

ORGANISATIONAL FACTORS AFFECTING
EMPLOYEE ENGAGEMENT IN THE SERVICE
INDUSTRY IN MALAYSIA

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DECLARATION




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LIST OF ABBREVIATION

SET	Social Exchange Theory
SS	Supervisor Support
TR	Organisational Trust
WLB	Work-Life Balance
EE	Employee Engagement

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PREFACE

This UBMZ3016 Research Project, titled "Organisational Factors Affecting Employee Engagement in the Service Industry in Malaysia," was carried out by a team of three Bachelor of Business Administration students to fulfill the requirements of our degree program. In today's fast-changing service industry, keeping employees engaged is more important than ever. Engagement not only boosts productivity and job satisfaction but also contributes to the overall success of an organisation. This study aimed to explore how specific organisational factors, including supervisor support, trust, and work-life balance, influence employee engagement in Malaysia's service sector. We selected these factors because they have a direct impact on employee engagement and customer satisfaction, both crucial for success in the service industry. Moreover, by taking into account Malaysia's unique cultural context, we aim to provide insights that are not only effective but also culturally sensitive, enhancing organisational effectiveness in this diverse setting. We used a questionnaire-based approach to gather our data, allowing us to collect valuable feedback directly from people working within the industry. Our research findings are intended to offer practical recommendations that can help service organisations in Malaysia enhance employee engagement, leading to better performance overall. Through this project, we hope to contribute valuable insights to academic discussions and real-world applications, supporting service industry organisations in understanding and addressing the key factors that drive employee engagement.

ABSTRACT

This study is structured into five chapters, each offering a different perspective. These chapters cover the research overview, literature review, research methodology, data analysis, discussion, implications and conclusion of the study. The research explores explicitly how factors such as the supervisor support, organisational trust, and work-life balance influence employee engagement in Malaysian service industry. To support our investigation, we reviewed various past studies and collected new data from over 387 respondents through survey questionnaires. Our focus was on understanding the impact of these factors on employee engagement and how they influence the relationship between the independent and dependent variables. We employed multiple analytical methods to interpret the results. Towards the end of the paper, we provide several practical recommendations for future research and discuss the limitations we faced during our study. Additionally, an example of the survey questionnaire used for data collection is included in the appendix.

CHAPTER 1: RESEARCH OVERVIEW

1.0 Introduction

The purpose of this study is to investigate how various organizational factors affect employee engagement in Malaysia's service industry. Chapter 1 acts as a guide for readers, narrowing down from a broad topic area to a more specific research focus. This chapter will outline the key elements and importance of the research.

1.1 Research Background

Employee engagement can be defined as the workplace environment that motivates every worker to give their all every day, committed to the organisation's objectives and principle (Chanana and Sangeeta, 2020). It plays an important role for organisational success, because it is associated with job efficiency, service environment, job opportunity, and well-being resources (Mustaffa et al., 2022). It is a valuable asset in terms of efficiency, revenue, employee engagement, security, and client fulfilment. Besides that, it is also an important aspect in the efficiency of employees, achievement, and overall success (Adhitama & Riyanto, 2020). The engagement of employees has a huge influence across industries. Highly engaged employees are more productive, offer better customer service, have greater retention rates, and have a favourable influence on the bottom line. Employees that are less engaged may perform poorly, have high turnover rates, and incur additional expenditures. Prioritising employee engagement allows companies to establish a happy work environment, nurture an innovative culture, and meet the company's goal (Santhosh, 2023). The engagement of employees also was an important aspect to a company's success since it improves productivity,

collaboration, and profitability in general. They are more effective, dedicated, and motivated to achieve company objectives. Companies with high levels of involvement are more profitable that would have increased sales, profitability, customer ratings, and lower turnover. Employee involvement also boosts team morale, retention rates, and overall corporate performance. Companies with high levels of engagement are 21% more profitable, and leaders must develop and convey goals to their teams, promoting a supportive leadership style (Baltoni,2021).

Based on the Qualtrics survey, Malaysian workers' level of engagement at work has decreased over the last year, with all leading indicators falling from 2023. According to the answers from 37,000 workers worldwide, the survey showed that, by 2024, employee engagement had decreased from 82% in 2023 to 76%. The report also found that when employee input is successfully implemented, engagement increases dramatically to 79% (Jamil, 2023). However, global employee engagement statistics reveal significant disparities across regions, with only 15% of employees engaged globally. The United States has the highest engagement rate at 33%, while Western Europe has only 10%. The UK has the lowest rate at 8%, with 73% of employees willing to leave their current position for the appropriate offer, highlighting the importance of engagement in talent retention. Disengaged employees cost firms \$450-550 billion (RM 1417.68 billion - RM 1732.72 billion) annually due to reduced productivity. Organisations with highly engaged workers experience a 21% boost in profitability, highlighting the benefits of a positive work environment (Crabtree, 2013).

Malaysia's service industry faces issues with low employee engagement and high turnover rates (Zainal et al., 2022). Employee turnover is becoming increasingly an issue in emerging countries such as Malaysia (Munir and Tobi, 2020). During the last 10 years, while organisations have become more in need of skilled labour, retaining employees has become an essential concern for them. (Chakravarti & Chakraborty, 2020). Organisations are still grappling with high rates of voluntary turnover in

Malaysia. The country's voluntary turnover rate in 2022 was 14.1%, significantly higher than the Asia-Pacific median of 11.4% (Mercer, 2022). This trend persisted in 2023, with Malaysia's voluntary turnover rate rising to 15.3% and the regional median remaining at 12.2% (Willis Towers Watson, 2023). Experts attribute this ongoing challenge to factors such as increased competition for talent, rising employee expectations, and the growing appeal of remote work opportunities in other countries (Aon, 2024). These jobs have higher turnover because workers grow bored of repetitive work and look for other opportunities. Distributed or remote workers may feel less connected to a company's objectives as the gig economy grows (First Up, n.d). High turnover of employees is costly and may damage the company. Therefore, companies should ensure employees have a positive experience with business may assist reduce attrition and enhance engagement (Zainal et al., 2022).

Increased employee involvement in a company can help employees understand their roles and inspire them to collaborate with colleagues to achieve the organisation's objectives. Mansor et al. (2018). However, limitations in this study must be considered. It is critical to consider the several limitations of quantitative research. One problem is that it may not give a thorough picture of the consumer's experiences, feelings, or motives. Quantitative methods sometimes rely on information provided by individuals, which may not be accurate due to factors such as social desirability and cognitive impairment. Furthermore, quantitative research may not be appropriate for investigations of complex or unexpected phenomena that necessitate more adaptive and interpretive methodologies (Arabayne, 2023).

Furthermore, in this study, work-life balance (WLB), supervisor support (SS), and trust (TR) were identified as critical independent variables with a significant impact on employee engagement. To close the gap between WLB, SS and TR in significantly impacting employee engagement, organisations can implement flexible work schedules by providing employees with remote choices and reduced workweeks to assist them

better balance their personal and professional obligations (Msuya,2022). Besides, fostering open and transparent communication channels between employees and management also helps build trust by ensuring that employees feel heard and informed about organisational decisions. Organisation can also implement feedback mechanisms that allow employees to provide input on their work-life balance needs and how supervisors can better support them. This ensures that supervisors are aware of and responsive to employees' concern. This study is particularly significant in academia since it provides empirical information on the connection between organisational practices and employee engagement in Malaysia. The findings highlight the significance of employee engagement in the service sector, its potential to impact both the country's economic growth and development with societal well-being.

1.2 Research Problem

In the service industry, employee engagement plays a critical role in determining organisational success by directly influencing key outcomes such as productivity, customer satisfaction, and profitability. In Malaysia, where the service sector significantly contributes to the economy, maintaining high levels of employee engagement is particularly crucial. The economic landscape is undergoing rapid changes, including technological advancements and evolving customer expectations, which demand that service-oriented businesses foster a highly engaged workforce to remain competitive and resilient. Engagement levels have a major effect on employee retention, effectiveness, and whole company achievement (Lim and Chan, 2023). High levels of engagement of employees lead to better customer service, reduced turnover, and increased innovation, which are critical for the competitive advantage of service-oriented businesses. Despite the critical importance of employee engagement, the Malaysian service sector struggles to maintain strong engagement levels. This challenge is linked to various organisational issues, including inadequate supervisor

support, low levels of organisational trust, and poor work-life balance (Wong & Lim, 2023). These factors can lead to dissatisfaction, reduced motivation, and ultimately, higher turnover rates.

Studies focusing on the hospitality and financial sectors have provided valuable insights into specific settings, revealing unique engagement dynamics within these industries (Kumar & Patel, 2022; Wong & Lim, 2023). However, given the heterogeneity of the service sector, research must expand to encompass a broader scope. The service industry includes a wide range of sub sectors such as healthcare, education, and transportation, each with its own set of challenges and engagement drivers (Nguyen & Tran, 2024). Prior studies often overlook the broader service industry challenges, focusing mainly on specific businesses like hospitality and finance and failing to address the diverse needs of the entire service workforce (Ahmed & Singh, 2020). By limiting the scope to specific subsectors, research misses out on understanding how engagement strategies can be effectively applied across the service sector, which is essential for developing comprehensive policies and practices that cater to the diverse nature of the workforce. Expanding research to include the overall service industry will provide a more holistic understanding of employee engagement and help organisations implement strategies that can improve engagement across various service-oriented settings, ultimately enhancing productivity, job satisfaction, and organisational commitment.

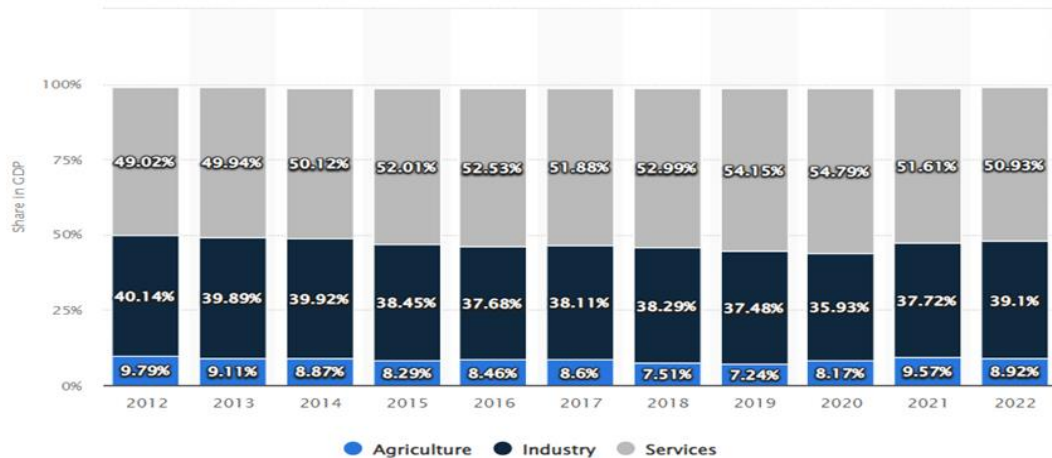


Figure 1.1: Malaysia: Share of economic sectors in the gross domestic product (GDP) from 2012 to 2022

Source: (Statista, 2023)

As shown in Figure 1.1, the service industry plays a crucial role in Malaysia's economy, contributing approximately 50.93% to the country's gross domestic product (GDP). This sector's significant contribution underscores its importance to Malaysia's economy, supporting livelihoods, generating jobs, and encouraging innovation and competitiveness (Nambiar, 2023).

Despite its importance, the service sector faces significant challenges related to employee engagement. According to Mustafa, Lajuma, and Wider (2022), only 11% of employees demonstrate high involvement, 8% indicate no participation at all, and 81% show varying degrees of disengagement. This 81% of employees may occasionally participate in work activities or express some interest in their tasks, but they are not fully committed or emotionally invested in their roles. This disengagement can be attributed to a range of organisational factors, including inadequate supervisor support, low levels of organisational trust, and poor work-life balance. When employees perceive a lack of support or recognition from supervisors, it diminishes their motivation and sense of purpose, leading to feelings of neglect and undervaluation

(Bakker & Demerouti, 2021). Furthermore, when organisational trust is low, employees may feel insecure about their job stability and question the integrity and fairness of the organisation's decisions, resulting in a lack of engagement and commitment (Robinson, 1996). Additionally, a poor work-life balance can contribute to burnout and stress, making employees feel overwhelmed and unable to manage both professional and personal responsibilities effectively (Sonnentag et al., 2010). These conditions create a work environment where employees feel disconnected from their jobs and less inclined to exert effort beyond the minimum required, ultimately affecting their productivity, job satisfaction, and overall well-being. The varying degrees of disengagement among the 81% of employees can lead to a decline in the overall performance of the organisation, as disengaged employees are less likely to be innovative, customer-focused, or committed to organisational goals.

The current economic instability further exacerbates these challenges. Malaysia has faced significant economic disruptions due to the COVID-19 pandemic, supply chain issues, and rising inflation. The pandemic led to widespread job losses, reduced working hours, and heightened job insecurity, which have adversely affected employee engagement levels. According to the International Monetary Fund (2024), the global economic slowdown and regional geopolitical tensions have impacted Malaysia's economic stability. Additionally, Fulcrum (2024) highlights that Malaysia's economy, while showing a steady GDP growth of 4% in 2023, is still grappling with issues such as high unemployment rates, competition within the ASEAN region, and the need for technological adaptation and sustainability measures. These economic pressures have had a direct impact on employee morale and engagement, with many workers facing job insecurity, increased work stress, and reduced opportunities for professional growth and development.

Furthermore, the service industry in Malaysia is dealing with specific problems such as high employee turnover, inadequate training and development opportunities, and

poor career progression pathways. High turnover rates are particularly problematic, as they lead to increased recruitment and training costs and disrupt organisational continuity. According to a recent study by Tan and Yusof (2023), these issues contribute to the disengagement of employees, particularly among younger workers who seek career growth and development. The lack of structured career development programs and continuous professional training has led to dissatisfaction and decreased motivation among employees, which in turn affects overall organisational performance. Additionally, inadequate recognition and reward systems fail to motivate employees, leading to a lack of commitment and reduced productivity.

Given these economic and organisational challenges, it is imperative to understand how organisational variables impact employee engagement in Malaysia's service sector. Recent economic challenges, including supply chain disruptions and high inflation, have heightened the need for strong organisational support (International Monetary Fund, 2024). This research aims to explore the relationship between organisational characteristics—such as supervisor support, trust, and work-life balance—and employee engagement in Malaysia's service industry. By addressing these factors, organisations can foster a more engaged and resilient workforce, even in times of economic uncertainty. This will not only improve employee well-being and productivity but also enhance the overall competitiveness and sustainability of the service sector.

1.3 Research Objectives & Research Questions

1.3.1 General Research Objective:

To investigate the effects of organisational factors on employee engagement in the service industry in Malaysia.

1.3.2 Specific Research Objectives:

1. To identify the significant impact of supervisor support on employee engagement in the service industry in Malaysia.
2. To identify the significant impact of the organisational trust on employee engagement in the service industry in Malaysia.
3. To identify the significant impact of work-life balance on employee engagement in the service industry in Malaysia.

1.3.3 General Research Question

What are the organisational factors influencing employee engagement in the service industry in Malaysia?

1.3.4 Specific Research Questions:

1. Is there any significant relationship between supervisor support and employee engagement in the service industry in Malaysia?
2. Is there any significant relationship between organisational trust and employee engagement in the service industry in Malaysia?
3. Is there any significant relationship between work-life balance and employee engagement in the service industry in Malaysia?

1.4 Research Significance

In Malaysia's service sector, recognizing the organisational components that influence worker engagement is vital for enhancing output, consumer fulfilment, and business performance. The goal of this study is to ascertain how supervisor support, organisational trust, and work-life balance affect employee engagement in Malaysia's services sector.

Nowadays, companies want to increase output while keeping their most talented employees. Organisational success may be influenced by recognizing and handling certain organisational elements well. Creating an atmosphere at work that is conducive to balancing work and life and helpful for employees may assist practitioners build a workforce that is more engaged, motivated, and dedicated to achieving organisational goals, increased productivity, decreased loss of talent, and improved organisational performance are the outcomes of this.

The findings of the survey may additionally be utilised by managers to support their strategic choices and support the implementation of focused employee engagement initiatives. Organisations that identify a requirement for supervisor support, organisational trust, and work-life balance can modify policies and procedures to satisfy the individual needs of the staff and promote a culture of empowerment and commitment.

This study is valuable in the field of academia as it improves the existing knowledge framework by providing empirical information on the correlation between organisational factors and employee engagement in the Malaysian services industry. By empirically demonstrating the impact of supervisor support, organisational trust, and work-life balance on employee engagement, this study broadens the academic understanding of the subject and contributes significantly to the theoretical frameworks of organisational behaviour and the administration of human resources. Our study's method and outcomes also have major consequences for the subject at hand and may be used as useful guidance for comparable issues in the future or for studies that expand their scope to include other industries or regions. Researchers can use the study's findings to advance existing concepts, create novel concepts, and broaden the comprehension of how workers perform and are involved in organisations.

CHAPTER 2: LITERATURE REVIEW

2.0 Introduction

This chapter's primary objective is to review and evaluate earlier literature covered to the research issues discussed in Chapter 1. A secondary resource analysis will also be presented in Chapter 2 in order to provide crucial essential factors that support the research. We may comprehend the organisational variables influencing employee engagement in Malaysia's service industry. This study also investigates employee engagement, which can be influenced by various factors including supervisor support, organisational trust, and work-life balance.

2.1 Underlying theories

2.1.1 Social Exchange Theory

The theory that we applied in our study was social exchange theory (SET). SET is defined as the willingly taken behaviour of one who anticipates getting something from someone else through a mutually beneficial connection (Baharin et al., 2018). This theory shows that individuals connect with one another and build relationships based on the concept of reciprocity (Blau, 1964). This means that a person's benefits originate with the things they give to the connection. The social exchange theory (SET) provides a conceptual framework that illuminates the complex nature of staff participation in organisational environments. In the mid-20th century, sociologists such as George Homans and Peter Blau developed social exchange theory. Within the employment sector, SET demonstrates how employee engagement is impacted by the perceived balance between an employee's contributions to the company and the advantages that

they receive.

Supervisor support relates to how much workers think their supervisor is concerned about their welfare, assists them, and gives resources to help them do their jobs better (Rhoades & Eisenberger, 2002). Supervisor support is a psychological mechanism wherein workers feel a duty to give back to the leader and the organisation when they perceive their supervisor to be understanding of the task at hand and to give the appropriate support (Fan et al., 2019). According to SET, positive outcomes like engagement and retention occur when workers perceive that their managers appreciate their responsibilities and contributions (Rhoades & Eisenberger, 2002). Several studies indicate that positive relationships between supervisors and staff members are based on supervisor support, which also affects workers' performance at work (Afzal et al., 2019). Employees are more inclined to feel appreciated and dedicated to their jobs when they receive strong support from their supervisors, which enhances employee engagement.

A positive working atmosphere where employees feel respected and motivated is promoted by trust between management and the employees, resulting in higher satisfaction with work and productivity (Schramm, 2023). According to SET, a pleasant work atmosphere is associated with longer retention of staff members and greater dedication levels at work. For example, when workers think their employer believes in and supports them, they put in more and contribute more to their place of employment.

SET provides insight into work-life balance by investigating the relationships and exchanges between employees and the organisations they work for. According to SET, employees should have some exchanges with their companies in which they provide their time, effort, and anticipation in return for pay and assistance. Employees are more

likely to enjoy a good balance between work and life when they perceive that their company values their well-being and provides support to help them in managing personal and professional obligations (Sulistiyani et al., 2022). Employees can both improve their attachment to their employer and significantly improve organisational performance by enjoying work-life balance (Riyanto et al., 2019). Employees with employer-supported work-life balance express greater degrees of job satisfaction and a greater feeling of community (Kar and Misra, 2013).

2.2 Review of Variables

2.2.1 Employee Engagement

The degree of motivation, involvement, and excitement that employees have for their work and employers is known as employee engagement. (Heinz, 2022). It also refers to employees' emotional connection to their firm and its actions they adopt to ensure its success (Melanie, 2014). Engaged employees play a vital role in driving an organisation's success. Their concern for their work and dedication to their roles foster a positive workplace culture. This enthusiasm not only enhances their productivity but also inspires their colleagues to strive for excellence (Gallup, 2022).

Moreover, engaged employees are transparent in their communication, fostering trust and collaboration within teams (Deloitte, 2021). Their desire for achievement motivates them to go above and beyond, often putting in extra hours to ensure that tasks are completed to the highest standard (Towers Watson, 2020). They genuinely care about their workplace, which leads them to advocate for the organisation and contribute positively to its reputation (Hay Group, 2019). These employees actively seek solutions to challenges, demonstrating a proactive approach to problem-solving (McKinsey, 2021). They are not just passive participants, they offer valuable ideas for improvement,

helping the organisation to innovate and grow (Accenture, 2020). Their emotional investment in the company translates into a strong commitment to its goals, making them integral to the overall success and sustainability of the organisation (Mercer, 2022).

Employee engagement among knowledge workers consists of five dimensions: organisational identification, devotion, absorption, vigour, and pleasant harmony (Sun & Bunchapattanasakda, 2019). Employees in high-engagement companies are enthusiastic about their work and appreciative of the opportunity to contribute. They understand their organisation's overall goals, mission, and vision, and actively take steps to promote them (Pappas, 2023). Employee engagement is also characterised by employees' interest and passion for their work and environment (Gallup, 2024). This engagement allows companies to assess and manage employees' perspectives on key aspects of workplace culture. The best way to describe employee engagement is by how workers feel positively connected to their workplace and are motivated and inspired by their tasks (Swank, 2023).

2.2.2 Supervisor Support

A concept of supervisor support refers to the degree of assistance, direction, and motivation provided by a supervisor toward their employees (Hämmig, 2017). Supervisor assistance can take several forms, including emotional support, instrumental help, and work-family support. Emotional support consists of illustrations of concern, empathy, and understanding, whereas instrumental support offers real assistance, such as resources and instruments for doing work responsibilities efficiently (Gillman et al., 2023). The term "supervisor support" also describes how an employee feels about their supervisor's acceptance, value, and contribution. (Rhoades & Eisenberger, 2002). The supervisor's assistance can increase employee engagement (Rich, Lepine, and Crawford, 2010). Moreover, it is also described as "the degree to

which supervisors value their equal to employee's contributions and care about their well-being" (Rhoades & Eisenberger, 2002). Although supervisors are frequently assigned with a range of tasks, offering assistance to their staff is seen as a crucial part of supervisory job (Collins, 2017). Supervisor assistance defined as "a manager demonstrating supportive behaviour through specific acts that aim to help employees at work" (p. 8) (Knies and colleagues, 2017).

The degree to which supervisors participate in a way that maximises the application of the attitudes, skills, and knowledge that employees receive during on-the-job training is known as supervisor support. (Kim, 2017). It also refers to the assistance offered by supervisors for the application of training results in the workplace (Qureshi, 2017). Supervisor support is the amount to which supervisors encourage and strengthen trainees in applying the knowledge they have learnt in training and conduct to their work. It is also known as a circumstance in which a person is given particular attention by his superiors and is expected to maximise his own potential and utilise his abilities at work in order to develop new job skill disparities. Superior assistance is offered in the form of encouragement, training, and inspiration for people to grow in their career. Employees who feel that their supervisors will respect their rights and obligations and who have faith in their leaders are more willing to commit to enhancing the company's achievements. An employee who feels his superior at work encourages him will be more engaged at work (Kalliath, 2020). The supervisor assistance was critical for employees to complete their jobs (Oswald, 2012). Supervisor assistance was someone who was competent and experienced with the employees and could help them perform better in their present job as well as evolve into future ones. An experienced and skilled supervisor helps employees fulfil their job duties and assists them in creating more effective roles.

2.2.3 Organisational Trust

Organisational trust remains a critical component in fostering effective workplace relationships, enhancing performance, and ensuring overall organisational success. Many literatures delves into various aspects of organisational trust, including its formation, impact on performance, and strategies for repair after breaches, especially in the context of organisational changes and disruptions. Several elements affect organisational trust including competency, dependability, honesty, managerial style, and impersonal confidence. These elements are crucial for organisations to understand in order to enhance employee trust and ensure maximum contributions from employees (Hanifa & Azmy, 2024).

Another definition of organisational trust is the correlation between performance and organisational trust as seen through the perspective of organisational ambidexterity. Their findings suggest that trust fosters behaviours related to ambidexterity, which in turn enhances firm performance. This highlights the vital role that trust plays in establishing a safe and productive workplace (Chams-Anturi et al., 2020). Organisational trust is also able to repair mechanisms following organisational changes. After transgressions, it can be restored by promoting moral behaviour, developing the emotional intelligence of managers, and involving outside parties in the trust-repair procedures. Healthy trust resulting in a setting of change also depends on open information sharing and robust management practices (Kahkonen, 2020). Organisational trust can be preserved during disruptions; it relates the importance of the role of communication, leadership, and organisational culture in maintaining trust during periods of uncertainty and change. They propose that organisations must adopt adaptive strategies to sustain trust levels and ensure continuity (Gustafsson et al., 2021).

Hence, trust is a byproduct of treating all parties involved fairly. Therefore, trust was significant in the workplace as well as its actual definition. Trust is an emotional and

cognitive fact that affects the working environment at a workplace. Both employers and employees gain from a culture of trust in the workplace. Beyond fostering and sustaining strong professional relationships, trust can act as a positive example for a range of workplace behaviours such as cooperation and teamwork as well as employee performance. A culture of trust at work is beneficial to employers and employees. Not only can trust foster and preserve healthy working relationships, but it may also serve as a model for many other elements of the workplace (Stephens, 2022).

Additionally, performance and risk management can both be improved by organisational trust. Trust is increasingly seen as a tangible asset that can be managed proactively. Organisations that prioritise and invest in trust can gain a competitive advantage. Trust enhances performance by driving meaningful relationships and loyalty among stakeholders, including employees, customers, and partners. Quantitative tools such as the Enterprise Trust Platform assess trust levels and identify actions to improve them, ultimately enhancing business performance and managing risks effectively (Deloitte, 2023). Trust plays a vital role during organisational transformations. It must be built and maintained with both employees and customers to ensure successful transformations. Businesses prioritising trust can navigate changes more effectively, retain employee engagement, and sustain customer loyalty.

Research indicates that companies with high trust levels can outperform their peers significantly, showing up to 400% better performance (World Economic Forum, 2023). Moreover, leadership practices that promote transparency, authenticity, and reliability are fundamental to building trust. The transparent communication, providing regular feedback, and encouraging open dialogue help foster a trusting environment. Leaders who demonstrate vulnerability and integrity further strengthen trust, which in turn boosts employee engagement and productivity (Harvard Business Publishing, 2023). Effective managerial practices, including integrity, transparency, and ethical behaviour, are crucial for building and maintaining organisational trust. Hence, open

communication channels and transparent decision-making processes can help in sustaining trust, especially during organisational changes or crises. Employee engagement in trust-building activities involving them in decision-making processes can significantly enhance trust levels.

2.2.4 Work Life Balance

Work-life balance is the state in which an individual's professional and personal lives are balanced, with the goal being a healthy integration rather than an equal division of time. It involves balancing job commitments and personal well-being, ensuring neither takes precedence. Achieving work-life balance involves developing a sustainable, rewarding lifestyle that allows individuals to remain energetic and involved without feeling overwhelmed (Gragano et al., 2020). It is a comprehensive term that considers both individual and organisational issues. (Gragano et al., 2020). The search results highlight how crucial personality traits are to acquiring work life balance, including demographic factors, personal demands, family expectations, support from family, and individual competence (Gragano et al., 2020).

The concept of work-life balance has been defined in various ways by different authors, leading to a lack of consensus on its meaning. Some writers emphasise the collaborative responsibility of both organisations and employees in developing strategies that address workplace demands and personal lives (Barrera, 2007). This perspective highlights that achieving balance is a shared obligation. However, other authors suggest that the responsibility for achieving work-life balance primarily falls on the employee. For instance, one definition describes work-life balance as attaining fulfilling experiences across all areas of life, which requires an appropriate allocation of resources such as time, effort, and dedication (Kirchmeyer, 2000). This definition underscores the importance of effectively managing these resources to maintain balance in different life aspects. Moreover, if resources are not managed properly, it becomes challenging to

balance work and personal responsibilities. Therefore, organisations can play a supportive role by implementing policies and fostering a culture that promotes effective resource management across various domains.

Another definition of work life balance is the extent to which a person is active in and equally satisfied with both his or her professional job and family obligations (Greenhaus, Collins, and Shaw, 2003). This concept of work-life balance involves an individual's active participation in both their work and family roles. High involvement indicates commitment to fulfilling responsibilities, ensuring that neither role is neglected. Emotional fulfilment is crucial in both domains, as dissatisfaction at work can lead to stress and conflict. If an individual feels fulfilled at work but dissatisfied at home, it can lead to stress and conflict, undermining the concept of balance. Achieving balance requires not just participation but also contentment in both roles. Equity between roles is also essential, needing a balance between professional and family responsibilities. This balance does not necessarily mean equal time spent in each domain but rather a harmonious integration where neither role overshadows the other. Both roles should be valued and prioritised according to individual circumstances and preferences, contributing to overall well-being. Balance between work and life is a dynamic process, impacted by personal circumstances, professional expectations, and family obligations. It is a continuous process that requires constant adjustment and negotiation. Work and family roles are interconnected, with experiences in one domain impacting the other, leading to spillover effects. A balanced approach acknowledges these interactions and aims to minimise conflict while maximising satisfaction across both domains. This involves adjusting and negotiating to maintain a balance that benefits both individuals and their families.

2.3 Proposed Theoretical/Conceptual Framework

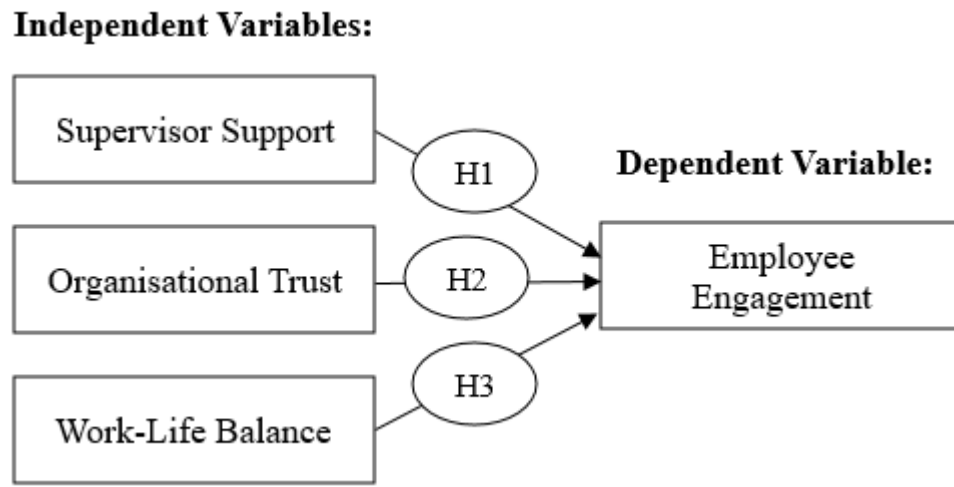


Figure 2.1: Conceptual Framework

Source: Self Developed for Research Purpose

2.4 Hypotheses Development

2.4.1 Relationship between Supervisor Support and Employee Engagement

Excellent employee quality and strong supervisor support have been positively correlated, affecting employee engagement levels (Jose & Mampilly, 2015). A strong relationship between employee engagement and supervisor support has also been found (Ocampo et al., 2018). When workers feel their managers value and care about them, provide the necessary information, and listen to their work-related and personal problems, increased motivation and excitement at work have been observed, leading to higher employee engagement (Ocampo et al., 2018). It has been asserted that supervisor support is essential for increasing worker engagement (Pattnaik & Panda, 2020). Supervisors' provision of necessary information has been found to be crucial, as it empowers workers and enhances their engagement (Pattnaik & Panda, 2020). Strong

supervisor support often establishes positive relationships between workers and supervisors, which affects employee engagement (Pattnaik & Panda, 2020). When employees' concerns are listened to by their supervisors, psychological comfort and motivation to incorporate life experiences, like work experience, into their work are reported, further enhancing psychological motivation (Jose & Mampilly, 2015).

While many studies have demonstrated a positive relationship between supervisor support and employee engagement, recent research has suggested that this relationship might not always be significant. In specific organisational contexts, supervisor support did not directly impact employee engagement, as other factors like organisational culture and job characteristics played a more crucial role (Nguyen & Teo, 2021). In highly autonomous work environments, employee engagement levels have been found to be less dependent on supervisor support and more influenced by intrinsic motivation and peer support (Zhang & Venkatesh, 2022). In addition, it has been shown that in technology-driven industries characterised by rapid change and innovation, the perceived importance of supervisor support on employee engagement may be reduced, as employees often rely more on self-directed learning and peer collaboration (Lee & Park, 2023). These findings underscore the importance of understanding and adapting to specific industry dynamics and organisational contexts, empowering leaders to foster employee engagement in diverse settings.

These dynamics can be understood through Social Exchange Theory (SET), which posits that a reciprocal relationship is present when employees feel obligated to reciprocate with higher engagement upon perceiving genuine care and support from their supervisors (Blau, 1964). SET has proposed that employee engagement is more likely when they believe their supervisors will support them in return (Emerson, 1976). This reciprocity strengthens the employee-supervisor relationship, leading to higher employee engagement. Thus, it is hypothesised:

H1: Supervisor support significantly impacts employee engagement in the service industry in Malaysia.

2.4.2 Relationship between Organisational Trust and Employee Engagement

Organisational trust is widely considered a critical factor in fostering employee engagement. Higher levels of engagement have often been associated with trust in the organisation, as employees feel more secure, valued, and committed to their work environment (Yener et al., 2021). This positive relationship has been reinforced, with findings indicating that trust in leadership and organisational fairness significantly enhances employee engagement, leading to a more cohesive and motivated workforce (Lee & Kim, 2022). It has been stated that employees who perceive high organisational trust are likely to exhibit discretionary effort and commitment, which improves engagement and performance outcomes (Lopez & Aragon, 2020). Further support for this idea has been provided, showing that organisational trust mitigates the adverse effects of workplace stress, thereby fostering a more engaging work environment (Ahmed et al., 2021).

However, it has been suggested in some studies that the direct impact of organisational trust on employee engagement may only sometimes be significant. It was discovered that while trust is important, its effect on engagement is often mediated by other factors, such as job satisfaction and organisational commitment, indicating that trust alone may not be sufficient to boost engagement (Wang & Hsieh, 2020). Additionally, it has been indicated that in highly dynamic and competitive industries, the role of organisational trust in driving engagement can be overshadowed by immediate job demands and stressors, potentially reducing the perceived importance of trust (Smith & Liu, 2021). Furthermore, it has been argued that trust might be taken for granted in some organisational cultures and not perceived as a distinct factor influencing engagement,

suggesting that context and cultural factors play a significant role in this relationship (Johnson & Tran, 2020). These findings highlight the complexity of the relationship between organisational trust and employee engagement, suggesting that while trust is generally beneficial, its impact can be contingent on other contextual and mediating factors.

Applying Social Exchange Theory (SET), it can be seen that organisational trust facilitates a reciprocal relationship where employees feel obligated to engage more deeply when they trust their organisation (Blau, 1964). When trust is high, positive reciprocation by employees is more likely, leading to higher engagement levels (Emerson, 1976). Therefore, it is hypothesised:

H2: Organisational trust significantly impacts employee engagement in the service industry in Malaysia.

2.4.3 Relationship between Work-Life Balance and Employee Engagement

In today's fast-paced world, human resources professionals often consider work-life balance a critical strategy to enhance employee engagement and job satisfaction (Welmilla, 2020). A well-planned work-life balance has been shown to reduce employee turnover while boosting motivation, satisfaction, and overall health. It is important to note that seeking balance does not mean employees want to work less; instead, they seek the freedom to complete their tasks on time while still having ample rest. However, employees across various industries have faced challenges in achieving this flexibility (Adnan Bataineh, 2019).

The significance of work-life balance is growing in the business sector. It has been shown that workplace disruptions can significantly impact how employees feel about their jobs. Studies have indicated that when work interferes with personal life, job commitment and fulfilment are negatively affected (Tan, 2020). For instance, it has been observed that in cultures promoting work overload, employees may miss important family events like birthdays (Wong et al., 2017). This imbalance affects employees and the organisation, as a lack of work-life balance can lead to reduced performance and other adverse outcomes (Marques & Berry, 2021).

Achieving work-life balance involves more than just dividing time between work and leisure; prioritising family, friends, health, and self has been recommended (Hee & Ann, 2019). Policies that support this balance, such as flexible scheduling or reduced working hours, have been found beneficial. These policies not only allow employees to spend more time with their families but also lead to higher job satisfaction and lower turnover rates, underscoring the need for such proactive measures (Agha, 2017; Sagayadoro et al., 2021).

It has been found that when employees feel overworked and underappreciated, their performance and the organisation suffer. Employees want to be seen as unique individuals, not just workers. It has been suggested that flexible work schedules can significantly influence employees' commitment and satisfaction (Choi, 2020). Policies promoting work-life balance have been shown to foster loyalty, job satisfaction, and a solid connection to the organisation. In Malaysia, a strong correlation between work-life balance and employee retention has been observed, especially among middle management (Hashim et al., 2016). Similarly, a positive work-life balance in South Africa has been associated with higher job satisfaction and lower turnover intentions among professionals (Adriano & Callaghan, 2020).

However, the link between work-life balance and employee engagement is not always straightforward. In highly competitive industries, high job demands, and stress may overshadow the advantages of work-life balance initiatives (Smith & Liu, 2021). This implies that how work-life balance influences engagement can vary based on the specific dynamics and characteristics of different industries.

Social Exchange Theory (SET) provides a framework for understanding how work-life balance relates to employee engagement. According to SET, when employees perceive that their organization supports their work-life balance, they are likely to feel an obligation to reciprocate by being more engaged and committed (Blau, 1964). This mutual exchange fosters loyalty and job satisfaction, leading to a stronger connection with the organization (Emerson, 1976). Based on these insights, the following hypothesis is proposed:

H3: Work-life balance significantly impacts employee engagement in the service industry in Malaysia.

CHAPTER 3: RESEARCH METHODOLOGY

3.0 Introduction

Research methodology describes the procedures followed when conducting a study, such as the ways in which phenomena are presented, shown, and analysed. The research design, which describes the overall strategy and approach, data collection procedures, which comprise the information gathering approaches, and the sampling design, which describes the participant selection criteria, will all be covered in this study. Additionally, it involves research instruments, the tools used for data collection; construct measurement, which defines and measures the fundamental variables; and data processing and analysis, which involves organising and interpreting the data to draw meaningful conclusions.

3.1 Research Design

The research design is the overall plan for a research project. The research question establishes a defined purpose, and the research design supports and justifies the overall research approach used for the project (Collis and Hussey, 2003). Numerical data is gathered and presented in quantitative ways such as graphs and statistics in quantitative research (California, 2018). The research question and review of the literature were merged with a quantitative approach to test hypotheses and quantify questionnaire results. As the purpose of this study is to identify structures in thoughts and beliefs as well as provide perspectives on problems, qualitative research was not used. Exploratory research is conducted on a topic that has yet to be properly defined.

Descriptive research is the description of a situation, activity, or phenomenon. Causation research applies for deciding the extent and kind of causation connection. This study used descriptive research, allowing the use of quantitative data to discover information and traits about the population and research problem. Descriptive quantitative design uses investigation, questionnaire, research, and observations to describe the state or features of a phenomenon or event (Eggen and Kauchak, 2010).

3.2 Data Collection Method

Data collection involves gathering all the relevant information needed to evaluate the study's goals, address the research problem, understand the results, and test the hypothesis. There are two main types of data used in this process: primary and secondary data. In this study, both primary data (collected directly from respondents) and secondary data (sourced from existing research and publications) were utilized to provide a comprehensive analysis.

3.2.1 Primary Data

We decided to employ questionnaires as our primary data collection tool in this study due to their usefulness and affordability, especially when working with a large sample size. We used standardised questionnaires sourced from reliable academic sources to ensure consistency and suitability, which could raise the calibre of the information we gathered. Primary data collection techniques let service providers or researchers obtain accurate and up-to-date information about the subjects of their studies (Jotform, 2023).

3.2.2 Secondary Data

Secondary data refers to information gathered by previous researchers that is easily accessible from other sources. Secondary data include, for example, articles from newspapers, magazines, handbooks, and textbooks. According to Hox et al. (2005), most secondary data—official statistics, administrative records, and other accounts—are regularly shared among quantitative researchers. Earlier scholars completed the secondary resources used in this study. The research will make use of previous research conducted by other researchers as well as journal articles. The journal articles are accessible through open sources such as UTAR Library, Google Scholar, and others.

3.3 Sampling Design

The process of partitioning a more extensive group into smaller subsets to uncover shared characteristics is called sample design. As identified by Saunders et al. (2009), the five components of sampling design include the target population, sampling frame and location, sampling technology, sample size, and execution of the sampling process.

3.3.1 Target Population

The study must focus on this demographic, the relevant group determined by its unique and noticeable characteristics (Zikmund et al., 2010). The study's target population consists of service industry employees in entertainment, hospitality, health care, travel, financial services, customer services, education, transport services, etc.

3.3.2 Sampling Frame and Location

The sampling frame for this study consists of people who have worked or are currently working in the service industry in Malaysia (Zikmund et al., 2010). Although no specific location within Malaysia was chosen, the research focuses on those who have experience working in this sector anywhere in the country. Malaysia was selected as the target location because it has a diverse range of service industries, each with unique factors influencing employee engagement. Additionally, Malaysia's rich cultural diversity, with various races, religions, skin colours, and cultural backgrounds, offers a valuable opportunity to gather data from individuals with different perspectives and beliefs. This diversity can enhance the research's precision by providing insights from various groups who share common characteristics—namely, having work experience in the Malaysian service industry.

3.3.3 Sampling Technique



Figure 3.1: Sampling Methods In Research

Source: (Saul Mcleod, 2023)

Academics often use sampling to gather data by selecting a smaller group of individuals from a larger population for study and experimentation (Sharma, 2017). Sampling methods generally fall into two categories: probability sampling and non-probability sampling (Mcleod, 2023). In probability sampling, every individual in the population has an equal chance of being chosen, which often leads to more accurate and detailed information. Common probability sampling methods include cluster sampling, simple random sampling, stratified sampling, and systematic sampling.

On the other hand, non-probability sampling relies more on the researcher's judgment about which individuals to include. This category includes techniques like convenience sampling, quota sampling, snowball sampling, and judgment sampling. For this study, the researcher chose snowball sampling as the non-probability sampling method. In snowball sampling, initial participants are asked to recruit others to participate, leveraging their social networks to reach more people. This approach is particularly useful for gathering respondents from different areas of the service industry, allowing the researcher to collect diverse perspectives by encouraging participants to share the questionnaire within their own social circles (Parker et al., 2019).

3.3.4 Sampling Size

The phrase "sample size" is frequently used in statistics. It is impossible to ask many individuals to fill out a survey and then wait to hear back from them. Thus, a representative sample of the total population must be selected randomly. However, the precision of the sample size is crucial. A large sample size may make the study difficult, expensive, and time-consuming; a small sample size may cause the results to be skewed (Singh & Masuku, 2014). As a result, selecting an appropriate sample size is essential, and it needs to be carried out by applying the standards set forth by Krejcie and Morgan. The sample size will be 385 respondents based on a 1970 study by Krejcie and Morgan, as there will be roughly 9,724,000 workers in Malaysia's service sector in 2022 (Statista

Research Department, 2023). This result is computed using a formula known as "Small Sample Techniques." Consequently, with a 95% confidence interval, there is a 5% margin of error.

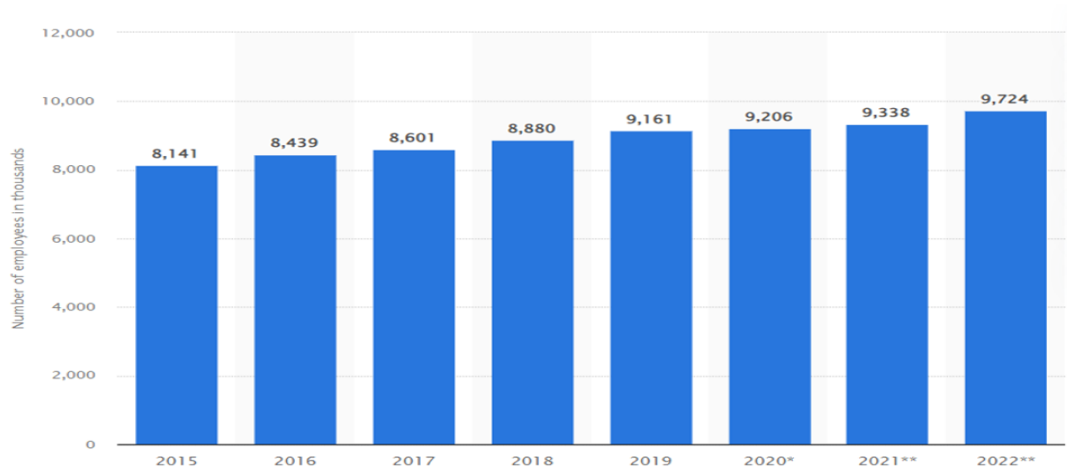


Figure 3.2: Number of people employed in the services industry in Malaysia from 2015 to 2022

Source: (Statista Research Department, 2023)

3.4 Research Instrument

The instrument of study is used to collect data, develop it, and evaluate the approach and procedure. The use of questionnaires was selected as a tool of evaluation for this study because it is cost-effective, simple, and protects participant privacy.

3.4.1 Research Questionnaire

The research used questions of inquiry from prior studies that were adapted to meet its requirements. This questionnaire contains information on the researcher, and an attachment explains why it was distributed. Because the respondents are in the service sector, English is used. The survey contains two parts:

Table 3.1:

<i>Research Questionnaire</i>	
Sections	Items
A	Demographic profile
B, C, D, E	Dependent variable and independent variables

Source: Self Developed for Research Purpose

3.5 Construct Measurement

Examining the questionnaire's validity for both independent and dependent variables

Table 3.2:

<i>Construct Measurement</i>		
Construct	Indicator	Source
Dependent variable: Employee Engagement	<ol style="list-style-type: none"> 1. I do not know what is expected of me at work. 2. My job inspires me. 3. I am enthusiastic at my job. 4. Time flies when I am working. 	Adapt from (Gallup Organisation, 2008)
Independent Variables 1: Supervisor Support	<ol style="list-style-type: none"> 1. My supervisor has shown trust and faith in me. 2. I receive useful evaluations of performance from my supervisor. 3. My supervisor and I work together to establish performance goals. 4. My supervisor assists me in creating a career plan. 	Adapt from (Bibi et al., 2018)
Independent Variables 2: Organisational Trust	<ol style="list-style-type: none"> 1. I trust my employer's integrity. 2. I expect my employer treat me consistently and predictably. 3. I believe my employer treats me fairly. 4. My managers are not transparent and honest with me. 	Adapt from (Suhaimi, 2017)
Independent Variables 3: Work-life Balance	<ol style="list-style-type: none"> 1. My professional and personal time are well balanced. 2. It's challenging for me to live the kind of personal life I would like due to my job. 3. My work never causes me to neglect my personal needs. 4. My job does not interfere with my personal life. 	Adapt from (Jaharuddin et al., 2019)

Source: Self Developed for Research Purpose

3.5.1 Scale of Measurement

Measurement scales are classified into four types: interval, nominal, ratio, and ordinal. The researcher used ordinal, nominal, and interval scales when developing this questionnaire.

Table 3.3:

<i>Construct Measurement</i>		
Section	Items/Variables	Scale of Measurement
A (Demographic Profile)	1. Gender	Nominal Scale
	2. Races	Nominal Scale
	3. Age	Ordinal Scale
	4. Which service industry are you currently working in?	Nominal Scale
	5. Income level	Ordinal Scale
	6. Working experience (years)	Ordinal Scale
B, C, D, E (Dependent Variable and Independent Variables)	Employee Engagement Supervisor Support Organisational Trust Work-life Balance	Interval (5 Point Likert Scale)

Source: Developed for the research

3.6 Data Processing

It is the process of identifying and solving problems with information. Collect details regarding the accuracy of data at the micro and macro levels. Regularly evaluate and enhance the statistical procedure (Seljak, 2019).

3.6.1 Data Editing

It is the process of evaluating, amending, and correcting data to ensure it is accurate, complete, and consistent. Crucial in fields like survey research and data analysis, as the integrity of data directly impacts the quality of insights. Purpose for this method is to enhance data quality by identifying errors, inconsistencies, and missing values, reducing potential biases and improving the validity of findings.

3.6.2 Data Coding

It is described as the process of summarising the acquired information. The survey's items are ranked from one to five. Data coding makes it easier to do statistical analyses with SPSS 27. Here's an illustration of data coding from this study.

Table 3.4:

<i>Construct Measurement</i>	
Item	Coding
Male	1
Female	2

Source: Developed for the research

3.6.3 Data Transcribing

Following assessment and changes, the coded data will be entered inside the SPSS 27 application.

3.6.4 Data Cleaning

The next step is to recognize and settle inconsistencies caused by inaccurate data entry. Errors and irrelevant data will be corrected or deleted.

3.7 Data Analysis

The most important aspect of research is data analysis, which gives a summary of the information acquired. This study used the SPSS Statistics Subscription Software 27. to perform inferential analysis, reliability analysis, and descriptive analysis. Using SPSS 27 makes it easier to analyse received data and complete data validation processes before inserting it into the database system (Babbie et al., 2022). In the following sections, we will look at each statistical approach and how to assess the research results.

3.7.1 Data Descriptive

Descriptive approach provided a thorough synopsis of the collected data (Bell et al., 2022). Descriptive statistical data come in several forms, such as distribution, dispersion, central tendency, and frequency. Among the tools used to perform these statistics are the distribution of frequency tables, distribution of percentages tables, and measures of central tendency. Pie charts, bar charts, and histograms are a few examples of visualisation techniques that can be utilised to illustrate the pattern of distribution of data and spot any outliers or patterns.

3.7.2 Reliability Analysis

Table 3.5:

<i>Rules and Thumb of Reliability Test</i>	
Cronbach's Alpha Coefficient	Level of Reliability
$\alpha \geq 0.9$	Excellent
$0.9 > \alpha \geq 0.8$	Good
$0.8 > \alpha \geq 0.7$	Acceptable
$0.7 > \alpha \geq 0.6$	Questionable
$0.6 > \alpha \geq 0.5$	Poor
$0.5 > \alpha$	Unacceptable

Note. From Sharma. B (2016).

To figure out that the measurements taken were error-free and generated accurate, consistent, and reliable information, a reliability analysis will be conducted. Cronbach's alpha is the most frequently employed method for computing reliability coefficients. Cronbach's alpha was applied to ensure measurement accuracy in reliability analysis (Shrestha, 2021). This helped us to determine the degree to which each of the elements of each scale evaluated the same fundamental notion and to evaluate the internal coherence of our measuring scales. The alpha size of Cronbach's alpha changes depending on the amount of elements in the scale and has a statistical range ranging from 0.00 to 1.00. High levels of Cronbach's alpha score proposed greater consistency and dependability in the obtained data, which increased the outcome's reliability (Shrestha, 2021).

3.7.3 Inferential Analysis

Inferential statistics evaluate treatment group disparities and draw conclusions about the population at large as a whole applying measures from an experimental sample (Haden, 2019). This statistical study is aiming at determining how to deduce quantitative attributes of a population with statistical properties from sample data. The methods of statistical analysis selected are affected by the research questions, data classification, and design of the research. To evaluate hypotheses, explore relationships between variables, and determine significant differences or correlations, standard inferential statistical procedures were applied, including the Pearson correlation coefficient and multiple regression analysis.

3.7.3.1 Pearson Correlation Coefficient Analysis

This study will use the Pearson correlation coefficient to study the connection between the dependent variables and independent variables. There was a range of correlation coefficients, from a positive value of +1 to a negative value of -1 (Guetterman, 2019). Strong positive linear relationships between two variables are shown by a value of +1, and strong negative linear relationships are demonstrated by -1. A correlation coefficient of 0 indicates that the independent and dependent variables do not have a linear relationship (Guetterman, 2019).

3.7.3.2 Multiple Regression Analysis

To determine how much the independent variables affect the dependent element more substantially, a multiple linear regression analysis was performed (Peck et al., 2020). The researcher can provide precise and reliable predictions by employing multiple linear regression. To determine the linear association between the dependent factor,

which was employee engagement, and the independent factors, namely supervisor support, organisational trust, and work-life balance, multiple linear regression analysis was employed in this study. Dependent variables can be evaluated through multiple regression analysis, which relies on independent variables. We need to determine the dependent and independent variables in order to conduct multiple regression analysis.

In regression analysis, there are some key metrics that are critical to assess the validity and significance of the model. The R-value represents the correlation between the independent variables and the dependent variable while the R-squared measures how much of the variation in the dependent variable can be attributed to the model (Hayes, 2023). R-squared can only range between 0 to 1. A larger R-squared value indicates a better fit between the model and the data (Fernando, 2024). The F-value in the ANOVA table evaluates how well the overall regression model fits the data (Sureiman & Mangera, 2020). Besides, the beta coefficient is used to identify which independent variables have the greatest impact on the dependent variable.

The p-value is a statistical metric used to test a hypothesis based on observed results. P-value represents the probability of obtaining an observed value if the null hypothesis is true (Beers, 2023). A lower p-value means that the observed difference is more statistically significant. If the p-value is below the chosen significance level, the null hypothesis needs to be rejected. The alpha value, also called the significant level, is used to determine the statistical significance of a result. The alpha value is usually set at 0.05 or 0.01 and is based on the research context. An alpha value of 0.01 means that there is only a 1% chance of rejecting the true null hypothesis while an alpha value of 0.05 means there is only a 5% possibility of incorrectly rejecting the null hypothesis and concluding that there is a difference when there is none (Zady, 2023). In this research, the alpha value was 0.05.

CHAPTER 4: DATA ANALYSIS

4.0 Introduction

Chapter 4 presented the findings of the study questionnaire, which 387 participants filled out. This chapter consists of two distinct sections. The initial phase of the descriptive analysis was gathering data by utilising IBM SPSS Statistics Subscription Software 27. Analytical data are generated using the pie chart and table. Furthermore, the second component comprises a reliability test and inferential analysis, which assesses the study variables through multiple linear regression. Statistical techniques such as Pearson's correlation analysis and Cronbach's alpha are used.

4.1 Descriptive Analysis

In this phase, the researcher will analyse and summarise demographic data from 387 sets of questionnaires given to respondents using Google Form, including working experience, gender, age, race, and income level. The diagrams and analysis results generated by the SPSS Statistics Software 27 are shown below.

4.1.1 Respondent's Demographic Profile

4.1.1.1 Gender

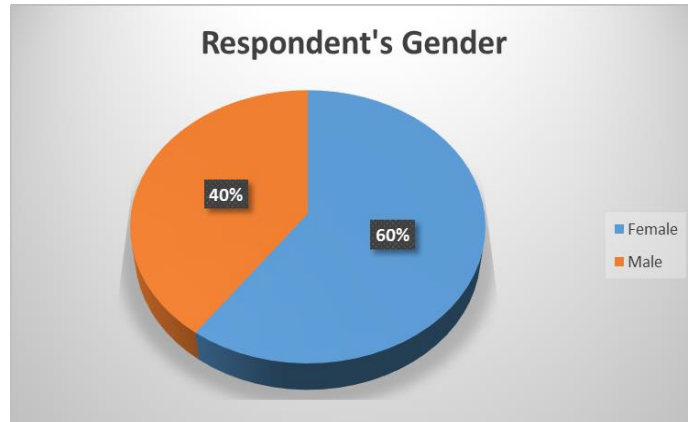


Figure 4.1: Respondent's Gender

Source: Designed for research

Table 4.1:

<i>Respondent's Gender</i>		Frequency	Percent
Valid	Female	232	59.9
	Male	155	40.1
Total		387	100.0

Source: Designed for research

The figure and table above illustrate the 387 respondents' genders in this survey. A total of 232 females and 155 males collected in this research. Female respondents account for 59.9% of the total, slightly more than male respondents (40.1%). As a result, more women are involved in this study than men.

4.1.1.2 Age

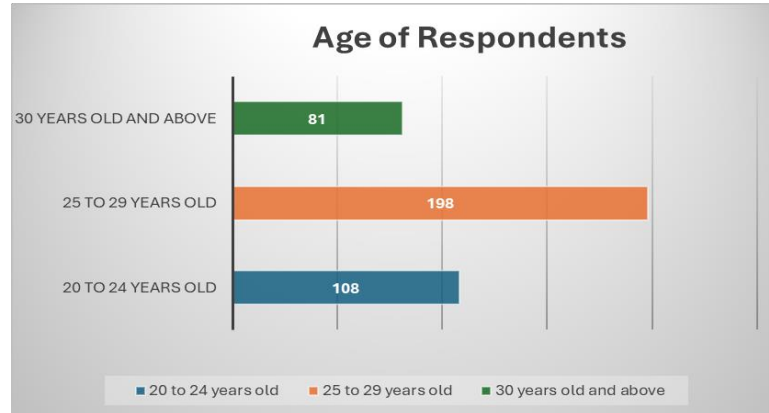


Figure 4.2: Respondent's Age

Source: Designed for research

Table 4.2:

<i>Respondent's Age</i>		Frequency	Percent
Valid	25 to 29 years old	198	51.2
	20 to 24 years old	108	27.9
	30 years old and above	81	20.9
Total		387	100.0

Source: Designed for research

The figure and table above show the age of respondents. Three age groups of respondents, those aged 20 to 24, 25 to 29, and 30 years and older—are included in this survey. Among the 387 respondents, 198 are between the ages of 25 and 29, accounting for 51.2%, 108 are between the ages of 20 and 24, accounting for 27.9%, and 81 are 30 and older, accounting for 20.9%. Overall, the percentage of respondents' ages is 100%.

4.1.1.3 Races of Respondents

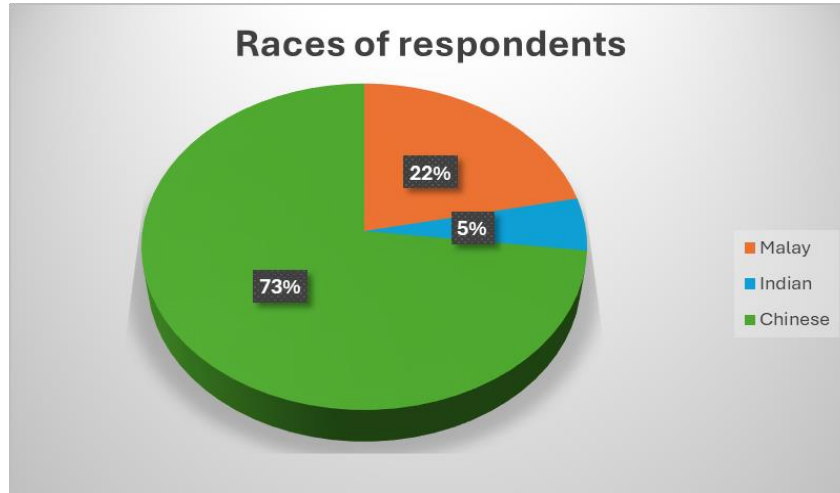


Figure 4.3: Respondent's Race

Source: Designed for research

Table 4.3:

<i>Respondent's Race</i>		Frequency	Percent
Valid	Chinese	283	73.1
	Malay	84	21.7
	Indian	20	5.2
	Total	387	100.0

Sources: Designed for research

The figure and table above display the respondent race. The three racial categories of respondents have been classified as Chinese, Malay, and Indian. The most common race among 387 respondents was Chinese, with 283 individuals accounting for 73.1%. Malay respondents accounted for 21.7%, slightly more than Indian respondents, who accounted for 5.2% (20 respondents). As a result, the overall percentage of respondents'

rates is 100%. The Chinese population has the highest population compared to the Malay in this study. This is because the availability of economic opportunities in urban areas, where many service industry jobs are concentrated, often attracts individuals from the Chinese community. The perception of better job prospects and higher earning potential in the service sector can lead to greater participation among Chinese Malaysians compared to their Malay counterparts (Husin, 2013).

4.1.1.4 Income Level

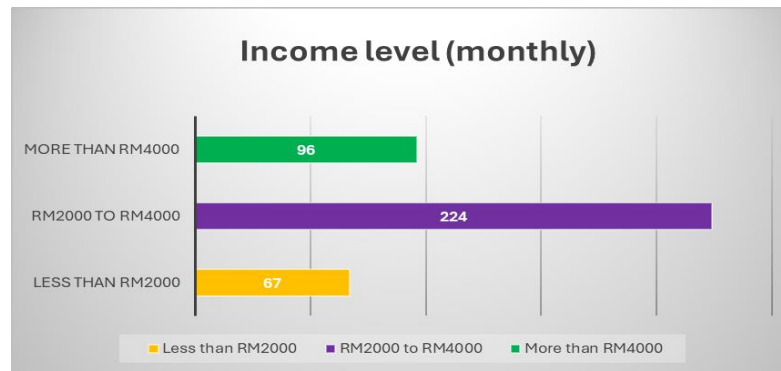


Figure 4.4: Respondent's Income Level

Source: Designed for Research

Table 4.4:

<i>Respondent's Income Level</i>		Frequency	Percent
Valid	RM2000-RM4000	224	57.9
	More than RM4000	96	24.8
	Less than RM2000	67	17.3
	Total	387	100.0

Source: Designed for research

The figure and table above show the respondent's income level. In this research, the respondents' income levels were classified into three groups: RM 2000-RM 4000, more than RM 4000, and less than RM 2000. Among 387 respondents, 224 had an income of RM 2000 to RM 4000, accounting for 57.9%, the highest percentage compared to the other two income categories. 96 respondents had an income of more than RM4000, which accounted for 24.8% of the total, while 67 respondents had an income of less than RM2000, accounting for 17.3%. In summary, a greater number of respondents earn between RM 2000 and RM 4000, with a minimum income of less than RM 2000.

4.1.1.5 Working Experience



Figure 4.5: Working experience of respondents

Sources: Designed for research

Table 4.5:

<i>Working Experience of Respondents</i>		Frequency	Percent
Valid	1 to 3 years	224	57.9
	3 years and above	96	24.8
	Less than 1 year	67	17.3
Total		387	100.0

Sources: Created for research

The figure and table above display the income level of the respondents. In this study, respondents' job experiences are divided into three categories which are one to three years, three years and above, and less than one year. In 387 respondents, 224 respondents having 1 to 3 years working experience which occupied 57.9% was the highest and majority working experience in the study. 96 respondents having 3 years and above working experiences which occupied 24.8%, slightly higher than 67 respondents who worked less than 1 year with 17.3%. Hence, most respondents have working experience of 1 to 3 years more than 3 years and above in this research because they feel insufficient opportunities for career growth within their organisations. This perception leads them to seek new positions that offer better prospects for advancement. The lack of clear career paths and professional development programs contributes significantly to turnover rates in the service sector (Zainal et al., 2022).

4.1.1.6 Service Sector Respondents Working in

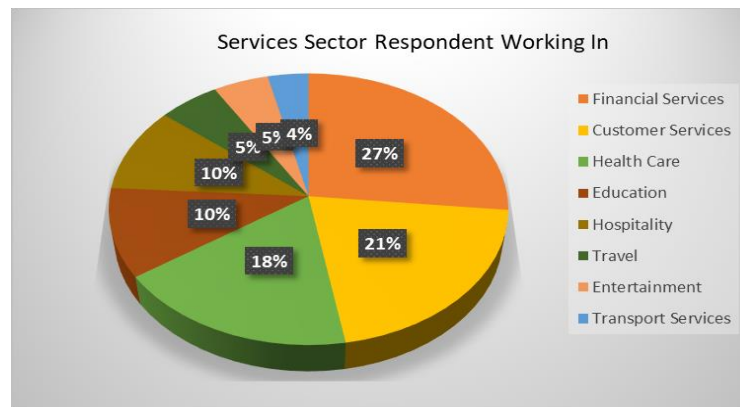


Figure 4.6: Service Sector Respondent Working in

Source: Created for Research

Table 4.6:

<i>Service Sectors that Respondents are Working In</i>		Frequency	Percent
Valid	Financial Services	103	26.6
	Customer Services	80	20.7
	Health Care	70	18.1
	Education	41	10.6
	Hospitality	39	10.1
	Travel	21	5.4
	Entertainment	19	4.9
	Transport Services	14	3.6
	Total	387	100.0

Source: Created for Research

The figure and table above illustrated the service sector in which respondents were working. The service sector is divided into 8 groups which are financial services, customer services, health care, education, hospitality, travel, entertainment and transport services. Among the 387 respondents, the highest service sector respondent working in is financial services which recorded 103 respondents with occupied 26.6% compared with others service sector. Next, the customer service also has high frequency, which is 80 respondents which occupied 20.7%, higher than the health care sector by recorded 70 respondents which occupied 18.1%. The fourth highest is the education sector which has 41 respondents which occupied 10.6% meanwhile the hospitality sector slightly lower than education sector which showed 39 respondents which occupied 10.1%. In addition, the travel sector has 21 respondents which is 5.4% higher than the entertainment sector which has 19 respondents occupying 4.9%. The transport services recorded 14 respondents which occupied 3.6%. Hence, the highest

service sector respondent working in which is financial services because of the financial services sector often provides clearer pathways for career advancement. Employees are likely to encounter structured career development programs and opportunities for promotions, which can motivate them to stay longer in their roles, in contrast the transport services were the lowest because of the nature of work in the transport sector can be more physically demanding and may involve irregular hours, which can lead to burnout. Employees may leave the sector after a few years in search of more favourable working conditions (Zainal et al., 2022).

4.1.2 Central Tendencies of Measurement

This section outlines the mean and standard deviation for every model, which includes supervisor support (SS), organisational trust (TR), work-life balance (WLB), and employee engagement (EE).

4.1.2.1 Mean and Standard Deviation of Supervisor Support

Table 4.7:

<i>Mean and Standard Deviation of Supervisor Support</i>			
Item	Statement	Mean	Standard Deviation
SS1	My supervisor does not show trust and faith in me.	3.65	1.049
SS2	I receive useful evaluations of performance from my supervisor.	3.61	1.010
SS3	My supervisor and I work together to establish performance goals.	3.56	1.072
SS4	My supervisor assists me in creating a career plan.	3.47	1.075

Overall mean: $14.2894/4 =$ **Average mean:** 3.57

Source: Designed for study

The table above demonstrates that the mean and standard deviation values of supervisor support for each item were used in the questionnaire, which was completed by 387 respondents. The results reveal that all items for the difference above the average of 3.5, indicating that the majority of respondents approved with the statement in the questionnaire. SS1 has the greatest mean value of 3.65, while SS4 has the lowest, 3.47.

4.1.2.2 Mean and Standard Deviation of Organisational Trust

Table 4.8:

<i>Mean and Standard Deviation of Organisational Trust</i>			
Item	Statement	Mean	Standard Deviation
TR1	I trust my employer's integrity.	3.74	1.005
TR2	I expect my employer to treat me consistently and predictably.	3.78	0.984
TR3	I believe my employer treats me fairly.	3.71	0.994
TR4	My managers are not transparent and honest with me.	3.59	1.027

Overall mean: $14.8295/4 = 3.71$

Source: Designed for study

The table above illustrates that the mean and standard deviation value of consideration for every question were used in the questionnaire, which was completed by 387 respondents. The results showed that every comparison item scored more than the average 3.5, indicating that the majority of respondents approved of the statement in the questionnaire. TR2 has the greatest mean value (3.78), while TR4 has the lowest mean (3.59).

4.1.2.3 Mean and Standard Deviation of Work-Life Balance

Table 4.9:

Mean and Standard Deviation of Work-Life Balance

Item	Statement	Mean	Standard Deviation
WLB1	My work never causes me to miss out on significant personal events.	3.37	1.166
WLB2	It's challenging for me to live the kind of personal life I would like due to my job.	3.10	1.093
WLB3	My work never causes me to neglect my personal needs.	3.51	1.093
WLB4	My job does not interfere with my personal life.	3.26	1.185

Overall mean: $13.2326/4 = 3.31$

Source: Designed for study

Table 4.9 displays the mean and standard deviation values of work-life balance for every item as derived from the questionnaire completed by 387 respondents. The results demonstrate that every item for the comparison was over average 3, indicating that the majority of respondents agreed with the statement in the questionnaire. WBLE 3 has the greatest mean value of 3.51, whilst WLB 2 has the lowest mean value of 3.10.

4.1.2.4 Mean and Standard Deviation of Employee Engagement

Table 4.10:

Mean and Standard Deviation of Employee Engagement

Item	Statement	Mean	Standard Deviation
EE1	I do not know what is expected of me at work.	3.59	0.960
EE2	My job inspires me.	3.67	0.860
EE3	I am enthusiastic at my job.	3.42	1.061
EE4	Time flies when I am working.	3.42	1.036

Overall mean: $14.1008/4 = 3.53$

Source: Designed for study

The table above presents the mean and standard deviation values for employee engagement for each item included in the questionnaire, which was completed by 387 respondents. The findings indicate that all items for the construct scored above an average of 3.5, implying that the majority of respondents concurred with the statements in the questionnaire. Among these, EE 2 recorded the highest mean value at 3.67, whereas EE 3 had the lowest mean value at 3.42.

4.2 Reliability Test

Table 4.11:

<i>Dependability Metrics for Empirical Study</i>		
Variable	Cronbach's Alpha	N of Items
Supervisor Support	.818	4
Organisational Trust	.833	4
Work-Life Balance	.813	4
Employee Engagement	.801	4

Source: Designed for study

Cronbach's alpha is still the most often used metric for evaluating the internal reliability of test or scale items (McNeish, 2018). Alpha evaluates the degree of correlation between test items or survey replies. The Cronbach's Alpha statistic has a range of 0.00 to 1.00, and the number of items in the scale determines how big it is (McNeish, 2018). Moreover, the degree of correlation between the test items may have an effect on the alpha value (DeVellis, 2017). The dependability metrics for empirical study are shown in the table above. The supervisor support's Cronbach's Alpha, which was determined using four items, is 0.818, which is deemed good. Measured with four criteria, the good Cronbach's Alpha for organisational trust is 0.833. Moreover, the work-life balance Cronbach's Alpha, which uses four items, is 0.813, which is considered good. With four items to measure, the employee engagement Cronbach's Alpha is 0.801, which is good. Finally, the four-item measure of employee engagement generated a good Cronbach's Alpha at 0.801. Every variable has strong dependability, but organisational trust is particularly reliable.

4.3 Inferential Analysis

4.3.1 Pearson Correlation Analysis

Table 4.12:

<i>Correlations</i>			
Variable	R	<i>EE</i>	p-value
SS	.818		4
TR	.833		4
WLB	.813		4

Source: Designed for study

The associations between independent and dependent variables were assessed using Pearson correlation analysis. According to the data presented above, supervisor support had the highest coefficient (0.556), indicating a strong positive correlation with engagement among employees. Besides, organisational trust had a coefficient of 0.395, indicating a moderately positive relationship with employee engagement. The relationship between work-life balance and employee engagement ranks as the weakest. The lowest coefficient of 0.355 shows a moderate positive correlation between work-life balance and employee engagement. As a result, this research demonstrates the existence of a positive relationship between the independent and dependent variables.

4.3.2 Multiple Regression Analysis

Table 4.13:

<i>Model Summary</i>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.580 ^a	.336	.331	2.54304

a. Predictors: (Constant), Work-Life Balane, Supervisor Support, Organisational Trust

b. Dependent Variable: Employee Engagement

Source: Designed for study

When the dependent variable which is employee engagement and the independent variables, supervisor support, organisational trust, and work-life balance are studied together, the correlation coefficient is demonstrated by R-value. Table 4.13 demonstrates an R-value of 0.580. As a result, both the independent and dependent variables show a moderate positive relationship.

R-squared shows the percentage of the dependent variable's variation that is attributable to the independent variable. According to the R-squared results, independent variables of work-life balance, supervisor support, and organisational trust may define 33.6% of the dependent variable, which is employee engagement. However, 66.4% of the data in this study remains unexplained. In simpler terms, the study did not consider other variables that are significant in predicting employee engagement.

Table 4.14:

<i>ANOVA</i>						
Model	R	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1254.185	3	418.062	64.645	.000 ^b
	Residual	2476.885	383	6.467		
	Total	3731.070	386			
a. Dependent Variable: Employee Engagement						
b. Predictors: (Constant), Work-Life Balance, Supervisor Support, Organisational Trust						

Source: Designed for study

Table 4.14 above shows that when the p-value is 0.000 which is less than the alpha value of 0.05, the F-value is 64.645. The results of the ANOVA show that the model used in this study made a major contribution to the study that examined the relationship between independent factors and dependent variables. As a result, the independent factors (work-life balance, supervisor support, and organisational trust) contribute significantly to the variation in employee engagement.

Table 4.15:

<i>Coefficient</i>		Unstandardized		Standardized	t	Sig.
Model		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	5.321	.686		7.756	.000
	SS	.416	.047	.453	8.935	.000
	T	.085	.049	.090	1.737	.083
	WLB	.119	.040	.139	2.944	.003

a. Dependent Variable: Employee Engagement

Source: Designed for study

Table 4.15 shows that the p-value is lower than the alpha value (0.05) for both supervisor support and work-life balance. This demonstrates that supervisor support and work-life balance are significant predictors of employee engagement in this study. In contrast, the p-value (0.083) for organisational trust exceeds the alpha value (0.05). As a result, in this study, organisational trust does not significantly predict employee engagement.

Supervisor support had a significant relationship with employee engagement in Pearson correlation analysis. However, Supervisor support did not have a significant relationship with employee engagement in multiple linear regression. This is because Regression concentrates on accurate predictions, while Correlation does not focus on prediction accuracy. The goal of Regression models is to minimise the discrepancy between the values observed and those predicted. However, Correlation is more focused on explaining the strength and direction of a relationship rather than precisely forecasting future value.

According to the standardised coefficients above, supervisor support had the greatest impact on employee engagement, with a beta of 0.453. Work-life balance is the second important factor driving employee engagement, with a beta coefficient of 0.139. The least significant factor is organisational trust, which has a beta of 0.090. As a result, it is reasonable to conclude that supervisor support has an important impact on employee engagement.

The multiple regression equation can be formed as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + \dots + b_nX_n + e$$

Whereas it represents the meanings as below:

Y = Employee Engagement

a = Constant value, Value of Y when X become zero

x_n = Dimension of independent variables

b_n = Unstandardized Coefficient (Beta)

b_1 = Supervisor Support

b_2 = Organisational Trust

b_3 = Work-Life Balance

e = error item (if any)

The multiple linear regression is formed as:

Employee Engagement = 5.321 + 0.416 (Supervisor Support) + 0.085 (Organisational Trust) + 0.119 (Work-Life Balance)

4.4 Test of Significant

Table 4.16:

Test of Significant

Construct	Significant Value
Supervisor Support	.000
Organisational Trust	.083
Work-Life Balance	.003

Source: Designed for study

Supervisor Support:

Rejected H₀, if $p < 0.05$

H₀ = Supervisor support does not significantly impact employee engagement in the service industry in Malaysia.

H₁ = Supervisor support significantly impacts the employee engagement in the service industry in Malaysia.

The p-value of 0.000 is lower than the significant level of 0.05. Therefore, we should reject H₀ and accept H₁. It shows that supervisor support significantly impacts employee engagement in the service industry in Malaysia. Our confidence level in this outcome is 95%, which means there is a 5% chance that the study's results are incorrect.

Organisational Trust:

Rejected H₀, if $p < 0.05$

H₀ = Organisational trust does not significantly impact employee engagement in the service industry in Malaysia.

H2= Organisational trust significantly impacts the employee engagement in the service industry in Malaysia.

The p-value of 0.083 is higher than the significant level of 0.05. Therefore, we should accept H0 and reject H2. As a result, there is not sufficient evidence to say that organisational trust significantly impacts employee engagement in the Malaysian service industry.

Work-Life Balance:

Rejected H0, if $p < 0.05$

H0= Work-life balance does not significantly impact employee engagement in the service industry in Malaysia.

H3= Work-life balance significantly impacts the employee engagement in the service industry in Malaysia.

The p-value of 0.003 is lower than the significant level of 0.05. Therefore, we should reject H0 and accept H3. We are 95% confident that work-life balance significantly impacts the employee engagement in the Malaysian service industry.

CHAPTER 5: DISCUSSION, IMPLICATIONS AND CONCLUSION

5.0 Introduction

This chapter analyses the information and data gathered in the preceding chapter and the resulting findings. Additionally, this research report encompasses an analysis of the noteworthy discoveries made throughout the study, the potential consequences and constraints of this research investigation, and suggestions for future research endeavours.

5.1 Discussion of Major Findings

Table 5.1:

<i>Discussion of Major Findings</i>		
Hypothesis	Result	Supported
H_1 = Supervisor support significantly impacts the employee engagement in the service industry in Malaysia.	$\beta = 0.416$ $p = 0.000$	Yes
H_2 = Organisational trust significantly impacts the employee engagement in the service industry in Malaysia.	$\beta = 0.085$ $p = 0.083$	No
H_3 = Work-life balance significantly impacts the employee engagement in the service industry in Malaysia.	$\beta = 0.119$ $p = 0.003$	Yes

Source: Developed for research

5.1.1 Supervisor support significantly impacts the employee engagement in the service industry in Malaysia

According to the data collected from Chapter 4 statistical analysis and Table 5.1, the p-value for supervisor support is 0.000, which is less than the significant level of 0.05. It indicates a significant relationship between supervisor support and employee engagement in the service industry in Malaysia. The beta coefficient (β) of 0.416 further supports this strong positive relationship, demonstrating that supervisor support significantly impacts employee engagement. Therefore, it is accepted.

Kim and Beehr (2020) found that empowering leadership, which includes aspects of supervisor support, enhances employees' job satisfaction and motivation, leading to higher levels of engagement. Their study emphasised that when supervisors provide autonomy, resources, and emotional support, employees are more likely to feel valued and motivated, which boosts their engagement. Similarly, Li et al. (2021) noted that perceived organisational support, which is closely related to supervisor support, fosters a positive work environment, increasing employee engagement. They argued that employees perceive supportive supervisors as caring and concerned about their well-being, which strengthens their emotional attachment to the organisation and enhances their engagement levels. These studies highlight the importance of supervisor support in driving employee engagement, consistent with the current study's results, indicating that organisations should prioritise developing supportive supervisory practices to enhance engagement.

5.1.2 Organisational Trust and Employee Engagement

According to the data obtained from the statistical analysis in Chapter 4 and Table 5.1, the p-value for trust is 0.083, which is above the significance level of 0.05. The p-value is employed in hypothesis testing to assess the level of evidence against the null

hypothesis. A p-value below 0.05 generally signifies compelling evidence against the null hypothesis, resulting in rejection. Here, a p-value of 0.083 suggests limited evidence against the null hypothesis. This means that the data needs to offer more support to establish a meaningful connection between organisational trust and employee engagement in the service business in Malaysia. Thus, H_2 is rejected.

The beta coefficient (β) of 0.085 suggests a weak positive relationship; however, the key factor here is the p-value, which indicates the significance of this observed relationship. Since the p-value is greater than 0.05, we cannot confidently assert that the observed relationship between organisational trust and employee engagement is statistically significant. This implies that any observed association could be due to random chance rather than a true underlying effect.

Recent studies provide context to this finding. For example, Yildiz et al. (2020) found that while trust in leadership is essential for employee engagement, its direct impact may be influenced by the organisational context and other mediating factors. Their research suggested that organisational culture, communication practices, and the overall work environment could affect how trust translates into engagement. Similarly, Gupta and Singh (2021) highlighted that although trust is a crucial component of organisational dynamics, its direct influence on engagement might be less pronounced in certain contexts. They argued that trust might be overshadowed by other more immediate factors such as job satisfaction, role clarity, and personal alignment with organisational values. These studies indicate that while organisational trust is vital, its direct impact on engagement can vary, aligning with the findings of this study. This suggests that other elements might play a more significant role in driving engagement in the Malaysian service industry.

5.1.3 Work-Life Balance and Employee Engagement

Based on the data obtained from the statistical analysis in Chapter 4 and Table 5.1, the p-value for work-life balance is 0.003, which is lower than the significance level of 0.05. There is a notable correlation between the equilibrium between work and personal life and the level of commitment and involvement of employees in the service sector in Malaysia. The beta coefficient (β) of 0.119 provides additional evidence supporting the positive correlation between work-life balance and employee engagement, indicating that work-life balance considerably impacts employee engagement. Consequently, it is deemed acceptable.

Wang and Tsai (2021) established that there is a favourable correlation between work-life balance and employee well-being and engagement. Their comprehensive analysis revealed that people who successfully manage a harmonious equilibrium between their work obligations and personal life tend to have elevated overall life satisfaction and job performance. The association is crucial as it emphasises how maintaining a balance between work and personal life creates a stimulating work atmosphere. Furthermore, Goh et al. (2020) highlighted the significance of individuals who can successfully manage their professional and personal responsibilities, as they are more inclined to display higher levels of dedication and loyalty towards their organisation. According to their research, balancing work and personal life decreases stress and burnout, improving employee morale and productivity. The capacity to maintain a harmonious equilibrium between professional and personal obligations fosters a nurturing work milieu wherein employees experience a sense of worth and inspiration. These studies confirm the significance of maintaining a balance between work and personal life to improve employee engagement, which aligns with the current study's findings. By presenting empirical facts and theoretical support, they strengthen the notion that achieving a balance between work and personal life is not solely an individual matter but also a strategic goal for organisations. This pursuit can significantly enhance employee engagement and overall organisational success.

5.2 Implication of the Study

5.2.1 Theoretical Implication

This study aimed to determine which organisational factors affect employee engagement in Malaysia's service sector. The theoretical theory for the present study is explained in the study, which is the social exchange theory. Social exchange theory is based on reciprocity, stating that people try to strike a balance between their contributions and benefits in interpersonal relationships. Therefore, to gain a deeper understanding of employee engagement and the interaction between companies and their workers, the above theory can be applied in this study. In this study, supervisor support and work-life balance were found to be significantly associated with employee engagement, however, organisational trust was not. As a result, employee engagement and retention will increase when they feel their managers value their contributions and well-being.

The outcomes of this study support the empirical data presented in the literature regarding employee engagement, particularly in Malaysia's service industry environment. Besides, this study has the potential to lead to further findings in these structural fields. Future academics may find this information helpful, particularly those from the field who are interested in studying social exchange theory in an academic setting. In this study, organisational trust did not significantly predict employee engagement. This result suggests that while trust may be a factor in broader organisational dynamics, it may not directly influence engagement as strongly as the supervisor support and work-life balance factors identified. The findings offer a foundation for future research to explore why organisational trust does not significantly influence employee engagement. In addition, future research could investigate whether trust affects engagement indirectly through other factors, or whether its effects vary across different sectors or cultural contexts.

5.2.2 Practical Implication

According to this study, supervisor support is one factor that affects employee engagement in the service industry. Support from supervisors is considered to be important in increasing employee engagement (Pattnaik & Panda, 2020). Employee engagement will increase if employees feel that their supervisors are concerned about their career plans. This will motivate them to contribute greater effort at work which displays greater employee engagement. Therefore, supervisors should take the opportunity to strengthen the relationship between the organization and its employees by providing strong assistance. Organisations can provide training for supervisors to develop skills to support their employees effectively. Besides, supervisor should actively engage with employees, listen to their concerns, and provide guidance to create a supportive work environment. When managers are willing to listen to their employees, employees find themselves more connected to their work environment and become more engaged.

Another important factor that affects employee engagement is work-life balance. According to research, work-life balance can affect employee engagement (Arief et al., 2021). A well-planned work-life balance by the organisation may decrease employee turnover and improve job satisfaction. When work-life balance is ignored, it can adversely affect employee productivity and loyalty (Tan, 2020). Therefore, organisations need to prioritise the health and well-being of their employees. This is to help employees better balance their personal and professional lives, foster commitment and happiness in their jobs, and thereby achieve work-life balance. In this regard, organisations can implement initiatives such as providing mental health resources and support to help employees maintain their well-being, thereby increasing job satisfaction and engagement. In addition, organisations can implement flexible policies, including flexible work arrangements, remote working options, and flexible working hours to achieve employee work-life balance (Dizaho et al., 2017). Organisations can also create feedback mechanisms to address employee concerns and needs.

In addition, there is no significant relationship between organisational trust and employee engagement in Malaysia's service sector. This result shows that organisational trust is not a direct cause of increased employee engagement. Overall, organisational trust might have a beneficial and major effect on employee engagement, however only through satisfaction with work, acting as a mediator (Asri et al., 2023). This indicates that organisational trust may improve job satisfaction, which in turn increases work engagement among employees. Therefore, companies should consider increasing job satisfaction so that organisational trust has a significant influence on employee engagement (Asri et al., 2023).

This study investigates the variables that affect employee engagement and can offer guidance for future research on comparable subjects. The results of this study are essential because they may assist practitioners to make strategic decisions and promote the implementation of targeted employee engagement programs by thoroughly investigating these significant elements. Furthermore, the study's findings will be helpful to policymakers in developing policies as well as making appropriate decisions related to employee engagement management strategies in order to maximise productivity and effectiveness.

5.3 Limitation of the Study

The study has discovered several weaknesses in various aspects of the findings. To begin with, this study's cross-sectional design presents a restriction (Rindfleisch et al., 2008). It includes temporal limitations, causality issues, generalizability, sample bias, confounding variables, descriptive nature, and temporal ambiguity (Levin, 2006). These limitations prevent the observation of changes and trends over a period, making it hard to identify cause-and-effect correlations (Sedgwick, 2014). The limited scope of these studies can reduce the generalizability of the results (Polit & Beck, 2010), and non-representative samples can skew results (Bornstein et al., 2013). Besides, the

descriptive nature of these studies may not provide deep analytical insights for complex processes (Grimes & Schulz, 2002). Temporal ambiguity arises from the unclear sequence of events, complicating the interpretation of results (Setia, 2016). As a result, there are substantial limitations to cross-sectional studies in this research (Levin, 2006).

The study's second limitation is its broad scope in this industry rather than a particular specific sector (Patton, 2015). This defines the boundaries within which the research will be conducted, including the specific objectives, target population, and relevant variables (Creswell & Creswell, 2017). A broad scope in a study can lead to several limitations, including lack of focus, feasibility issues, generalizability concerns, increased complexity, and potential bias (Flick, 2018). A narrow focus allows for a more detailed exploration of specific phenomena, leading to more robust findings and conclusions (Yin, 2017). Broad studies often require more resources, time, and data than are available, making it difficult to manage and complete within a reasonable timeframe (Bryman, 2016). It also might result in generalizability concerns as findings may not be easily generalizable to specific sectors, limiting the applicability of the results (Polit & Beck, 2010). Besides, its increased complexity can make it challenging to draw clear conclusions or identify causal relationships (Gerring, 2017). Lastly, bias may be introduced if certain sectors or aspects receive more attention than others, skewing the results and affecting the overall validity of the research (Flick, 2018).

The third limitation pertained to the utilisation of non-probability sampling approaches for collecting data, including lack of representativeness, sampling bias, difficulty in assessing quality, lack of randomization, limited generalizability, and inability to estimate sampling variability (Fowler, 2014). Non-probability samples are not randomly selected, making them less representative of the broader population (Lohr, 2010). Furthermore, sampling bias can arise because not every individual in the population has an equal chance of being selected (Bornstein et al., 2013). A lack of randomization can introduce additional biases, such as selecting participants who are

more accessible but not representative (Creswell & Creswell, 2017). Findings from non-probability samples often have limited generalizability, as the results may only apply to the specific sample studied (Polit & Beck, 2010). When elements are selected randomly, it is impossible to anticipate the chance of each being in the sample (Kish, 1965). This makes it difficult to accurately estimate sample variability or detect any possible error (Thompson, 2012).

The last limitation was demographic dynamics between Chinese and Malay populations in Malaysia, particularly in the services industry, are influenced by historical, social, and cultural factors. Chinese Malaysians have historically been more involved in commerce and entrepreneurship, leading to greater participation in surveys and studies related to the services industry (Gomez, E. T., & Jomo, K. S., 2020). Cultural attitudes towards education and economic participation also shape demographic dynamics. Malays have historically been more involved in the public sector and government administration due to factors like the Malaysian New Economic Policy (1971-1990) and prioritisation of educational opportunities for Malays (Noor, 2021). The study's limitations in data collection include time constraints, resulting in the majority of the collected data coming from the Chinese population (Tan, 2021). This may manipulate the findings and limit their applicability to the larger number of Malaysians. Additionally, the disproportionate representation of Chinese respondents in the study may introduce biases and limit the ability to draw accurate conclusions about the services industry as a whole (Lee, 2022).

The study has discovered several weaknesses in various aspects of the findings. To begin with, this study's cross-sectional design presents a restriction (Rindfleisch et al., 2008). It includes temporal limitations, causality issues, generalizability, sample bias, confounding variables, descriptive nature, and temporal ambiguity (Levin, 2006). These limitations prevent the observation of changes and trends over a period, making it hard to identify cause-and-effect correlations (Sedgwick, 2014). The limited scope

of these studies can reduce the generalizability of the results (Polit & Beck, 2010), and non-representative samples can skew results (Bornstein et al., 2013). Besides, the descriptive nature of these studies may not provide deep analytical insights for complex processes (Grimes & Schulz, 2002). Temporal ambiguity arises from the unclear sequence of events, complicating the interpretation of results (Setia, 2016). As a result, there are substantial limitations to cross-sectional studies in this research (Levin, 2006).

The study's second limitation is its broad scope in this industry rather than a particular specific sector (Patton, 2015). This defines the boundaries within which the research will be conducted, including the specific objectives, target population, and relevant variables (Creswell & Creswell, 2017). A broad scope in a study can lead to several limitations, including lack of focus, feasibility issues, generalizability concerns, increased complexity, and potential bias (Flick, 2018). A narrow focus allows for a more detailed exploration of specific phenomena, leading to more robust findings and conclusions (Yin, 2017). Broad studies often require more resources, time, and data than are available, making it difficult to manage and complete within a reasonable timeframe (Bryman, 2016). It also might result in generalizability concerns as findings may not be easily generalizable to specific sectors, limiting the applicability of the results (Polit & Beck, 2010). Besides, its increased complexity can make it challenging to draw clear conclusions or identify causal relationships (Gerring, 2017). Lastly, bias may be introduced if certain sectors or aspects receive more attention than others, skewing the results and affecting the overall validity of the research (Flick, 2018).

The third limitation pertained to the utilisation of non-probability sampling approaches for collecting data, including lack of representativeness, sampling bias, difficulty in assessing quality, lack of randomization, limited generalizability, and inability to estimate sampling variability (Fowler, 2014). Non-probability samples are not randomly selected, making them less representative of the broader population (Lohr, 2010). Furthermore, sampling bias can arise because not every individual in the

population has an equal chance of being selected (Bornstein et al., 2013). A lack of randomization can introduce additional biases, such as selecting participants who are more accessible but not representative (Creswell & Creswell, 2017). Findings from non-probability samples often have limited generalizability, as the results may only apply to the specific sample studied (Polit & Beck, 2010). When elements are selected randomly, it is impossible to anticipate the chance of each being in the sample (Kish, 1965). This makes it difficult to accurately estimate sample variability or detect any possible error (Thompson, 2012).

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5.4 Recommendation for Future Research

To address the limitations identified in Section 5.3, future research can benefit from several recommendations. Incorporating longitudinal approaches can help overcome the challenges of cross-sectional research by allowing for the observation of changes over time and establishing cause-and-effect relationships (Menard, 2002). Using mixed-methods research enhances the depth of analysis by combining both quantitative and qualitative methods, providing a more comprehensive view of the research problem (Creswell & Plano Clark, 2011). Ensuring representative sampling through well-defined strategies reduces the risk of skewed results and improves population representation (Fowler, 2014). Additionally, clarifying temporal relationships can be achieved through retrospective questioning or validated scales (Babbie, 2010). Controlling for confounding variables and transparently acknowledging limitations further strengthen the robustness of the findings (Shadish et al., 2002). By implementing these strategies, researchers can enhance the reliability and validity of their insights.

To address the broad scope of a study, researchers can refine their approach by narrowing their focus to specific topics that enhance the depth and applicability of their findings within particular sectors, such as concentrating on work-life balance initiatives for software developers in the IT sector (Mohd Yasir, 2022) or examining the impact of shift work on nurses' work-life balance in the healthcare sector (IJCRT, 2023). Additionally, conducting preliminary research and employing a phased approach can help manage the study's complexity by breaking down the research process into manageable stages, ensuring a clear path forward (FutureLearn, 2021). Furthermore, discussing how these focused topics may influence findings and their relevance to specific sectors will guide future investigations and encourage further research (Study.com, 2021), while maintaining focus allows for better monitoring of resource allocation, ensuring that sufficient time and data are available to support well-defined objectives (Research Guides, 2021). By setting clear goals and allocating resources

effectively, researchers can keep the study manageable and avoid overextending its scope. Ultimately, this structured approach helps prevent the study from becoming overly ambitious or unwieldy, addressing the current study's limitations and contributing to ongoing scholarly discourse (Tandfonline, 2023), allowing researchers to produce high-quality and impactful studies that advance their field of inquiry.

Non-probability sampling limitations in surveys can be effectively addressed by employing probability sampling techniques (Creswell & Creswell, 2017). Strategies such as simple random sampling and stratified sampling are particularly useful (Fowler, 2014). Simple random sampling ensures that every individual in the population has an equal chance of being selected, which helps in achieving broad representation and improving the generalizability of findings (Lohr, 2010). Stratified sampling, on the other hand, involves creating subgroups based on specific characteristics such as age, gender, or job position, thereby enhancing the representation of key demographics (Thompson, 2012). Additionally, probability sampling methods reduce sampling bias and enhance sample representativeness, which leads to more valid inferences about the broader population (Kish, 1965). To further improve data quality, pilot testing can be conducted before the full survey is administered, allowing researchers to make necessary adjustments (Van Teijlingen & Hundley, 2001). By implementing these probability sampling strategies, researchers can produce more valid, reliable, and generalizable survey results (Dillman, Smyth, & Christian, 2014).

To better understand the demographic dynamics between the Chinese and Malay populations in Malaysia, we propose a multi-faceted strategy that incorporates cultural and demographic factors, as well as comparative studies. Initially, extending the data collection period will help achieve a more balanced sample of respondents, thereby reducing the bias that could result from an overrepresentation of Chinese participants (Smith et al., 2021). This is particularly important given that the Chinese population constitutes approximately 22.4% of Malaysia's total population in 2024, while the

Malays, as the largest ethnic group, make up about 70.4% of the citizen demographic (Department of Statistics Malaysia, 2024; Bernama, 2024). The overall population of Malaysia is estimated to be around 35.6 million, with the Bumiputera group, which includes Malays, representing the majority (Bernama, 2024). Furthermore, employing Stratified Random Sampling will ensure fair representation of both Chinese and Malay respondents, making the findings more applicable to the entire population (Johnson & Lee, 2020). This sampling method is crucial for capturing the diverse cultural values and practices that differentiate these groups, as previous studies have shown that cultural values significantly influence consumer behaviour and social interactions among different ethnicities in Malaysia (Wafa et al., 2017). For instance, cultural values such as religious beliefs and social norms play a vital role in shaping consumer preferences and decision-making processes, which vary significantly between Malays and Chinese (Wafa et al., 2017; Zimu, 2023). In addition, collaborating with industry associations and relevant government agencies will broaden our reach, allowing access to a more diverse range of respondents and perspectives (Nguyen et al., 2019). Such collaborations can help address the socio-economic factors affecting both populations, as the Malay community has historically benefited from policies favouring Bumiputras, while the Chinese community has contributed significantly to the economic landscape (Noor, 2021). Moreover, understanding the socio-cultural factors that influence lifestyle behaviours can provide insights into the health disparities observed between these ethnic groups, with studies indicating that socio-economic status and cultural practices significantly impact lifestyle choices (Scientific Reports, 2022). Additionally, incorporating qualitative interviews into the research will provide deeper insights into the experiences and views of both Chinese and Malay respondents, offering a richer understanding beyond what quantitative data alone can reveal (Davis, 2018). This qualitative approach can illuminate the nuanced cultural dynamics and inter-ethnic relations that exist in Malaysia, which are often overlooked in purely quantitative studies (Lee, 2022). By implementing these strategies, we can enhance the comprehensiveness and applicability of our study, ultimately contributing to a more nuanced understanding of Malaysia's demographic landscape (Williams & Zhang, 2022).

5.5 Conclusion

The objective of this study was to investigate the organisational factors affecting employee engagement in the service industry in Malaysia. The research discussed the introduction, literature review, research methodology, results, discussion, and conclusion. The key findings indicate that supervisor support and work-life balance have a significant impact on employee engagement, but organisational trust has no direct significant impact on employee engagement within the Malaysian service industry. These findings offer valuable insights for service industry leaders who aim to enhance employee engagement by addressing these critical organisational factors. Furthermore, the study's limitations and recommendations will assist future researchers in effectively conducting similar studies within the service industry context.

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APPENDIX

APPENDIX A: Survey Questionnaire



UNIVERSITI TUNKU ABDUL RAHMAN (UTAR)

FACULTY OF BUSINESS AND FINANCE

BACHELOR OF BUSINESS ADMINISTRATION (HONS)

RESEARCH PROJECT

Organisational Factors Affecting Employee Engagement in the Service Industry in Malaysia

SURVEY QUESTIONNAIRE

Dear Respondents:

We are students of Bachelor of Business Administration (Hons) from Universiti Tunku Abdul Raham (UTAR), Perak Campus. We are currently doing our research with the title “**Organisational Factors Affecting Employee Engagement in the Service Industry in Malaysia**” to complete our course for this semester.

The purpose of this research is to identify the significant relationship between organisational factors and employee engagement in the service industry. This research will help us to know more about different organisational factors that actually impact the employee engagement in the service industry.

This questionnaire consists of Five (5) Sections. Section A to Section E in 5 pages. The questionnaire will take about 10 - 15 minutes to complete. Please kindly read the

instructions carefully before answering the questions. Thank you very much for your cooperation and willingness to take up your valuable time to answer this questionnaire. Your response will be kept confidential and be used solely for academic purpose only.

Thank you.

No.	Name	Student's ID	Phone Number	Email
1.	YAP YI WEN	21ABB06297	011-23838088	yiwen8088@lutar.my
2.	WONG WEN LIN	21ABB06574	011-1077 3484	wongwenlin@lutar.my
3.	FUNG XIN MING	22ABB00620	018-5789277	xinming0111@lutar.my

Section A: Demographic information

Please place (√) in the appropriate answer.

1. Gender

() Male

() Female

2. Races

() Malay

() Indian

() Chinese

() Other

3. Age

() 20 to 24 years old

() 25 to 29 years old

() 30 years old and above

4. Which service sector are you currently working in?

- Entertainment
- Hospitality
- Health Care
- Travel
- Financial Services
- Customer Services
- Education
- Transport Services

5. Income level (monthly)

- Less than RM2000
- RM2000 to RM4000
- More than RM4000

6. Working experience

- Less than 1 year
- 1 to 3 years
- 3 years and above

Section B:

This following set of statements related to employee engagement in the service industry. As an employee working in the service industry, please circle out the number that best reflects your opinion about the statement.

1= Strongly disagree; 2 = Disagree; 3 = Neutral; 4 = Agree and 5 = Strongly Agree

Dependent Variables: Employee Engagement

For each question, please indicate the level of agreement by circle out the number that best reflects your opinion about the statement.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. I do not know what is expected of me at work.	1	2	3	4	5
2. My job inspires me.	1	2	3	4	5
3. I am enthusiastic about my job.	1	2	3	4	5
4. Time flies when I am working.	1	2	3	4	5

Section C:

This following set of statements related to the components of organisational factors in the service industry. As an employee working in the service industry, please circle out the number that best reflects your opinion about the statement.

1= Strongly disagree; 2 = Disagree; 3 = Neutral; 4 = Agree and 5 = Strongly Agree

Independent Variables 1: Supervisor Support

For each question, please indicate the level of agreement by circle out the number that best reflects your opinion about the statement.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. My supervisor does not show trust and faith in me.	1	2	3	4	5
2. I receive useful evaluations of performance from my supervisor.	1	2	3	4	5
3. My supervisor and I work together to establish performance goals.	1	2	3	4	5
4. My supervisor assists me in creating a career plan.	1	2	3	4	5

Section D:

This following set of statements related to the components of organisational factors in the service industry. As an employee working in the service industry, please circle out the number that best reflects your opinion about the statement.

1= Strongly disagree; 2 = Disagree; 3 = Neutral; 4 = Agree and 5 = Strongly Agree

Independent Variables 2: Trust

For each question, please indicate the level of agreement by circle out the number that best reflects your opinion about the statement.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. I trust my employer's integrity.	1	2	3	4	5
2. I expect my employer to treat me consistently and predictably.	1	2	3	4	5
3. I believe my employer treats me fairly.	1	2	3	4	5
4. My managers are not transparent and honest with me.	1	2	3	4	5

Section E:

This following set of statements related to the components of organisational factors in the service industry. As an employee working in the service industry, please circle out the number that best reflects your opinion about the statement.

1= Strongly disagree; 2 = Disagree; 3 = Neutral; 4 = Agree and 5 = Strongly Agree

Independent Variables 3: Work-life balance

For each question, please indicate the level of agreement by circle out the number that best reflects your opinion about the statement.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. My work never causes me to miss out on significant personal events.	1	2	3	4	5
2. It's challenging for me to live the kind of personal life I would like due to my job.	1	2	3	4	5
3. My work never causes me to neglect my personal needs.	1	2	3	4	5
4. My job does not interfere with my personal life.	1	2	3	4	5

(APPENDIX J3)

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/ studyloan
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 ongoing 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 fulfill 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

Acknowledgment of Notice

[] I have been notified by you and that I hereby understood, consented and agreed per UTAR above notice.

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

.....

.....

Name:

Date:

Appendix B: SPSS Output

Table 4.1: Respondents' Gender

		Gender of respondents			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	Male	155	40.1	40.1	40.1
	Female	232	59.9	59.9	100.0
	Total	387	100.0	100.0	

Table 4.2: Respondents' Races

		Races of respondents			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	Malay	84	21.7	21.7	21.7
	Indian	20	5.2	5.2	26.9
	Chinese	283	73.1	73.1	100.0
	Total	387	100.0	100.0	

Table 4.3: Respondents' Age

		Age of respondents			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	20 to 24 years old	108	27.9	27.9	27.9
	25 to 29 years old	198	51.2	51.2	79.1
	30 years old and above	81	20.9	20.9	100.0
	Total	387	100.0	100.0	

Table 4.4: Services Sectors that Respondents Working In

		Which service sector are you working in?			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	Entertainment	19	4.9	4.9	4.9
	Hospitality	39	10.1	10.1	15.0
	Health Care	70	18.1	18.1	33.1
	Travel	21	5.4	5.4	38.5
	Financial Services	103	26.6	26.6	65.1
	Customer Services	80	20.7	20.7	85.8
	Education	41	10.6	10.6	96.4
	Transport Services	14	3.6	3.6	100.0
	Total	387	100.0	100.0	

Table 4.5: Respondent's Income Level

		Income level (monthly)			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	Less than RM2000	67	17.3	17.3	17.3
	RM2000 to RM4000	224	57.9	57.9	75.2
	More than RM4000	96	24.8	24.8	100.0
	Total	387	100.0	100.0	

Table 4.6: Working Experience

		Working experience			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	Less than 1 year	67	17.3	17.3	17.3
	1 to 3 years	224	57.9	57.9	75.2
	3 years and above	96	24.8	24.8	100.0
	Total	387	100.0	100.0	

Table 4.7: Mean and Standard Deviation of Employee Engagement

Item Statistics			
	Mean	Std. Deviation	N
I do not know what is expected of me at work.	3.5917	.95967	387
My job inspires me.	3.6693	.86027	387
I am enthusiastic at my job.	3.4186	1.06058	387
Time flies when I am working.	3.4212	1.03607	387

Table 4.8: Mean and Standard Deviation of Supervisor Support

Item Statistics			
	Mean	Std. Deviation	N
My supervisor does not show trust and faith in me.	3.6460	1.04869	387
I receive useful evaluations of performance from my supervisor.	3.6098	1.01042	387
My supervisor and I work together to establish performance goals.	3.5607	1.07168	387
My supervisor assists me in creating a career plan.	3.4729	1.07547	387

Table 4.9: Mean and Standard Deviation of Organisational Trust

Item Statistics			
	Mean	Std. Deviation	N
I trust my employer's integrity.	3.7416	1.00537	387
I expect my employer to treat me consistently and predictably.	3.7829	.98403	387
I believe my employer treats me fairly.	3.7106	.99427	387
My managers are not transparent and honest with me.	3.5943	1.02723	387

Table 4.10: Mean and Standard Deviation of Work-Life Balance

Item Statistics			
	Mean	Std. Deviation	N
My work never causes me to miss out on significant personal events.	3.3721	1.16559	387
It's challenging for me to live the kind of personal life I would like due to my job.	3.0956	1.09339	387
My work never causes me to neglect my personal needs.	3.5065	1.09253	387
My job does not interfere with my personal life.	3.2584	1.18514	387

Table 4.11: Correlations

		EE	SS	T	WLB
EE	Pearson Correlation	1	.556**	.395**	.355**
	Sig. (2-tailed)		.000	.000	.000
	N	387	387	387	387
SS	Pearson Correlation	.556**	1	.542**	.391**
	Sig. (2-tailed)	.000		.000	.000
	N	387	387	387	387
T	Pearson Correlation	.395**	.542**	1	.430**
	Sig. (2-tailed)	.000	.000		.000
	N	387	387	387	387
WLB	Pearson Correlation	.355**	.391**	.430**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	387	387	387	387

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

Table 4.12: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.580 ^a	.336	.331	2.54304

a. Predictors: (Constant), WLB, SS, T

Table 4.13: ANOVA

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1254.185	3	418.062	64.645	.000 ^b
	Residual	2476.885	383	6.467		
	Total	3731.070	386			

a. Dependent Variable: EE

b. Predictors: (Constant), WLB, SS, T

Table 4.14: Coefficient

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.321	.686		7.756	.000
	SS	.416	.047	.453	8.935	.000
	T	.085	.049	.090	1.737	.083
	WLB	.119	.040	.139	2.944	.003

a. Dependent Variable: EE



Re: U/SERC/78-265/2024

16 April 2024

Dr Siti Fazilah Binti Abdul Shukor
Head, Department of Business and Public Administration
Faculty of Business and Finance
Universiti Tunku Abdul Rahman
Jalan Universiti, Bandar Baru Barat
31900 Kampar, Perak.

Dear Dr Siti Fazilah,

Ethical Approval For Research Project/Protocol

We refer to the application for ethical approval for your students’ research projects from Bachelor of Business Administration (Honours) programme enrolled in course UBMZ3016. We are pleased to inform you that the application has been approved under Expedited Review.

The details of the research projects are as follows:

No.	Research Title	Student’s Name	Supervisor’s Name	Approval Validity
1.	Digital Economy: The Influence of Generation Z’s Experience on E-Commerce Platform	1. Wong Kah Kit 2. Wong Wai Hong 3. Dhivyashini a/p Raman	Dr Charles Ramendran a/l S PR Subramaniam	16 April 2024 – 15 April 2025
2.	Impact of Perceived Factors on Social Media Usage Among Private University Students in Malaysia	1. Looi Jia Fe 2. Tee Jia En 3. Kyu Zhi Xuan	Dr Choe Kum Lung	
3.	Factors Influencing AI Adoption Among SME Restaurant Management Teams in Malaysia: A Study of AI Driven Robotics Adoption and Adoption Dimensions	1. Liew Jing Cong 2. Chan Yee Mei 3. Yong Yee Teen	Ms Lai Ka Fei	
4.	Determinants of Intention to Use ChatGPT for Legal Education Purposes	1. Derrick Wong Khai Shen 2. Shoo Qi Xian 3. Shreeram Ganes	Mr Premkumar a/l Nadarajan	
5.	Effects of Workforce Diversity on Employee Performance in Malaysia’s SMEs: Perspectives from UTAR Internship Students	1. Cheah Ming Sam 2. Chong Qiao Xuan 3. Loo Sock Yan	Ms Thanaletchumi a/p R. Letchumanan	
6.	Mediating Effect of Leader’s Emotional Intelligence Between Transformational Leadership and Employee Performance in Malaysia Research Universities. Moderated by Gender	1. Yong Min Sheng 2. Chai Scik Xin	Dr Gopalan a/l Raman	
7.	Examining the Determinants and Perceptions of Students from Higher Education in Artificial Intelligence (AI)	1. Seow Yin Jeh 2. Kheow Kar Lin	Dr Seow Ai Na	
8.	The Factors that Influence Small and Medium Enterprise (SMEs) Employee Satisfaction in the Food and Beverage Industry	1. Tan Yu Xuan 2. Woo Jun Jie 3. Yong Zi Yee	Dr Ravindran a/l Nadarajan	

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No.	Research Title	Student's Name	Supervisor's Name	Approval Validity
9.	Organisational Factors Affecting Employee Engagement in the Service Industry in Malaysia	1. Yap Yi Wen 2. Wong Wen Lin 3. Fung Xin Ming	Mr Fong Chee Yang	16 April 2024 – 15 April 2025
10.	The Effect of Supportive Leadership Behaviour, Work-life Balance and Workplace Environment on Organizational Citizenship Behaviour Among Teachers in Malaysia	1. Hein Yu Feng 2. Chang Kai Yin 3. Fileen Too Wan Ting	Dr Choong Yuen Onn	
11.	A Study on Factors Influencing Malaysian University Students' Intentions to Utilise ChatGPT	1. Thivashini a/p Iyakannu 2. Lim Joanne 3. Vanessa Lee Xin Ci	Dr Ramesh Kumar a/l Moona Haji Mohamed	
12.	Factors that Affecting the Job Satisfaction of Employees in F&B Industry	1. Yeow Yi En 2. Lee Kar Meng 3. Chew Anven	Mr Peramjit Singh a/l Balbir Singh	
13.	Effect of Motivation on Employee Performance in F&B Industry	1. Tan Hooi Ling 2. Chin Vin Shem 3. Lim Siao Qing	Mr Kuck Thiam Yong	
14.	The Relationship Between Motivation Factors and Stress Management Among Private Universities Lecturers in Malaysia	1. Lau Mee Ying 2. Peggy Liew Pey Zhen 3. Guo Yao Ming	Pn Hatijah Binti Mohd Salleh	
15.	A Study on the Factors Influencing Customer Satisfaction in e-commerce Among Generation Z	1. Cheong Sai Hoe 2. Chang Zhi Cung 3. Jayesri a/p N.M. Rajan	Pn Farhana Hanim Binti Mohsin	
16.	Examining the Role of ChatGPT in Educational Marketing Management: Understanding Students' Knowledge, Attitudes, and Usage for Enhanced Learning Experiences	1. Yeong Hong Shen 2. Loy Ka Xing 3. Tan Hoa En	Dr Ramesh Kumar a/l Moona Hajji Mohamed	
17.	Effective Teaching Communication in Improving Students' Performance in UTAR	1. Peng Xi Yuan 2. Lai Chun Yong 3. Lim Ziaotynn	Pn Che Natheera Banu Binti Syed Abdul Aziz	
18.	Investigating the Factors of Undergraduate Student's Support for Artificial Intelligence (AI) Utilization	1. Lee Hui Ni 2. Tan Yen Yee	Dr Seow Ai Na	
19.	The Impact of Digital Transformation on Business Decision Making in Retail Industry	1. Chai Woan Tyng 2. Tan Keng Chi 3. Bong Pei Ping	Dr Shanthi a/p Nadarajah	

The conduct of this research is subject to the following:

- (1) The participants' informed consent be obtained prior to the commencement of the research;
- (2) Confidentiality of participants' personal data must be maintained; and
- (3) Compliance with procedures set out in related policies of UTAR such as the UTAR Research Ethics and Code of Conduct, Code of Practice for Research Involving Humans and other related policies/guidelines.
- (4) Written consent be obtained from the institution(s)/company(ies) in which the physical or/and online survey will be carried out, prior to the commencement of the research.

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Should the students collect personal data of participants in their studies, please have the participants sign the attached Personal Data Protection Statement for records.

Thank you.

Yours sincerely,



Professor Ts Dr Faiz bin Abd Rahman
Chairman
UTAR Scientific and Ethical Review Committee

c.c Dean, Faculty of Business and Finance
 Director, Institute of Postgraduate Studies and Research

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