implement some proper training and development approach to increase the employees' motivation. Therefore, Human Resource Department should play a main role for make sure all the training and development is valuable on employees' engagement. The Civil Service's study (1995), they stated that Human Resource Department always related with training and development. They also mention that human resource management is able to help employees build up some particular values with particular training can help to motivate employees for achieve the best performance.

According to Bersin (2013), he stated about the flow of organizations evolved the local training towards a professionally developed and integrated as an effectiveness strategy. There are four levels, which are level 1 to level 4. The

level 1 is the stage to provide some general training. It is some formal training, but not concern for particular area, just aimed to increase productivity of organizations. The level 2 is focus on training excellence by evolving the standards for content and delivery through e-Learning are follow the current technology trend. During the level 3, organizations will focus on the talent and organizational performance. The trainee can recognize the importance of management's role in development and their performance will be evaluated after training. The highest is level 4, which are the trainees will become higher aligned with business executives, learnt board range of skills and capabilities (Bersin, 2013). According to Czarnowsky (2008), his study is mention that all the organizations are trying to fulfil the employees' need on training and development to boosting the employee engagement. Based on his result, there are 2/3 of respondents are perceived that high opportunity in quality training and development is positively influences their employees' engagement in the organizations. In additional, 76% respondents are recognition that career development opportunity is a driver to extent higher level of employee engagement (Czarnowsky, 2008).

2.1.3 Team and Co-worker Relationship

Co-worker Relationship

Iverson (1999) defined co-worker support as “the degree of consideration individuals receive from members of their social network” (p. 402). Furthermore, co-worker can be illustrated as sharing knowledge among one another as well as providing encouragement and support (Zhou & George, 2011). In addition, Coworker support can be further elaborate as social support given towards the subordinates by coworker in the working field (Wright, 2009). As the social support can be categorized into four components, such as instrumental support (e.g assist other with job task),

emotional support (e.g provide support), informational support and appraisal support (Langford et al., 1997). Hence, in Poon (2011) study stated that coworker provided a belief towards social supports. Social support is a significant development tools to enhance proper employee engagement in social organization (Ng & Sorensen, 2008). Moreover, there have various result shown that social support relates positively towards employee engagement (Nahrgang et al., 2011). Also, "employee engagement is a heightened emotional and intellectual connection that an employee has for his or her organization, manager, or co-workers that, in turn, influences him/her to apply additional discretionary effort to his/her work" (Gibbons, 2006, p. 5). Again, a recent study Karatepe et al., (2010) found co-worker relationship being strongly held between engagement and hotel employee. Therefore, to the reach the immediate effects of social support, most of the researchers have to examine and discovered the moderating effects of social support, while this must be guided by the absorption of hypothesis (Poon, 2011). According to buffering model of social support, co-worker can become a linkage in promoting the facets of worker engagement, such as dedication, vigor and absorption (Schaufeli, Bakker, & Salanova, 2006). However, social support had not been well defined (Thoits, 1982) while the consequence was, this caused the researcher find their own measurement on their study (Wright, 2009).

Effect of Coworker towards Employee Engagement

Co-worker Support on Demographic Perspective

Similarly, three authors, Lee, Huang, Zhao (2012) stated that a good coworker relationship can helps to address work challenge, and enable to dedicate more in their working role. Nevertheless, the outcomes of co-worker support can affect employee satisfaction, the quality of working atmosphere, which is important to the employee engagement in the hotel industry (Aryee & Zhen, 2006). Thus, Leiter and Maslach (1988) had found that co-worker relationships can help to build up personal accomplishments. Also, Etzion

(1984) mentioned that for male, is about working support, such as message feedback, reciprocity, appreciation, quality between managers and subordinates. While for women, is about the support in life, such as quality of life between family and friends. Nevertheless, Bakker et al., (2005) found a reliable rapport between community support such as dedication and vigor (engagement) more on female worker, instead of male worker. Beside from gender perspective, strong supportive relationship in terms of friendship which emerges through co-worker relation may helps to increase the employee engagement (Loehr & Schwartz, 2003). For instance, age demographic framework will helps to enhance employee engagement, such as the satisfaction of older and younger age subordinate could influence working engagement, as greater co-worker and employee age similarity can helps to build up favourable attitudes and behaviours (Mckay & Avery, 2007). For example, Fisher (1985) determined a significant outcome, which used a younger sample than the other studies. Coworker support extremely important develops for younger individuals. This relationship creates efficient communication between work group (Zenger & Lawrence, 1989), greater participation (Hobman et al., 2004), enhanced task assign and individual relationship between work group (Kirchmeyer, 1995). Undeniably, this variable can help to correspond towards employee engagement (Mckay & Avery, 2007).

Motivation towards Psychological Condition

Again, the co-worker support creates a motivation and engagement in the employee behaviours towards psychological condition such as meaningfulness, availability, and safety (Arora and Kamalanabhan, 2010). While based on Macey & Schneider (2008) noted that work engagement has emerged as a meaningful motivational development in the workforce. The more interaction with the co-worker, this will help an individual to experience more physiological meaningfulness, internally this will contribute high levels of working engagement (May et al, 2004). Therefore, James (1978) revealed

that employee are more willing to invest themselves, if their effort had been recognize and supported through co-worker relationship. Again, every single subordinate which treated with respect and dignity for their payout or contribution in the work field, may likely to gain a sense of meaningfulness from their co-worker interaction (May, 2004). As a result from May (2003) the researching result seem to support the core relationship between co-worker support and the meaningfulness.

Beside this, Maslach et al. (2001) and Saks (2006) have confirmed that perceived organizational support and justice are important in employee engagement. As Poon (2011) sees that some studies had stated that co-worker support to moderate the effect in terms of perceives justice and also physiological distress (Duffy et al., 2002). Thus, Monica & Mary (2007) stated that perceived of justice can be linked together with co-worker relationships. Despite of this, trust in co-worker can help to enhance the trust in the overall workplace (Cook & Wall, 1980). While this may increased the working morale, as morale can build up overall attitude of an individual in their work field (Sirota et.al, 2005). Hence, Mary & Monica (2007) believed that justice perspective can be highly link with trust in co-worker and morale. Therefore, Thompson (2009) stated that trust is really important, as this will create a mutual respect in the work force. As a result, it will enhance the subordinates engage themselves towards their work role. While May (2004) noted that affective trust is rooted in the emotion between co-worker and every single worker. Moreover, she also highlighted that co-worker which support each other during a task will help to heightened the perception of psychological safety and also engagement. Furthermore, Arora and Kamalanabhan (2010) stated that employee that gain fully support from the employer or co-worker is likely to experience more psychological support in their working environment.

Therefore, based on Kahn (1990) stated that physiological safety is an individual perceived freedom to be authentic in their working environment. In addition, Kahn (1990, 1992) concerning employee engagement have importance relationship focus on psychologically safety. The preliminary determination was to construct interpersonal interaction between subordinates working experience in the working force. Again Edmonson (1999) stated that a supportive and not controlling relation should foster perception of safety. Thereafter, the co-worker support can be felt through positive feedback, empowering, concern of employee will likely create the sense of safety during the working progress (Arora and Kamalanabhan, 2010). Ideally, Edmonson (1999) noted that employee who felt safe, are likely to engage themselves more in their work field. Again, Arora and Kamalanabhan (2010) psychological safety is absolutely essential to impel employees to involve in daily and innovative and creativity tasks. Due to this courage, according to Kahn (1990) better participation of employee may put more effort and dedication in their work, as they knew that their effort are more reliable and won't create risk towards their interpersonal relationship and also group dynamics. The finding of May et.al (2004) stated secure construct a well-built association within the linkage of work engagement, in some degree, it will helps to mediate the effect of engagement.

Finally, psychological availability involves subordinates imposed value and belief during job scope. While this nomination may provide them to have a quality attributes and characters toward emotional resource, cognition, mentally or physically towards their job task (Mckay & Avery, 2007). While May (2004) noted that every single employee will bring their emotional, cognitive resolve when the engage themselves in their working role. As Kahn, (1990) & May (2004) stated that a worker need sufficient resource at work force which can help them fully engage in their individual roles. Again, the availability of necessary resources can free and lead subordinate to concentrate on their task without worrying insufficient resource (Shuck & Wollard, 2010). Apparently, this will helps them have better engagement in

their personal roles (Lee, 2012). Again, Arora and Kamalanabhan (2010) suggested that co-worker support in term of psychological availability to channel their energy and available resource to enhance themselves in innovation actions. Similarly, a different individual role comes along with various physical, cognitive and emotional demands. This underlying resource may lead the worker to have better approach towards their job task (Olivier and Rothmann, 2007). Despite of this, May et al., (2004), stated out resemblance in constructing engagement. They highlighted that employee engagement come along with three different attributes: cognitive (such as absorption), physical (such as vigor), and emotional (such as dedication). Collectively, the three component of physiological, such as safety, availability, and meaningfulness can help to determine the engagement of every single employee (Kahn, 1990). Moreover, Arora and Kamalanabhan (2010) also suggested that positive physiological component may lead to higher working engagement. Last but not least, from co-worker relationship declare that psychological circumstances (safety, meaningfulness, and availability) are significant for personal engagement (Kahn, 1990).

Co-worker towards Job Resource

Conversely, in the employee engagement literature, co-worker support can be considered as job resource (Poon, 2011). Job resources may be encourage and impel and enhance in individual right through maintain, gathering and amassing of resources (Hobfoll, 1989). The fact was Job resources refer to job appearance that is capable in the fostering of personal development, achievement of job mission or goal (Bakker& Demerouti, 2007). In contrast, Wright (2009); Korunka et.al (2009) reported that co-worker support were predictive in employee engagement. In empirical term, Schaufeli & Bakker (2004) discover that job resource, such as performance feedback, colleague support, and top level coaching positively influence the employee engagement in the Dutch employee. Job resources may take part in an important role by increasing employees' basic build up or play an essential

motivational role to reach the primary target of engagement (Bakker & Demerouti, 2008). Thus, Job resources might be discovered according to the point of corporate (e.g., job opportunities, increment, earnings), the organization of the work (role clarity) in interpersonal and (supervisor and coworker support) (Bakker, et al., 2007). Moreover, Van den Broeck et al., (2008) discovered a positive linkage between job resources (positive feedback, task authorized and also fully utilized the skill) and the vigor component of engagement.

Job Demand Resource Model

Beside this, based on various models of employee engagement such as to change job demands-resources model of employee engagement, Hakenen & Roodt (2010) and differentiated job demands-resources model, Rich, LePine, Crawford (2010). As a result, this model from job resource can help to activate the motivation process that lead to employee engagement (Poon, 2011). The longitudinal research is ready to bear the weights of job demands-resources model.

Mauno et al. (2006) discover that resources of jobs are better compare to previous year (two-year) in terms of employee engagement (dedication and vigor) than job demands. The Job Demand Resource model furthermore clarify that the linkage connecting task resources and job demand is significant in judge the fundamental in developing employee engagement (Bakker et al., 2006). Again, the Job demand resource model signifies that job resources will create more influence on employee engagement whenever the demands of jobs are consider high (Bakker et al., 2006).

However, Korunka et al., (2009) hardly established any support evidence for job resources (co-worker) may helps to increase the level of work

engagement. Furthermore, Beehr et.al (2000) co-worker can reflected into two dimensions one is instrumental support and emotional support. As the instrumental support can helps to build up better work accomplishment and resolving working problem. According to Tews, Michel, Ellingson (2013) can help to reduce work overload and had the potential ability to adverse the engagement outcome. However, they believed that instrumental support provided too much task oriented, which may neglected a person meaningfulness working progress. While the instrumental support is more need higher level of level of jobs with greater task significance. For instance, such as helping solve a work-related problem; (Adams, King, & King, 1996). At the same time, Lawrence (2006) highlighted that an individual employee may obligate to reciprocate their co-worker help, as this may internally increase their stress.

Importance of Co-worker

In the academic literature, Tews et.al (2013) argue that co-worker essentially important entry level of hospitality employee, as they can be compensated by terms or condition that are not necessarily favourable. So, with co-worker relationship can help to create a meaningful working environment for employee (Mitchell & Lee, 2001). Lastly, Wright (2009) highly believed that an individual which highly engaged with the companion of co-worker, will continued engaged themselves in work field.

In conclusion, Tews (2013) noted that co-worker support is especially important for the new entry of hotel worker. This was due to their lack of knowledge on the terms and condition or compensate, as they need the help from the co-worker. Moreover, new entrants' hotel employees in the industry represent a large amount of the secondary labor market typified by low skilled and long hour work (Greengard, 1995; Maxwell, 2008). In addition, with the help of coworker under these conditions, this will help to create a meaningful

work environment for employees and insulate them against factors (Mitchell & Lee, 2001).

Perceived team and coworkers support in an organization is described as one of the psychological safety's experiences that a person would like to invest themselves without fear of any negative consequences among each of the coworker in an organization (Rich et al, 2010). Having the team and coworkers' support in an organization will ensure that the employees among themselves feel safe and clear in terms of behavioral consequences. Author named Kahn (1990) also mentioned that individuals who are supportive among themselves each other in the organizations are able to take risks and challenges even though negative consequences might be happened. He also further mentioned that employees would feel safer once they have the support from their team members. Thus, these supportive actions from the team and coworkers will foster the employees' willingness to engage themselves fully in the organizations. Edmondson (1999) also supported the statement made by Kahn (1990) by stating that when employees perceive high team and coworkers' support, they will contribute themselves more and have less opportunity to fear the negative consequences; as a result the employees engaged themselves easily in an organization. In contrast, when the perceived team and coworkers' support is low, employees are fear that they may suffer for their personal engagement in the organizations (Kahn, 1990).

Perceived team and coworkers' support also give a clear view of how many the teams and the coworkers give importance among themselves such as contributions, interests, benefits, etc (Kottke and Sharafinski, 1988). The team members and the employees themselves, whom are willing to carry the guiding duty, evaluating the subordinates' performance will be able to increase the engagement among each other (Rasheed et al, 2013). Team and coworkers' support as one of the social support founded by Schaufeli and Bakker (2004) described as support actions that provided by the team

members, colleagues and the employees themselves as well. These support actions always be conceptualized in terms of Social Exchange Theory (SET) (Cropanzano et al, 2005). Based on the authors Eisenberger & Ameli (1999) and Moonman et al (1998), they stated that human resources are extra possible to be occupied if the perceived team and coworkers' support is high. Thus, the problem of absenteeism and rate of turnover among new and existing employees can be reduced from time to time.

According to Saks (2006), there is a theory that can used to explain the perceived team and coworkers' support which is Social Exchange Theory (SET). Team members, colleagues, coworkers who have the high supportive among each other might affect the employees to be engaged in future period as part of the SET in order for the engaged employees maximize their goals and objectives. To be more simplify, when employees sense that they are fully supported by the team members and colleagues, they are likely to response quickly and immediately and become more engaged (Ram et al, 2011).

Basically, Social Exchange Theory (SET) consists of five main elements that are shown as below.

Behavior is predicated upon the notion of rationality. This means that the individuals (employees) will behave more as the behavior of the individuals are result from an award. However, if the more the individuals (employees) receive rewards, the less valued they become, and therefore the individuals (employees) will seek for another alternative rewards or sources for the presented behaviors (Searle, 1990).

The relationships between team and coworkers are based on reciprocation. Each individual either coworkers, colleagues or employees in the

relationships will provide benefits to each other as long as the exchange is equitable and the quality of the exchanges are crucial to the respective parties. The exchange for the two parties have to be fair and clear if both the parties intend to have a long relation to continue in future periods (Searle, 1990).

Social exchange is based on the justice principles. In each exchange between the employees and the coworkers, there should be a rule of fairness that used to govern the behavior of each party. That is, third parties or fourth parties viewed these exchanges as fair when compared to the other exchanges. The principles of justice have to be gone beyond the equity between the two parties' principles of contribution. These justices involved by comparing parties' rewards to those who have dealt with these parties and also what all of them had received for the same contributions (Searle, 1990).

Individuals (employees) will find their best way in order to maximize their gain and minimum their costs in the exchange relation process. It is actually very important for those individuals (employees) to understand that some of the costs do not much relate to financial issues but is more on the cost that incurred through the time and energy that have been spent and contributed during the team and coworkers' relationship (Searle, 1990).

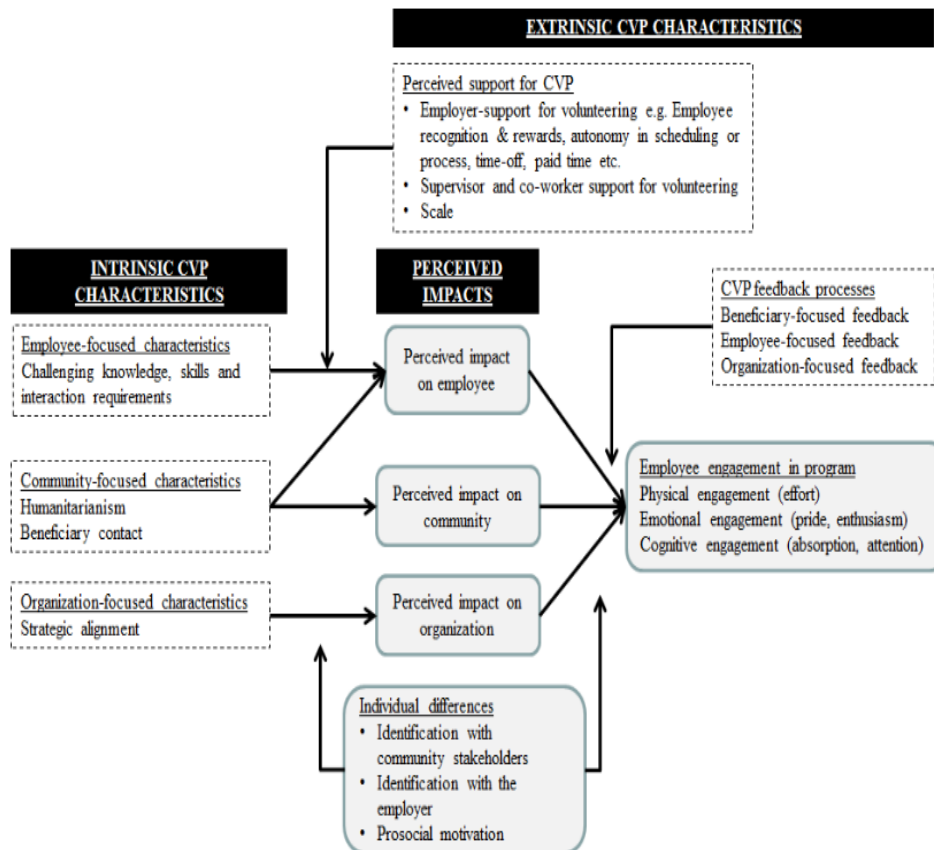
Individuals (employees) who participate themselves in such relationship are out of a sense of mutual benefits rather than intimidation. Hence, coercion between team, coworkers, colleagues, employees can be minimized (Searle, 1990).

In summary, Saks et al (2006) concluded that Social Exchange Theory (SET) provides an essential foundation to enlighten the reasons for employees in choosing to turn into extra engaged or fewer engaged in their employment.

When employees be given those supports from team and coworkers in an organization, they feel more obliged and willing to engage themselves. Similarly to the definition of Kahn (1990) of engagement, he said that employees would feel obliged to bring themselves more deeply as the repayment for the team and coworkers' support actions. As a reflection, individuals (employees) are more willing to withdraw or disengaged themselves if the team and coworkers in the organizations failed to give the support action when there is necessary.

2.2 Review of Relevant Theoretical Models

Figure 2.2.1

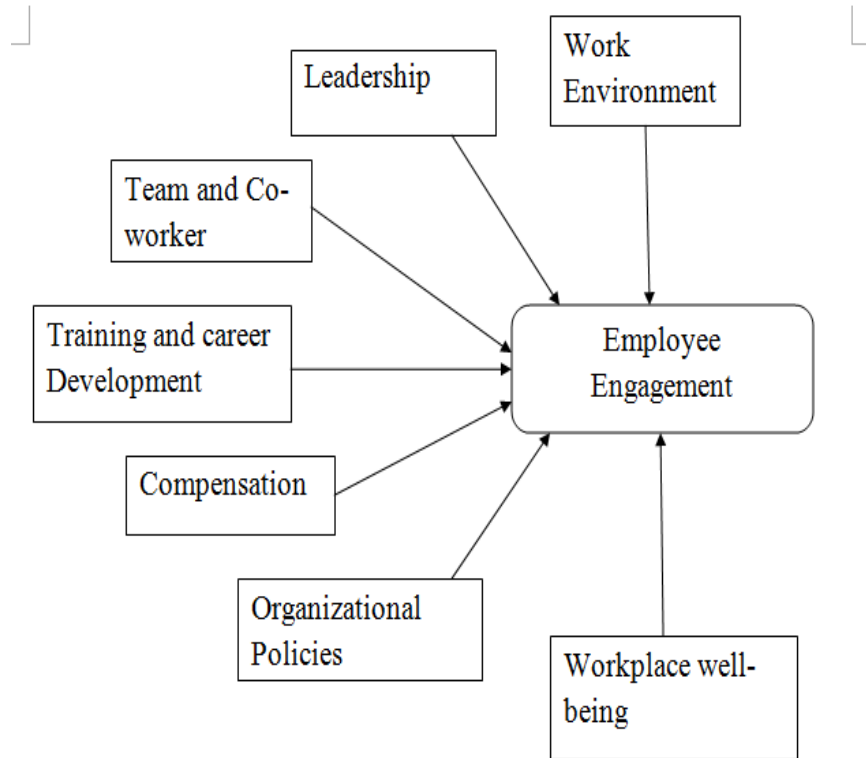


(Adopted from Akwasi Opoku-Dakwa, Perceived Impacts and Employees Engagement in Corporate Volunteering: An Interactionist Perspectives, <http://www.ivey.uwo.ca/cmsmedia/439298/Opoku-Dakwa-manuscript.pdf>

In an organization, where there is a perceived support from team and coworkers, it provides employees with trusty, safe as well as communication. This impacts the employees to be more willing to contribute more in the given task at workplace; hence resulted the employees to be engaged (Dakwa, 2013). According to Dr J. Anitha (2012), she stated that team and coworkers relationships play an important part towards employee engagement based on the above framework. Meanwhile, Kahn (1990) also supported the above framework by saying supportive and trusting between team and the coworkers promote employee engagement. Members in the organization which felt safe would give them an opportunity to try out new things and even if they fail, they also will not fear of any consequences. Thus, the work engagement of an employee is high if he or she is having a good relationship with the team members and coworkers (Dr J. Anitha, 2012).

Yu (2013) also proved that there is connection existed involving team and coworkers' support toward employee engagement. It is very important for the employees to have a team or coworker who provides them training and development opportunities, performance feedback and a platform where team and coworkers share information with the employees.

Figure 2.2.2 Factors facilitating Employee Engagement

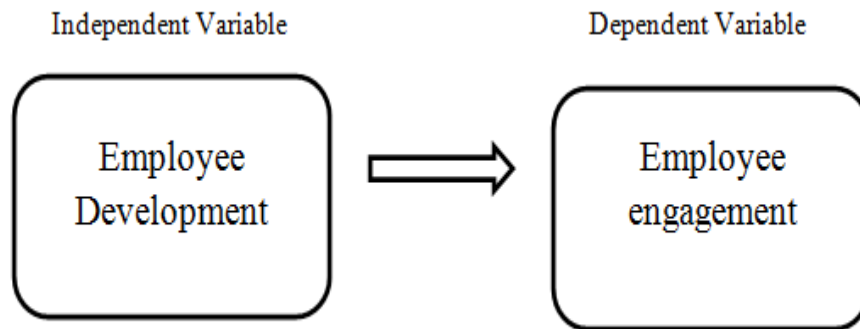


Adapted from: Anitha (2013). Antecedents of employee engagement and their impact on employee performance.

This proposed theoretical framework above is help to determine the key factors devote to employee engagement through a broad literature survey. This paper also aims to determine whether the strong relationship existing between employee engagement and performance of employees. The main purpose to conduct this study is looking for the relations between eight variables. There are seven independent variables and one dependent variable are included. The seven independent variables conducted work environment, training and career development, leadership, team and co-worker, organizational policies, compensation, and workplace well-being. Those independent variables can influence the dependent variables such as employee engagement. From this theoretical framework we accumulate the connection help us to isolate the other

irrelevant variables. The relevant variables will be choosing for our proposal to forge a new framework to best illustrate our research survey.

Figure 2.2.4 Antecedents of Employee Engagement In The Manufacturer

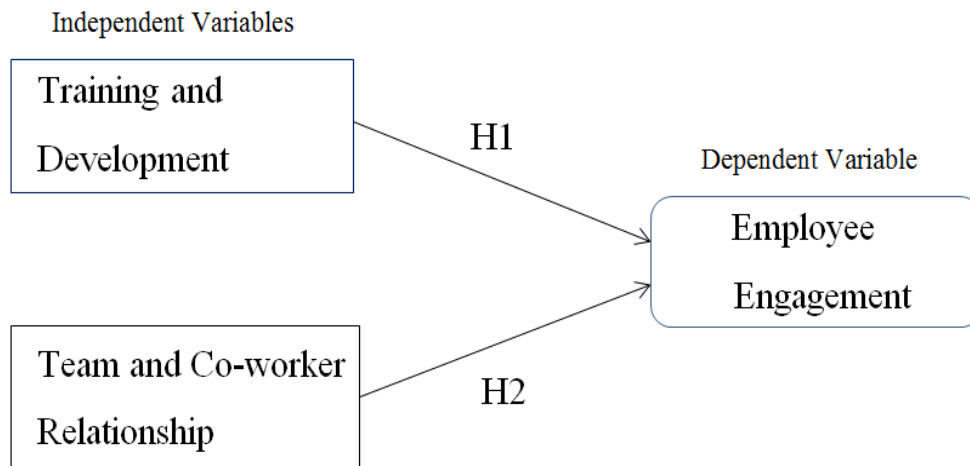


Adapted from: M.Rajendran, O.K.Basbous, A.P.Teoh and S.L. Choi (2013) Antecedents of Employee Engagement In The Manufacturer.

The theoretical framework above for this study is determined the key factors devote to employee engagement by employee development. The framework above emphasize on strong relationship between employee development and employee engagement. The objectives to conduct this study are to discover and investigate the relations among the only independent variable, employee development and how do it affect the dependent variable, employee engagement. From this theoretical framework we accumulate the connection help us to isolate the other irrelevant variables. The relevant variables will be choosing for our proposal to forge a new framework to best illustrate our research survey.

2.3 Proposed Conceptual Framework

Figure 2.3.1 Factors Affecting towards Employee Engagement



There are two independence variables that we are focusing in this research and how do they affect the dependent variable which is employee engagement in hotel industry. The two variables are training and development and Co-worker relationship. Training and development is one of the importance variables that may affect lots of changes and outcome. By enhancing employees' attitude, productivity, job satisfaction and work quality may help devote to accomplish the objectives of the organizations. In addition, with the former and correct way of training and development may bring lots of positive impact to employee engagement. Indirectly it will affect the company retention rate outcome and so on.

The second variable is Co-worker relationship. Co-worker relationship is the relationships between employees at the same hierarchical level who have no formal authority over one another. Co-worker relationship can be classified into a various type such as workplace friendship, boss and subordinates relationship, and others. But there have the same objectives, which are the better the co-worker relationship the lesser unnecessary problem will occur among employee and

management level while will help increase productivity and effectiveness of subordinates. If manager and employees can build a strong relationship, it can be a crucial ingredient for retention formula to enhance employee engagement. Hence once the co-worker relationship had increase, it may also help to decrease the employee turn-over rate.

2.4 Hypothesis Development

2.4.1 PERCEIVED TRAINING AND DEVELOPMENT WITH EMPLOYEE ENGAGEMENT

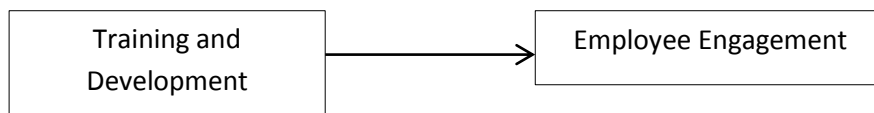
The research paper from Rahman & Rahman (2013), reported that training programs will help to resolve the knowledge gap, lower skill and misleading attitudes. If poor approach are using in training programs is unable to match with employees' training needs will lead to serious negative impact on effective training. The researchers above mention that the scopes of transfer to employees are failed to contribute into the job will make employee feel frustration and thus increase the employee turnover. By contrast, the contribution of training and development will help to enhance competitive advantage and competencies to help employees fit to organization, and this kind of benefits will become a driver to foster higher level of employees' engagement in the organization (Castellano, 2001).

By standing as an employee, the training is provided is significant related to a portion of the job experienced satisfaction. It also means that employees will deem training as a necessary part of their job (Schmidt, 2004). By examined on another level, Schmidt (2004) stated that employees who are working in customer contact positions like employees in hotel industry are always motivated to please their customers. Therefore, the increases of satisfaction on job training may allow them exactly to perform well, which also can increase job satisfaction.

Based on the hypothesis are related with training and development, the effectiveness of training and development are positive relationship with employee engagement. The authors Sahinidis & Bouris (2008), proved that when employees perceived that training and development is effectiveness, it is strongly positive relationship with motivation, job commitment and job satisfaction. Through the Human Resource Activities can enhance the best practice from employees to get high involvement in their job like staffing, comprehensive training and development effort such as job rotation (Amirtharaj et al., 2011). Based on the Amirtharaj et al (2011) research above, training and development ensure to adding value of employees in hotel industry, it will be help to retain right people at the right time. As stated in Brum (2007) research paper, training can help to improve contribution of employees, increase the reciprocity, identification, and limit alternative employment options. These kinds of benefits will enhance the employees' commitment towards organization because the greater commitment can reduce the employee turnover.

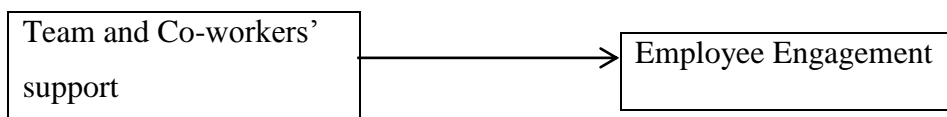
According to Winfrey (1999) research on Kirkpatrick model are mention that this model can be classify in four levels of training consequence, which are evaluation of those reaction, learning, behavioural change, and evaluation of result or outcome. On the other hand, the author of Sharma (2011) found the other insight for training and development. She mentions that all industries

also need training and development provided to their employees for long term. Training programs can increase the employees' satisfaction, morale and retention by reduction the turnover and hiring rates. It can increase the knowledge to apply in hotel business related activities (Sharma, 2011). As conclusion, the employees are able to enhance their knowledge and skills through training are most likely to fully engage and adaptable themselves into their work field, because of the satisfaction on completed the new assignment and increase their future employability (Lockwood, 2007). In addition, the higher level of job performance will get higher level employees' engagement also (Prasanna, 2014).



Hypothesis 1: There is significant relationship between training and development toward employee engagement in hotel industry.

2.4.2 Relationship between Leadership styles towards Employee Engagement



Team and coworkers' support which is supportive and trustworthiness able to increase the employee engagement in the organizations (Rothmann, 2010). The level of interaction that existed in team and coworkers will be able to

foster a more strong sense of engagement of employees in the organizations. Besides, team and coworkers' support that contain specific instrumental and emotional support also help the employees to be engaged. As a result employees able to complete challenging tasks with more effectively and efficiency.

In addition, David et al (2007) also commended that there is an existing relationship between team and coworkers' support towards employee engagement. These supportive actions guarantee the employees to feel safer when handling problems or challenges at workplace. Thus, employees would have contribute and put more effort in completing and accomplishing the given jobs or tasks. Therefore, employees are like to be engaged among themselves. Furthermore, some of the coworkers might act as a moderator to give support and guidance to the employees whenever they feel depressed or stressful at workplace. The psychological expressions from the coworkers help those employees to deal with the risk at workplace. Having the support from those coworkers might influence the employees to be highly engaged among each other (Ahmadi et al, 2014).

Hence, we able to conclude that there is an affiliation existed among team and coworkers' support toward employee engagement. (Rothmann, 2010).

Hypothesis 1: There is a significant relationship between team and co-workers' support towards employee engagement.

2.5 Conclusion

This chapter have provided more research information to explain and understanding about the dependent variable and independent variables in our proposal. From the research papers by other authors in literature review part, we can found the general information about our independent variables and dependent variables. That is included definition, important, issues, challenges, types and etc. Through the review of relevant theoretical models, we can refer it to form our framework in this research proposal. At proposed conceptual framework part, we already choose and form our framework. The hypothesis development part will point out the significant relationship between all variables are noted by other researchers. It can use to strongly support hypothesis are set in Chapter one. More clearly research, illustrated and evidences to prove the relations will state in following chapter three.

CHAPTER 3: RESEARCH METHODOLOGY

3.0 Introduction

With research model that had been developed, we intend to illustrate the way of data collection techniques. As Brynard & Hanekom (2006) stated that research methodology is the way or solution for the researcher to evaluate and bring out the order to execute and analysis the overall research task. Hence, we are going to briefly make an introduction on the overview of this chapter. Firstly, this chapter concludes various parts, such as, data processing sampling design, research instrument, data collection method, construct measurement, and as well as data analysis techniques. Moreover, we are ready to use this framework to conduct our reliability of study.

3.1 Research Design

Quantitative research categorized as a research that based on capacity and quantification data; appliances of dissimilar measurements and algebraic analysis. Research design acted as a support that plans the procedures to the particular assignment as well as helping us out in guiding us to solve the existed problems. The main aim of conducting this study is to explore the relationship that exists involving independent variables (training and development, team and coworkers' support) towards dependent variable (employee engagement) in hotel industry. There are two research designs -descriptive and causal research.

Descriptive Research is to describe people, products or any situations. There are few reasons why we choose descriptive research as our one of the research designs.

- *To find out the percentage of people who behave in such ways.* Sometimes, we might be having the interest in estimating the proportion of the engaged employees within the training and development and team and coworkers' support aspects. Thus, most of the data are collected through descriptive research.
- *To make some specific predictions.* We might even want to predict or estimate the several of independent variables that could have the high possibility in affecting the employee engagement in the hotel industry.
- *To explore the connection between independent variables and dependent variable.* It is very common to see that descriptive research to describe the affiliation among independent variables (training and development, team and coworkers' support) and dependent variable (employee engagement).

In descriptive research, sample survey is commonly used. Sample survey helps to select the target population easily. Besides, the data collected from the sample survey can be used to project to the overall population. Unlike others survey, some surveys are more expensive. They usually take more time, money and energy than expected to collect and analyze all the collected data successfully.

Causal Research also has been used in this research study. If there is a reason and consequence relationship exists connecting the variables, the method of causal research has to be undertaken. It is very important to justify the cause in changing the variables that will affect the changing in other variables. In this study, the

phenomenon of the employee engagement is due to the cause of training and development and team and coworkers' support. Hence, it is suitable for us to choose causal research as one of the research design.

3.2 Data Collection Methods

From the past study we had learned, research design may help us to attain our finding purpose. While, Taylor (2010) notified that, if lack of good organized research design, the finder has no appropriate plan or framework for scientifically support and assist on the ongoing study. The major task of designing research is to prevent the evidence or result that we gain is not matching the initial research questions. We are using various data collection method to gather our data. Thus, the method can be categorized into two components-primary data and secondary data. While based on Creswell (2009) suggests that a mixed methodology allows the researcher to gain more perspectives and analysis from different types of result and data which may help to engage in different levels within the study.

3.2.1 Primary data

First of all, the primary data is the data that collected and observed from the first hand experience. Thus, Esther (2012) noted that observation is one of the flexible and easiest parts of the research methods. Based on Chan, Chan, Khoo, Loh, and Wong (2012) stated that primary data is information that has not been changed or altered by any respondent, therefore its validity and accuracy is greater than secondary data. Moreover, our primary data is collected using questionnaire distributed toward the hotel manager and

subordinates that located in Penang area. We believe that the target respondent on that particular district would be most appropriate for our study.

3.2.2 Secondary data

We collected the secondary data from different source, including the academic and professional journals, statistical study, online article, and some text book.

3.3 Sampling Design

According to Handwerker's research paper, he define that sampling design as selecting from primary data collection and make analysis which are appropriate to use in specific questions (Handwerker, 2005). Five main steps for sampling, which are included defining the population, determining for proper sample frame, examining the sampling design, determining the proper sample process, and implementing for those sampling process (Sekaran, 2006).

According to Uma Sekaran (2006), probability and non-probability consider as two major types of sampling design. He define that probability sampling is the population element have some know. In contrast, the non-probability sampling will not have known or predetermined chance of selected subjects (Sekaran, 2006).

3.3.1 Target Population

According to Kitchenham and Pfleeger (2002), target population can define as the group or individuals to whom proper involve in survey. For ideally,

target population will be represented of all members in a finite list. We cannot claim the result generalize to the target population, if we do not have a proper representative sample. The sample is ensuring to be more representative when we put major concern on a sample population (Kitchenham & Pfleeger, 2002).

Target population can be defined as some terms of elements, geographical condition and time (Sekaran, 2006). It can help the researcher to save the unnecessary timing and costing. As mentioned before in Chapter 1, the employees who are working in the hotel industry need to deal with many tourists that come from different race, religion, background and country. Therefore, the employees with high employee engagement can meet the expectation and provide proper service to satisfy all customers and help organization gain more profit and good reputation. Due to this situation, the amount of hotels and tourists is an important condition to consider before we choose a specific population.

We are focusing our study on the hotel industry in Penang because the Tourism Visit Malaysia Year 2014. Based on the information provided from Asia Room.com, we can know about more than 1000 hotels located in whole Malaysia. According to Economic Census 2011 Accommodation service report, the total room for whole Penang state is 14,060. The KPMG Penang also highlighted that tourism is the key sector to generate and remain as a mainstay of revenue in Penang state. The hotel industry in Penang is expected to chalk good returns, because of the upswing for the occupancy rates. In addition, the tourist arrivals have increased steadily for 14% and 4.4 million tourists in 2013 are recorded by UNESCO World Heritage since 2008. Due to the information, we are focusing on those employees who perform within the hotel industry in Penang as our target population. The reasons for us to aim for a particular population is effective for us to be more concentrated, focused and deliver more accurate research.

3.3.2 Sampling Frame and Sampling Location

The definition of sampling frame can define as the sample is drawn will be physical representation of all elements in population (Sekaran, 2006). In our research, we decide to distribute our questionnaire to those workers from hotel industry where located in Penang. There are around 100 hotel ranking from 3 stars to 5 stars in Penang. Only the three stars and five stars hotel in Penang is included, the budgeted, homestay, Guest House and other are not involved. That is because we will distribute around 30 sets questionnaire for each hotel. Therefore, only the high stars rating hotel are getting more employees and enough target respondents to answer our questionnaire in same hotel. There are total of 400 sets of questionnaire are need to distribute. We do not focus to distribute our questionnaire for the employee in particular department only, because it has many different departments in each hotel. We believe that the employees are working in different departments will getting different opinion about their job. That is because different departments will get their own policies, rules and regulations, salary, welfare, job opportunities and others to affect the employees' mind sets from different department. We are also try to avoid the result will effect by some factors like we neglect for some related department are able to provide more accurate data.

3.3.3 Sample Elements

The hotels are rating with three stars to five stars in Georgetown, Tanjung Bungah, Batu Ferringhi, and Gurney participated in our research questionnaire. The examples of hotels are we have distributed questionnaire to, are 1881 Chong Tian Hotel, Lone Pine Hotel, The Northam All Suite Penang, Eastern & Oriental Hotel, and others. We have distributes questionnaire for employees who work in different department like Human

Resource Department, Marketing Department, Management Department and etc. The employees are involve are front desk reception or front line employees and non- executive level employees, all top management or supervisor is not included. This is because the top management worker is occupying smaller percentage than the clerical worker, services and sale worker and other general front line worker, but this is not the main reason. We make the decision not included the top management respondents is because we need to take almost 20 minutes to complete our questionnaire with 36 question. Therefore we try to do not disturb the top management employees implement their daily duty. The top management employees like Human Resource manager is involved to listen our briefing about our questionnaire, and help us to distribute it. They also make sure that we are following the entire personal data protection act to protect their company's important information. We also distribute it according to the respondent's age group, education level, and gender to make sure that we can get different types of information are provided from different classes of employees.

3.3.4 Sample Technique

We will use the probability sampling to conduct our study. There are few kinds of sampling, which can classify as simple random sampling, systematic sampling, stratified random sampling, cluster sampling and area sampling (Sekaran, 2006). We choose simple random sampling out of these five types of sampling to distribute our questionnaire. The simple random sampling will define as all elements within the population are considered and those have equal chance to be chosen as the subject in our research. This kind of random sampling can guarantees that we can same probability to get all possible samples that we can take from the population are chosen. In additional, the entire elements from the same population will get the same probability to be chosen as sample (Barreiro & Albandoz, 2001).

Before we distribute our questionnaire, we contract with more than 20 hotels in Penang. At the end, we get permission from 15 hotels to allow us distribute our questionnaire for their employees. We are assign 30 sets of questionnaire for each hotel, for the purpose to make sure that we can get the accurate data and avoid any mistake like leave the fill blank, circle for two answers and other unexpected mistake. Therefore we have around 30 extra questionnaire are answer by the respondents, some company also unable to help us answer all 30 sets of questionnaire. The questionnaire will past to the top management, and there are distribute to according to the department are mention during our briefing. Every department and every employee have the same equal chance to answer our questionnaire. The simple random sampling has the benefit of least bias and gets the high generalizability of findings in our research (Sekaran, 2006). We do not choose the non-probability sampling because of some disadvantages like not generalizable to entire population for judgment sampling, not generalizable at all by using convenience sampling and others.

3.3.5 Sample Size

According to Sekaran (2006), sample size is the actual number that has been chosen from the population in our research. The result will be effected if the insufficient of the sample size. So that the more or larger sample size is applied in research will get more precise data and result.

According to the data are provided in Analysis of Labor Force in Malaysia (2010 and 2011), there are total of 856,700 employees who work in hotel, food and beverage industry in the year of 2011. The sample size determination can using Krejcie and Morgan table to shown that we need to distribute 382 sets of questionnaire since the population in hotel industry are more than 75000 of employees. To prevent from some data collection issue

like missing the questionnaire, error or empty for certain questions and other, we decided to distribute 400 sets of questionnaire. This can help us to make sure that the data are accurate and getting the desirable result in our research. After that, we will verify the justifiability and accuracy of the questions by using pilot testing by using 30 sets of questionnaire. The result can test for accuracy and significant of the study.

Table 3.1: The total employees who work in the hotel industry in whole Malaysia during year 2010 - 2011

Table 3: Number and percentage distribution of employed persons by industry², Malaysia, 2010 and 2011

Industri Industry	2010		2011	
	('000)	(%)	('000)	(%)
Jumlah / Total	11,899.5	100.0	12,284.4	100.0
Pertanian, perhutanan dan perikanan / <i>Agriculture, forestry and fishing</i>	1,614.9	13.6	1,410.0	11.5
Pelombongan dan pengkuarian / <i>Mining and quarrying</i>	57.2	0.5	76.0	0.6
Pembuatan / <i>Manufacturing</i>	2,108.5	17.7	2,222.3	18.1
Bekalan elektrik, gas, wap dan pendingin udara / <i>Electricity, gas, steam and air conditioning supply</i>	55.5	0.5	51.6	0.4
Bekalan air; pembentungan, pengurusan sisa dan aktiviti pemulihan / <i>Water supply; sewerage, waste management and remediation activities</i>	66.7	0.6	70.8	0.6
Pembinaan / <i>Construction</i>	1,082.7	9.1	1,133.6	9.2
Perkhidmatan / <i>Services</i>	6,626.1	55.7	7,095.6	57.8
Perdagangan borong dan runcit; pembaikan kenderaan bermotor dan motosikal / <i>Wholesale and retail trade; repair of motor vehicles and motorcycles</i>	1,887.8	15.9	1,999.5	16.3
Pengangkutan dan penyimpanan / <i>Transportation and storage</i>	554.7	4.7	605.2	4.9
Penginapan dan aktiviti perkhidmatan makanan dan minuman / <i>Acommodation and food and beverage service activities</i>	856.7	7.2	942.3	7.7

Table 3.2 The Table is constructed using the following formula for determining sample size:

The Table is constructed using the following formula for determining sample size:

Formula for determining sample size

$$s = X^2 NP(1 - P) + d^2(N - 1) + X^2 P(1 - P)$$

s = required sample size.

X^2 = the table value of chi-square for 1 degree of freedom at the desired confidence level (3.841).

N = the population size.

P = the population proportion (assumed to be .50 since this would provide the maximum sample size).

d = the degree of accuracy expressed as a proportion (.05).

Source: Krejcie & Morgan, 1970

3.4 Research Instrument

Research instrument is one of the methods to gather information and data in our research. Since we need primary data to complete our research, therefore we choose self-administered questionnaire as our research instrument to complete our survey. By using the self-administered questionnaire method, we can get respond, outcome and feedback from targeted respondent more effectively, efficiency and conveniently. We distributed the questionnaire to our targeted respondents through both physical conduct and online survey.

3.4.1 Questionnaire Survey

Self-administered questionnaire is being chosen and carried out in this research. It is more effective and efficient by using self-administered questionnaire method compare to face to face interview method. This is because it is more low cost compare to other methods while it is also more convenient which may carried out in anywhere and anytime. The questionnaire was created based on the literature review. We also clearly stated that all the information which provided by the respondent is protected under Personal Data Protection Act 2010 which already approved by faculty general office. 400 sets of questionnaire had being distributed and collected within three weeks in Penang Island. It is all about a study of determining some factors like training and development and co-workers relationship affect toward employee engagement in hotel industry.

3.4.2 Questionnaire Design

Generally, layout of the questionnaire, form of question being asked, language being used to complete the questionnaire and the length of the questionnaire affected a lot to the response rate. We are using simple English and the questionnaire is designed in simple and avoided any unbiased wordings to decrease misconception and uncertainties on the question to the respondents. Therefore respondents can easily understand the question and provide their answers more quickly without consuming more time. The close-ended question were designed based on the Likert scale method which enable respondents to choose the closest answer to their viewpoint by given specific and limited- alternative responses.

A total of 36 items were developed in the questionnaire. The questions are adopted from various sources of previous research papers conducted by other research and make some modification in order to match with research objectives. The questionnaire was divided into three categories. Part A consists of six question was about demographic information of the respondents, while Part B is about factors of training and development and team and co-workers relationship affecting employee engagement in hotel industry which consist of 20 question. Part C is about the employee engagement which consists of ten questions.

3.4.3 Pilot Test

Pilot study is a study in small scale to investigate and to test the possibility of medium and process for later use on a large scope or to seek for possible result and associations that may be worth following in a consecutive larger study (Thabane et al., 2010).

Next, we conduct a pilot study by distributing the questionnaires to 30 respondents in Penang Island prior for the actual survey. The questionnaires for pilot test created were printed out and distributed to the respondents in the area of Penang Island. Researchers take almost one week to distribute and collected the questionnaires from the respondents.

The alpha obtained from this reliability test is to shows the reliability of the items in the questionnaire. Reliability refers to regularity of a measure of a concept (Bryman & Bell, 2007). Based on Rule of Thumb of Cronbach's Alpha, it proposed that less than 0.60 is consider poor reliability, 0.60 to 0.70

is consider fair reliability, 0.70 to 0.80 is consider good reliability and 0.80 to 0.95 is consider excellent reliability (Sekaran & Bougie, 2010).

Table 3.2: Reliability Analysis

Variable	Dimensions	Cronbach's Alpha
Independent Variables	Training and Development	0.837738
Independent Variables	Team and Co-worker relationship	0.922893
Dependent Variables	Employees' Engagement	0.874171

3.5 Construct Measurement (Scale and Operational Measurement)

There are two independent variables in our study such as co-worker relationship, training and development and also one dependent variable employee engagement in this research. Ng and Sorensen (2008) defined coworker social support as "...the beliefs employees hold regarding the extent to which ... coworkers provide instrumental (work related) and emotional assistance." Despite of this, training and development is leading the subordinate to feel a sense of secure and confident (Salanova & Schaufeli, 2008). Lastly, the employee engagement can be illustrated as job satisfaction, involvement, and commitment to the organization (Scott & McMullen, 2010). Again, Chan, Chan, Khoo, Loh, and Wong (2012) mentioned there contain four different sentiment of measurement scales in the research study, as this includes ordinal, nominal, 5-point likert scale and ratio, but most of the

researchers will choose to use just only some of the measurement scale in their own questionnaire which categorized as ordinal, nominal, and 5-point Likert scale.

3.5.1 Nominal scale

Nominal scale is a dimension scale that helps to reduce the possible outcome, while it cannot be replaced in any form or order representing the fundamental properties from the measurements (Marsh, 1996). In our research consists two questions, illustrated about the demographic information are using this scale. For example:

1. What is your gender? <input type="checkbox"/> Male <input type="checkbox"/> Female
--

3.5.2 Ordinal Scale

Ordinal scale is a way to measure, all the data value can be estimated and defined individual, while to prevent the inappropriate among compared to other data on the ordinal scale (Chan, Chan, Khoo, Loh, and Wong, 2012). However, it might awaken from categorical rating scales, or from converting interval scale data to ranked data (Marsh, 1996). For example,

2. What is your age group?
- Younger than 20
 - 20 – 29
 - 30 – 39
 - 40 – 49
 - 50 or older

3.5.3 Ratio Scale

As ratio scale are totally different from interval scale, while they have a numerical symbol which contain zero value and points along the scale can be illustrated as ratio. For example, the age of scale can be counted as one, and it easily lead people to think that six years old as twice as old as four years (Brown, 2011). For instance, this was one example of the question in our questionnaire:

5. How long have you been employed in hotel industry?
- Less than 1 year
 - 1 year – less than 2 years
 - 2 years – less than 3 years
 - 3 years - less than 4 years
 - 4 years – less than 5 years
 - 5 years or more

3.5.4 Interval Scale

While 5- point Likert scale is used to compute alternative preference, attitudes, and individual reactions. Again, 5-point Likert scale can be define as a sort of categorical, non-comparative scale that determines the level of agreement from respondents to a series of statement whereby it relates to an attitude which had been considered (Glossary, 2012). This measurement may help to express the view of the respondent. They may use the questionnaire to express or justify their perspective in it. Furthermore, in our questionnaire we construct, Section B provides each of the variables comprises with ten questions. A total of 30 items were developed. Most of the questionnaire source will adopted from the past researcher, as the questionnaire we adapted attained an average reliability of 0.8. The questionnaire from Section B measured by using 5 point Likert scale. The respondent will have to rate their opinion based on the range between strongly disagree (1), disagree (2), neutral (3), agree (4) and also strongly agree (5). For example,

1-Strongly Disagree; 2-Disagree; 3-Neutral; 4-Agree; 5-Strongly Agree

Training and Development	1	2	3	4	5
1. I believe that my set targets and objective are attained and identified by the firm through training program.	○	○	○	○	○

3.6 Data Processing

Data processing is means a explanation of preparation of data. There are few steps which consist in this process. The steps are including checking, editing, coding and scanning.

3.6.1 Data Checking

Firstly, the data processing will start to check the completeness and overall quality of the questionnaires. The purpose of this process is to ensure there is no missing answer for each question of the questionnaires.

3.6.2 Data Editing

The next process is known as data editing. During this process which will include scanning and editing the information which is relevant. Researchers will identify the inconsistent, incomplete and ambiguous responses from respondents. If there are any error found in the questionnaires such as respondents answer more than one answer or they miss to answering few questions, researchers have to do amending on it to make sure the data collected are more accurate and align with the research purpose.

3.6.3 Data Coding

Data coding can define as all the respondents will classify or allocated with different numbers and those number will entered into database (Sekaran & Bougie, 2010). This is a process for changing those original figures to another value. The numbers assigned for representing specific responses with specific questions to facilitate the data entering process and proceed further with the results. The code will under the range for from minimum 1 to maximum 5.

Table 3.6: Labels and Coding for Personal

Question Number	Label	Coding
Section A Q1	Gender	1= Male 2= Female
Q2	Age groups	1= younger than 20 years old 2= 20-29 years old 3= 30-39 years old 4= 40-49 years old 5=50 or older
Q3	Education level	1= High school Graduate 2= College Graduate 3= Bachelor Degree 4= Master Degree 5=Doctor Degree
Q4	Hotel Rating	1= 1 star 2= 2 stars 3= 3 stars 4= 4 stars 5= 5 stars

Q5	Working experience in hotel industry	1= Less than one year 2= 1 year-less than 2 year 3= 2 year-less than 3 year 4= 3 year-less than 4 year 5= 4 year-less than 5 year 6= 5 year and more
Q6	Employment Status	1= Full time 2= Part time

3.6.4 Data Scanning

Data scanning is the final step of the process where the coded data is transcribed into SAS Enterprise Guide software for data analyses. This software will help us to get the result and graphical analysis about the relationship for our independent variables and dependent variable.

3.7 Data Analysis

The collected data through distributing questionnaires to hotel industry in Penang will be keyed into the SAS program for further analysis purposes. Therefore, the analyses are shown as below:

3.7.1 Descriptive Analysis

According to Zikmund (2003), he defines that descriptive analysis as one of the data that can be used in representing information whereby the information is about population and sample. Besides, transforming raw data into a form that everyone would be able to be aware of also can be seen through descriptive analysis (Groenewald, 2010).

In summary, the collected data is used for calculating the average, percentage and the distribution of frequency. Percentage of tables and graphs is used to describe the analysis. Age, gender, education level etc also had been tested in this research study.

3.7.2 Scale Measurement

3.7.2.1 Reliability Test

The main intention of conducting reliability test is to figure out the level of reliability of the research study. Based on Sekaran (2003), a measure which is reliable indicate the extend in which the measure is without any biases and always offer a consistent measurement across time. In reliability test, a coefficient which known as Cronbach's alpha used to point out how excellent the independent variables and dependent variable are positively or negatively correlated to one

another. The nearer the Cronbach's alpha is to the digit 1, the advanced the reliability between the independent and dependent variables.

3.7.3 Inferential Analysis

3.7.3.1 Pearson's Correlation

The strength of the linear relationship between independent and dependent variables is measured with the use of the technique of Pearson's Correlation. The numbers consisted in the Pearson's Correlation which ranges from -1.00 to +1.00 representing an association between the variables. The correlation coefficient can be either in optimistic or pessimistic dimensions depending on the path of the relationship between the variables (Hair et. al, 2003). Hence, table below shows the different ranges consisted in the correlation coefficient.

Table 3.7.3: Correlation Coefficient

Coefficient Range	Strength
+0.9100 to +1.000	Extremely strong
+0.7100 to +0.9000	High
+0.4100 to +0.7000	Fair
+0.2100 to +0.4000	Small, unambiguous relationship
0.0000 to +0.2100	slim, approximately irrelevant

Source: Hair, J. F., Babin, B., Money, A. H., & Samuel, P. (2003).

Essentials of Business Research Methods. USA: Wiley

3.7.3.2 Multiple Linear Regressions

Multiple Linear Regression (MLR) is a method that used the test whether there is a relationship among the independent and dependent variables. It used in the direction of justify or explain the independent variables (training and development, team and coworkers' support) are having a significant variation towards the dependent variable (employee engagement). This technique is to be chosen since it allows all the simultaneous studies of the independent variables interval with one single dependent variable (Ghani & Ahmad, 2011).

Formula for the Multiple Linear Regression:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \dots + \beta_k X_k + e$$

Where Y is dependent variable,
 X1, X2, X3..., Xk are the predictable independent variables and e is the error term
 $\beta_0, \beta_1, \beta_2, \beta_3, \dots, \beta_k$ are the regression of correlation

In this research study, an equation of Multiple Linear Regression is formed:

$$EE = a + b_1 T\&D + b_2 T\&CWs'S, \text{ where}$$

EE = employee engagement

T&D = training and development

T&CWs'S = team and coworkers' support

3.8 Conclusion

As the conclusion for this chapter, we already completed to collect, analyze and interpreting the related data information. The content for this chapter are more related with design and distribute our questionnaire. There are included research design, methods of data collection, designing of sample, research instrument, constructs measurement, process all those data and make analysis for all related data that collected from respondents. We are appreciating for the 400 respondents are involved in our online and hard copy questionnaire. Those General Manager, Human Resource Manager, Assistance Human Resource Manager and Supervisor in Penang Hotel are kindly helping us for this chapter. Their contribution is meaningful to help us get more accurate result in data analysis by using SAS software. We already run the regression analysis and Pearson correlation coefficient data analysis. The more relevant details and accurate data will be justify and explain in the following chapter.

CHAPTER 4: RESEARCH RESULTS

4.0 Introduction

This chapter, we are going to examine a total 400 set of questionnaire that had been done previously in the hotel industry. The main objective task of this chapter is to interpret and analyze the underlying data we had gathered earlier. The data we receive from the respondent will be analyzed with the aid of SAS software. However, before the quantitative data research is to be analyzing, we will code, edit and also transform.

Under this chapter, we will separate our finding into several parts. Firstly this includes the demographic information test and also the Pearson correlation coefficient, reliability test and also multiple regressions. The information related with demographic has shown in our study includes gender, age, education background, working experience, employment status, and star rating of the hotel. Moreover, the reliability test was used to signify the similarities connection of statement in each variable towards our questionnaire. Again, the Pearson correlation coefficient was being used to determine the relationship of independent variables against the employee engagement. Thus, multiple regressions were used to diagnose the relationship of dependent variable and also the independent variable. Lastly, it table, bar chart and pie chart help us to conclude the result.

4.1 Descriptive Analysis

A total of six questions in Section A are regards with the demographic information of respondents were asked in our research questionnaire. The demographic information questions are included gender, age group, education level, stars rating of hotels, working experience and employment status. It has total 400 respondents are involve to answer for our research questionnaire.

4.1.1 Respondent Demographic Profile

Table 4.1: Summarized of Respondents' Demographic Profile

Demographic Factors	Categories	Frequency	Percentage (%)
1. Gender	Male	190	47.50
	Female	210	52.50
	Total	400	100.00
2. Age Groups	Younger than 20 years old	8	2.00
	20 – 29 years old	233	58.25
	30 – 39 years old	105	26.25
	40 – 49 years old	38	9.50
	50 or older years old	16	4.00
	Total	400	100.00
3. Education Level	High School	144	36.00

	Graduate		
	College Graduate	125	31.25
	Bachelor Graduate	106	26.50
	Master Degree	12	3.00
	Doctoral Degree	2	0.50
	Others	11	2.75
	Total	400	100.00
4. Hotel Stars Rating	1 star	0	0.00
	2 stars	0	0.00
	3 stars	20	5.00
	4 stars	130	32.50
	5 stars	250	62.50
	Others	0	0.00
	Total	400	100.00
5. Working Experiences	Less than one year	145	36.25
	1 year – less than 2 years	128	32.00
	2 years – less than 3 years	100	25.00
	3 years – less than 4 years	12	3.00
	4 years – less than 5 years	8	2.00
	5 years or more	7	1.75
	Total	400	100.00
6. Employment Status	Full Time	357	89.25
	Part Time	43	10.75
	Total	400	100.00

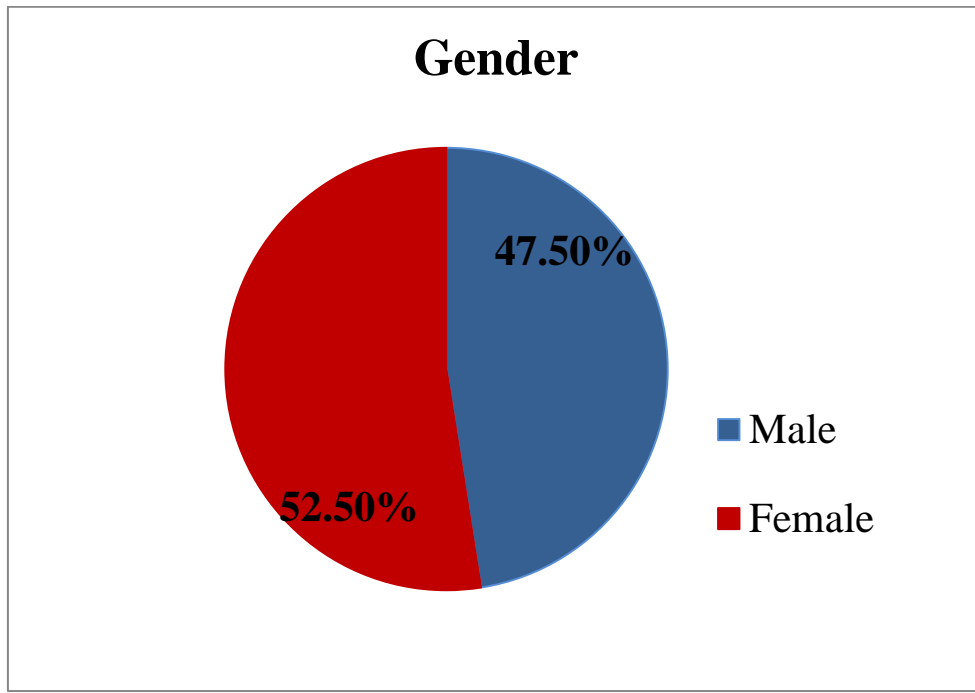
Source: Developed for the research

4.1.1.1 Gender

Table 4.2: Frequency Table for Respondents' Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	190	47.50	47.50	47.50
Female	210	52.50	52.50	100.00
Total	400	100.00	100.00	

Figure 4.1: Pie Chart showing Respondents' Gender



Source: Developed for the research

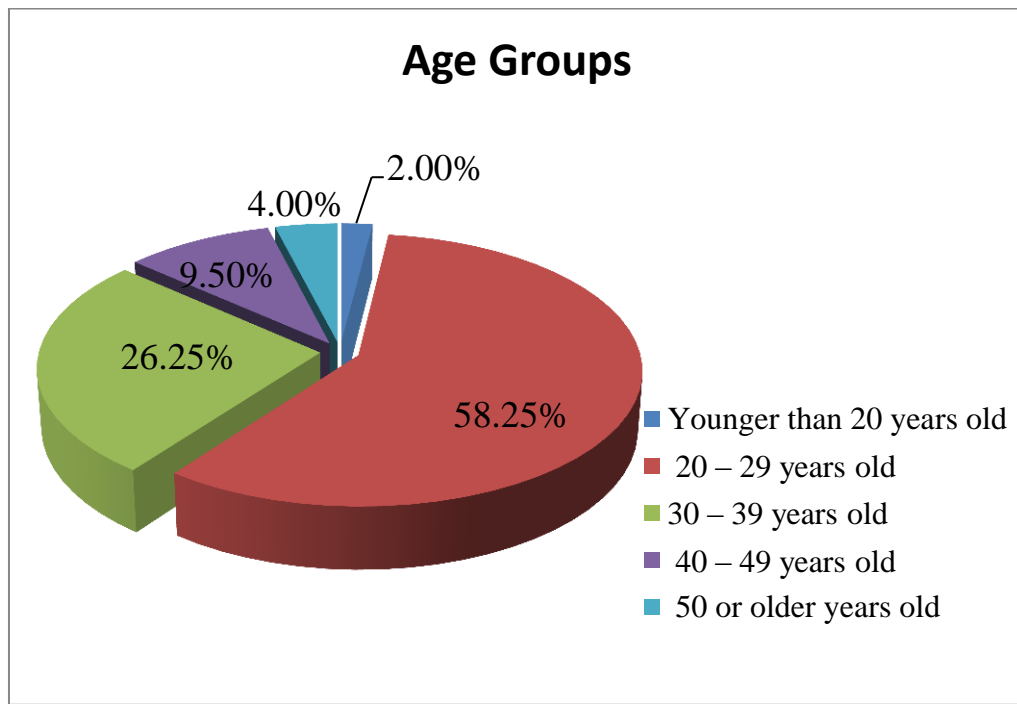
Based on the Table 4.2 and Figure 4.1 above shown the numbers of female respondents are more occupied than the number of male respondents. There are 210 female respondents and 190 male respondents. The total is 400 respondents. We used Pie Chart to shown the percentages of gender, which are 47.50 percent is male respondents and 52.50 percent is female respondents.

4.1.1.2 Age Groups

Table 4.3: Frequency Table for Age Group of Respondents

Age Groups	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Younger than 20 years old	8	2.00	2.00	2.00
20 – 29 years old	233	58.25	58.25	60.25
30 – 39 years old	105	26.25	26.25	86.50
40 – 49 years old	38	9.50	9.50	96.00
50 or older years old	16	4.00	4.00	100.00
Total	400	100.00	100.00	

Figure 4.2: Pie Chart of Respondents' Age Groups



Source: Developed for the research

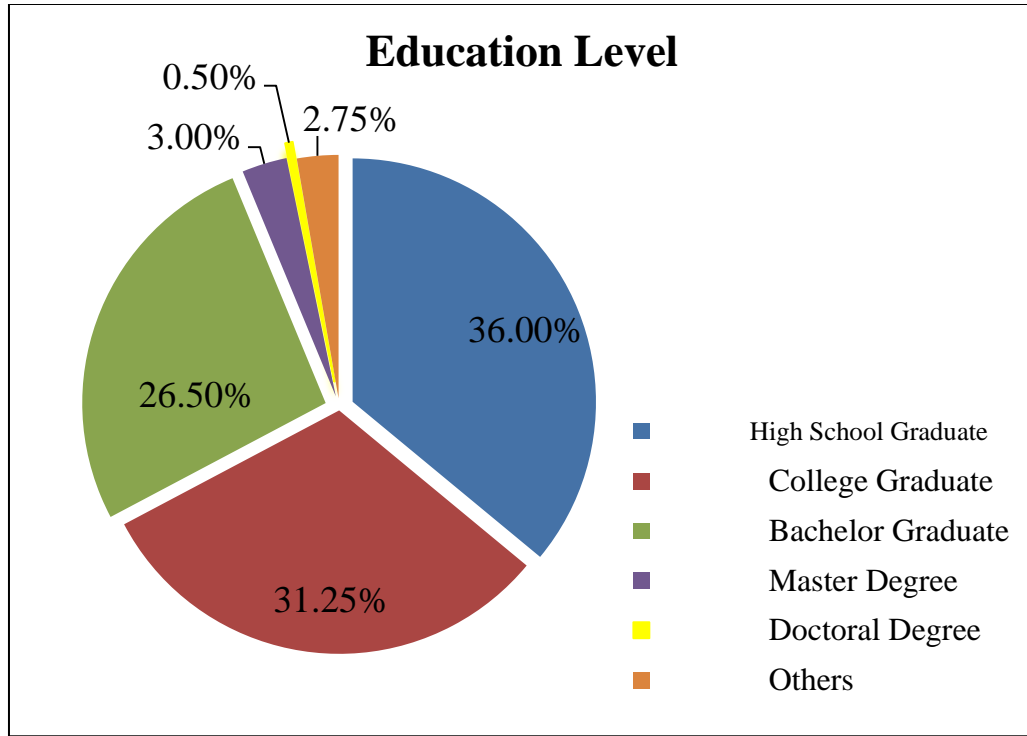
Referring to Table 4.3 and Figure 4.2, majority part of respondents are involved in the range of 20 to 29 years old, which are 233 respondents and 58.25 percent out of 100 percent. The second is the respondents are under the range for age group of 30 to 39 years old, which are 105 respondents and 26.25 percent. The older respondents are minority participated in our research questionnaire. They are only 38 respondents from the age group of 40 to 49 years old, and 16 respondents are 50 or older years old. The percentage is 9.50 percent and 4.00 percent. Who are younger than 20 years old is the least are involved, which are 8 respondents from this age group only, there are 2.00 percent out of 100 percent.

4.1.1.3 Education Level

Table 4.4 Frequency Table for Education Level of Respondent

Education Level	Frequency	Percent	Valid Percent	Cumulative Percent
Valid High School Graduate	144	36.00	36.00	36.00
College Graduate	125	31.25	31.25	67.25
Bachelor Graduate	106	26.50	26.50	93.75
Master Degree	12	3.00	3.00	96.75
Doctoral Degree	2	0.50	0.50	97.25
Others	11	2.75	2.75	100.00
Total	400	100.00	100.00	

Figure 4.3: Pie Chart of Respondents' Education Level



Source: Developed for the research

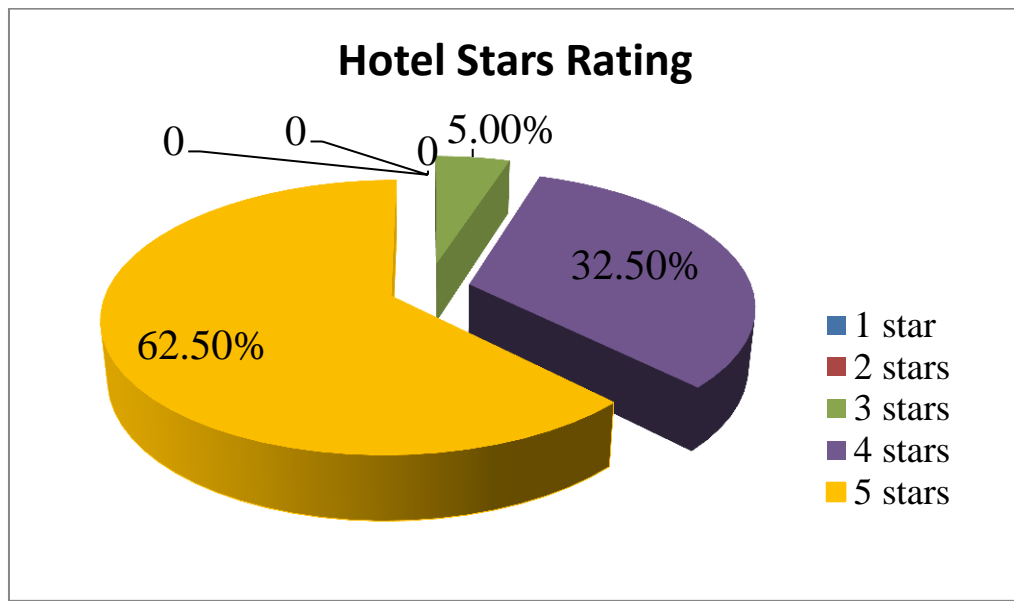
The Table 4.4 and Figure 4.3 had shown the frequency of respondents' education level. The table shown most of the respondents is under the education level of high school graduate, which are 144 respondents or 36.00 percent under this range. The second rank is the respondents from college graduate with 31.25 percent and 125 respondents out of 400. By the following, Bachelor graduate is under third rank, there are 106 respondents and 26.50 percent involved in our research questionnaire. The Master Degree and other education level is just occupy minority, which are 3.00 percent and 2.75 percent. There are only 23 respondents are under this two range only. The rest is also the least who are the respondents under Doctoral Degree level, which are only two respondents and 0.50 percent out of 100.00 percent.

4.1.1.4 Hotel Star Ratings

Table 4.5 Frequency Table for Hotel Stars Rating

Hotel Stars Rating	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1 star	0	0.00	0.00	0.00
2 stars	0	0.00	0.00	0.00
3 stars	20	5.00	5.00	5.00
4 stars	130	32.50	32.50	37.50
5 stars	250	62.50	62.50	100.00
Others	0	0.00	0.00	
Total	400	100.00	100.00	

Figure 4.4 Pie Chart showing Hotel Stars Rating



Source: Developed for the research

The Table 4.5 and Figure 4.4 are showing the different hotel stars rating. Our respondents are working in different hotel with different stars rating. But we only focus our research target for three stars to five stars hotel in Penang.

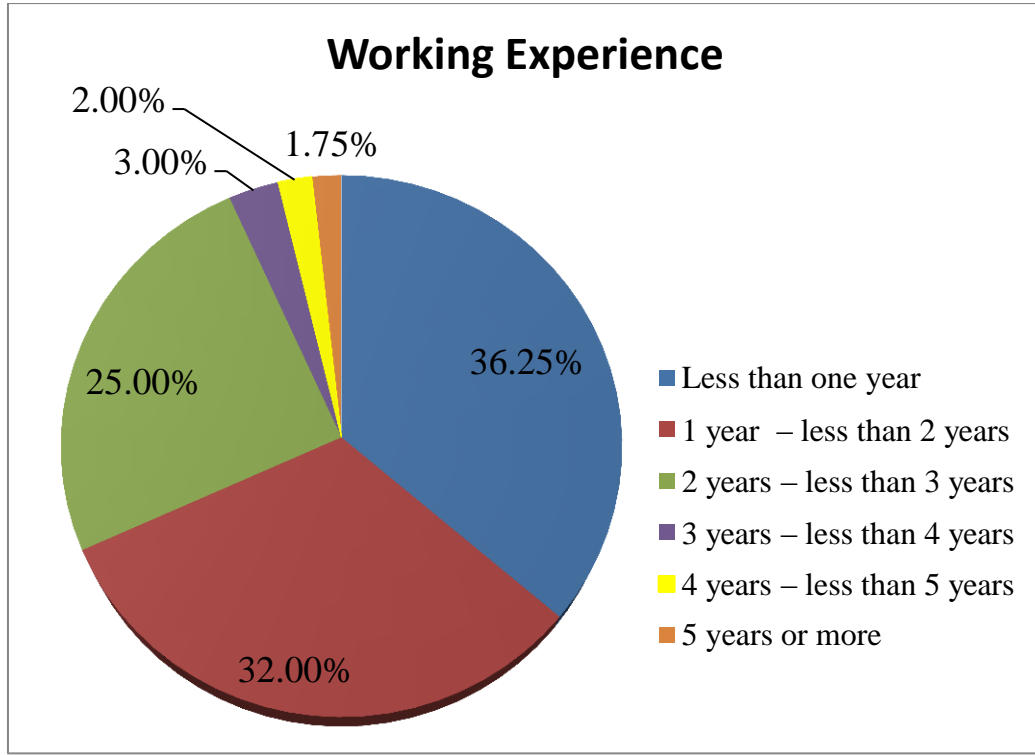
Therefore, it is zero percent for one star, two stars hotel and other types of hotel like Homestay, Budget Hotel, and others. There are majority respondents are working in five stars hotel, which are 62.50 percent and 250 respondents out of 400. We have 130 respondents are working in four stars hotel with 32.50 percent. The rest of the respondents are working in three stars hotel, which are 20 respondents or five percent out of 100 percent.

4.1.1.5 Working Experience

Table 4.6: Frequency Table for Respondents' Working Experience

Working Experience	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Less than one year	145	36.25	36.25	36.25
1 year – less than 2 years	128	32.00	32.00	68.25
2 years – less than 3 years	100	25.00	25.00	93.25
3 years – less than 4 years	12	3.00	3.00	96.25
4 years – less than 5 years	8	2.00	2.00	98.25
5 years or more	7	1.75	1.75	100.00
Total	400	100.00	100.00	

Figure 4.5: Pie Chart of Respondents' Working Experience



Source: Developed for the research

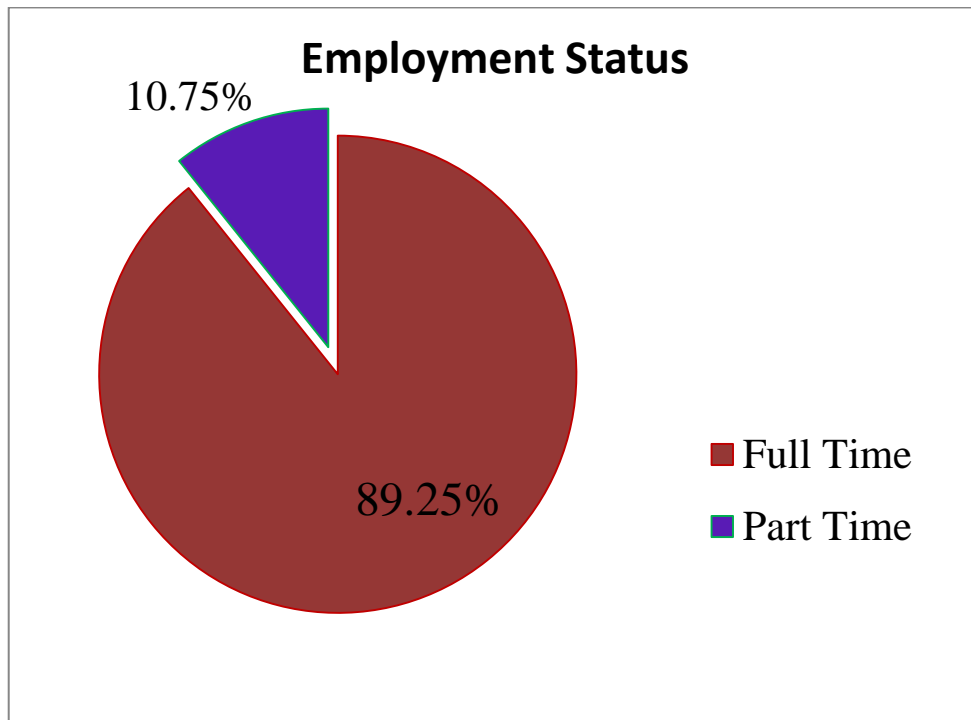
Based on the Table 4.6 and Figure 4.5 above, we can classify the respondents are possessing different working experience in hotel industry. Most of them are working less than one year, which are 36.25 percent and 145 respondents under this range. Next, there are 128 respondents and 32.00 percent respondents working under the range of one year but less than two years working experience. Third, 100 respondents are working for 2 years but less than three years, which is 25.00 percent. There are not more than 10 percent of respondents are working more than four years. It is only 27 respondents out of 400 are under these three ranges, which are approximately 7 percent out of 100.00 percent.

4.1.1.6 Employment Status

Table 4.7: Frequency Table for Respondents' Employment Status

Employment Status	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Full Time	357	89.25	89.25	89.25
Part Time	43	10.75	10.75	100.00
Total	400	100.00	100.00	

Figure 4.6: Pie Chart of Employment Status



Source: Developed for the research

The Table 4.7 and Figure 4.6 is showing the employment status of our respondents, which are the full time employees or part time employees. Based on the pie chart above, it is clearly to showing that majority respondents are full time employees. There are 89.25 percent or 357 respondents out of 400. The rest is part time employees with 10.75 percent or 43 respondents.

4.1.2 Central Tendencies Measurement of Constructs

The measurement of construct in this section will show details about the mean and standard deviation value of the dependent variable (Employees' Engagement) and independent variables (Training and Development; Team and Co-worker Relationship). There are total 20 questions are presented in Section B for independent variables, and 10 questions in Section C for dependent variable. All of these 30 questions in our questionnaire will measure by using likert scale with 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4=Agree, 5= Strongly Agree. After received all the data, we will examine it by using SAS software to get the reliable result.

4.1.2.1 Training and Development

Table 4.8: The Central Tendencies Measurement Result of Training and Development

No.	Questions	Mean	Standard Deviation	Ranking
TD 1	I believe that my set targets and objective are attained and identified by the firm through training program.	3.6025	0.7112	10
TD 2	Training has helped me in improving my overall required skills for work.	3.8500	0.7062	4
TD 3	Training motivates employees to be more committed towards	3.7575	0.5784	8

	organizational goals.			
TD 4	My organization conducts extensive training programs for its employees in all aspects of quality.	3.6575	0.7853	9
TD 5	I am motivated to behave or perform to help the organization to accomplish its objectives.	3.8325	0.6446	5
TD 6	The skills or knowledge I acquired here will be useful to me in my current role.	3.8775	0.7341	2
TD 7	The skills or knowledge I acquired here will improve my job performance.	3.8750	0.7285	3
TD 8	I feel encouraged to come up with new and better ways to do things.	3.8050	0.6879	6
TD 9	The hotel does a good job of clearly defining the skills I need in order to be successful.	3.8050	0.6769	7
TD10	I have received the training I need to do a quality job.	3.8925	0.6724	1

Source: Developed for the research

Table 4.8 is shown the central tendencies measurement of training and development. From the result above, most respondents are trends to agree the question TD 10 with mean value of 3.8925. Question TD6 was the second highest with mean value of 3.8775. Next, TD7 was the third with 3.8750 and forth is 3.8500 for question TD2. Fifth, question TD5 with the mean value 3.8325. The question TD8 and TD9 get the same mean value, which are 3.8050. The TD3 and TD4 are getting the mean value with 3.7575 and 3.6575. The lowest mean value is 3.6025 for question TD1.

According to the result above, question TD4 had shown the highest value of standard deviation with 0.7853. The second is question TD6 with the value standard deviation of 0.7341, and the third is question TD7 with standard deviation of 0.7285. By the following are questions TD1, TD2, TD8, which are 0.7112, 0.7062 and 0.6879 by following the sequences. Next to the questions TD9, TD10 and TD5 are getting value of standard deviation with 0.6769, 0.6724 and 0.6446. The question TD3 is getting the lowest standard deviation with only 0.5784.

4.1.2.2 Team and Co-worker Relationship

Table 4.9: The Central Tendencies Measurement Result of Team and Co-worker Relationship

No.	Questions	Mean	Standard Deviation	Ranking
TCR1	I can feel there is a high level of trust from my coworker.	3.4850	0.7253	10
TCR 2	I can feel the commitment	3.5475	0.6957	9

	from my coworker.			
TCR 3	I have good interactions with my co-workers.	3.6575	0.7757	4
TCR 4	My co-workers help me with difficult assignments, even when I don't directly request assistance.	3.6400	0.8645	5
TCR5	Co-workers usually support me at work.	3.6975	0.7087	2
TCR 6	Through co-workers support, it helps me build up my confidence.	3.6200	0.7596	6
TCR 7	My co-workers attend their duties well.	3.6850	0.6685	3
TCR 8	My co-workers are concerned about the welfare of those of others.	3.6125	0.6685	7
TCR 9	I consider my co-workers to be my friends.	3.7950	0.7101	1
TCR10	My co-workers make an extra effort to understand my problems and concerns.	3.6050	0.8066	8

Source: Developed for the research

Based on Table 4.9 above is showing the central tendencies measurement of team and co-worker relationship. The question TCR 9 is agreed by most respondents with the mean value of 3.7950. Question TCR 5 was the second highest with mean value of 3.6975 and the third is 3.6850 for question TCR 7. By the following are question TCR 3 with mean value 3.6575, question TCR 4 get mean value 3.6400. The other is question TCR 6, TCR 8, TCR10, and TCR 2 by follow the sequences. Question TCR 1 gets the lowest mean value which is 3.4850.

According to the table above, question TCR 4 get the highest value of standard deviation with 0.8645. Second, questions TCR 10 get the standard deviation value with 0.8066. The third highest is question TCR 3 are 0.7757. By following the sequences, it is questions TCR 6, TCR 1, TCR 9, TCR 5, TCR 2 and TCR 8. The lowest one is question TCR 7 with the value of standard deviation 0.6685.

4.1.2.3 Employees' Engagement

Table 4.10: The Central Tendencies Measurement Result of Employees' Engagement

No.	Questions	Mean	Standard Deviation	Ranking
EE 1	The best way for me to advance my career is to stay with my current organization.	3.3625	0.8172	10

EE 2	When needed, I am willing to put in the extra effort to get a job done.	3.8425	0.7376	6
EE 3	I am constantly looking for ways to do my job better.	3.9050	0.6944	3
EE 4	I feel a strong sense of belonging to my organization.	3.7700	0.7338	7
EE 5	I am proud to tell others I work at my organization.	3.7300	0.7769	8
EE 6	When I work, I really exert myself to the fullest, beyond that what is expected.	3.9250	0.5918	2
EE 7	I voluntarily put in extra hours to achieve a result faster.	3.8750	0.7076	5
EE 8	The work I do on this job is very important to me.	3.8925	0.7051	4
EE 9	I persist in overcome obstacles to complete an important task.	3.9250	0.6248	1
EE 10	I would be happy to work at my organization until I retire.	3.6325	0.9025	9

Source: Developed for the research

Table 4.10 above is shown the central tendencies measurement of employees' engagement. Based on the result, we can found that questions EE 9 and EE 6 also get the same highest mean value with 3.9250. Next is question EE 3 is getting the mean value with 3.9050 and follow by question EE 8 with the mean value of 3.8925. Fifth, question EE 7 with the mean value of 3.8750. The other is question EE2, EE4, EE5, and EE 10 by follow the sequences. The lowest mean value for this dependent variable is 3.3625 for question EE 1.

According to the following result above, question EE 10 shown the highest value of standard deviation which is 0.9025. The second is question EE 1 with the standard deviation of 0.8172, and the third is question EE 5 with standard deviation value of 0.7769. By the following are questions EE 2, EE 4, and EE 7, which are 0.7376, 0.7338 and 0.7076 by follow the sequences. Next to the questions EE 8, EE 3, and EE 9 are getting standard deviation value of 0.7051, 0.6944, and 0.6248. The question EE 6 is getting the lowest standard deviation value with 0.5918.

4.2 Scale measurement

In this research, in section A, which the demographic information, is using the nominal scale to determine the education background, working experience, gender, age, employment status, and star rating of the hotel. Hence, in Section B and Section C the questionnaire are designs by using Likert Scale as measurement of training & devolvement, and coworker support towards employee engagement in hotel industry.

4.2.1 Reliability test

Author named Zikmund (2003) claimed that reliability tests a type of measurement which is free from errors and hence yields reliable outcome. The reliability analysis was diagnosis under the aid of SAS software. Again, Cronbach's alpha is the tool or point which help to construct the reliability coefficient that help to indicates how well the items are positively interconnected to one another, Generally, scales with coefficient alpha between 0.8 - 0.95 is categorized as very good reliability, 0.7-0.79 is consider good reliability, 0.6-0.69 is fair or moderate reliability and below 0.6 is consider poor reliability.

Dimensions	Pilot test Cronbach's alpha	Actual test Cronbach's alpha
Training and development	0.837	0.843
Team and co-worker relationship	0.922	0.913
Employee engagement	0.874	0.867

Source: Develop from the research

According to Table on the above, the Cronbach's Alpha for training and development in pilot test is 0.836 while the actual test Cronbach's Alpha is 0.843. The dissimilarity between these two alphas is 0.006. The Cronbach's Alpha for team and coworker relationship in pilot test is 0.922 whereas in actual test is 0.913, thus, the distinction between this two alpha is 0.009. Again, the Cronbach's Alpha for employee engagement in pilot test is 0.874, however in the result which conclude in actual test is 0.867. The difference between these two alphas is 0.007.

Besides that, based on the result that we gain through SAS software, the highest independent variable was the team and coworker relationship which standing at the point of 0.913. This variable shows that we gain a very good reliability result. In addition, the second of Cronbach's Alpha shows that employee engagement which gains a 0.867, this can also construct as a good reliability test. Lastly, the training and development figure show that we manage to approach 0.843. As a result, the variable also indicates as a good reliable test.

As a conclusion, all the independent and dependent variable we manage to achieve the result that more than 0.8. Therefore, the questionnaire in our study can be categorized as reliable and also consistence.

4.3 Inferential Analysis

4.3.1 Pearson Correlation Analysis

4.3.1.1 Training and Development and Employee Engagement

Table 4: Correlation between Training and Development and Employee Engagement

Correlation Analysis										
The CORR Procedure										
10 Variables: TD1 TD2 TD3 TD4 TD5 TD6 TD7 TD8 TD9 TD10										
Simple Statistics										
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum				
TD1	400	3.60250	0.71117	1441	2.00000	5.00000				
TD2	400	3.85000	0.70622	1540	2.00000	5.00000				
TD3	400	3.75750	0.57839	1503	2.00000	5.00000				
TD4	400	3.65750	0.78533	1463	1.00000	5.00000				
TD5	400	3.83250	0.64458	1533	1.00000	5.00000				
TD6	400	3.87750	0.73406	1551	1.00000	5.00000				
TD7	400	3.87500	0.72849	1550	1.00000	5.00000				
TD8	400	3.80500	0.68786	1522	1.00000	5.00000				
TD9	400	3.80500	0.67685	1522	1.00000	5.00000				
TD10	400	3.89250	0.67236	1557	1.00000	5.00000				
Cronbach Coefficient Alpha										
Variables	Alpha									
Raw	0.843746									
Standardized	0.842583									
Cronbach Coefficient Alpha with Deleted Variable										
Deleted Variable	Raw Variables			Standardized Variables						
	Correlation with Total	Alpha		Correlation with Total	Alpha					
TD1	0.459213	0.836858		0.455347	0.835638					
TD2	0.451395	0.837514		0.455072	0.835663					
TD3	0.386035	0.841693		0.384232	0.842029					
TD4	0.560519	0.827657		0.565232	0.825488					
TD5	0.588015	0.825297		0.588189	0.823325					
TD6	0.639271	0.819507		0.640680	0.818323					

TD6	0.639271	0.819507		0.640680	0.818323					
TD7	0.676309	0.815826		0.676843	0.814832					
TD8	0.579067	0.825682		0.575533	0.824520					
TD9	0.596276	0.824186		0.591810	0.822983					
TD10	0.460231	0.836371		0.453631	0.835794					

Pearson Correlation Coefficients, N = 400										
Prob > r under H0: Rho=0										
	TD1	TD2	TD3	TD4	TD5	TD6	TD7	TD8	TD9	TD10
TD1	1.00000	0.53470	0.26470	0.28066	0.16056	0.46820	0.35375	0.30225	0.15097	0.17772
TD2	<.0001	1.00000	0.29114	0.20991	0.22602	0.28838	0.27037	0.24403	0.26898	0.29848
TD3	<.0001	<.0001	1.00000	0.31880	0.38152	0.33127	0.24908	0.27141	0.10298	0.08747
TD4	<.0001	<.0001	<.0001	1.00000	0.37654	0.34006	0.35868	0.37712	0.49171	0.53290
TD5	0.16056	0.28602	0.38152	0.37654	1.00000	0.56567	0.63314	0.39531	0.39601	0.21280
TD6	0.46820	0.28838	0.33127	0.34006	0.56567	1.00000	0.62744	0.51842	0.36040	0.18145
TD7	0.35375	0.27037	0.24908	0.35868	0.63314	0.62744	1.00000	0.63144	0.47906	0.26415
TD8	0.30225	0.24403	0.27141	0.37712	0.39531	0.51842	0.63144	1.00000	0.42414	0.17674
TD9	0.15097	0.26898	0.10298	0.49171	0.39601	0.36040	0.47906	0.42414	1.00000	0.75237
TD10	0.17772	0.29848	0.08747	0.53290	0.21280	0.18145	0.26415	0.17674	0.75237	1.00000

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Table 4 above shows the correlation coefficient between training and development and employee engagement is 0.843746 with a p-value of less than 0.001 (<0.001). Therefore, it shows that training and development have an extremely strong positive relationship with employee engagement. Thus, conclusion of well-established training and development will have higher engagement among employees.

4.3.1.2 Team and Coworkers' support and Employee Engagement

Table 4: Correlation between Team and Coworkers' support and Employee Engagement

Correlation Analysis
The CORR Procedure

10 Variables: TCR1 TCR2 TCR3 TCR4 TCR5 TCR6 TCR7 TCR8 TCR9 TCR10

Simple Statistics						
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum
TCR1	400	3.48500	0.72532	1394	1.00000	5.00000
TCR2	400	3.54750	0.69567	1419	1.00000	5.00000
TCR3	400	3.65750	0.77569	1463	1.00000	5.00000
TCR4	400	3.64000	0.86445	1456	1.00000	5.00000
TCR5	400	3.69750	0.70870	1479	1.00000	5.00000
TCR6	400	3.62000	0.75963	1448	1.00000	5.00000
TCR7	400	3.68500	0.66850	1474	1.00000	5.00000
TCR8	400	3.61250	0.68813	1445	1.00000	5.00000
TCR9	400	3.79500	0.71010	1518	2.00000	5.00000
TCR10	400	3.60500	0.80660	1442	1.00000	5.00000

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.912552
Standardized	0.913242

Cronbach Coefficient Alpha with Deleted Variable				
Deleted Variable	Raw Variables		Standardized Variables	
	Correlation with Total	Alpha	Correlation with Total	Alpha
TCR1	0.634436	0.906375	0.637838	0.907064
TCR2	0.719657	0.901615	0.721750	0.902105
TCR3	0.755394	0.899049	0.755611	0.900073
TCR4	0.655174	0.906133	0.652060	0.906231
TCR5	0.699733	0.902663	0.696413	0.903613
TCR6	0.667396	0.904509	0.661049	0.905703
TCR7	0.651204	0.905510	0.652680	0.906195
TCR8	0.689542	0.903340	0.691125	0.903927
TCR9	0.583703	0.909187	0.584839	0.910143
TCR10	0.758804	0.898773	0.761143	0.899739

Pearson Correlation Coefficients, N = 400 Prob > r under H0: Rho=0										
	TCR1	TCR2	TCR3	TCR4	TCR5	TCR6	TCR7	TCR8	TCR9	TCR10
TCR1	1.00000	0.61981	0.50090	0.45904	0.38364	0.48544	0.62083	0.45783	0.35897	0.46108
TCR2	<.0001	1.00000	0.66884	0.42860	0.56553	0.46582	0.45261	0.58041	0.48652	0.59630
TCR3	<.0001	<.0001	1.00000	0.50339	0.56787	0.56119	0.48741	0.47382	0.64573	0.66048
TCR4	<.0001	<.0001	<.0001	1.00000	0.61545	0.69952	0.42780	0.47273	0.27552	0.55398
TCR5	0.38364	0.56553	0.56787	0.61545	1.00000	0.64255	0.45434	0.44769	0.55378	0.47880
TCR6	<.0001	<.0001	<.0001	<.0001	<.0001	1.00000	0.44478	0.41761	0.32914	0.44569
TCR7	0.62083	0.45261	0.48741	0.42780	0.45434	0.44478	1.00000	0.63839	0.31768	0.59602
TCR8	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	1.00000	0.46277	0.72596
TCR9	0.35897	0.48652	0.64573	0.27552	0.55378	0.32914	0.31768	0.46277	1.00000	0.58464
TCR10	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	1.00000

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Table 4 shows that the correlation coefficient between team and coworkers' support and employee engagement. From the table, the Cronbach coefficient alpha is 0.912552 with a p-value that less than 0.001 (<0.001). It also has a very strong relationship between team and coworkers' support and employee engagement. Thus, we may conclude that team and coworkers' support will enhance the engagement of the employees.

4.3.2 Multiple Linear Regression Analysis

According to Ghani & Ahmad (2011), they defined multiple linear regression analysis is a way which used to clarify the variance in a dependent variable (DV) with in excess of one independent variable (IV).

Table 4: Multiple Linear Regression Analysis between Independent Variables (Training and Development, Team and Coworkers' support) and Dependent Variable (Employee Engagement)

Linear Regression Results						
The REG Procedure						
Model: Linear_Regression_Model						
Dependent Variable: Employment Engagement 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree						
Number of Observations Read		400				
Number of Observations Used		400				
Analysis of Variance						
Source	DF	Sum of Squares	Mean Square	F Value	Pr > F	
Model	2	42.84751	21.42376	153.82	<.0001	
Error	397	55.29409	0.13928			
Corrected Total	399	98.14160				
Root MSE	0.37320	R-Square	0.4366			
Dependent Mean	3.78600	Adj R-Sq	0.4338			
Coeff Var	9.85743					
Parameter Estimates						
Variable	Label	DF	Parameter Estimate	Standard Error	t Value	Pr > t
Intercept	Intercept	1	1.10906	0.16188	6.85	<.0001
Training and Development	1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Disagree	1	0.35783	0.05409	6.62	<.0001
Team and Co-Worker Relationship	1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Disagree	1	0.36286	0.04360	8.32	<.0001

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Source: Developed from the research

Through the table, R-square of this research study is 0.4366. This indicates that 43.66% of the variation in dependent variable (Employee Engagement) can be well explained by the two independent variables (Training and Development, Team and Coworkers' support). Meanwhile the rest 56.43% (100%-43.66%) of the variation in dependent variable (Employee Engagement) is not be explained in this study. This means that there are still other variables which considered significant in amplification employee engagement do not included in this research study.

Training and Development (<0.001) and Team and Coworkers' support (<0.001) are all significantly affecting the employee engagement in hotel industry in Penang, Malaysia. This is because all the p-value are less than 0.001 (<0.001) which are too small that can be determined. The hypotheses for this research study are support by the result above.

In addition, the research study also had shown the standardized coefficients Beta value. This value is used to test each of the independent variable (training and development, team and coworkers' support) in affecting the dependent variable (employee engagement). Among these two independent variables, team and coworkers' support ($\beta=0.3629$) is the most effective factors in affecting the engagement of employees in hotel industry, Penang. Whereas, training and development show a lower beta that value than the other independent variables ($\beta=0.3578$).

4.4 Conclusion

In a nutshell, under this chapter, all the result of respondent (demographic information) had been interpreted under the descriptive analysis. Moreover, the result has been completed through SAS software. All of the independent and dependent variable was examined through internal reliability test. Furthermore, the variables were also tested by inferential analyzes-Pearson correlation analysis and multiple regression analysis. From the result we receive, the relationship and hypotheses has been well examined and tested. Lastly, the next chapter which is Chapter 5, we are going to make more discussion of the research finding and make an overall conclusion.

CHAPTER 5: DISCUSSION AND CONCLUSION

5.0 Introduction

In earlier chapter, we had provided the demographic profile of our targeted respondents which are those employees from hotel industry in Penang, Malaysia. The collections of data as well as the analysis of the data have also been included in Chapter 4.

Now, in Chapter 5, we mainly discuss the major findings related with this research study. The implications and limitation of the research also be carried out along this chapter.

Lastly, recommendation for this research study also be provided and included for future research purposes.

5.1 Summary of Statistical Analysis

In this research study, at hand are 400 participants in total. Thus, the total respond rate yield was 100%. Out of 400 respondents, 47.50% are from male and 52.50% are from female. Our major respondents' aged groups are between 20 to 29 years old (58.25%) whereas respondents' aged group between 30 to 39 years old are the

second majority. Besides that, results also showed that the major respondents are mostly high school graduate which consist 36.00% among all the 400 respondents. In addition, most of the respondents are come from five stars and four stars hotel where the percentage are 62.50% and 32.50% respectively. Although the respondents mainly from five stars and four stars, most of their experience level are less than one year (36.25%) and from one year to less than two years (32.00%). From this research, we also can identify that most of the respondents from the hotel industry are categorized into two types, which are full time employee (89.25%) and part time employee (10.75%).

From the portion of the questionnaire items, the mean values for all the independent variables and dependent variable are in the range of 3.4000 to 3.9999, whereas for the standard variation perspectives, all the items (independent variables and dependent variable) have a value that is less than one (<1.000). Hence, the standardized residual of dependent variable (employee engagement) is normally distributed and the questionnaires that were being used for measuring the dependent variable (employee engagement) in this research study are reliable.

5.1.2 Inferential Analysis

In this research study, we also stucked with Pearson Correlation Analysis to analysis the relationship between independent variables (training and development, team and coworkers' support) and dependent variable (employee engagement). From that analysis, it showed that the independent variables are positively associated with the dependent variable. Team and coworkers' support showed the strongest determinant among the independent variables. Furthermore, Multiple Linear Regression Analysis also is conducted. The R-square value (0.4366/ 43.66%) from the variation can be

used to explain the connection involving independent variables (training and development, team and coworkers' support) and dependent variable (employee engagement).

Lastly, the Standardized Coefficients Beta value also had been identified. The beta value of the independent variables had shown which are training and development ($\beta=0.3578$) and team and coworkers' support ($\beta=0.3629$). Both the independent variables also had the ability in affecting the dependent variable (employee engagement).

According to the Coefficients table, the multiple linear regression equation can be expressed as:

EE equation = a + b ₁ T&D + b ₂ T&CWs'S	
EE	= employee engagement
TD	= training and development
TCR	= team and co-workers' support

Therefore, the model of the equation in this research study is written as:

$$\text{Employee Engagement} = a + 0.843746 (\text{training and development}) + 0.912552 (\text{team and co-worker relationship})$$

5.2 Discussions of Major Findings

5.2.1 Training and Development

There is significant relationship between training and development and employee engagement.

According to the result that shown in chapter four which using Pearson Correlation, the result shows as correlation of 0.8425, this represent that there is important relationship between training and development and employee engagement. Hence, when the effectiveness of training and development is higher, the employee engagement in hotel industry will also be higher. According to Forte (1982) as a UK hotelier, he recognized that attracting, motivating and training for staff is the key to continuous existence. He do further interpret that training is a natural part of our daily workload and we have to always be cautious that we could not continue to survive or sustain longer without it.

There is a positive relationship between training and development and employee engagement in hotel industry. Training and development may help a hotel to solve such problem like culture difference in business, communication barriers and so on. A cultural effect on international business unfolded in many aspects, which include different perceptions concerning business behavior such as decision-making and superior and subordinate relationships, body language, facial expressions, and silent language . According to Sacker (1987) effective training programs can bring

considerable advantages to employees as individual in addition to the obvious commercial benefits. Minor and Cichy (1984) stated that training can help reduce tension while increase the attendance and will eventually reduce employees' turnover. Moreover, Afiya (1992) also further describe that by introducing the opportunities to develop skills and a well-planned career path structure, and there will have an obvious decline in staff turnover.

Job-Demand Resources (JD-R) is use to forecast employee turnover and engagement, and consequently organizational performance. High job demands use-up employees' mental and physical resources and therefore lead to the reduction of energy and to health problems. In another hand, job resources raise employee engagement and extra-role performance. This is the motivational process. In conclusion, the higher the job resources, the higher the job performances. Therefore there is significant relationship between training and development and employee engagement. Job Demands-Resources Model generally describe about high workload or competing deadlines are origin to burnout, and that job characteristics referred as resources, for example perceived supervisory support and training opportunities, are antecedents to engagement. Bakker (2004).

5.2.2 Team and Co-worker Relationship

There is also significant relationship between team and co-worker relationship and employee engagement.

According to the outcome that shown in chapter four which using Pearson Correlation, the result shows as correlation of 0.9132, a significant

relationship between team and co-worker relationship and employee engagement are represented. Hence, when team and co-worker relationship is higher, the employee engagement in hotel industry will also be higher. Aryee and Zhen (2006) mentioned that outcome of co-workers support have great influences to employee' satisfaction and quality of working atmosphere which both are important to the employee engagement especially in hotel industry.

There is a positive relationship between team and co-worker relationship and employee engagement in hotel industry. In the hotel industry, several departments, such as housekeeping, front desk, food and beverage, make up part of the hotel unit in which managers delegate responsibility to their subordinate employees. Therefore the team and co-workers relationship is very important within a hotel industry.

“Through communication, data is shared to furnish a main understanding of the tasks that are to be applied as well as the goals to which the organization is striving. To be effective, a manager would possess these organizational qualities and establish a relationship with their subordinates. Moreover, a good team and co-workers relationship may help to solve problem like affective acceptance from local managers. Good co-workers relationship creates effective and efficient communication between work group, increase greater involvement, enhanced task challenge and personal and group fit. These are those variables can help to correspond towards employee engagement.

This point refers to employee believe that they short of local managers' assist and collaboration because the local managers do not perceive the existence of employee as a necessity in terms of administrating the organization. According to Yu and Huat (1995) the cooperation and support from the local

manager play an important role and lead to hotel professionals. Therefore, this feud between employees and host country nationals could be perceived as a hard by good team and co-workers relationship.

Social exchange theory (SET) is a social behaviour that may effect in both economic and social outcomes. It is generally use to analyse by comparing both human interactions with the marketplace. Social exchanges may occur in everywhere not only market relation so do to social relations like friendship. These procedures bring satisfaction when individual accept fair returns for their expenditures. In conclusion the higher employee engagement, will lead to the higher the change in co-workers relationship. According to Ulrich (1998), "Employee dedication had becomes one of a critical business issue because they are trying to increase the productivity while reduce the man power therefore the social behaviour will affect a lot to the outcome.

In short, all independents variable has positive relationship with the dependent variable which consist of training and development and team and co-workers relationship are have significant relationship with employee engagement. Therefore hotel industry should focus both the training and development and team and co-workers relationship of their staff due to that has highest impact on enhance the employee engagement.

5.3 Implications of the Study

5.3.1 Managerial Implications

Based on the findings in this research, the results show that employee engagement has positive relationships with the two independent variables which are training and development and co-workers relationship. Besides that, all the two variables namely; training and development and co-workers relationship have shown significant relationship with employee engagement. This however, doesn't mean that managers should ignore the variable in relation to improving commitment within employees.

The results of our present study have implications on both theory and practice. Theoretically, the current research has sufficed the literature about commitment. Specifically, this research has shown evidence of direct and indirect relationships between Human Resource Practices and Organizational commitment.

According to the outcomes of this study, the independent variable which scored the highest variation as against Employee engagement is Training and development. It is therefore sufficient to mention that employees need more training and development to strengthen and increase the competitive advantage of the organization. Managers of organizations (Hotel industry) should be aware of this changing trend by employees.

Managers and HR practitioners need to create a good training and development system for their employee. This is because in the study, a significant number of respondents displayed a high vote against the training and development of their organizations. This already prove the importance of training and development to the employee within the organization therefore, managers or employers need to train the personnel in charge of training and

development program (HODs) so that they can objectively and accurately evaluate necessary training and development to subordinates.

Several studies also support the notion that by providing necessary of training and development to the subordinates it will bring benefits to their organization. Training and development is one of the effectiveness of human resource policies in any organization. As it is known, human resource (workforce) forms an important asset to an organization and when treated well as treasure, it makes up the most vital competitive advantage for any firm.

The second variable with higher variation as against employee engagement is team and co-workers relationship. This variable is practiced by organizations from every level of the hierarchy. With a good team and co-workers relationship it may help to develop both the individual and organization. With a better working environment, it may help to increase the productivity of the organization while reduce lots of unnecessary problem and risk to occur. Therefore, it is worth recommending to Managers and employees pay more attention on team and co-workers relationship.

Several studies also support the notion that good team and co-worker relationship will lead the organization to a better stage. This means that once employees and management level have good relationship, it will help increase lots in productivity while no need to deal with extra or unnecessary problem. These practices can enable employers and managers to reduce the costs of training and retaining employees with the significant qualifications, and provide employees with effective assurances that applying efforts in such practices will be valuable. Such policies increase the importance of having employees with good performance and career development within the organization, and also provide the managers (Heads of departments) with opportunities or convenience to observe the conduct of employees on a long time basis.

For managers, it is therefore important to put in place Training and development programs and other learning activities for employees to familiarize with the organizations most important Human resource functions. This is possible through a series of employee empowerment and involvement in what is considered as part of a manager's work or function to prepare them for the future. Employees in this case will feel appreciated and engaged and that their efforts and presence in the organization is needed. This will enable the creation of new talents within the workforce hence increasing effectiveness and commitment of employees,

To conclude, managers and HRM practitioners are called upon to understand what the employees nowadays want in a job and not what they think the employees want. the view that "Good managers recognize people by doing things that acknowledge their accomplishments and they reward people by giving them something tangible."

Impact to HR

According to Salanova and Schaufeli (2005) the Job Demands-Resources Model shows that job characteristics, for example namely resources and demands, lead to job engagement and job burnout. Employee engagement may result from job resources while link to Job Demands-Resources Model will lead to outcome like satisfaction, commitment, enhanced performance, and burnout and leads to outcomes such as turnover, absence, impaired performance, and stress related health consequences. There a two different outcome when impact to the human resources. Employee might be in extremely negative situation for both mental and physical like stress and health consequences. In another hand employee might in a positive situation like increase both the retention rate and productivity.

Kirkpatrick (1998), mentioned that training evaluation model can be divided into four levels of training consequence, which included reaction, learning, behaviour, and result. Kirkpatrick have furnished the most complete, broad and widely used approach to determine training programs in corporate, government, and academic and other business and institutional areas. McFarlane (2006, p. 96). In addition, the evaluation of the Kirkpatrick model demonstrated the effectiveness, value, and contribution to achieving organizational objectives in the hotel industry.

With the four level of training consequence it may bring lots of positive feedback to the organization. For example predominant training programs stay on management's continuum for generating organizational valance and reinforcing people value (McFarlane, 2006; Rossett, 2007). Weinstein (2007) also stated that it help to provide feedback to the organization inactivity.

5.4 Limitation of study

The research and finding help us to understand the development of how employee engagement in the hotel industry. Unfortunately, there are various difficulties that face by us during the research progression. The importance of this part can help us to realize the challenges that may threaten in our long term well –being. As a result, the underlying problem or factor may help to build up and enhance the acknowledgement and knowledge of our prestigious study.

Firstly, we found that it was hard for us to distribute our questionnaire to some of the chosen hotel respondent. Unfortunately, due their compliance and regulatory, the status of compliance with law, regulations and also the codes conduct had

caused them refuse or deny to help us fill up our questionnaire. As a result in the early stage of distributing the survey, we felt frustrated on the outcome. Moreover, there is also another limitation we faced, we afraid of the second choice of hotel respondent may provide slightly differential outcome from other. This is because the rating of the hotel may have different working environment or atmosphere in their work force. We believe that number of work force, the employee and manager may have different understanding on employee engagement, thus the independent variable that we construct is crucial for the study.

Nevertheless, the limitation of sample size and lack of geographical area that we conduct may be insufficient or lack for our study. The underlying factor was we just focus our study in the hotel that located in Penang state. We believe that a specific state of respondent could hardly provide an accuracy and consistency result or outcome to our study. Therefore, their idea or respond can't represent the perspective or feedback of other hotel worker in the entire Malaysia.

Therefore, the researcher also found some difficulties that some of the respondent (Hotel employee) didn't concentrate and not seriously answer the developed questionnaire. As an outcome, this may affect the overall reliability of the result. Hence, the researcher believe some of the worker not dare to respond exactly their feeling towards the survey that been given. This is due to their manager may supervise or overlook on their answer when they collect back the questionnaire. As a result, they afraid that their feedback given on the questionnaire may eventually create prejudice or stereotype from their supervisor or manager. So, the results might be affected indirectly and became inaccurate, thus there will be an occurrence of unfairness and miscalculation.

Although there had many critical moments during our research study, but this did not become one of many obstacle affecting the overall progression of study. In

conclusion, the researcher had built up some relationship with the hotel manager and also other forms of support from them.

5.5 Recommendation for Future Research

In spite of us to found some limitations are happening during we conduct the research project, we are still put effort to complete the research are meeting with the standard. Besides that, we are tried to recommend some ways for future researchers who are interested in this topic area. We are hoping that ways are able to help the researchers get improvements and completed higher standard research.

Due to the problem are faces because of the compliance of rules and regulations, we are highly recommend that every researcher must responsibility and be ethic to keep and protect all information especially the primary data are getting from others. This is because some of the information is important for the company. If someone discloses it with wrong way will bring the serious effect to those company, like lost their reputation, damage their image and others. Therefore, we already mention and apply the Personal Data Protection Act in our research questionnaire. The University also needs to increase their securities and great management to deal with this information. Some of the high securities software or database can be used to store all important information like TreePad™ or Login with password. Only the people who are related can access the database. More relevant Act should apply to protect our respondents. This can make them more confidence and willingness to help us in our study.

The future researcher can decide to choose a particular department in the hotel industry with same rating. They can use more sampling to collect information, like

stratified sampling, cluster sampling and others. The researcher must try to frame their target from similar background, department, working experiences and other. The purpose is making sure their opinions are consistent, and provide the answers are more accurate. The researcher in future also can frame their sampling design depend on more relevant statistic before they make decision. This can make sure their research can follow the current trends and changes issue.

By reducing the bias of answering questions because of the top management are checking the respondents' answer after they submit that, we are highly recommend by using online survey. That information of respondent will be protected and all the answer will only show in percentage. Therefore, the respondent can answer the questions follow their heart. It is the truly mind-set and opinion from the respondents.

Other than that, the role of Human Resource Department is important in our research topic. Human Resource Management is able to help employees build up some particular values to fit with organization. In additional, some of the value are developed by particular training can help to motivate employees for achieve the best performance in Hotel industry. Hotel industry has potential and expected to become a major industry in many countries for the future. It is also turning operations to global. Therefore more and more researcher can continue to do research for this topic area.

5.6 Conclusion

Firstly, we are making the summary for this chapter before we make summary for the whole research project. In this chapter, we are making the conclusion for entire research project based on the data collection and results are running by software. The managerial implication is discussed about the research to be practical for policy maker. It is the implication will bring any insight or benefit to particular person and departments like HR department, HR manager t make decision. We also state the limitations are faced when we conduct of this study. Some of the challenges are general to face by previous and future researchers, but we have recommended some effective way to recover the limitations.

By conclude of our research study, the results for both of the independent variables (training and development and, team and coworker relationship) also getting the significant positive relationship with employees' engagement. These two independent variables is able to enhance the employees' engagement in hotel industry. Thus, the result are generate in our research can use to guide for future researcher who are willing to figure out the factors will significantly influence to the employees' engagement in hotel industry.

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Appendix

Questionnaire



UNIVERSITY TUNKU ABDUL RAHMAN
Faculty of Business and Finance
BACHELOR OF BUSINESS ADMINISTRATION
FINAL YEAR PROJECT

**TITLE: The Linkage between Training and Development and Co-worker
Support towards Employees' Engagement in Hotel Industry**

Survey Questionnaire

Dear Respondents,

We are final year undergraduate students of Bachelor of Business Administration (Hons), from Universiti Tunku Abdul Rahman (UTAR). The purpose of this survey is to examine "The Linkage between Training and Development and Co-worker Support towards Employees' Engagement in Hotel Industry." This study will examine whether training and development, and relationship between team and co-worker will lead to employees' engagement. Your support is very valuable, because this research is aim to provide important understanding and insights to practitioners of hotel industry on human resource management.

We would feel grateful if you could spend around 15 minutes to complete this questionnaire. We ensure you that all information collected will be kept private and confidential and shall be strictly use for academic study purpose only.

Thank you for your participation.

Yours faithfully,

LEE JEE SIN

Bachelor of Business Administration (Hons)

Universiti Tunku Abdul Rahman (UTAR)

Survey Description:

We are conducting a dissertation research project to determine the outcomes of employees' engagement among hotel employees. The specific purpose of the research is to examine whether hotel employees' fundamental evaluate themselves and their perceptions of the co-worker support, training and development influence their engagement at work. The result will meaningful to help Human Resource Department to get insight and plan for effective strategies and management in hotel industry.

Name:	Student ID:	Hand phone Number:
1. LEE JEE SIN (Group Leader)	11ABB00989	012-4809218
2. LAI PEI YEW	11ABB00731	016-5654872
3. LIM YU XIANG	10ABB05491	012-5387781
4. YEOH RAY GIN	12ABB01300	012-5232995

Instructions:

1. There are THREE (3) section in this questionnaire. Please answer **ALL** questions in **ALL** sections.
2. Completion of this questionnaire will take you approximately 10 to 15 minutes.
3. This questionnaire is divided into three sections:
Section A : Respondent Demographic Information
Section B : Factors Affecting Employees' Engagement
Section C : Employees' Engagement
4. The contents of this questionnaire will be kept **strictly confidential**.
5. Please be informed that in accordance with Personal Data Protection Act 2010 ("PDPA") which came into force on 15 November 2013, Universiti Tunku Abdul Rahman ("UTAR") is hereby bound to make notice and require consent in relation to collection, recording, storage, usage and retention of personal information.

Acknowledgment of Notice

[] I have been notified by you and that I hereby understood, consented and agreed per UTAR notice (refer to Appendix I).

[] I disagree, my personal data will not be processed.

Section A: Demographic Information

Please tick (√) in the appropriate checkbox. Please tick **ONLY ONE** answer for each question below and kindly complete every question.

1. What is your gender?
 Male Female

2. What is your age group?
 Younger than 20
 20 – 29
 30 – 39
 40 – 49
 50 or older

3. What is the highest level of education you have completed?
 High School Graduate
 College Graduate
 Bachelor Degree
 Master Degree
 Doctoral Degree
 Others (Please state):_____

4. Please select stars rating of the hotel you are currently working for.
 1 Star
 2 Stars
 3 Stars
 4 Stars
 5 Stars
 Others (Please state):_____

5. How long have you been employed in hotel industry?
 Less than 1 year
 1 year – less than 2 years
 2 years – less than 3 years
 3 years - less than 4 years
 4 years – less than 5 years
 5 years or more

6. What is your current employment status?
 Full time
 Part time

Section B: Factors Affecting towards Employees' Engagement

Based on your opinion, please select and shade **ONLY ONE** number which can reflects your most appropriate response. Please indicate your agreement level with the scale given below.

1-Strongly Disagree | 2-Disagree | 3-Neutral | 4-Agree | Strongly Agree

Training and Development	1	2	3	4	5
1. I believe that my set targets and objective are attained and identified by the firm through training program.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Training has helped me in improving my overall required skills for work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Training motivates employees to be more committed towards organizational goals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. My organization conducts extensive training programs for its employees in all aspects of quality.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. I am motivated to behave or perform to help the organization to accomplish its objectives.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. The skills or knowledge I acquired here will be useful to me in my current role.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. The skills or knowledge I acquired here will improve my job performance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. I feel encouraged to come up with new and better ways to do things.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. The hotel does a good job of clearly defining the skills I need in order to be successful.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. I have received the training I need to do a quality job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Team and Co-worker Relationship	1	2	3	4	5
1. I can feel there is a high level of trust from my coworker.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. I can feel the commitment from my coworker.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. I have good interactions with my co-workers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. My co-workers help me with difficult assignments, even when I don't directly request assistance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Co-workers usually support me at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Through co-workers support, it helps me build up my confidence.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. My co-workers attend their duties well.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. My co-workers are concerned about the welfare of those of others.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. I consider my co-workers to be my friends.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. My co-workers make an extra effort to understand my problems and concerns.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Section C: Employees' Engagement

Based on your opinion, please select and shade **ONLY ONE** number which can reflects your most appropriate response. Please indicate your agreement level with the scale given below.

1- Strongly Disagree | 2-Disagree | 3-Neutral | 4-Agree | Strongly Agree

Employees' Engagement	1	2	3	4	5
1. The best way for me to advance my career is to stay with my current organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. When needed, I am willing to put in the extra effort to get a job done.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. I am constantly looking for ways to do my job better.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. I feel a strong sense of belonging to my organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. I am proud to tell others I work at my organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. When I work, I really exert myself to the fullest, beyond that what is expected.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. I voluntarily put in extra hours to achieve a result faster.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. The work I do on this job is very important to me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. I persist in overcome obstacles to complete an important task.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. I would be happy to work at my organization until I retire.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Our research questionnaire will take around 15 minutes to complete it. Your participation is voluntary and your responses are valuable contribute to this research project. Thank you for your precious time and participation.

PERSONAL DATA PROTECTION STATEMENT

Please be informed that in accordance with Personal Data Protection Act 2010 (“PDPA”) which came into force on 15 November 2013, Universiti Tunku Abdul Rahman (“UTAR”) is hereby bound to make notice and require consent in relation to collection, recording, storage, usage and retention of personal information.

Notice:

1. The purposes for which your personal data may be used are inclusive but not limited to:-
 - For assessment of any application to UTAR
 - For processing any benefits and services
 - For communication purposes
 - For advertorial and news
 - For general administration and record purposes
 - For enhancing the value of education
 - For educational and related purposes consequential to UTAR
 - For the purpose of our corporate governance
 - For consideration as a guarantor for UTAR staff/student applying for his/her scholarship/study loan
2. Your personal data may be transferred and/or disclosed to third party and/or UTAR collaborative partners including but not limited to the respective and appointed outsourcing agents for purpose of fulfilling our obligations to you in respect of the purposes and all such other purposes that are related to the purposes and also in providing integrated services, maintaining and storing records. Your data may be shared when required by laws and when disclosure is necessary to comply with applicable laws.
3. Any personal information retained by UTAR shall be destroyed and/or deleted in accordance with our retention policy applicable for us in the event such information is no longer required.
4. UTAR is committed in ensuring the confidentiality, protection, security and accuracy of your personal information made available to us and it has been our on-going strict policy to ensure that your personal information is accurate, complete, not misleading and updated. UTAR would also ensure that your personal data shall not be used for political and commercial purposes.

Consent:

1. By submitting this form you hereby authorise and consent to us processing (including disclosing) your personal data and any updates of your information, for the purposes and/or for any other purposes related to the purpose.
2. If you do not consent or subsequently withdraw your consent to the processing and disclosure of your personal data, UTAR will not be able to fulfil our obligations or to contact you or to assist you in respect of the purposes and/or for any other purposes related to the purpose.
3. You may access and update your personal data by writing to us at susan@live.com.my, which is the group leader's email address.

*Thank you for your time, opinion and comments.
~ The End ~*

Result for Training and Development:

SAS Enterprise Guide

Correlations

Process Flow

- full test (400 sets).xlsx
- Import Data full test (400 sets).xlsx(Sheet)
- Data Imported from full test (400 sets).xlsx
- Correlations

Input Data | Code | Log | Results

Refresh | Modify Task | Export | Send To | Create | Publish | Properties

Correlation Analysis

The CORR Procedure

10 Variables: TD1 TD2 TD3 TD4 TD5 TD6 TD7 TD8 TD9 TD10

Simple Statistics						
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum
TD1	400	3.60250	0.71117	1441	2.00000	5.00000
TD2	400	3.85000	0.70622	1540	2.00000	5.00000
TD3	400	3.75750	0.57839	1503	2.00000	5.00000
TD4	400	3.65750	0.78533	1463	1.00000	5.00000
TD5	400	3.83250	0.64458	1533	1.00000	5.00000
TD6	400	3.87750	0.73406	1551	1.00000	5.00000
TD7	400	3.87500	0.72849	1550	1.00000	5.00000
TD8	400	3.80500	0.68786	1522	1.00000	5.00000
TD9	400	3.80500	0.67685	1522	1.00000	5.00000
TD10	400	3.89250	0.67236	1557	1.00000	5.00000

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.843746
Standardized	0.842583

Cronbach Coefficient Alpha with Deleted Variable				
Deleted Variable	Raw Variables		Standardized Variables	
	Correlation with Total	Alpha	Correlation with Total	Alpha
TD1	0.459213	0.836858	0.455347	0.835638
TD2	0.451395	0.837514	0.455072	0.835663
TD3	0.386035	0.841693	0.384232	0.842029
TD4	0.560519	0.827657	0.565232	0.825488
TD5	0.588015	0.825297	0.588189	0.823325
TD6	0.639271	0.819507	0.640680	0.818323

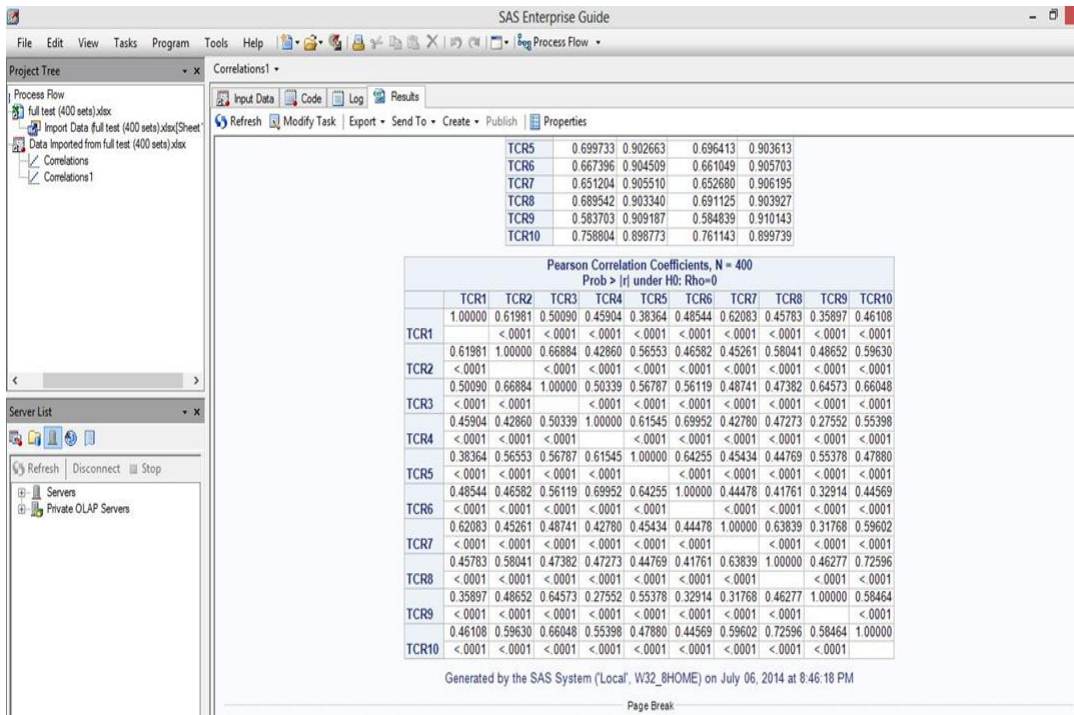
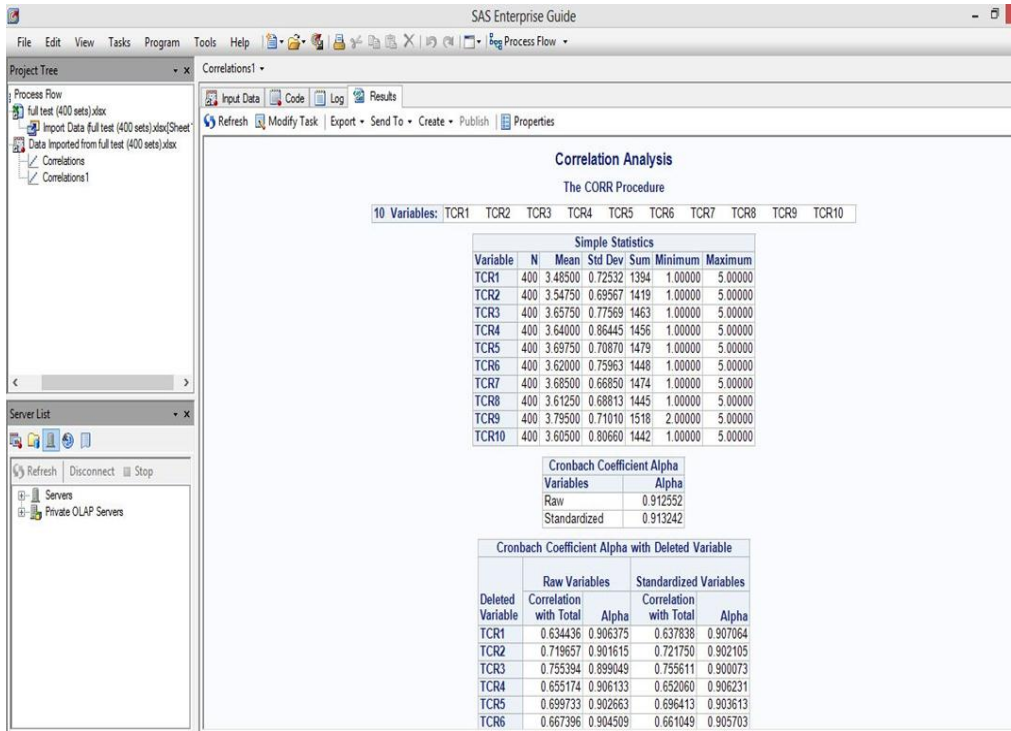
TD6	0.639271	0.819507	0.640680	0.818323
TD7	0.676309	0.815826	0.676843	0.814832
TD8	0.579067	0.825682	0.575533	0.824520
TD9	0.596276	0.824186	0.591810	0.822983
TD10	0.460231	0.836371	0.453631	0.835794

Pearson Correlation Coefficients, N = 400										
Prob > r under H0: Rho=0										
	TD1	TD2	TD3	TD4	TD5	TD6	TD7	TD8	TD9	TD10
TD1	1.00000	0.53470	0.26470	0.28066	0.16056	0.46820	0.35375	0.30225	0.15097	0.17772
		<.0001	<.0001	<.0001	0.0013	<.0001	<.0001	<.0001	0.0025	0.0004
TD2	0.53470	1.00000	0.29114	0.20991	0.28602	0.28838	0.27037	0.24403	0.26898	0.29848
			<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001
TD3	0.26470	0.29114	1.00000	0.31880	0.38152	0.33127	0.24908	0.27141	0.10298	0.08747
				<.0001	<.0001	<.0001	<.0001	<.0001	0.0395	0.0806
TD4	0.28066	0.20991	0.31880	1.00000	0.37654	0.34006	0.35868	0.37712	0.49171	0.53290
					<.0001	<.0001	<.0001	<.0001	<.0001	<.0001
TD5	0.16056	0.28602	0.38152	0.37654	1.00000	0.56567	0.63314	0.39531	0.39601	0.21280
						<.0001	<.0001	<.0001	<.0001	<.0001
TD6	0.46820	0.28838	0.33127	0.34006	0.56567	1.00000	0.62744	0.51842	0.36040	0.18145
							<.0001	<.0001	<.0001	0.0003
TD7	0.35375	0.27037	0.24908	0.35868	0.63314	0.62744	1.00000	0.63144	0.47906	0.26415
								<.0001	<.0001	<.0001
TD8	0.30225	0.24403	0.27141	0.37712	0.39531	0.51842	0.63144	1.00000	0.42414	0.17674
									<.0001	0.0004
TD9	0.15097	0.26898	0.10298	0.49171	0.39601	0.36040	0.47906	0.42414	1.00000	0.75237
										<.0001
TD10	0.17772	0.29848	0.08747	0.53290	0.21280	0.18145	0.26415	0.17674	0.75237	1.00000

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Result for Co-worker Relationship:



Result for Employees' Engagement:

SAS Enterprise Guide

Correlations2

Process Flow

- full test (400 sets).xlsx
- Import Data (full test (400 sets).xlsx)(Sheet)
- Data Imported from full test (400 sets).xlsx
- Correlations
- Correlations1
- Correlations2

Server List

- Servers
- Private OLAP Servers

Correlation Analysis

The CORR Procedure

10 Variables: EE1 EE2 EE3 EE4 EE5 EE6 EE7 EE8 EE9 EE10

Simple Statistics						
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum
EE1	400	3.36250	0.81717	1345	1.00000	5.00000
EE2	400	3.84250	0.73760	1537	1.00000	5.00000
EE3	400	3.90500	0.69439	1562	1.00000	5.00000
EE4	400	3.77000	0.73379	1508	1.00000	5.00000
EE5	400	3.73000	0.77692	1492	1.00000	5.00000
EE6	400	3.92500	0.59182	1570	2.00000	5.00000
EE7	400	3.87500	0.70755	1550	2.00000	5.00000
EE8	400	3.89250	0.70511	1557	1.00000	5.00000
EE9	400	3.92500	0.62478	1570	2.00000	5.00000
EE10	400	3.63250	0.90249	1453	1.00000	5.00000

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.867677
Standardized	0.872909

Cronbach Coefficient Alpha with Deleted Variable				
Deleted Variable	Raw Variables		Standardized Variables	
	Correlation with Total	Alpha	Correlation with Total	Alpha
EE1	0.452970	0.866810	0.436391	0.872618
EE2	0.617299	0.852231	0.636198	0.857290
EE3	0.658418	0.849312	0.665764	0.854947
EE4	0.564657	0.856492	0.551218	0.863915
EE5	0.622134	0.851758	0.626798	0.858030
EE6	0.586970	0.855819	0.598632	0.860238

EE5	0.622134	0.851758	0.626798	0.858030
EE6	0.586970	0.855819	0.598632	0.860238
EE7	0.621218	0.852081	0.632162	0.857608
EE8	0.674422	0.847914	0.674039	0.854288
EE9	0.589624	0.855199	0.594139	0.860589
EE10	0.516497	0.863101	0.512391	0.866890

Pearson Correlation Coefficients, N = 400

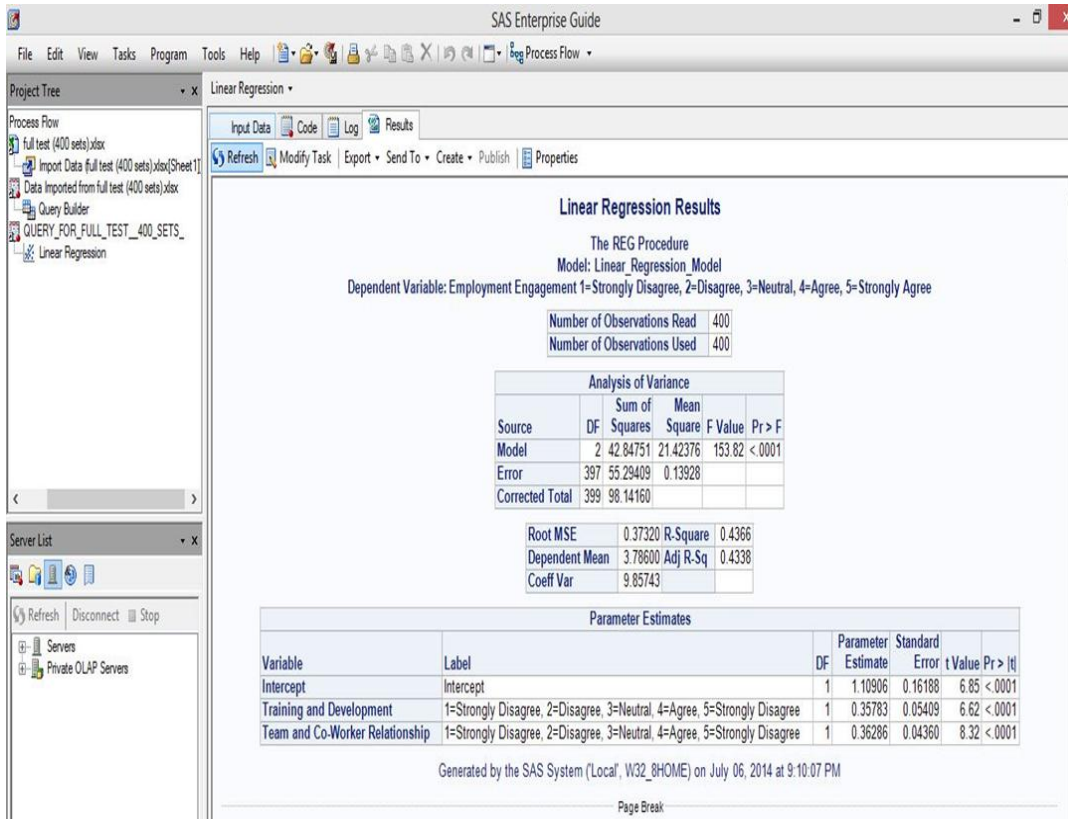
Prob > |r| under H0: Rho=0

	EE1	EE2	EE3	EE4	EE5	EE6	EE7	EE8	EE9	EE10
EE1	1.00000	0.23218	0.29935	0.46123	0.33614	0.10818	0.30397	0.32443	0.22520	0.47336
EE2	<.0001	<.0001	<.0001	<.0001	<.0001	0.0305	<.0001	<.0001	<.0001	<.0001
EE3	0.23218	1.00000	0.65088	0.32187	0.48979	0.59294	0.53846	0.41070	0.46921	0.20650
EE4	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001
EE5	0.29935	0.65088	1.00000	0.33575	0.49123	0.46441	0.55220	0.49608	0.47457	0.31208
EE6	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001
EE7	0.46123	0.32187	0.33575	1.00000	0.54144	0.23720	0.25343	0.44617	0.39962	0.43594
EE8	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001
EE9	0.33614	0.48979	0.49123	0.54144	1.00000	0.45187	0.39893	0.40896	0.43320	0.30851
EE10	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001
EE1	0.10818	0.59294	0.46441	0.23720	0.45187	1.00000	0.60600	0.43708	0.51344	0.29081
EE2	0.0305	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001
EE3	0.30397	0.53846	0.55220	0.25343	0.39893	0.60600	1.00000	0.64615	0.30190	0.28897
EE4	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001
EE5	0.32443	0.41070	0.49608	0.44617	0.40896	0.43708	0.64615	1.00000	0.45953	0.49309
EE6	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001
EE7	0.22520	0.46921	0.47457	0.39962	0.43320	0.51344	0.30190	0.45953	1.00000	0.39993
EE8	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001
EE9	0.47336	0.20650	0.31208	0.43594	0.30851	0.29081	0.28897	0.49309	0.39993	1.00000
EE10	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001

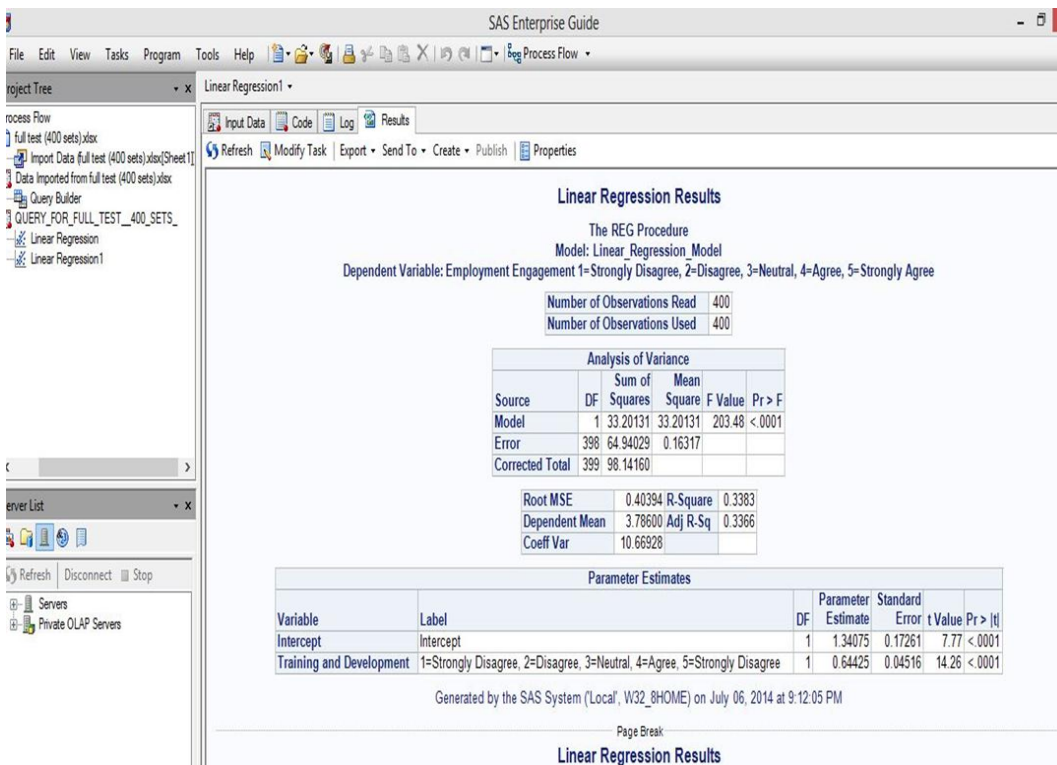
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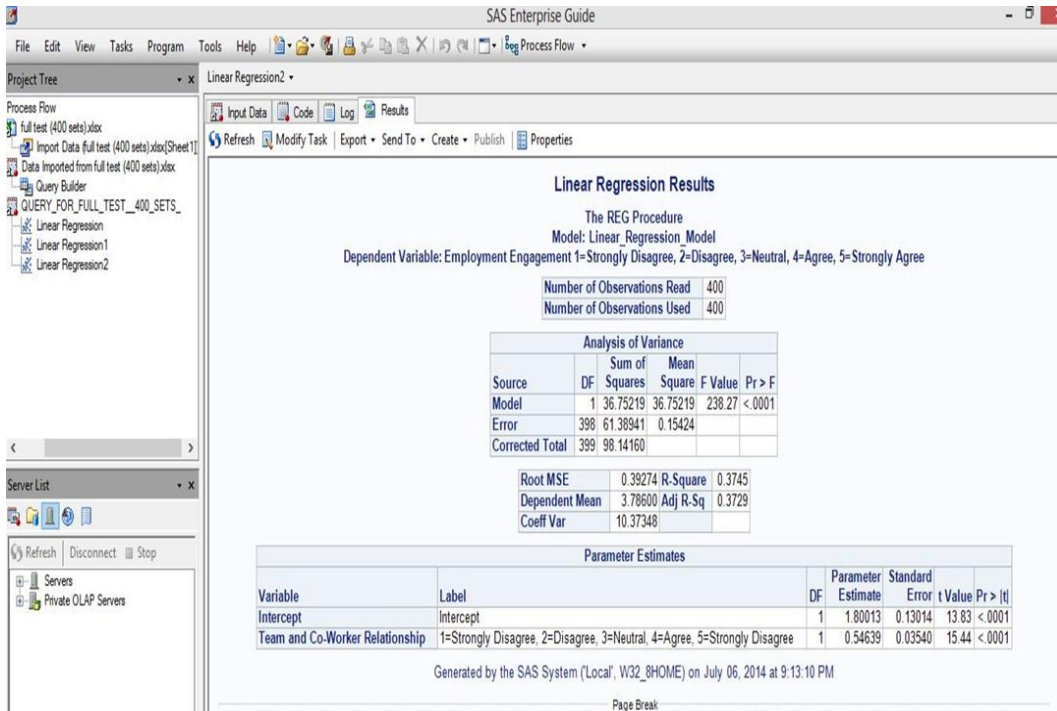
Multiple regression Results:



Training Development versus Employees' Engagement



Team and co-worker versus Employees' Engagement



Result for Pilot Test:

Training and Development

Correlation Analysis										
The CORR Procedure										
10 Variables: TD1 TD2 TD3 TD4 TD5 TD6 TD7 TD8 TD9 TD10										
Simple Statistics										
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum				
TD1	30	3.50000	0.62972	105.00000	2.00000	5.00000				
TD2	30	3.66667	0.60648	110.00000	2.00000	5.00000				
TD3	30	3.70000	0.46609	111.00000	3.00000	4.00000				
TD4	30	3.83333	0.69893	115.00000	3.00000	5.00000				
TD5	30	3.93333	0.58329	118.00000	3.00000	5.00000				
TD6	30	3.80000	0.61026	114.00000	3.00000	5.00000				
TD7	30	3.90000	0.66176	117.00000	2.00000	5.00000				
TD8	30	3.86667	0.62881	116.00000	3.00000	5.00000				
TD9	30	3.93333	0.58329	118.00000	3.00000	5.00000				
TD10	30	3.90000	0.54772	117.00000	3.00000	5.00000				
Cronbach Coefficient Alpha										
Variables	Alpha									
Raw	0.837738									
Standardized	0.836267									
Cronbach Coefficient Alpha with Deleted Variable										
Deleted Variable	Raw Variables		Standardized Variables							
	Correlation with Total	Alpha	Correlation with Total	Alpha						
TD1	0.383534	0.837153	0.381077	0.835076						
TD2	0.292060	0.844852	0.293438	0.843046						
TD3	0.406273	0.833319	0.399584	0.833366						
TD4	0.661360	0.808752	0.675260	0.806704						
TD5	0.579747	0.818259	0.577288	0.816436						
TD6	0.470610	0.828521	0.460485	0.827667						
TD7	0.668910	0.808226	0.668776	0.807357						
TD8	0.635128	0.812249	0.637269	0.810512						
TD9	0.674130	0.809308	0.669670	0.807267						
TD10	0.542101	0.822068	0.535446	0.820505						
Pearson Correlation Coefficients, N = 30										
Prob > r under H0: Rho=0										
	TD1	TD2	TD3	TD4	TD5	TD6	TD7	TD8	TD9	TD10
TD1	1.00000	0.45145	0.17623	0.19587	0.09388	0.35892	0.28961	0.34833	0.18776	0.14996
TD2		1.00000	0.24398	0.27116	0.03249	-0.09317	0.08592	0.33154	0.22745	0.20761
TD3			1.00000	0.47633	0.30441	0.14548	0.23477	0.44709	0.17757	0.14858
TD4				1.00000	0.47930	0.32338	0.41004	0.41845	0.64847	0.58549
TD5					1.00000	0.44562	0.69680	0.35099	0.49324	0.41015
TD6						1.00000	0.54647	0.46728	0.34874	0.14443
TD7							1.00000	0.54692	0.51813	0.44713
TD8								1.00000	0.44500	0.26031
TD9									1.00000	0.73395
TD10										1.00000

Team and Co-worker relationship

Correlation Analysis
The CORR Procedure

10 Variables: TCR1 TCR2 TCR3 TCR4 TCR5 TCR6 TCR7 TCR8 TCR9 TCR10

Simple Statistics						
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum
TCR1	30	3.46667	0.62881	104.00000	2.00000	5.00000
TCR2	30	3.56667	0.67891	107.00000	2.00000	5.00000
TCR3	30	3.66667	0.75810	110.00000	2.00000	5.00000
TCR4	30	3.70000	0.70221	111.00000	2.00000	5.00000
TCR5	30	3.63333	0.71840	109.00000	2.00000	5.00000
TCR6	30	3.66667	0.80230	110.00000	2.00000	5.00000
TCR7	30	3.70000	0.65126	111.00000	3.00000	5.00000
TCR8	30	3.70000	0.70221	111.00000	2.00000	5.00000
TCR9	30	3.70000	0.70221	111.00000	3.00000	5.00000
TCR10	30	3.63333	0.80872	109.00000	2.00000	5.00000

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.922893
Standardized	0.923326

Cronbach Coefficient Alpha with Deleted Variable				
Deleted Variable	Raw Variables		Standardized Variables	
	Correlation with Total	Alpha	Correlation with Total	Alpha
TCR1	0.640833	0.918516	0.645998	0.918850
TCR2	0.701471	0.915361	0.699328	0.915958
TCR3	0.724509	0.914059	0.721202	0.914761
TCR4	0.791169	0.910447	0.785978	0.911176
TCR5	0.732849	0.913577	0.729368	0.914312
TCR6	0.685567	0.916651	0.686012	0.916684
TCR7	0.654447	0.917806	0.658267	0.918188
TCR8	0.703746	0.915189	0.705331	0.915630
TCR9	0.692960	0.915767	0.689645	0.916486
TCR10	0.749576	0.912746	0.753356	0.912989

Pearson Correlation Coefficients, N = 30										
Prob > r under H0: Rho=0										
	TCR1	TCR2	TCR3	TCR4	TCR5	TCR6	TCR7	TCR8	TCR9	TCR10
TCR1	1.00000	0.57080	0.48224	0.48418	0.39185	0.45568	0.69047	0.48418	0.48418	0.48370
TCR2		1.00000	0.64765	0.58588	0.58211	0.48536	0.39775	0.51355	0.44121	0.64270
TCR3			1.00000	0.64775	0.59095	0.60474	0.34922	0.38865	0.71253	0.58119
TCR4				1.00000	0.73140	0.73448	0.47503	0.65035	0.51049	0.58899
TCR5					1.00000	0.61822	0.42011	0.52633	0.66304	0.53220
TCR6						1.00000	0.46197	0.48965	0.48965	0.44288
TCR7							1.00000	0.70123	0.47503	0.63507
TCR8								1.00000	0.44056	0.71043
TCR9									1.00000	0.58899
TCR10										1.00000

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Employees' Engagement

Correlation Analysis
The CORR Procedure

10 Variables: EE1 EE2 EE3 EE4 EE5 EE6 EE7 EE8 EE9 EE10

Simple Statistics						
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum
EE1	30	3.50000	0.73108	105.00000	1.00000	5.00000
EE2	30	3.80000	0.71438	114.00000	2.00000	5.00000
EE3	30	3.76667	0.62606	113.00000	2.00000	5.00000
EE4	30	3.76667	0.56832	113.00000	3.00000	5.00000
EE5	30	3.60000	0.62146	108.00000	2.00000	5.00000
EE6	30	3.90000	0.60743	117.00000	3.00000	5.00000
EE7	30	3.83333	0.64772	115.00000	3.00000	5.00000
EE8	30	3.83333	0.53067	115.00000	3.00000	5.00000
EE9	30	3.90000	0.54772	117.00000	2.00000	5.00000
EE10	30	3.56667	0.62606	107.00000	2.00000	5.00000

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.874171
Standardized	0.876245

Cronbach Coefficient Alpha with Deleted Variable				
Deleted Variable	Raw Variables		Standardized Variables	
	Correlation with Total	Alpha	Correlation with Total	Alpha
EE1	0.427463	0.877650	0.435065	0.876555
EE2	0.679830	0.855073	0.684991	0.857686
EE3	0.564004	0.864467	0.564510	0.866947
EE4	0.552778	0.865256	0.543492	0.868531
EE5	0.801351	0.845755	0.797460	0.848756
EE6	0.625617	0.859793	0.627499	0.862144
EE7	0.640539	0.858439	0.640022	0.861179
EE8	0.560519	0.864953	0.554816	0.867679
EE9	0.552516	0.865359	0.555102	0.867657
EE10	0.591872	0.862320	0.595760	0.864575

Pearson Correlation Coefficients, N = 30 Prob > r under H0: Rho=0										
	EE1	EE2	EE3	EE4	EE5	EE6	EE7	EE8	EE9	EE10
EE1	1.00000	0.19807	0.18835	0.53945	0.45538	0.03883	0.32769	0.39997	0.21529	0.41436
EE2		1.00000	0.58596	0.47562	0.59030	0.58804	0.52165	0.36384	0.47589	0.41634
EE3			1.00000	0.22937	0.54950	0.48058	0.41100	0.39787	0.43241	0.26100
EE4				1.00000	0.50769	0.12986	0.17174	0.20962	0.47634	0.67517
EE5					1.00000	0.62117	0.68532	0.41824	0.48626	0.51405
EE6						1.00000	0.74497	0.48139	0.38349	0.42618
EE7							1.00000	0.61865	0.24299	0.24093
EE8								1.00000	0.29659	0.29408
EE9									1.00000	0.47263
EE10										1.00000

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Certificate Letter for Questionnaire:



UNIVERSITI TUNKU ABDUL RAHMAN

Wholly Owned by UTAR Education Foundation (Company No. 578227-M)

Faculty of Business and Finance
Jalan Universiti, Bandar Barat,
31900 Kampar, Perak Darul Ridzuan
Phone: 05-468 8888 Fax: 05-4667407

27 August 2013

TO WHOM IT MAY CONCERN

RE: LEE JEE SIN (IC NO: 901104-08-5650)

This is to certify that LEE JEE SIN (IC NO: 901104-08-5650) is a registered full-time student of the Faculty of Business and Finance, Universiti Tunku Abdul Rahman (UTAR).

The aforementioned student is currently pursuing the Bachelor of Business Administration (Hons) (a three-year programme) for the Academic Year 2013/14 and expected date of completion of study is in December 2014.

Should you have any queries, please do not hesitate to contact us at 05-468 8888.

Thank you.

Yours faithfully,

Dr. Choong Chee Keong
Dean and Professor
Professorial Chair (Tan Sri Dato' Sri Dr Teh Hong Piow Chair in Banking and Finance)
Faculty of Business and Finance

Request Letter for distribute Questionnaire in Hotel Penang:

13th May 2014

Deluxcious Heritage Hotel Penang

15 - 17a Jalan Sultan Ahmad Shah,

10050 George Town,

Penang, Malaysia.

Dear Sir / Madam,

RE: REQUEST OF DISTRIBUTION QUESTIONNAIRE

On behalf of my Final Year Project group, I would like to request you to grant permission to us to distribute our research questionnaire in Deluxcious Heritage Hotel Penang. We are currently pursuing our final year of Bachelor of Business Administration (HONS)-(BA) course in University Tunku Abdul Rahman (UTAR).

As per the requirement of the subject UBMZ 3016 (Research Project), we are required to visit your esteemed organization. This is with an objective of doing some survey question related on employee engagement in hotel industry. In connection with this, we would like to request your good office to allow us to conduct some survey question to your employee with just take approximately 30 to 45 minutes. The total number of people in our Final Year Project group is four.

We would like to visit your premises as per your convenience. I have attached a copy for certification letter from our University for your perusal if needed.

If you have any other inquiries or in case you need any further clarification, please feel free to contact us as the following numbers.

Looking forward for your kindly reply and we seek your prompt attention to this matter. Thank you.

Yours faithfully,

LEE JEE SIN

Students of University Tunku Abdul Rahman (UTAR)

Contacts:

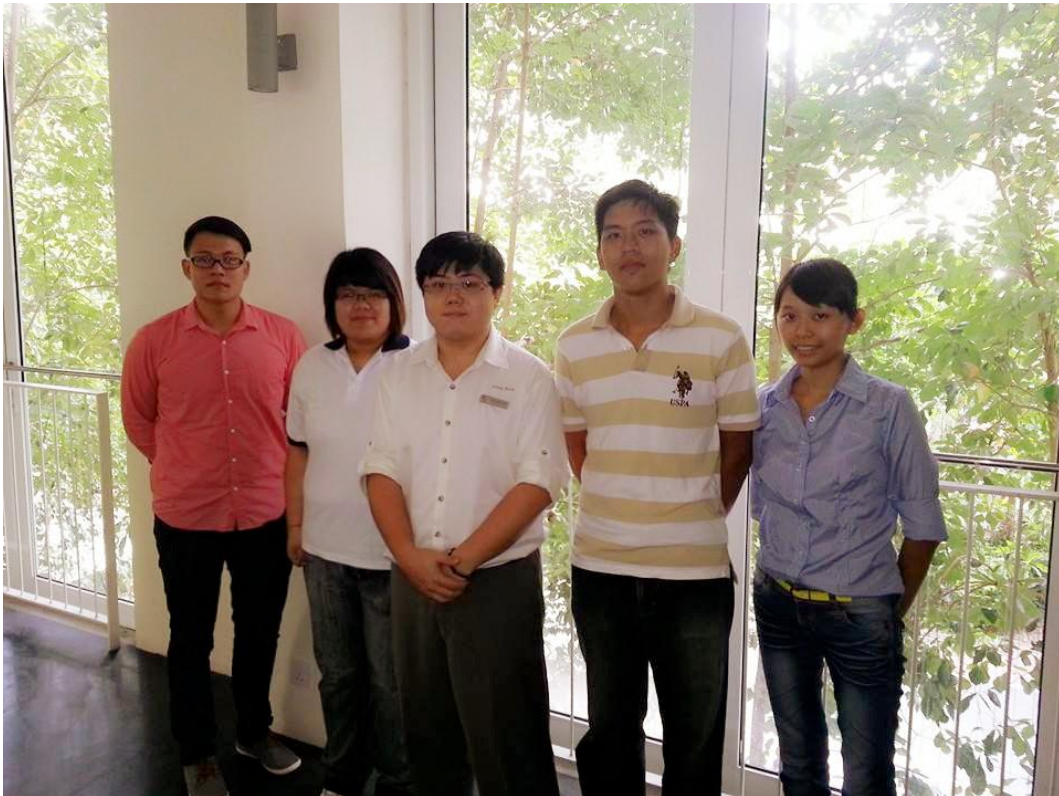
- | | | |
|-------------------------|-------------|--------------------------|
| 1. LEE JEE SIN (Leader) | 012-4809218 | e-mail : ljs989@lutar.my |
| 2. LAI PEI YEW | 016-5654872 | |
| 3. LIM YU XIANG | 012-5387781 | |
| 4. YEOH RAY GIN | 012-5232995 | |

List and contact for Hotels are visited by our group:

1. *Bayview Hotel*
Tel: +(604) 2633 161
e-mail : bayviewgeorgetown@bayviewhotels.com
2. *Hard Rock Penang*
Tel: +60 4 8811711
e-mail : info.penang@hardrockhotels.net
3. *Golden Sand Hotel*
Tel : (60 4) 886 1911
e-mail : gsh@shangri-la.com
4. *PARKROYAL*
Tel: +60 4 881 1133
e-mail: enquiry.prpen@parkroyalhotels.com
5. *Holiday Inn Hotel*
Tel : 0120-172-052
e-mail : hirp@holidayinnpenang.com
6. *Cophorne Orchid Penang*
Tel : +60 4 892 3333
e-mail: rsvn@cophorne.com.my
7. *Eastern & Oriental Hotel*
Tel: +(6) 04 222 2000
e-mail : michael.saxon@easternandoriental.com
eileen.chong@eohotels.com
8. *23 Loveland*
Tel : 604 262 1323
e-mail: enquiry@23lovelane.com
9. *1881 Chong Tian Hotel*
Tel : +604 2631881
e-mail: marketing@1881chongtian.com
10. *Macalister Mansin*
Tel : (604) 2283 888
e-mail : contactus@macalistermansion.com
11. *G Hotel*
Tel: +604 238 0000
e-mail: g4u@ghotel.com.my
12. *Lone Pine Hotel*
Tel: +604 886 8686
e-mail: style@lonepinehotel.com
13. *Seven Terraces*
Tel: +604-264 2333 / + 604-261 2862
e-mail: info@seventerraces.com

14. *Campbell House*
Tel: +(604)2618290
e-mail: info@campbellhousepenang.com
15. *Hotel Penage*
Tel: +60 1-300-88-1891
e-mail: info@hotelpenaga.com
16. *Museum Hotel*
Tel: +604 226 6668
e-mail: info@museumhotel.com.my
17. *Yeng Keng Hotel*
Tel: 04-262 2177
e-mail: reservations@yengkenghotel.com
18. *Chulia Heritage Hotel*
Tel: 604-2633380
e-mail: info@chuliaheritagehotel.com
19. *Coffee Atelier*
Tel: 04-261 2261
e-mail: info@coffeeatelier.com
20. *Sunway Hotel*
Tel: +60 4 229 9988
e-mail: hrshg@sunwayhotels.com
21. *Cititel Penang*
Tel: 604 370 1188
e-mail: info@cititelpenang.com
22. *The Gurney Resort Hotel & Residences,
Penang, Malaysia*
Tel: 604 - 370 7000
e-mail: gurneyhotel@myjaring.net
23. *The Northam All Suite,
Penang, Malaysia*
Tel: 604 - 370 1111
e-mail: sales@northam-hotel.com.my
24. *Georgetown City Hotel*
Tel: 04-227 7111
e-mail: penang.bph@berjayahotel.com
25. *Deluxcious Heritage Hotel Penang*
Tel: (6) 04 226 9993/ 226 9991
e-mail: Info@deluxcious.com.my

Some Human Resource Managers are interacting with us:



Thank You Cards for Hotel:

