

**EMPLOYEE ENGAGEMENT IN GLOVE MANUFACTURING
SECTOR OF MALAYSIA**

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Title Page

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MASTER OF BUSINESS ADMINISTRATION

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MALAYSIA**

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ABSTRACT

Over decades, employee engagement has becoming a global challenge among practitioners and researchers. The growing level of uncertainty in today's business world requires organisation to continuously adapt to changes meanwhile accommodate the different needs of the employee to encourage a long-term employee engagement for an organization to stays competitively. Based on social exchange theory, the present study examined the relationship of psychological contract influence on employee engagement with the exchange ideology that linked to psychological contract dimension effect of cognitive, affective and behavioural. This research will be completed by drawing a sample size of 377 respondents from employees working under glove manufacturing sector of Malaysia using convenience sampling with self-administered questionnaire. The questionnaire employed in this study will questioned based on the variables in this research to measure the underlying process of Psychological Contract dimensions that lead to a progressive and favourable employee-employers relationship. The data collected in this study will be analysed using the Statistical Package of Social Science (SPSS) version 22.0 which involves tests such as pilot test, factor analysis, preliminary test, descriptive statistic, hypothesis testing, etc to ensure the appropriateness and reliability of this study. Based on the findings obtained from this research, the importance of study employee engagement in glove manufacturing sector of Malaysia were discussion.

Keywords: Psychological Contract, Employee Engagement, Social Exchange Theory, Glove Manufacturing Industry

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CHAPTER 1

INTRODUCTION

1.0 OVERVIEW

The main purpose of this chapter is to deliver a brief introduction of the research topic through several separate sections. The first section describes the research's background and followed by the problem statement. The research objectives and the subsequent development of the research questions will also be presented. This chapter also sheds light on the significance of the research, scope and limitations of the research, operational definitions, and organization of chapters that gave direction to this study.

1.1 BACKGROUND AND RATIONALE OF STUDY

Over decades, employee engagement has becoming a global challenge in all businesses (Mann & Harter, 2016). The rising level of uncertainties in today's business world requires each and every organisation to continuously adapt to all the challenges changes while at the same time accommodate different desires of the employees in order to encourage long term employee engagements (Bakar, 2013). The continuous growth of the alleged "knowledge economy" has progressively highlighted the importance of human capital as a source of generating competitive advantage (Mann & Harter, 2016). However, there is still an existence of unfavourable situation as it was proven that only 15% of employees are engaged worldwide (Gallup, 2018).

The glove manufacturing sector of Malaysia has been recognized as one of the biggest contributors to the economy with the evidence of continues growing of gross domestic product (GDP), external trade and job creation (The Star Online, 2018). According to the statistic from Bank Negara Malaysia (2014), the total contribution of Malaysia manufacturing sector was 7.3 % in the second quarter of 2014 which registered a sale

value of RM600.1 billion. As reported by JobMalaysia (2017), the glove manufacturing sector recorded the highest employment opportunities in Malaysia with the demand growth in rubber glove as the result of the hygiene awareness emergence in several country like Latin America, China and India at recent years (Economic Report, 2015).

Engagement concept was first proposed by Kahn (1990) where the personal engagement is known as the harnessing of members selves in reviewing own's work roles in engagement, while cognitive, affective and behavioural are three main aspects when people employ and express themselves especially on role performances. Furthermore, Kahn (1990) stipulates that the "employee engagement is deemed to be psychologically involvement when performing role in an organization" while Shuck and Reio (2013) suggest engagement as the energy present within employee in term of cognitive, emotional, and behavioural that contribute towards positive organizational outcomes.

On top of that, Gruman and Saks (2012) states that employee engagement is one of the fundamental drivers to organizations in improving their organizational performance. Employee engagement is also believed to enhance the level of organization effectiveness regarding to employee productivity, employee's retention, profitability, adaptability and customer satisfaction (Sundaray, 2013). On the other hand, disengaged employee could influence the teamwork and productivity that lead to employees leaving work roles or job as evidence in the upsurge of global turnover rate (Sims, 2015). The competitive pressures have led to restructurings, reorganisations, and layoffs that made employee-employer relationship more insecure, complicated and less predictable (Purse, 2015; Tomprou, Rousseau & Hansen, 2015).

Moreover, Andrew and Sofian (2013) revealed that employee engagement involves adhering to the objective of an organization and workplace's strategies with utilizing the organization's costs, cognitive, affective, and behavioural energies correctly and actively from time to time (Griffin & Moorhead, 2011). At the first stage of employment, a formal and informal contract should have been made between the employer and employee (Kataria, Garg & Rastogi, 2013). The focus in this study is on psychological contract, which commonly known as an unwritten and informal contract between

employer and employees that effects the mutual obligations and promises in the context of employment relationship between both parties (Rousseau, 1990).

To sum up, the purpose of conducting this research study is attempting to investigate the influences of psychological contract with three difference dimensions namely cognitive, affective and behavioural on employee engagement in current glove manufacturing sector in Malaysia. At the same time, to provide employer a more comprehensive views on the influences of psychological contract towards employee engagement by conducting an empirical research after reviewing relevant literatures.

1.2 PROBLEM STATEMENT

The gap that justifies this study is that many of the previous studies have different research focus (Abdour & Tarawneh, 2014; Park & Gursoy, 2012; Unal & Turgut, 2014). There are substantial researches done related to the topic of employee engagement, however many are theoretically linked to productivity (Irvine, 2009; Masson, Royal, Agnew & Fine, 2008) and empirically associated to role performance (Rich, LePine & Crawford, 2010) and organizational commitment (Saks, 2006). In addition, many of the research concerning on employee engagement were conducted by western countries (Aon Hewitt, 2013; Effectory International, 2014; Mercer, 2012).

At recent years, although many of the researches has started to emerge signifying the role of psychological contract play in employee engagement (Bal, Kooij & DeJong, 2013; Chang, Hsu, Liou et al., 2013). Yet, the empirical evidence of psychological contract on employee engagement is still inadequate (Baruddin, Alwi, Hassan et al., 2017) especially in glove manufacturing sector. Psychological contract is known as the catalyst of talent management (Kraak, Lunardo, Herrbach et al., 2017) that help to define the contemporary relationship of employment and understand employees' workplace behaviours (Purse, 2015). Employees are found to be more satisfied and committed to jobs when obligations were met, and the gratitude are commonly shown via trust and citizenship behaviours (Banks, & Lomeli, 2013; Khalid & Yasin, 2015; Walker, 2013).

Malaysia manufacturing sector play a significant role in economic growth in regards of its contribution to total export, total employment and Gross Domestic Product (GDP) (Zainuddin, Mad & Johari, 2015). The targeted contribution on economic growth is about 82.5% on country export, 31.8% of GDP and 29.4% of total employment as per reported under The Ninth Malaysia Plan (Dogan & Wong, 2010). Despite that the previous findings did serve explanation on the influences of psychological contract (Bal, Kooij & De Jong, 2013; Robinson & Wolfe Morrison, 2000; Turnley & Feldman, 2000), however, there were fewer researches done to understand the related issues in glove manufacturing sector with the different culture and environment exist. More research on employee engagement in glove manufacturing sector is vital as this can bring in different perspectives in the knowledge's field as well as to fill the gap of past studies findings to gain better understanding how psychological contract influence the employee engagement in glove manufacturing sector of Malaysia.

1.3 RESEARCH OBJECTIVES

Based on Tabachnick and Fidell (2013), research objective refers to the aim of the study. The main objective of this study is to investigate the relationship between psychological contract and employee engagement in glove manufacturing sector of Malaysia. However, there are three dimensions in psychological contract and the below objectives are developed in the present study. The research objectives below will provide information needed to establish the extent on how psychological contract influence employee engagement in glove manufacturing sector of Malaysia.

RO1: To find out whether the psychological contract has an influence on employee engagement in glove manufacturing sector of Malaysia.

RO1a: To determine whether the psychological contract dimension of cognitive effect has an influence on employee engagement in glove manufacturing sector of Malaysia.

RO1b: To ascertain whether the psychological contract dimension of affective effect has an influence on employee engagement in glove manufacturing sector of Malaysia.

RO1c: To analyse whether the psychological contract dimension of behavioural effect has an influence on employee engagement in glove manufacturing sector of Malaysia.

1.4 RESEARCH QUESTIONS

Research question is known as the fundamental concern of a research study that lead to the choice of methodology and guide the processes in completing the whole research, as well as to lead the research in achieving research objectives (Boody & Bailey, 2016). In this study, the research questions that deemed important to help in achieving the research objectives were narrowed down to the following four:

RQ1: Does the psychological contract influence employee engagement in glove manufacturing sector of Malaysia?

RQ1a: Does the psychological contract dimension of cognitive effect influence employee engagement in glove manufacturing sector of Malaysia?

RQ1b: Does the psychological contract dimension of affective effect influence employee engagement in glove manufacturing sector of Malaysia?

RQ1c: Does the psychological contract dimension of behavioural effect influence employee engagement in glove manufacturing sector of Malaysia?

1.5 SIGNIFICANT OF THE STUDY

The Minister of Plantation Industries and Commodities, Datuk Seri Mah Siew Keong mentioned that the glove manufacturing sector is expecting to achieve the goals of securing a minimum of 65% global rubber gloves' exports in 2020 (The Star Online, 2018). This globally competitive environment has brought employee engagement to act as an important role in overcoming the global challenges (Neha, 2011). On top of that, Malaysia is forecast to continue leading the rubber gloves' market with the strong

export performance in 2017 (The Star Online, 2018). Manufacturers are unable to meet the optimum production capacity with the shortage of manpower (The Malaysian Reserve, 2018). The significant of the study refers to the general contributions of the present research (Tabachnick & Fidell, 2013). The findings of this study will be beneficial to the following:

1.5.1 SIGNIFICANCE TO ACADEME

Employee engagement has been empirically related to business outcomes (Harter et al., 2002), work culture (Shuck, Rocco & Albornoz, 2011), organizational outcomes (Swaminathan & Rajasekaran, 2010), organizational commitment (Saks, 2006), and role performance (Rich, LePine & Crawford, 2010). From an academic standpoint, although the empirical research in recent years has started to emerge and study on psychological contracts with relate to employee engagement (Bal, Kooij & DeJong, 2013; Chang, Hsu, Liou et al., 2013). However, the published papers exploring the empirical relationship between psychological contract fulfilment and employee engagement in glove manufacturing sector are still inadequate (Moore, 2014). This study uniquely discourses a broad range of employees in glove manufacturing and adds to existing literature on social exchange theory and psychological contract influence on employee engagement in the workplace.

1.5.2 SIGNIFICANCE TO INDUSTRY

Irving and Montes (2009) suggested that the fundamental purpose of research is to generate findings that can practically apply to organizations. For industry, this study generates visibility around employees' reciprocity obligations and highlights the causal relationship between psychological contract and employee engagement. This study can serve the employer of glove manufacturing sector by providing better understanding on the importance of psychological contract to create employee engagement. By better understanding psychological contract, employers can develop strategies that

will increase likelihood of employees remaining engaged to the organization, by this means refining employer outcomes (Moore, 2014).

1.6 SCOPES AND LIMITATIONS OF THE STUDY

The focus of this study is on employee engagement in glove manufacturing sector of Malaysia. Firstly, there are numerous factors that can influence on employee engagement, however for the purposes of this study was to focus on psychological contract. More specifically, this study focusses on how psychological contracts influence employee engagement within glove manufacturing sector of Malaysia. Secondly, the study emphasizes on the employees' perspective which means that the employer's perceptions on psychological contracts influence will not be addressed in the study.

In this study, a wide geographical spread area has been chosen. There are in total of 106 rubber glove factories in Malaysia where 60 are in Selangor, 18 in Perak, 10 in Negri Sembilan, 6 in Penang, 7 in Malacca, 2 in each Johor and Kedah, and 1 Kelantan as stated in the statistic report from Asean Briefing (Koty, 2017). Due to the resource's constraint in this study, it is not easy for a researcher to access throughout the whole population (Willey, 2015). According to Koty (2017), there are a total of 65,000 employees employed under glove manufacturing sector and of the 65,000 employees 23,000 employees are local as per stated in the statistic report. Though, the present study will only focus on local employees under glove manufacturing sector which is approximately 23,000 employees.

On the contrary, the methodology employed in this study also limits the study. Notwithstanding that a quantitative research approach is structured with predetermined variables, hypotheses and design (Bryman, 2012; Christensen & Johnson, 2012), however the result is geared towards rejecting or supporting the predetermined paradigms (Daniel, 2016). This, in fact, shows that this study is studying on what is already known instead of exploring the unknown (Bryman, 2012).

1.7 OPERATIONAL DEFINITIONS

Referring to the research topic, the key terms in this study are defined as follows:

Employee Engagement. Engagement is best be defined as harnessing of the roles that an individual at work resulting in the right conditions for all cognitively, physically, and emotionally while performing work roles (Kahn, 1990).

Psychological contract. The term of psychological contract denotes to a less formal contract and signifies the perceptions, informal obligations and mutual beliefs underlying a relationship between individual employees and organization (Kishokumar, 2018).

Disengagement. Disengagement refers to people's action of withdrawing and defending from physical, cognitive, or emotional involvement in performing work roles (Kahn, 1990).

Cognitive Dimension of psychological contract in employee engagement. Cognitive dimension deals with the beliefs or perception of an individual about the working conditions which exist within the organization (Heuval, 2017).

Affective Dimension of psychological contract in employee engagement. Affective dimension deals with how the employee feels about the organization and later possess either a positive or negative attitude towards the leader(s) or organisation (Kishokumar, 2018).

Behavioural Dimension of psychological contract in employee engagement. Behavioural dimension deals with the physical energies employed by individuals to perform organisational role(s) (Heuval, 2017).

Glove. Glove refers to the specialized clothing or personal protective equipment that hand worn for protection against dirt or cold (Bahadur, Budhathoki & Sushmita, 2018).

Manufacturing. Manufacturing is defining as the physical process of transforming raw material to a saleable goods and where profit is determined (Ermolarva, 2017).

1.8 ORGANISATION OF CHAPTERS

This study adopts the following structure:

Chapter one presents an essential overview of this study which includes the research's background, reveals the statement of problem, stating the research's objectives and research's questions, discussing the significance of the study, describing the scope of research, stating the limitation of the study, and listing operational definitions of the important terms used in throughout this study.

Chapter Two delivers an important review on the relevant past studies and literature of the related topic. This chapter gives a sense on the significance study of the psychological contract influence on employee engagement, the grounded theory, theoretical framework and hypothesis development.

Chapter Three outlines the methodology used by researcher in this study that covers the research design, unit of analysis, relevant test, sampling design, measurement instrumentation, data access, data collection, method of analysis and gantt chart of timeline.

Chapter Four conveys the key research methods adopted and describes the findings obtained from data analysis comprises the pilot testing, pre-liminary test, descriptive analysis, correlation and multiple regression analysis followed by the discussion on research findings.

Chapter Five offers the general conclusion highlighting the statistical analyses summary, related key findings discussion, limitations, contributions and recommendations of this study which in ways that will be useful for the future research study.

1.9 CONCLUSION

To conclude, this chapter was focused on the research background followed by the rationale that driven the researcher interest to conduct this research. Specifically, this chapters had outlined the researcher questions which are developed from the objectives of the present research to address the statement of problem in this study. Besides, all the relevant information such as significance of the study, operational definition, scope and limitation, and the organization of the chapters were also discussed in chapter one.

CHAPTER TWO

LITERATURE REVIEW

2.0 OVERVIEW

This literature was reviewed primarily to deliver a depth and thorough understanding on the concept of the selected engagement. Mainstream of this literature review are psychological contract and its influential towards employment engagement in glove manufacturing sector of Malaysia. Besides, the relevant grounded theory linked to employee engagement will also be discussed. The main academic sources used to establish this research are Epoxy, EBSCOhost and Google Scholar. Moreover, the research gaps are highlighted and linked up with the purpose of this research study. Lastly, based on the findings from relevant past research studies, a framework and outline for research is obtained along with hypothesis have been drawn up.

2.1 EMPLOYEE ENGAGEMENT

In today's globalized business world, researches on employee engagement have been increasingly appeared in the recent years (Osborne & Hammoud, 2017). However, there are always rooms for more surveys to be carried out in order to examine the backgrounds, evolution and significances of such engagement in a more detailed manner (Vanc, 2011). Shehri, McLaughlin, Ashaab et al. (2017) described employee engagement as a new context on how the effect of cognitive, affective and behaviour from an employee drives to an organization output whereas positivity will always lead to success. In today's workplace, employee engagement has appeared as one of the greatest challenges faced by almost every organization (Osborne & Hammoud, 2017). This is supported by Mishra, Boynton and Mishra (2014) that employee engagement has become increasingly challenging by now and is expected to be one of the major issues in the future's business world with the stringent and complex regulations in most

of the organizations. Besides, Caplan (2013) has linked employee engagement with several key factors which may influence performance, employee retention, attendance and productivity of an organization.

Gruman and Saks (2011) have equated that employee engagement is a unique driving force to boost organization overall performance. According to Lee (2012), employee engagement was the positive attitude an employee acted on organization's values including employees' understanding towards the business context of workplace and capability in working well with the team for sake of organizational benefits. At the same time, levels of engagement and understanding is said to have great impact towards an organizational success (Lee, 2012). An organization's success is thus not only about profitability, but also in a long run, should have included with employee efficiency, employee's retention, customer adaptability and satisfaction (Sunsaray, 2013).

Engagement has been made known as to coincide with high levels of organizational citizenship behaviour, creativity, client satisfaction, and task performance (Bakker, Demerouti & Vergel, 2014). Undeniably, in today's business world, it is necessary for both private and public organizations to have long-term engaged employees within the organizations. According to Schaufeli and Bakker (2010), engagement reflects to an affective and positive motivational state of an employee including their high level of dedication and strong work focuses in work. However, dedications of employees have been found being initiated by the basic needs of satisfaction, namely cognitive, affective and behaviour that can also be interpreted into few aspects which will be explained further in this study later (Vandenabeela, 2014).

The earliest definition of employee engagement found in academic literature was introduced thru Kahn in 1990, stated that an engagement can also be referred as the psychological presence (Ababneh, 2015). Kahn (1990) defined engagement as people attach and direct oneself cognitively, affectively and behaviourally throughout the whole progress of their role performance within the workplace. Contrary, disengaged employee will be dissociated from roles due to their failure or too little of both physical and emotional commitment towards the organization's goals (Ababneh, 2015). In this case, one can say that these employees are not likely to contribute extra miles for the organization or feel weighty connection to the organization due to failure

in feeling self-belongingness towards the organization. Straub (2013) supports that engagements involve self-psychological empowerment which would be able to motivate itself in striving the accomplishment of organization's goals. Employee engagement has been proven by plentiful of researches recently as a valid and reliable concept towards an organization's success (Hassan & Ahmed, 2011).

2.1.1 GLOBAL PERSPECTIVE

According to Ehambaranathan, Samie, and Murugasu (2014), globalization denotes to the cultural, social and economic connectivity with people around the world. Transforming from digital age into today's digitized globalization, the interaction and integration among different notions are now able to be carried out with unprecedented high speed due to more intense level of connectivity is now possible and reachable (Kostovski, Nanevski & Gjurcevski, 2016). According to Bandura and Lyons (2014), the cost for losing employee with associate to the of cost of headcount replacement is as high as almost double of the employee's annual fee cost to an organization. This is whereby supported by research's findings from Towers Watson (2012) that on contrary, an approximately three times higher of the operating margin will be required for an organization to promote employee engagement among workforce within an organization.

An employee can easily access through internet in today's digitized world is resulting in a higher possibility where employees are likely to be attracted by welfare and benefits which other organization provides (Artuc, Docquier, Orden et al., 2015). Thus, employee will compare and contrast their current employer with other employers, consequently, these employees may lose loyalty towards its employer and the organization while as a result, possibility of job-hopping occurs (Shah, 2011). Further, Tran (2015) cited that employee engagement rate is between 57% to 71% contingent on variances in certain markets and regions which it was subject to, while in a wide-reaching international level, the average is to be maintained at roughly 71% as reported in Global Employee Engagement report published in 2015. At the meantime, the recent

globalization, specifically the worldwide economic crisis had poses distinctive challenges to businesses that operate across national boundaries (Tran, 2015).

To be detailed, according to Kelly (2016), 33% of employees are found actively engaged In the United Kingdom (UK). Ruge's (2011) findings shows that Vietnam was recorded with a 78% of employee engagement. On top of that, the research findings of Gallup (2014) noted that regional with highest level of employee engagement is Northern America (eg. U.S. and Canada) with approximately 29%, followed by New Zealand and Australia with approximately 24%. The differences are thereby explained by Gallup's previous study where engagement levels vary among countries and was due to the different needs required by the different levels of society in different countries respectively (Crabtree, 2013).

In a previous study done by Aon Hewitt (2013), 60% of international employees are actively engaged in organizations while the rest remain disengaged. Gallup (2013) also revealed that among all the American full timer, 70% of the population are disengaged and 30% are inspired and engaged at work. Ong (2015) notes that as cited in Gallup, there are 20% of the U.S. population have not been engaged at work resulting in a predicted cost of approximately \$450 billion to \$550 billion yearly bared by the U.S. government in order to provide basic needs to the unemployed or disengaged. Besides, research done by Cabtree (2013) had also reported that only 9% of employees from South Africa are found engaged with organization.

Kaliannan and Adjovu (2015) revealed that the research findings from 17 multinational corporations in China showed that up to approximately 80% of the engaged employees are not likely to leave organization within short period of time and was proven to be more productive at work as compared to the disengaged. According to Zaki (2017), a study conducted by the global professional services firm had revealed different levels of employee engagement in several countries, whereas China 67%, Philippines 65%, Thailand 65% and Indonesia 61%. In India, an earlier research had discovered that up to 37% of the employees were engaged in year 2010 (Blessing & White,

2011). While the research of Effectory International (2014) informed that worldwide engagement had risen from the rank of 5.8 to 6.2. Though, ASEAN countries such as Hong Kong, Japan, South Korea, Singapore, and Taiwan are still proclaimed as one of the bottommost countries among the other countries in the former study done by previous researchers (Ong, 2015).

To conclude, employee engagement has become more challenging and rarer for an employer to sustain a long-term employer-employee relationship due to the economic prospects which available worldwide (Mayer, 2016). As suggested by Cabtree (2013), engaged employee is critically important to stay competitively and reduce the unnecessary cost of operation.

2.1.2 MALAYSIA'S PERSPECTIVE

According to Juhdi, Pwan, and Hansaram (2013), Malaysia was in a worrisome trend of employee turnover, job-hopping, migration to other countries or working abroad. This issue had in turn causing an extremely low employee engagement rate to this country which subsequently brought to an adverse outcome for both public and private sectors in Malaysia (Bakar, 2013). Gallup (2013) revealed a shocking truth about Malaysia local engagement level of employees. The result reported only 11% of employees were engaged, which approximately 81% of employees are disengaged and the remaining 8% are actively disengaged.

Lately, in 2015, study reported that both voluntary and involuntary turnover rate in Malaysia was ranked at the third and second highest in the South East Asia respectively (Jayaram, 2015). While in 2016, another study had been carried out by Jobstreet Malaysia in July discovered that among 5,256 respondents covered, 52% of the employees were disengaged. 23% were neutral and only 25% of the workforce were engaged (NST, Nov 11, 2016). In addition, the most recent research done by Aon Hewitt (2017) reported that the 'Trends in Global Employee Engagement' had revealed that the employee engagement level in Malaysia has declined 2% from 61% to 59% in year 2016, which held a same level with Singapore as both were the lowest among the Asia countries.

On top of that, Towers Watson (2013) reported that the annual turnover rate of Malaysia's employee in the general industry had increased by 1% from 12.3% to 13.3% in 2013 while manufacturing industry remained the highest rate at 24%. According to Lai (2016), Malaysia's employers are now facing a problem in relation of faithfulness of employees whereas it is very common for employees nowadays engaging in job-hopping or resignation for better pays provided by other organization since there are empirical of job varieties available in the existing economics market (Aon Hewitt, 2017; Choo, Desa & Assari, 2016).

According to Lai (2016), Malaysia is considered as one of the developing countries which is capable in attracting plentiful of foreign companies from all over the world to capitalize and start-up operations here. Japanese companies are one of the leading investors in Malaysia and had been proven being one of the greatest contributors towards Malaysia's economic growth in the past few decades for approximately 2.2% from the total foreign direct investment in Japan (JDI) which publicized in year 2015 (Japan External Trade Organization, 2016). Unfavourably, Japanese companies have been forced to deal with the high employee's turnover rate in Malaysia until today (Lai, 2016). Accordingly, the main reason was due to the low employee engagement in Malaysia as reported by Aon Hewitt (2017) earlier.

Specifically, there are a numbers factors that contribute towards the low employee engagement rate in Malaysia (Kokubun, 2017). Lai (2016) suggests that to be an advanced and leading nation with high yearly KPI by 2020 (Mahathir, 1991), employee engagement should from time to time being viewed as a vital issue as it acted as the backbone of transformation regarding to economic health of a country, most importantly, within Malaysia.

2.2 FACTORS INFLUENCING EMPLOYEE ENGAGEMENT

2.2.1 PSYCHOLOGICAL CONTRACT

According to Pathak (2017), psychological contracts are dynamic and continuously evolving following organizational experiences. Psychological contract is generally defined as the unspoken expectations on relationship between employee and employer (McInnis, 2012). According to Wan (2013), psychological contract can also be specified as an agreement that should not be breached by any parties to such contract. Any breach of psychological contract is thereby explained by Ballou (2013) as the extend of an organization's failure to act in accordance with its expressed and implied responsibilities in fulfilling mutual promises for its employees. Meanwhile, Soieb, Othman and D'Silva (2013) included another dimension of view on psychological contract that such contract is as well a multi-dimensional construction which could influence people cognitively, affectively and behaviourally. According to Obuya and Rugimbana (2014), an employee's perception and judgment towards the degree of cares and supports given by its employer or the organization are of utmost importance in determining an employees' attitudes at work and the level of faithfulness towards its employer.

Besides, Ballou (2013) had also highlighted that the entire process of psychological contract that involves employee and employer is essential in determining the employees' performance and their behavioural at work. This is hereby supported by Paracha (2014) where a psychological contract is also capable in promoting employees' trust and loyalty towards an organization which subsequently may reduce the possibility of an employee's intention of job-hopping or resigning from the current organization. That is, by having high level of loyalty and faithfulness of an employee towards its employer, the low employee engagement in the current business world is predictably can be refined (Shah, 2011). Additionally, the outcomes of a psychological contract are deemed to be liable after a mutual agreement of both parties have come into effect which covers of both expressed and implied expectations fulfilment

(Chaudhry & Tekleab, 2013). Previous study had also proclaimed that the fulfilment of psychological contract has a encouraging and great impact on emotional commitments (Ven, 2012), including perceived organizational support (Karagonlar, Eisenberg & Aselage, 2016), trust (Heuvel, Schalk & Assen, 2015), knowledge sharing (Luu, 2016), in-role and extra-role performance (Cheung, Wong & Yuan, 2016).

There are various studies found that psychological contract is important and has significant influences on employee outcomes as it may either positively or negatively influence an employee's cognitive, affective and behaviour (Pathak, 2017). There are also research findings noted on undesirable relationship between job satisfaction and psychological contract (Chih et al., 2016), work engagement (Malik & Khalid, 2016), perceived organizational support (Ballou, 2013), job performance (Luu, 2016), organizational credentials (Yang & Chao, 2016; Luu, 2016), and organizational citizenship behaviour (Jafri, 2012; Shih & Chuang, 2013).

Overall, there are three (3) dimensions of engagement under psychological contract, namely cognitive, affective and behavioural. Firstly, cognitive (Shuck & Herd, 2012) comprises the predictors of safety, meaningfulness, and availability (Saks, 2006). Secondly, affective which covers willingness, belief and investment (Shuck & Herd, 2012). Lastly, behavioural (Ram & Prabhakar, 2011) that encompasses discretionary efforts (Shuck & Herd, 2012). These three dimensions which included in a psychological contract had been proven in several earlier researches to have significance influence correlation towards the employee engagement (Soieb, Othman & D'Silva, 2013).

2.2.2 DIMENSIONS OF PSYCHOLOGICAL CONTRACT

Cognitive

Kanste (2011) proposed that cognitive level of an employee, as one of the main dimensions of psychological contract, refers to an influential motivational mental state of the employee itself and the surroundings which are capable in encouraging a resilient and energetic employees' behaviour at work. Particularly, cognitive perspective in a psychological contract can be explained as a belief pertaining to mutual obligations and 'promissory exchange' (Rousseau, 1995) as agreed and formed by individuals upon entering a relationship of employee and employer whereas both expressed and implied promises reasonably be expected should be performed in order to uphold trust and equity between both parties (Schein, 2017).

Additionally, cognitive aspect covers level of knowledge, confidence and trust which an employee holds towards the leadership of an organization (Imandin, Botha & Bisschoff, 2014). An employee's cognitive level can be influenced by the employee's mindset and knowledge in terms of physical, emotional, and psychological (Shuck & Reio, 2013). Shuck et al. (2014) propose that cognitive in a psychological contract has best description on employee's perceptions concerning whether tasks have been well-performed while by having a level of knowledge, he or she is able to access and apply essential resources in order to meet mutual expectation of employer for the benefits of organization.

Shuck and Reio (2013) suggest that the psychological interpretation on work reflects an individual's conduct and progress towards tasks given. Meyer (2016) noted cognitively that mostly all engaged employees who are of a certain knowledge were found to be more concentrate, focus, and fascinate on their work as compared to the disengaged. This in turn enable a more productive and encouraging outcome to be delivered and

brings benefits to the organization (Kanste, 2011). Shuck and Reio (2013) suggested that employees' feelings and judgments on tasks and workplace climate will eventually influence their behaviours and outcomes in work. Conventionally, a positive cognitive state and processes will lead to positive outcomes and vice-versa.

Furthermore, cognitive in terms of psychological contract had proven that it is vital for an individual to be held on a belief that being a valuable and knowledgeable member to the team with positive level of cognitive, may, directly or indirectly contributes towards financial growth of the organization (Imandin, Botha & Bisschoff, 2014). Meanwhile, a good fit an employee holds at work is said to have great impact towards the positive organizational outcomes (Imandin, Botha & Bisschoff, 2014). In general, good fit can be described as the perceived value and knowledge of an employee which may subsequently getting them well-prepared and motivated resulting in an improvement on work-related attitudes by the employee itself (Shuck & Reio, 2013).

Practically, a knowledge and attitude-wise employee will in turn contributes towards the financial growth of an organization (Imandin, Botha & Bisschoff, 2014). In this case, organizational agents including the employers and managerial agents should by hook or by crook contributes towards an employee's level of cognitive (Shuck & Reio, 2013). In this case, several commitments including granting of benefits or rewards, providing training and profile-raising opportunities can be carried out by the employer to potential employees from time to time for the purpose of encouraging improvements on cognitive level of the employees (Soieb, Othman & D'Silva, 2013).

Affective

Generally, the term 'affective' is commonly used in psychology field to address a person's emotions and feelings (Meyer, 2016). While in the business world, the term "affective" signifies an emotional state of an employee which is to be linked with sense of loyalty and confidence between employees and other related characteristics such as working environment, tasks, colleagues, and employer (Kurose, 2013). According to Meyer (2016), such emotional state also refers to enthusiastic, interest, proud, and other positive senses of an employee that would style he or she to be affectively connected to job.

Shuck et al. (2014) noted that level of affective is covered under psychological contract via personal resources which comprises of confidence in applying knowledge and the faithfulness in work. Moreover, emotional labour (EL) is categorised under a critical aspect in service industrial whereby employees are likely to have interactions with public, co-workers, and customers (Yeomans, 2010). Thus, having a positive affective is of utmost importance to employees as they would represent the image of organization at large (Choi & Kim, 2015).

Ang and Amin (2016) cited in Brotheridge and Lee (2003) defined emotional intelligence as the capability in handling, regulating and displaying emotions in the process of reaching organisational goals at workplace. Studies have shown that EL can effectively influence employees' views and judgment on job satisfaction, burnout, turnover or job-hopping intention and emotional exhaustion, etc (Noraini & Masyitah, 2011; Santos, Mustafa & Terk, 2015). At the meantime, many studies had provided empirical and theoretical supports that emotion was the major factor of employees' daily work-life (Ang & Poh, 2013; Mahamad, 2014; Santos, Mustafa & Terk, 2015). As such, employee and employer should from time to time identify the ways to handle and deal with

employee affective issues for a betterment of work outcomes (Ang & Amin, 2016).

Correspondingly, Choi and Kim (2015) conveyed the positive and negative significances of employees' affective towards an organisation outcome. Likewise, the consequences of an employee's negative affective have found resulting in a wide array of undesirable outcomes such as workplace violence turnover, job-hopping, pressure, depression, and poor performance (Ang et al., 2010; Noraini & Masyitah, 2011; Santos, Mustafa & Terk, 2015). Nevertheless, in the contrary, the outcome of positive work behaviour outside the norms of organisations was reported in several researches as reported by Ang and Amin (2016). While according to Srivastava (2012), negative affective holds a level of possibility in initiating anti-social behaviours grave and in a more far-reaching circumstances, it may influence an organisation at large as well as its productivity, financial costs, decision-making process, human resources and the economic growth.

Roseman (2013) noted that an employee's affective can be interpreted as kind of short-lasting feelings which is used to response towards events happened in the surroundings. The basic affective according to Paul Ekman theory include anger, fear, disgust, joy/happiness, sadness, and surprise (Bird, 2014). According to Ang and Amin (2016), affective intelligence which commonly known as 'emotional intelligence' in most contexts can be viewed as a person's ability to perceive, understand, regulate affective precisely in order to facilitate desirable outcomes. Roseman (2013) defined the theory of 'affective intelligence' as an individual's psychological abilities in handling all sorts of affective. Such ability can be categorised into four distinct factors.

Firstly, the 'appraisal and expression of emotional' which also known as Self-emotional appraisal (SEA). According to Naseer, Chishti, Rahman and Jumani (2011), different individual has different ability in appraising and expressing their affective. Ang and Amin (2016) noted that SEA is

concerning on individual's ability to comprehend their own affective and to utilize appropriate ways in expressing affective. Perhaps, not everyone on earth is able to understand and express their affective by using precise manners (Soieb, Othman & D'Silva, 2013). While in a more critical situation, there are peoples who find it hard to aware of their own affective presence (Naseer et al., 2011). This may in turn causing unfavourable consequences such as losing control, workplace violence, and all sorts of civil and criminal occupational crimes (Roseman, 2013).

Secondly, the 'appraisal and recognition of emotion' which have also been acknowledged as others' emotional appraisal (OEA). According to Ang and Amin (2016), high level of OEA encourages individual to be more alert on others' feelings and affective. In other words, to be more skilful at interpreting affective responses of others. Naseer et al. (2011) noted that OEA can be known as a person's ability in perceiving and understanding others' affective instead of their own self's.

Thirdly, regulation of emotion (ROE) which refers to an individual's ability in regulating self-emotions and permitting a faster state on psychological distress recovery (Ang & Amin 2016). Having a good ability in handling self-emotions enables one to avoid undesirable events while a fast-psychological recovery from negative affective helps the employee itself to get back to work with good attitudes as soon as possible, as a result, a positive outcome delivered (Naseer et al., 2011).

Lastly, the use of emotion to facilitate performance (UOE) emphasizes an individual's ability to utilise its own affective in order to support cognitive processes (Naseer et al., 2011). Ang and Amin (2016) noted that an individual will be able to perform better if he or she is able to collaborate self-affective with cognitive process.

Behavioural

According Li (2015) as cited by Moorhead, human behavioural acted within an organization can be made known as an organizational behaviour. Commonly, employee behaviours are differed from one and another. Besides, it conveys diversities of outcome to the organization (Ba & Singh, 2016). Every conduct must have its purpose behind the purpose, while this scenario is applied as well in an employee's behaviour or conduct which could be influenced by their own emotion and cognitive (Paul, Green & Eli, 2017).

Furthermore, Valentine (2014) noted that behavioural aspect in terms of employee is a value-added component where employee demonstrating sense and vigour of extra effort in work. In this case, employee rights should be preserved and guided in order to promote a healthy office environment within an organization (Li, 2015).

Specifically, there are many factors that could influence on employees' deviant behaviours at workplace (Valentine, 2014). The reported factors were found related to work environment such as supervisory support, organizational support, role job demand, and conflict (Balducci, Schaufeli & Fraccaroli, 2011). Workplace deviant behaviour is also known as counterproductive behaviour which can also refer to an intentional undesirable behaviour possessed by an individual (Norsilan, Omar & Ahmad, 2014). According to Walsh (2014), deviant workplace behaviour has great possibilities in causing harm towards the organization or team members. Johnson (2011) states that maintaining a healthy working environment is challenging as it is highly depending on employees' behaviour and feelings about own work experiences.

2.3 PSYCHOLOGICAL CONTRACT RELATIONSHIP WITH EMPLOYEE ENGAGEMENT

According to Leppanen (2015), engagement is a state of mind which can be further categorized into three different levels namely, cognitive, affective (emotion), and behaviour. These states of are capable in influencing employees to become among engaged, disengaged, neutral or actively disengaged (Lee, 2012).

Following Albrecht cited by Leppanen (2010), engagement of employees may include a motivational degree towards to ensure and prepare the potential employees being fully committed in organizational success as well as to have willingness to contribute discretionary efforts on important tasks in reaching organizational goals. Perhaps, a long-term engaged employee is normally the one who is willing to contribute towards the organisation success while in certain cases, they even committed extra efforts (Byrne, 2014).

Moreover, Mullins (2010) noted that all individuals are unique in terms of their level of cognitive, affective and behaviour whereas these factors will subsequently determine an organization success. For example, according to Anindita and Seda (2018), employees' development, employee's communication and co-employees support which provided by an organization to its employees are of utmost importance in shaping employees' positive attitudes such as loyalty, trust and confidence towards the employer.

Besides, in order to have long-term engaged employees be fully attached to the organization, communication plays a vital role as it is able to upsurge the sense of belongingness of employees to the organization and enable them to feel appreciated on their contributions towards the organization (Smissen, 2015). In this case, employee development programmes should be carried out to provide employees with opportunity in developing and improving their skills and capabilities, by doing so, employees will feel themselves being appreciated and cared by their employer (Anindita & Seda, 2018). Further, employee involvement in work execution is also important in forming a stronger and solid employee engagement to promote energetic

performance by employee in delivering tasks (Bakker & Leiter, 2010). Meanwhile, active involvement of employees in organization is said to be able in promoting better employee engagements and vice-versa (Anindita & Seda, 2018). As such, the level of involvement and engagement could be altered by employee's individual factors such as cognitive, affective and behavioural (Ologbo & Sofian, 2012). The relationship between an employee's individual factors including cognitive, affective and behavioural with regards to employee engagement is shown in Figure 2.4.1 below.

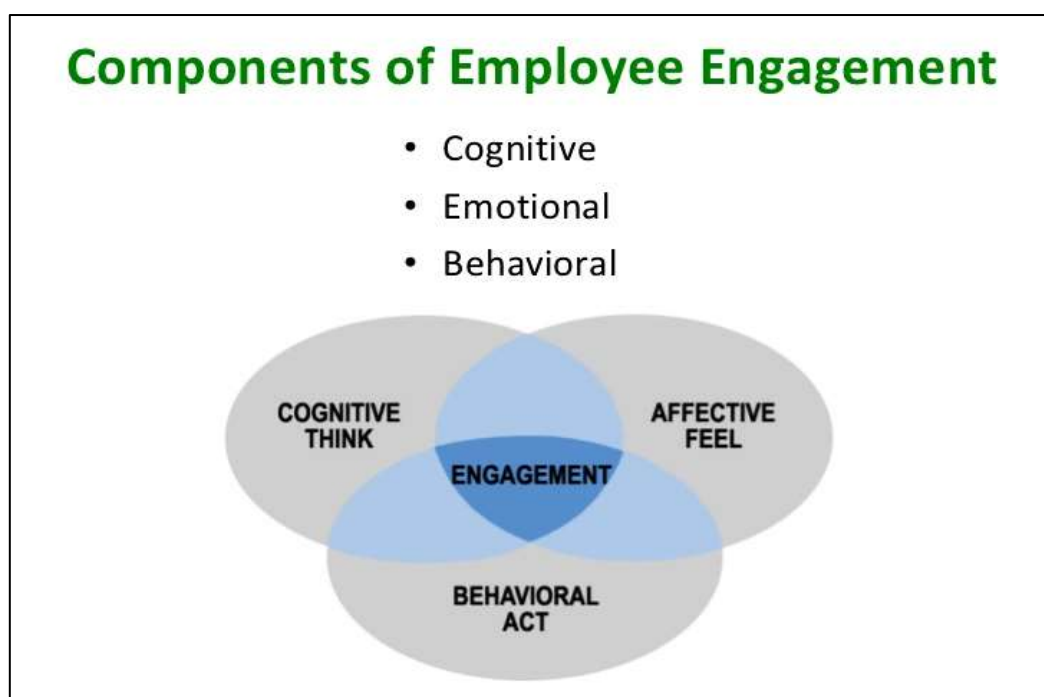


Figure 2.4.1: Components of Employee Engagement (Kaizer, 2013).

Firstly, it has been proven that cognitive dimension of an employee is highly related to employee engagement (Alrashidi, Ngu & Phan, 2016). According to Finn and Zimmer (2012), the indicators for cognitive engagement is the individual's persistence in solving problem and obstacle encountered. Cognitive engagement refers to the level of thoughtfulness of an individual in processing information and their willingness in committing extra efforts in order to deliver a presentable outcome (Alrashidi, Ngu & Phan, 2016). Abraham (2012) stated that an employee who is cognitively engaged to an organization refers to a person who is from time to time aware on its work role, mission in working environment and to reach expectation outcomes as deemed to be reasonably required and expected in an employee-employer relationship.

Moreover, according to Alrashidi, Ngu and Phan (2016), beliefs and level of knowledge of an employee towards its working condition or the organisation environment are included in the cognitive engagement. At the same time, it influences an employee's confidence, trust and loyalty towards its employer and organization which subsequently resulting in whether the employee will have long-term employee engagement with the organization (Abraham, 2012). These beliefs and knowledge could either be negative or positive, leading to a similar and equal respond in employees' attitude towards at the workplace (Alrashidi, Ngu & Phan, 2016).

According to Abraham (2012), it is very common for an employee to expect basic needs, cares and training from its employer in order to allow the individual able to function properly on the given tasks or roles and to deliver a presentable quality work. An employee's rights should also be well-preserved and upheld within an organization for them to be able to comply their knowledge on tasks given accurately and to prevent sorts of civil and criminal occupational crimes such as bribery, money laundering and embezzlement (Finn & Zimmer, 2012). By having employee rights fully preserved and upheld, an organization can maintain a healthy workplace environment which would later encourage healthy competitions among the workforces (Markwich & Robertson-Smith, 2009).

In addition, according to Tran (2018), job involvement is one of the elements that might raise argument on employee engagement. Finn and Zimmer (2012) stated that job involvement is a cognitive act of an employee which may influence the quality of the employee itself in terms of its knowledge and how well does the knowledge been applied on tasks given in order to deliver a good job outcome. Nevertheless, affective and behaviours of an employee are proven having great impact due to their cognitive experiences and performances (Tran, 2018). Thus, employee engagement is also seen as more than just about an employee's job satisfaction, it can also be referred to as an employee's individual level of involvement, contribution and ownership towards the organization (Robinson, Perryman & Hayday, 2004).

Secondly, it has been proven in previous researches that affective dimension of an employee is in close relation to the employee engagement (Alrashidi, Ngu & Phan,

2016; Kahn & Heaphy, 2014; Rothmann & Welsh, 2013). Kahn (1990) explained that affective engagement of an employee as the attitude an employee holds towards his employer and organization which could highly influenced his or her affective. For example, when an employee is not satisfied with the given remuneration or recognition by the organization after a herculean task or job role is performed, the feeling of disappointment will in turn influence the affective and subsequently influence level of engagement to the organization and contribution on tasks in the future (Kahn & Heaphy, 2014).

On the contrary, in the event where commitments and contributions made by an employee are vastly appreciated by the employer or organization, there occurs a high possibility that such employee in the organization will be encouraged to be more productive in performing and carrying the upcoming tasks (Rothmann & Welsh, 2013). As a result, it may raise an organization's performance at a whole towards a betterment (Finn & Zimmer, 2012). Meanwhile, energising collaborations as well as emotional depletion and relief are found in high influence towards the psychological readiness and work engagement of an employee (Kahn & Heaphy, 2014). Crucial factors that may influence an employee's psychological availability and work engagement including supervisor and co-worker relationships (Rothmann & Welsh, 2013) as well as the accessibility of cognitive, affective and physical resources of the employee (Finn & Zimmer, 2012).

Kahn (1990) recognized depletion of affective and emotional energy as how an employee handles the experiences on emotional fatigue, as unique factors which could likely influence psychological availability of the employee. An employee's emotional exhaustion fallouts in a loss of sincere interest in employee itself at the interpersonal level towards its job-role and tasks given (Kahn & Heaphy, 2014). There are plenty of work features that have been connected to emotional exhaustion and psychological problems of an employee, such as communications of an employee with the clients or co-workers (Finn & Zimmer, 2012). Usually, when individuals are overwhelmed, they tend to protect oneself from the likelihood to being further hurt on affective aspect, which could probably diminish their capacities in dealing with the surroundings (Kahn & Heaphy, 2014).

In addition, Carmeli and Gittell (2009) proclaimed a concept of first-class relationship between employee and employer in promoting mutual understanding on the relational foundations of psychological safety. According to Rothmann and Welsh, (2013), psychological safety can be positively linked to work engagement in the business world. Alrashidi, Ngu, and Phan (2016) stated that psychological safety refers to a mutual understanding and belief on freedom of speech to an organization for without worrying and suffering from any interpersonal costs such as threats or embarrassment which would cause negative impacts on image, status, or career towards themselves and the organization. Based on Kahn and Heaphy (2014), psychological safety is an important social psychological factor which can be used to facilitate productive and effective learning processes especially in refining failures previously experienced by an organization. Thus, psychological safety can also be well-defined as the feeling of an individual which enable he or she to show and employ without anxiety of facing or suffering from adverse consequences on career, status or self-image (Kahn, 1990).

To sum up, it is reasonable for employees to expect a safe working environment which exclude any sorts of harmfulness in terms of psychological safety at the workplace (Alrashidi, Ngu & Phan, 2016). Under the concept of affective engagement, the success of an organization can be highly influenced by the detrimental working conditions within the organization as such working environment may influence their affective and resulting in whether they would choose to be fully engaged with the organization (Abraham, 2012).

Thirdly, behavioural dimension in psychological contract has great impact on employee engagement. According to Yang and Chao (2016), behavioural dimension in employee engagement is known as the organizational citizenship behaviour exhibited by employees. Organizational citizenship behaviour is said to have imperative influence on organizational adaptability relating to effectiveness, and efficiency (Jafri, 2012). Talachi, Gorji and Boerhannoeddin (2014) noted that researches supporting the linkage of organizational citizenship behaviour on job satisfaction with positive forecast result on psychological well-being and at the same time acted as the central explicit indicator of employees' psychological health.

Meanwhile, there are empirical researches which had proven that any breach of psychological contract will influence the extra-role behaviour within an employee (Parkes, 2011; Talachi, Gorji & Boerhannoeddin, 2014; Yang & Chao, 2016). To proof so, a research done by Atabay which involved a total amount of 122 employees and 100% of them have found that breach of psychological contract has significant influence on employee engagement from organizational citizenship behaviour aspect (Jafri, 2012). Furthermore, Yang and Chao (2016) mentioned that negative behaviours due to breach of psychological contract will subsequently reduce employees' contribution towards the organization and in a long run, debilitate employer-employee relationship.

Jafri (2017) stated that employee engagement, commonly known as organizational citizenship behaviour has significant influence on an organization's adaptability, effectiveness and efficiency. Yang and Chao (2016) proposed that organizational citizenship behaviour can also be defined as the employees' discretionary behaviours which could encourage an efficient and effective organization's operation. Previous research also found that organizational citizenship behaviour is in close relation with job satisfaction as well as acting as an important explicit implicative of psychological well-being of an employee (Talachi, Gorji & Boerhannoeddin, 2014).

Additionally, Yang and Chao (2016) by holding upon a same view as Atabay, stated that breach of any psychological contract could influence the extra-role behaviour of an employee. As a result, the greater the amount of breach in terms of psychological contract, the lower the possibility of employees to fully engage themselves in organizational citizenship behaviour (Jafri, 2012). Correspondingly, psychological contract breach has negative consequences on employees' behaviours that would weaken employer-employee relationship and understanding of each other as well resulting in a decline of employees' contributions and commitments towards the organization (Yang & Chao, 2016).

Reasonably, an employee who is physically and psychologically engaged to the organization will find themselves more deliberated in delivering a better task outcome as well in committing and contributing towards the organization's growth (Meyer, 2016). Meanwhile, perceptual experiences of an employee is highly influenced by the work

values in a workplace and subsequently determining employees' attitudes and behaviours (Dose, 2011). According to Parkes (2011), engaged employees will normally exhibit strong belief in its knowledges, values, aims, and have high self-demand in any tasks given to them. In addition, according to Norsilan, Omar and Ahmad (2014) as cited by Varnce, engaged employees are expected to make improvements from time to time and should always be willing to put forth discretionary effort in form of brainpower, time and energy for sake of organization's benefits (Shuck et al., 2011).

2.4 GROUNDED/FUNDEMENTAL THEORY

Social Exchange Theory

Social Exchange Theory (SET) is known as one of the fundamental theories in an organizational management for the purpose of describing employees' work outcomes resulting from the effective interactions between employees, superiors, and management (Usadolo, 2016). Social exchange theory was initiated in 1958 and being evolved to the public in early 1960s by researchers (Priyankara, Luo, Saeed et al., 2018). According to Lamboglia (2017) as noted by Emerson, SET aims to understand employees' behaviours sociologically and an economically. In other words, SET explains the social behaviour of an employee during the end of the exchange process (Soieb et al., 2013). SET aids as the theoretical groundwork of psychological contract (Yu, 2017).

Following this theory, Cherry (2010) mentioned that people likely to measure probable risks and advantages from social relationship and dismiss or contempt such relationship once risks outbalanced the rewards. Hansen (2010) mentioned that interaction between leaders and subordinates is important in order to build up a favourable relationship via mutual benefits resulting from the social exchanges. This theory comprises of several important norms, namely people are usually rational and continually obligated in assessing the social exchanges' benefits and cost, people engaged in interactions are sensibly

discovering ways to escalate situations that generate advantages, advantages generated by exchange processes lead to the reshaping of workplaces social interaction and lastly unbound social system is highly competitive and consist of individuals with either mission-oriented and profit-oriented (Soieb et al., 2013).

The fundamental rule of mutuality guides an exchange approach whereby individuals engage themselves to the organization and expect in return of certain rewards from the organization (Yu, 2017). The psychological contract suggests that the grit's level of individual with perseverance and passion towards long-term goals would influence mutual obligations between employee and employer (Duckworth, Peterson, Matthews et al., 2007). On the other hand, it is reasonable for employees to expect greater rewards from employers if extra efforts were committed (Lub, Blomme & Bal, 2011). According to Yu (2017), grittier employees perceiving stronger mutual obligations as these group of peoples are more probable to engage themselves with the current organization for a long term of period.

Lucas et al. (2015) hypothesized that grittier employees are found to be more demanding in regard to rewards provided by employer. Consequently, the level of grit presented by an employee could easily be forecasted in the process of psychological contract. Yet, Blau (1964) noted that almost all future obligations of both parties to a psychological contract are unpredictable and unnegotiable. In other words, Yu (2017) explained that reciprocations from employer are reported to be uncertain and may not happen in certain cases, thus employees can only expect expressed benefits which were written in the psychological contract. Furthermore, to maintain grits' level of an employee, it involves problematic situations with various affective (Zakrzewski, 2014). Given that relationship between psychological contract and grit is resulting in ways of utilizing affective in order to facilitate cognitive (Yu, 2017).

On top of that, according to SET, individuals with stronger exchange philosophy are found to be more grateful and willing to return benefits received by the organization through delivering a better and presentable work outcome to the

organization (Basbous, 2011). The theoretical basis of SET explains the reason on why employees opt to turn out to be less engaged or more engaged in an organization (Yu, 2017). In other words, the advantages provided by an organization determine employees' level of engagement (Basbous, 2011). Hence, one of the perceptive ways an employee can show appreciation to the organization is by displaying commitments as much as possible to the organization through applying cognitive, affective, and behaviour resources in an appropriate manner (Lamboglia, 2017).

2.5 GAPS IN LITERATURE

In the past two decades, employee engagement has turn out to be increasingly popular in the business world (Hill & Birkinshaw, 2012). Many of the organizations today have tried to figure out the key factors which would be able to attract engaged employees to be fully attached to the organization for long term purposes by providing variety of benefits towards the employees (Yu, 2013). This study is hereby focusing on employee engagement in glove manufacturing sector in Malaysia. Although there were a weighty number of researches and studies on this topic had been previously carried out by researchers (Abraham, 2012; Anitha, 2014; Hon, 2012; McEwen, 2011) however, there are always rooms for improvements and thorough studies to be made in the future to create a betterment of employee engagement within the employment world.

According to Johari, Adnan, Tan et al. (2013), Malaysia manufacturing sector is one of the key contributors towards the gross domestic product (GDP) in nations. However, the current studies and researches relating to employee engagement in glove manufacturing sector are still inadequate in the Asian countries (Aon Hewitt, 2013; Effectory International, 2014; Merce, 2012). According to SMEs Case Study report (2010), the immense shutdown of vinyl glove factories in China was due to environmental issues which has been proven benefited glove manufacturers in Malaysia whereas glove factories in China had been forced to shut down and get supplies from Malaysia's glove manufacturers. Thus, this scenario can affectively encourage an incline in Malaysia's GDP.

Kortmann, Gelhard, Zimmermann, and Piller (2014) proposed that whatever strategies that work today may not essentially work in the future as the sustainability factors of glove manufacturing are depending on the its existing capabilities in generating resources as well in recognizing and adjusting necessary actions.

According to Hill and Birkinshaw, (2012), it is vital to have thorough understanding on concepts of managing and balancing the employee-employer relationship, adopting innovation, and maximizing organization's profits to ensure a viable future for the organization. Thus, psychological contract which covers the level of cognitive, affective and behavioural of employees is of utmost importance for an organization to maintain strong and solid long-term employee engagement.

2.6 THEORETICAL FRAMEWORK & PROPOSITIONS

In this study, the influencer on employee engagement is explained via three important dimensions. These three dimensions are categorised into cognitive thinking, affective feeling and behavioural which are all independent variables for this study while the employee engagement is the dependent variable.

As a response to the employee engagement towards a growing gloves manufacturing sector of Malaysia, a framework as illustrated below has been designed. This framework comprises of 2 variables namely the independent variable and dependent variable. The utmost goal of designing this framework is to determine the relationship between psychological contract and employee engement in workplace.

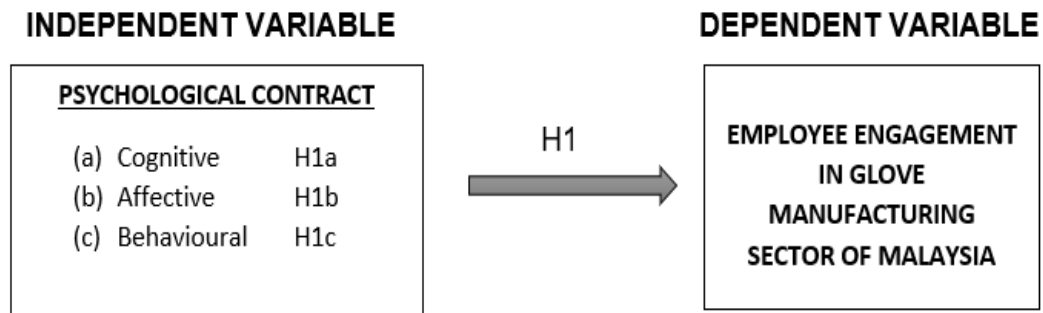


Figure 2.6: Theoretical Framework

Following the discussion above, employee engagement plays a foremost role in manufacturing sector. According to Ehambaranathan, Samie and Murugasu (2014), employee engagement refers to the psychological aspects on how employee is engaged via cognitive, affective, and behavioural dimensions committed to work.

2.7 HYPOTHESES

H1: The psychological contract has a significant influence on employee engagement in glove manufacturing sector of Malaysia.

H1a: The psychological contract dimension of cognitive effect has a significant influence on employee engagement in glove manufacturing sector of Malaysia.

H1b: The psychological contract dimension of affective effect has a significant influence on employee engagement in glove manufacturing sector of Malaysia.

H1c: The psychological contract dimension of behavioural effect has a significant influence on employee engagement in glove manufacturing sector of Malaysia.

2.8 CONCLUSION

To sum up, psychological contract act as a vital role as well acted as in close relation with employee engagement in accomplishing and refining organizations' goals and success (Munish & Agarwal, 2017). Earlier studies had proven the importance of employee engagement towards the success of business organization which mostly include of superior support and relationship, level of trust, job satisfaction, communication strategies, organization climate, recognition and rewards as well as the culture to sense of pride within the individual employees (Lee, 2012). Given that psychological contracts between employees and employers are to be significant and in a clear-cut manner, meanwhile employers are suggested to consider prospective employees' levels of grit all through the acquisition process aside from cognitive abilities and technical competencies (Yu, 2017).

CHAPTER 3

RESEARCH METHODOLOGY

3.0 OVERVIEW

Chapter three in this study includes a description of the methodology that was employed for the data analysis. The methodology employed in this research included research design, unit of analysis, time horizon, sampling design, sampling plan, questionnaire design, pilot test, reliability test, correlation matrix, measurements, descriptive information, hypotheses testin and ethic consideration. At the end of this chapter, a brief conclusion will also be included.

3.1 RESEARCH DESIGN

The research design refers to the procedural plan or blueprint in which a study is structured to guide the entire research through a coherent way (Rovai, Baker & Ponton, 2014). According to Vosloo (2016), the research design appears as a mixed-bag approach that suggests different alternatives way to achieve and clarify research objective. Zikmund, Babin, Carr and Griffin (2013) suggests that the design of a research will includes the methods of collection and measurement for data analysis data.

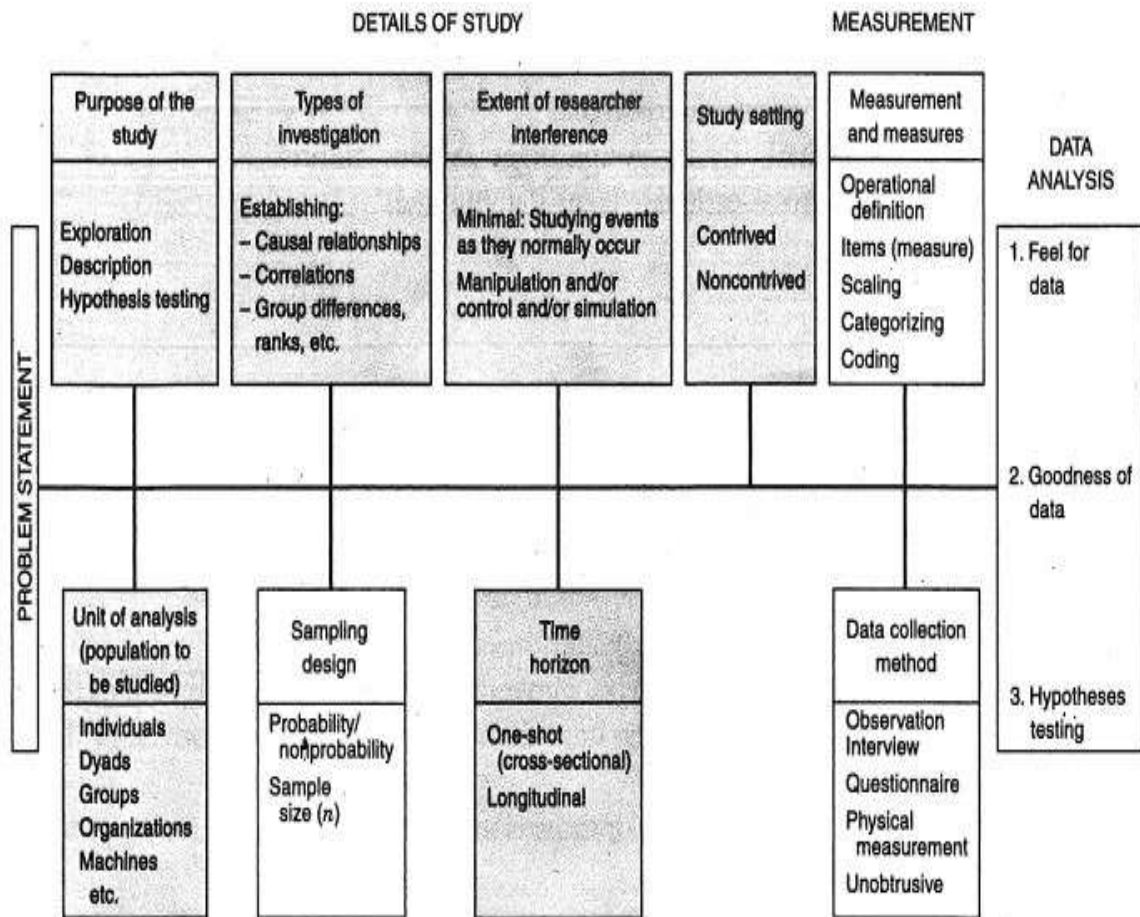


Figure 3.1: The research design (Sekaran & Bougie, 2016).

The research design can be in the form of descriptive, explanatory and exploratory (Cooper & Schindler, 2011). This study is designed in the form of quantitative and descriptive correlational as the purpose is to establish the relationship between independent and dependent variable, describing the natural occurrence of the relationship among each other while analysing the influence of independent variable on the dependent variable (Agarwal, 2011; Deepthi & Baral, 2013; Sekaran & Bougie, 2016).

According to Rovai, Baker and Ponton (2014), the descriptive design is valuable in generating additional information about the characteristic of a given population under a specific situation. A correlational design is known as statistical procedure attempts to determine the nature of relationship or association between two or more variables rather than the direct cause and effect relationship (Jones & Bartlett, 2017). In the

descriptive correlational design, the variables are occurring in a natural setting without any attempt being made by researcher to manipulate the variables (Cresswell, 2013).

Besides, this study has adopted a quantitative survey method with the means of questionnaire as the tool for data collection. The information gathered are quantifiable and which can be statistically analysed to present the facts concerning the nature of the study (Rovai, Baker & Ponton, 2014). In addition, this study is performed in the natural environment where no disruption involves and work proceeds normally. As the study does not manipulate the environment or control any variables inside the organisation, perhaps can be known as a non-contrived field of study (Bryman & Bell, 2015). The interference by researcher is also minimum and there will be minimum interruption on the respondent work or no disruption to the normal flow of respondent's work as the distribution of questionnaire is during respondents' free time (Sekaran & Bougie, 2016).

3.2 UNIT OF ANALYSIS & TIME HORIZON

The unit of analysis is one of the most important part in research as the entire research is depend on the unit of analysis (Massis & Kotlar, 2014). The unit of analysis could be in form of individual, group, organization, country or so forth (Neuman, 2011). The unit of analysis will vary depending on the context of research (Massis & Kotlar, 2014). According to the Neuman (2011) the unit of analysis refers to concept of aggregation that is important for stage of concepts development, empirical measurement or observation, and data analysis. For this research, the unit of analysis is individual where the questionnaire is distributed to local employees working under glove manufacturing industry of Malaysia. For instance, this study emphasizes on individual basis of perceptions in relation to employee engagement with the influence of psychological contracts that exist amongst them. Consequence of this, the results collected from each respondent are expected to be unique and the unit of analysis is not the organization nonetheless individual (Massis & Kotlar, 2014).

According to Saunder, Lewis and Thorngill (2012), the research time frame can be a snap shot in a specific period, commonly recognized as cross-sectional or a series of

snap shots in a longer period, noted as longitudinal. Many of the academic research projects are conducted at a time due to time constrained (Cresswell, 2013). As like most of the academic research, this study is a cross-sectional study conducted with quantitative approach. The measurements for the sample in this cross-sectional study are obtained at a single point in time, by means of a structured questionnaire (Bryman & Bell, 2011). All the questionnaire will be distributed to each respondent only once in this study to understand the extend of employee engagement in glove manufacturing industry. This study is basically study about the relationships the independent and dependent variables, as reflected in the conceptual framework. The structured questionnaire was designed based on the literature review, the problem statement, the research objectives, the research questions, and the research hypotheses.

3.3 SAMPLING DESIGN

Based on Saunders et al. (2012), sampling design is classified into probability and non-probability sampling. The present study adopted the non-probability sampling named convenience sampling. According to Sekaran and Bougie (2016), the sampling technique of convenience sampling enables researcher to gather information from members of the target population with criteria such as accessibility or availability at a given time, willingness to participate, easy accessibility, and geographical proximity. The rationale behind of adopting this sampling is that randomization sometime would be impossible especially when the population is huge although it would be superlative to test the entire population (Etikan, Musa & Alkassim, 2016).

Population under study

Population of research is referred to the total number of individuals whom appeal to the interest of the researchers to generalize the research's outcomes (Parahoo, 2014). Further, population is also defined as the area where a full set sample is taken from (Saunders et al., 2012). In this research, the population is represented by all the local employees employed under glove manufacturing sector of Malaysia. According to statistical report by ASEAN Briefing in 2017, there are approximately 23,000 of local

employee under glove manufacturing sector. Thus, the target population for this survey is 23,000 local employee whom are working in this sector (Koty, 2017). According to Rubber Journal Asia (2017), Malaysia are dominating the global rubber sector and contributing more than half the global glove markets requirements. Besides, statistic from Department of Statistical reported that a total RM1 billion of surgical gloves and RM11 billions of nonsurgical rubber gloves are exported by Malaysia (Malaysian Rubber Export Council, 2017). This market is expected to be in a positive trend due to the organic healthcare growth globally (Hartalega, 2016). With this continue growing market, this sector is expected going to have an additional huge number of peoples hire under this industry to meet the needs of market (Top Glove, 2017). As such, it is critically important to understand how to engage the population in this sector (Koty, 2017).

3.3.1 SAMLING PLAN

In this research, the target population is all the employees working in glove manufacturing, Malaysia. According to the statistics reported by ASEAN Briefing (2017), there are 106 companies available within the area of this study that covers a huge population of 65,000 employees. Since the population is too huge, this study will only focus on local employee with approximate number of 23,000. There are two forms of sampling available namely the non-probability and probability which are the commonly adopted by most of the scholars (Saunders et al., 2012; Sekaran & Bougie, 2016; Zikmund et al., 2010). Probability sampling provides anyone within the population an equal chance to be participated in the survey using random selection, while non-probability sampling utilize technique merely depend on the convenient accessibility of the researcher (Sekaran & Bougie, 2016). Despite of that, convenient sampling may be bias at some stage (Ahmad, Usop, Ismail et al., 2014). This research has employed non-probability sampling, the convenience sampling where all the questionnaire will be distributed to friends or colleagues working in the selected fields. The chosen sampling method allows researcher to collect data in a cost-effective manner within short period of time (Saunders et al., 2012)

meanwhile enhance the accessibility of researcher to a wider range of respondents and rises the response rate (Bryman & Bell, 2016).

3.3.2 SAMPLE SIZE

Sample is defined as the subset of the population (Ahmad et al., 2014) while sampling is the selection of subgroup from a population (Rahi, 2017). This study's population involved local employees working in glove manufacturing, Malaysia. For selecting the sample to represent the population of this study, Krejcie and Morgan (1970) sample size technique is employed.

Table 3.3.2: Table for determining sample size from a given population (Table collected 7.30pm on 4 April, 2019.)

Table for Determining Sample Size from a Given Population

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Note.—*N* is population size.
S is sample size.

Source: Krejcie & Morgan (1970)

The targeted population size of this study was estimated to be around 23,000 employees. Bartlett (2016) noted that the amount of data collected is crucial for generalizing findings towards population. According to the table of Krejcie and Morgan (1970) for sample size, the sample size is 377 for the population size of approximately 20,000 peoples. Thus, the total questionnaire to be distributed out in this study will be around 400 copies with an estimation response rate of a 75 percent.

3.4 QUESTIONNAIRE DESIGN

A self-administered structured questionnaire was employed as the instrument of this research. According to Zikmund and Babin (2012), self-administered questionnaire can be differentiated into paper questionnaires and electronic questionnaires. This instrument is known as one of the commonly used method of administering questionnaires in survey studies which can be gathered via email, post, or electronically (Song, Son, Youn-Jung & Doonam, 2015). The standard manner of self-administered questionnaires is cost-effective, easy to implement, protect confidentiality and can be done at the respondent's convenience (Zikmund & Babin, 2012). This present study has employed both paper questionnaire and electronic questionnaire to capture broader range of respondents based on respondent's preferences. The electronic questionnaire will be distributed via facebook and email whereas the paper questionnaire will be to colleagues or friends working under glove manufacturing industry.

A 5-point Likert scale ranging from one (strongly disagree) to five (strongly agree) was applied in this study to indicate the perceptions of the respondents for a better result in this study (Neuman & Robson, 2012). According to Gliner, Morgan and Leach (2017), the rating techniques was first developed by Likert (1932) and was named after the creator, Rensis Likert as Likert-scale to measure the attitudes or feelings of respondents in a continuum. Furthermore, the Steven's Scale of Measurement was also employed to further understand the option provided in this study. According to Ary, Jacobs, Sorenson et al. (2018), there are four categories: nominal, ordinal, interval, and ratio under the Steven's scale. However, this questionnaire is designed by using two of the measurement scale: nominal, ordinal. Based on Gliner, Morgan and Leach (2017), nominal scale is known as categorical scale without using any quantitative value that includes dichotomous variable while ordinal scale is a non-comparative scaling primarily used in questionnaires to obtain respondent's degree of agreement with a statement or set of statements.

As illustrated in table 3.4, the questionnaire of the current study addressed all the aspects associated to the research objectives. This questionnaire in this study embraced three sections: Section A-demographic, Section B-Independent Variable (Psychological Contract), Section C-Dependent Variable (Employee Engagement). The scale used in section A is dichotomous with multiple choice questions that includes three questions based on level of employment, income level and length of service. Although the respondents' demographic is gathered, the anonymity of the respondents will be treated as highly confidential and will not be disclosed. In section B, there will be 5 questions used to address each dimensions of psychological contract. This the questions of Section B were adopted from the previous research (Lodha & Pathak, 2017; Maycock & Amasi, 2016; Yu, 2017; Wang, 2016). Last of all, there will also be 5 questions under Section C which adapted from past studies (Kolomiets, 2016; Maycock & Amasi, 2016; Tiwari & Srivastava, 2013) to understand employee engagement.

Table 3.4: Questionnaire Design

Section	Questions/items	No. of Questions/Items	Adopted/Adopted (References)
A	Demographic Info	3	Wang (2016); Lijo and Lyngdoh (2016)
B	IV-Psychological Contract		
	Cognitive	5	Lodha and Pathak (2017); Maycock and Amasi (2016); Wang (2016); Yu (2017)
	Affective	5	
Behavioural	5		
C	DV-Employee Engagement	5	Kolomiets (2016); Maycock and Amasi (2016); Tiwari and Srivastava (2013)

3.5 PILOT TEST

According to Saunders et al. (2012), a well-conducted pilot testing is required for a good research prior the actual study is carried out. The term of pilot study referred to the test on the procedures and methods in a smaller scale which will be later applied on a larger scale (Porta, 2008). In short, the pilot test aims to ensure the feasibility of employing a survey questionnaire and the practicability of the data collection procedure (Saunders et al., 2012). Naoum (2017) noted that a pilot study is also used to ensures that the required data is available, respondents understand the questions and avoids misinterpretations. According to Baker (1994), the reasonable number to consider enrolling in a pilot study will consists of approximately 10-20% of the sample size for actual study. In a nutshell, 60 respondents which is approximately 15% of the sample size from glove manufacturing sector of Malaysia will be selected to attain a pilot testing of the instrument of this study.

Furthermore, the questionnaire of the present study was adapted from the past studies (Kolomiets, 2016; Lijo & Lyngdoh, 2016; Lodha & Pathak, 2017; Maycock & Amasi, 2016; Tiwari & Srivastava, 2013; Wang, 2016; Yu, 2017). The ways most commonly used by researchers are adopt or adapt. According to Ahmad et al. (2014), adopt is refers to taking a pre-existing instrument nearly verbatim whereas adapt refers to making slight modification on pre-existing instrument taken from past studies. The choice of adapting instead of adopting pre-existing instrument in this study is because there are still lacking research focus on glove manufacturing industry on employee engagement that linked directly to psychological contract although plentiful of research has been done (Kolomiets, 2016; Lijo & Lyngdoh, 2016; Lodha & Pathak, 2017). In addition, the chosen choice of adapting in this study will assure a better reliability and validity of the instrument (Bryman & Bell, 2011). To attain the results, one of the statistical tools named Statistical Package for Social Sciences (SPSS) version 22.0 is selected to analyse the data collected in the present study.

3.5.1 FACTOR ANALYSIS

Factor analysis is described as a statistical method envisioned to transform variables into a much more simplified for further analysis (Pallant, 2011). According to Sekaran and Bougie (2016), factor analysis is useful on reducing a vast number of variables to a manageable, interpretable and meaningful set of factors. Zikmund et al. (2013) stated that factor analysis is needed to perform prior the test of reliability as well as the following variable analysis to determine the necessity of keeping or removing any specific factor(s) or item(s). In this study, the factor analysis is performed to assess the factor-loading pattern and suitability of established dimensionality fits a new sample from new population (Hair, Black, Babin & Anderson, 2013).

Factor analysis is commonly differentiated into confirmatory factor analysis (CFA) and exploratory factor analysis (EFA) (Williams & Brown et al., 2010). EFA is known as a data reduction procedure used to summarize the crucial information delimited in the variables through reducing a larger number of variables into a smaller set of underlying factors (Richard, 2014). According to Haier et al. (2010), there are several tests under EFA as listed below.

a. Kaiser-Meyer-Olkin (KMO) and Bartlett's Test of Sphericity

The Kaiser-Meyer_Olkin (KMO) and Bartlett's Test of Sphericity are the important test to identify the suitability and appropriateness of data in factor analysis (Pallant, 2011). The proportion of variance in variables which possibly alter by the underlying factors can be observed via the statistic under the KMO of Sampling Adequacy (Tabachnick & Fidell, 2012). The KMO value is range between 0 to 1 and the minimum acceptable index is 0.6 (Neuman, 2011). According to Rusuli et al. (2013), a high value of KMO signifies a strong correlation whereas a low KMO value signifies the unfitness of a variable to act as the representative factor. Moreover, Bartlett's test of Sphericity tests the null hypothesis whether that correlation matrix is considered as identity matrix and indicate that unrelated variables consequently unsuitable for structure detection

(Pallant, 2011). The acceptable value of Bartlett's test of sphericity suggesting a p-value < 0.05 (Rusuli et al., 2013; Hauben et al., 2017).

b. Factor Loadings

The factor loadings are known as the correlation between primitive variable and the factor (Beavers et al., 2013). According to Yong and Pearce (2013), the factor loadings refers to the matrix of how observed variables are associated to the specified factors. The loadings are the numerical coefficients of factor analysis corresponding to the directional paths linking common factors to observed variables with ground for the interpretation of latent variables (Zikmund et al., 2013). The factor loading with regards to rotation method under the Rotated Component Matrix signify the correlation's strength between the variables and factor where a higher loading indicates that more variable can represent the factor with usual loading greater than 0.6 (Bryman & Bell, 2015). Although there are literature suggesting that retaining extra factors than required is less detrimental than removing factors that are required; despite, retaining excessive factors can deplete the solution unfavourable resulting in weak factor loadings (Beavers et al., 2013).

c. Eigenvalues

The eigenvalue denotes the amount of variance of the observed variables a factor explains (Field, 2013). According to Kaiser (1960), the eigenvalues of at least 1 is required to be considered as "stable" as well as to be classify as one factor. Eigenvalues is also known as the characteristic roots' column of commonality where only factors that are able explain at least the same amount of variance as a single variable is worth retaining.

3.5.2 RELIABILITY TEST

Based on Sekaran and Bougie (2016), pilot study is used to test the reliability of the measurement scales for the variables; the consistency of internal data used in the questionnaire; the degree of trustworthy or dependable of the assessment measure. The reliability refers to the consistency of a measuring instrument to produce the same results repeatedly (Ahmad, et al., 2014). In this study, the reliability of questionnaire will be tested using Cronbach's Alpha through SPSS to check the consistency of the questionnaire. Cronbach's alpha is defined as the illustrative of an instrument's internal consistency reliability represented by the average inter-item correlation (Rovai, Baker & Ponton, 2014). As indicated by Bryman and Bell (2015), the suggested minimum alpha value is 0.7. The alpha values are ranging from 0 to 1 and indicate that value above 0.9 reflect exceptional internal consistency; above 0.8 are considerable good; above 0.7 are generally considered satisfactory and acceptable (Tavakol & Dennick, 2011). Based on Buyukozturk (2012), the internal consistency of a reliable measurement is generally varied between 0.799 and 0.938. Therefore, a reliability coefficient of more than 0.7 will be needed in this study to ensure the reliability.

3.5.3 CORRELATION MATRIX

The correlation is known as the relationship between a group of variables (Mukaka, 2012). According to Pallant (2011), there are two tests which are commonly used by researcher namely Pearson correlation and Spearman's rho. This study has employed the Spearman Correlation which is also known as the Spearman's rank correlation (Garson, 2012). Spearman's rank correlation is the best alternative for Pearson correlation as Pearson correlation will produce unreliable results if the assumption of normality for sample is violated (Tabachnick & Fidell, 2012). A correlation matrix is a table that used to show associations between sets of variables (Ahmad, et al., 2014). The strength of

the linear relationship between variables is commonly estimated by using the correlations matrix in research study (Tabachnick & Fidell, 2012).

Spearman Correlation

According to Pallant (2011), the Spearman's rank correlation is to show the strength and direction of the monotonic relationship between variables. This type of correlation is considered as a better test with the ability that enable researcher to test the relationships involving ranked variable (Garson, 2012). The strength between two variables in a linear relationship in Spearman Correlation is expressed in *correlation coefficient* ranging from -1 to +1 (Cooper & Schindler, 2014). A positive coefficient suggests a positive relationship whereas a negative coefficient indicates a negative relationship (Pallant, 2011). The value of -1.0 specifies a perfect negative correlation whereas a value of 1.0 suggests a perfect positive correlation (Schober et al., 2018). The stronger the correlation when a correlation coefficient between the two variables goes towards -1.0 or 1.0 whereas the weaker the correlation when a correlation coefficient goes towards zero (Mukaka, 2012). There is no relationship exists or no relationship between the variables if a correlation coefficient of 0 is shown (Cooper & Schindler, 2014). However, a correlation value between a variable and itself is expected to be always 1.0 (Willey, 2016).

3.6 MEASUREMENTS

Measurement is referring to the allocation of numbers to an observation to measure phenomena (Mohajan, 2018). In research study, the measurement generally involves the tests to quantify variables or application of instruments (Flick, 2013). As mentioned by Sekaran and Bougie (2016), measurements are fundamental in research study as most of the errors that contributed to the imperfection of research is due to the measurement of scale variables. Hence, the evidence of validity and reliability are the prerequisite for a quality measurement instrument (Flick, 2013). In this study, a statistical programme named Statistical Package for Statistic (SPSS) version 22 is

used to analyse data. Apart from hypothesis testing, this software also supporting researcher on few important tests which includes pilot testing, factor analysis, preliminary test and etc (Sekaran & Bougie, 2016).

3.6.1 PRELIMINARY TEST

In this study, the preliminary test is conducted to ensure the appropriateness of data for hypothesis testing. The preliminary test is a test to assess the authenticity of the questionnaire (Habib, Pathik & Maryam, 2014). As stated by Sekaran and Bougie (2016), factor analysis acts as a data reduction technique. The factor analysis that carried out in this study are aims to summarize the structure of a sets of variables and examine the interrelationships between variables (Babin et al., 2013). First, a Kaiser-Meyer-Olkin (KMO) test and Bartlett's Test of Sphericity were performed to verify the suitability of the data in factor analysis. The sampling adequacy is examined through these tests on factorability of the matrix (Richard & Dean, 2007). The assumption of the factorability in data set does exist when the Bartlett's Test of Sphericity shown a significant level of $p < .05$ and the KMO is above 0.60 (Geldhof & Zyphur, 2013). As suggested by Field (2013), the communality value for each item will be examining to confirm the reliability of factors extracted from factor analysis where the communalities less than 0.4 must be excluded from in order to proceed for the further steps of analysis. Besides, the rules of thumb for eigenvalues must exceed '1' to be classified as one factor (Beavers et al., 2013). On top of that, the factor loading act as another criterion to assess the reliability of the extracted factors by the factor analysis through the value of factor loading of each item (Zikmund et al., 2013). According to Hair et al. (2013), the pattern matrix table is used to assess the factor loadings and acceptable loading value for each item must exceed 0.70.

3.6.2 DESCRIPTIVE INFO

Descriptive statistic is used to describe, organize and summarize the data in a significant way (Jaggi, 2012). Descriptive statistic enables researcher to present the data collected in a more and meaningful way via table, bar chart or pie chart (Ahamd et al., 2014). The output of data is usually explained in term of mean, median, mode, variance, and standard deviation (Jaggi, 2012). In this study, the demographic characteristic of respondents in term of gender, level of education, and length of service are described using descriptive statistic.

3.6.3 HYPOTHESES TESTING

Hypothesis is the following test after both factor analysis and reliability test has done to assure the suitability of data for further analysis (Babin et al., 2013). The hypothesis testing is also known as Inferential statistic that enable researcher to use the results generated from sample to generalize the characteristic of a population (Burns & Bush, 2017). The statistical software of SPSS is used to perform the data analyse for this research. Inferential statistic is used to test the hypotheses in term of the relationship between the independent and dependent variable (Tabachnick & Fidell, 2012). The present study has employed the test of One-Way ANOVA and Multiple Regression. One-Way ANOVA is employed to compare the mean differences for both groups (Sekaran and Bougie, 2010). According to Saunders et al. (2012), regression is a tool used to determine the direct impact independent variable on dependents variable. Pallent (2011) noted that a proper sample size bigger than 50 is the basis of running an analysis that able to generalize results. As this study is involving a sample of 377 which is bigger than 50, so there will be no issue to proceed with the test listed below.

Multiple Regression

In the present study, multiple regression analysis is used to test the influences of psychological contract that consist of three dimensions towards employee engagement. The multiple regression analysis is used to measure the overall influence of multiple independent variables towards dependent variable (Sekaran & Bougie, 2016). In this study, the data interpretation will have based on three table namely Coefficient, Anova, and Model Summary under multiple regression analysis.

In the table of Coefficient, the Sig. is known as p-value which indicates the chances of connection between independent and dependent variable and the acceptable p-values for to consider as significant is less than 0.05 (Pallant, 2011). The β -value under unstandardized coefficient indicates the extent of variation between an independent and dependent variable while the other independents are kept constant (Field, 2017). In addition, the β -value under standard coefficient is usually ranging between -1 to +1 to indicates the strength of each individual independent variables influence on dependent variable (Garson, 2014).

The Analysis of Variance, ANOVA table is used to determine the equality of means whether the chosen model fits the data provided (Field, 2017). The equality of means can be statistically tested by using the F-tests (Garson, 2014). The ratio of the variance of a group is indicated by the F-value and a larger value indicate a stronger relative variance between the group means (Field, 2017). The p value indicates the probability of obtaining an F value to accept or reject the null hypothesis (Garson, 2014).

For the table of Model Summary, the degree to which independent is correlated to the dependent variable is articulated in the correlation coefficient R that range between value 0 and 1 (Field, 2017). In addition, the R -square value is used to understand the extent of the total variance being explained by the independent variable in percentage (Garson, 2014). This Adjusted R Square

value measure of the successfulness of the model (Schroder, Sjoquist & Stephone, 2016).

One-Way ANOVA

The One-Way ANOVA analysis is adopted to compare the mean scores for a data more than two group (Sekaran & Bougie, 2016). In other words, this analysis is a one-way analysis of variance to examine the relationship of one independent variable with more than two level and a dependent variable (Harris, Sheean, Gleason, Bruemmer & Boushey, 2012). In this study, the results of this analysis will be interpreted based on the table of Test of Homogeneity of variances, ANOVA, and Multiple Comparison using Tukey.

The test of Homogeneity of variance is used to measure the equality of variance assumption where a significant of p-value should more than 0.05 to be considered as not violated the assumption (French et al., 2015). Moreover, the F-ration is used to indicates the score of variability within each group and the variability between the different groups where a higher score indicates the higher the variability (Harris et al., 2012). However, a further step named Post-Hoc tests of Tukey HSD is needed to figure out the specific group differ from one another with p-value smaller than 0.05 (French et al., 2015).

3.7 ETHICAL CONSIDERATION

Ethical consideration is known as the moral values concerning on the degree to which research procedures adhere to sociological, legal and professional obligations (Farrimond, 2012). According to Cooper and Schindler (2011), ethics is also known as the norms or standards of conduct that guide the choice of methods, research designs, sampling, techniques which are subjected to moral considerations. The goal of the present research is to ensure that none of the respondents are suffers or harmed by adverse consequences from research activities (Belmont, 2013). This means that the way of the present research's design is both methodologically sound and ethically

defensible to all respondents of this study (Sekaran & Bougie, 2016). In this research, the researcher adheres to the three principles of Belmont Report: respect for persons, beneficence/nonmaleficence, and justice (Belmont, 2013).

3.7.1 RESPECT FOR PEOPLE

In this research, a proper informed consent form concerning the respondents' right that outlines the focus of the study, research's method, statements surrounding confidentiality and respondents' right to withdraw will be provided. According to Burns and Grove (2013), informed consent is well-defined as a voluntary agreement to take part in the survey. In this study, the consent of participants is highly valued, and the participant is assured will not be forced into participation should they refuse.

3.7.2 BENEFICENCE/NONMALEFICIENCE

Beneficence refers to the efforts putted in to secure respondents' well-being whereas nonmaleficence refers hard work on minimizing possible harm of research (Ahmad, et al. 2014). The present study attains the goal by maintaining respondents' right to privacy through anonymity or confidentiality. Based on Cresswell (2013), anonymity denotes that no ones, as well as researcher, can access to the identity of respondents whereas confidentiality denotes that the responses provided should kept undisclosed regardless on reporting or writing up the findings.

3.7.3 JUSTICE

The principle of justice articulates that everyone regardless of classification should be equally subjected to risks and benefits of the study (Cresswell, 2013). In other words, peoples can be included or excluded only by virtue to do with the research hypothesis or questions (Vanclay, Baines & Taylor, 2013). In this

research, the respondent's fatigue, distress, irregular or conflicting responses misinterpretation of questions is attuned by researcher. All the questions in the questionnaire of this study were designed in simple language for easy understanding to provides chances for local employees of glove manufacturing industry all level to participate in this study.

3.8 CONCLUSION

To sum up, this chapter described the research methodology pertaining to this study. This is quantitative research that employed a self-administered survey aiming to determine the employee engagement in glove manufacturing sector of Malaysia. In this research, the questionnaire will be distributed via two channel namely online survey or hand to hand questionnaire distribution. The data gathered will undergoes few different tests to assure the relevancy and appropriateness of data. The next chapter will present on the details on the findings and discussion of the data analysis.

3.9 GANTT CHART OF TIMELINE

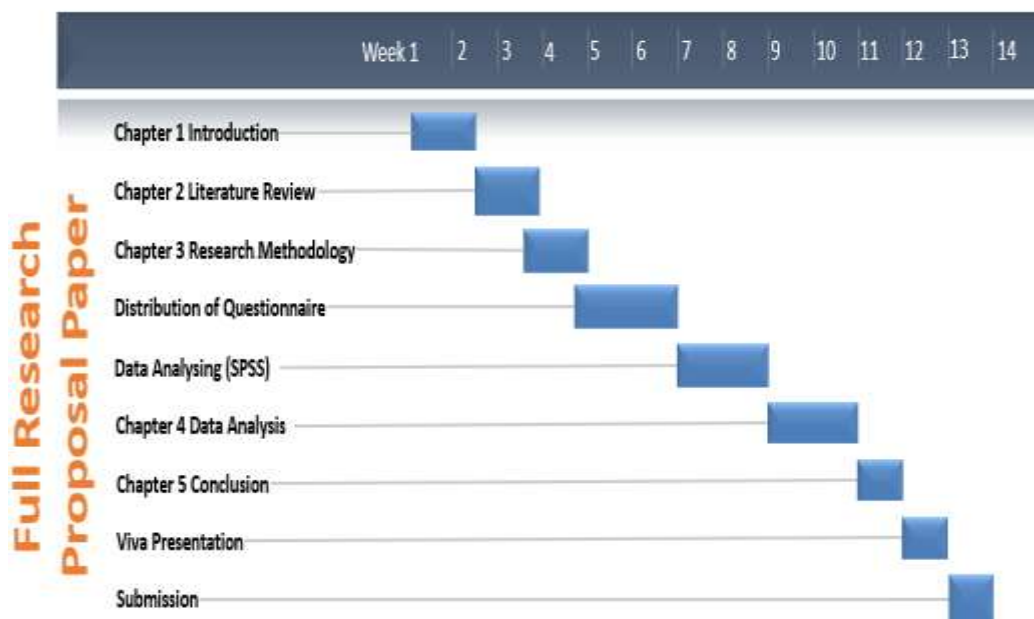


Figure 3.9: Gantt Chart of Timeline.

CHAPTER 4

FINDINGS

4.0 OVERVIEW

The purpose of this chapter is to provide an overview and detailed results of statistical approaches. This chapter consists of 6 sub-sections in accordance to the proposed methodology as discussed in Chapter 3 and proceeds as follows. Foremost, the results of the pilot study were presented in section 4.1 and followed by section 4.2 which covers the response demographic profile. Section 4.3 presents the results of the pilot test which includes factor analysis and reliability analysis. In similar with section 4.1, section 4.4 was the preliminary test on the full sample collected and section 4.5 discuss on the findings of this study. In section 4.6, the conclusion of this chapter was presented to provide a brief summary of the chapter. Data were collected from self-administered questionnaires and was analysed using.

4.1 PILOT TEST

Pilot studies is an indispensable procedure to develop a feasibility and reliable instrument to achieves the intended aim of the study (Eldridge et al., 2016). A pilot test is often undertaken in advance of a forthcoming bigger-scale project (Thabane et al., 2010). There are a number of literatures suggest that the pilot studies helps in identifying the appropriateness and accuracy of the research design and instrumentation and lessen risks or flaws associated with future study design, sample selection, sample size, data management, collection procedure, and data analysis (Cooper & Schindler, 2014; Moore et al., 2011; Saunders, Sekaran & Bougie, 2016). Pilot testing also known as pre-testing and usually perform repeatedly to refine the questions, the instrument or procedures (Cooper & Schindler, 2010). As suggested by Baker (1994), the sample size of 10-20% from the targeted sample size will be

adequate to conduct pilot test to ensure that the instruments were relevant and reliable. Cooper and Schindler (2010) and Mugenda & Mugenda (2003) also suggest that a sample of at least 10% is acceptable in a pilot study. As such, this study was running at the average suggested rate with approximately 15% of the targeted sample size at 60 samples.

a. Factor Analysis

In this study, several tests were performed to establish the validity of the constructs. First and foremost, Kaiser-Meyer-Olkin (KMO) test of Sphericity will be done followed by Bartlett's tests to measure the research data adequacy as well as to determine the relationship of the constructs respectively (Pallant, 2011). Then, communalities table is used to further confirm the validity of the constructs. In this study, the communalities table is chosen. According to Leimester (2010), the value was computed by using the total sum of squared loading of the variable and the value remains unchanged regardless of whether by means of rotated factor loading or rotated factor loadings in the analysis. In other words, communality value is used to explain all the individual variable's proportion of variability explained by the factor (Pallant, 2011).

i. KMO Bartlett's test of Sphericity

There are two significant value sets that will be considered to conclude over the concerns fused in different groups of dimensions in this study that influence the Employee Engagement in Glove Manufacturing Sector of Malaysia. The two tests are the Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy and Bartlett test of Sphericity.

In this study, the KMO measure of sampling adequacy for independent variable is 0.608 whereas the KMO measure of sampling adequacy for dependent variable is 0.849 signifying adequate inter-correlations, whereas

the Bartlett's Test of Sphericity is significant for both independent and dependent variable with Chi square = 55.140, $p < 0.01$ and Chi square = 130.295, $p < 0.01$ respectively.

Table 4.1: KMO and Bartlett's Test for Independent Variable

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure...		.608
Bartlett's Test of Sphericity	Approx. Chi-Square	55.140
	df	3
	Sig.Bartlett	.000

Table 4.2: KMO and Bartlett's Test for Dependent Variable

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure...		.849
Bartlett's Test of Sphericity	Approx. Chi-Square	130.295
	df	10
	Sig.Bartlett	.000

ii. Communalities

According to Leimeister (2010), the higher the communality the better with a maximum value of 1 and the requirement for each item is at the minimum of 0.4. Based on Table 4.2 below, the results show that all the value in communalities are higher than 0.4 and majority are higher than 0.7. Thus, the result indicating that all the variable is valid and appropriate to retain for further analyses.

Table 4.2: Communalities

Communalities

	Initial	Extraction
B_I_Q1	1.000	.531
B_I_Q2	1.000	.686
B_I_Q3	1.000	.802
B_I_Q4	1.000	.657
B_I_Q5	1.000	.606
B_II_Q1	1.000	.736
B_II_Q2	1.000	.612
B_II_Q3	1.000	.704
B_II_Q4	1.000	.773
B_II_Q5	1.000	.775
B_III_Q1	1.000	.685
B_III_Q2	1.000	.767
B_III_Q3	1.000	.847
B_III_Q4	1.000	.694
B_III_Q5	1.000	.706
C_Q1	1.000	.800
C_Q2	1.000	.730
C_Q3	1.000	.687
C_Q4	1.000	.722
C_Q5	1.000	.715

Extraction Method: Principal Component Analysis.

iii. Eigenvalue Table

The Total Variance Explained table displays how the variance is divided between all the probable factors. The common criterion for a factor to be useful and retained is to have eigenvalues greater than 1.0 or explained a total of 70-80% of the variance (Catell, 1996). As shown in Table 4.3 and Table 4.4, total variance of 68.103% is achieved for independent variable while for dependent variable a total variance of 65.460% is achieved. The Eigen value for independent Variable under Table 4.3 below is equal to 2.043 and explained 68.103% of the variance in the original data while Eigen Value for dependent variable under Table 4.4 is equal to 3.273 and explained 65.460% in the original

data. According to the earlier table, the individual MSA for all items are above threshold of 0.5. Following the overall KMO is accounted as 0.608 for independent variable and 0.849 for dependent variable. Moreover, Barlett's test shows significant at $p < 0.001$ for both independent and dependent variable, meeting the minimum requirement. Furthermore, the communalities are also more than the minimum requirement of 0.4. Therefore, all the factors can be considered as valid to measure the psychological contract influence on employee engagement in glove manufacturing sector of Malaysia and no variable need to be removed for further analysis.

Table 4.3: Eigenvalue Table for Independent Variable

Component Total	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.043	68.103	68.103	2.043	68.103	68.103
2	.684	22.809	90.912			
3	.273	9.088	100.000			

EXTRACTION PC...

Table 4.4: Eigenvalue Table for Dependent Variable

Component Total	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.273	65.460	65.460	3.273	65.460	65.460
2	.589	11.790	77.250			
3	.436	8.729	85.980			
4	.418	8.356	94.336			
5	.283	5.664	100.000			

EXTRACTION PC...

4.2 RELIABILITY TEST

There are numerous types of reliability tests in research world, though, the most common technique included in research study by researchers is the internal consistency reliability test (Litwin, 1995). In other words, this can come to an extent that the items are capable in measuring the same concept independently even if the items hold up together as a set and correlated with one another (Yusak, Othman & Salleh, 2016).

Sekaran and Bougie (2016) suggest that the utmost common technique to test the inter-item consistency reliability is known as Cronbach's alpha coefficient. Henceforth, the Cronbach's alpha test was conducted in this study to examine the instrument's internal consistency. The result as shown in Table 4.5 signifying that overall measures possessed high reliability standards at 0.868. George and Mallery (2003) had provided the rules of thumb of if the value of alpha is higher than 0.8 is considered as Good.

However, the dimensions for psychological contract namely cognitive, affective and behavioural showing a Cronbach's Alpha ranging from 0.622 to 0.667 of less than 0.7. Referring to Sekaran and Bougie (2016), a Cronbach's Alpha value of 0.60 indicate an average reliability and is still acceptable while any value above 0.70 can consider as having a high reliability standard. This is further supported researchers where an instrument with coefficient of 0.60 is considered to have an average reliability (Griethuijsen et al., 2014; Haier et al. 2010; Nunally, 1978).

Accordingly, Table 4.6 shows that the results signifying the constructs under investigation are above 0.70 and established the benchmark at the Cronbach's Alpha of 0.868. Thus, all the constructs can be considered as reliable and deletion of any item is not required in this study.

Table 4.5: Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.868	.872	20

Table 4.6: Reliability Statistics Breakdown

Variables		Cronbach's Alpha	Number of Items
Independent Variable	Psychological Contract	0.814	15
	Cognitive	0.622	5
	Affective	0.667	5
	Behavioural	0.637	5
Dependent Variable	Employee Engagement In Glove Manufacturing Sector of Malaysia	0.867	5
All variables		0.868	20

4.3 CORRELATION MATRIX

Table 4.7 below displays the Spearman Correlations, a correlation matrix summary table to show the correlation coefficients between variables. The diagonal is always a set of ones as the correlation between each respective is always 1 indicates two variables are interrelated whereas the correlation coefficient 0.00 signifies there is precisely no correlation (Pyczak, 2006). This test was performed to verify multicollinearity of data that arise from the highly correlated independent variables (Pawlicz & Napierala, 2017). According to Chen and Rothschild (2010), multicollinearity is certain at the 0.9 level of correlation coefficient. As illustrated in Table 4.7, the correlation coefficient for all the constructs or independent variable are smaller than 1.00 and explains none of the construct are correlated to one another.

Table 4.7: Correlation between the Variables

Correlations															
	B_I_Q1	B_I_Q2	B_I_Q3	B_I_Q4	B_I_Q5	B_II_Q1	B_II_Q2	B_II_Q3	B_II_Q4	B_II_Q5	E_III_Q1	E_III_Q2	E_III_Q3	E_III_Q4	E_III_Q5
B_I_Q1	1.000	.187	.205	.185	.134	.298	.265	.123	.271	.253	.046	.210	.048	.142	.229
B_I_Q2		1.000	.287	.330	.384	.278	.165	.002	.474	.629	.228	.393	.102	.200	.182
B_I_Q3			1.000	.326	.281	.046	.037	.447	.334	.230	.288	.528	.120	.048	.488
B_I_Q4				1.000	.264	.379	.145	-.046	.485	.346	.102	.376	.429	.094	.144
B_I_Q5					1.000	.430	.228	.368	.367	.344	.118	.227	.150	.106	.385
B_II_Q1						1.000	.212	.135	.447	.314	-.037	.164	.373	.179	.307
B_II_Q2							1.000	-.038	.380	.175	-.019	.008	-.022	.254	.175
B_II_Q3								1.000	-.193	.167	.258	.209	-.010	.265	.483
B_II_Q4									1.000	.073	.155	.201	.158	.253	.087
B_II_Q5										1.000	.321	.301	.143	.395	.107
E_III_Q1											1.000	.408	.098	.364	.171
E_III_Q2												1.000	.502	.241	.340
E_III_Q3													1.000	.164	.347
E_III_Q4														1.000	.136
E_III_Q5															1.000

*. Correlation is significant at the 0.05 level (2-tailed).

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

4.4 DEMOGRAPHIC PROFILE OF RESPONDENTS

There are in total 400 copies of survey questionnaires were distributed via both paper questionnaire and electronic questionnaire to capture border range of prospective respondents working in Glove Manufacturing Sector of Malaysia by using convenient sampling method. This study uses survey technique as the purpose is to generalize the findings from the sample on total population. The electronic questionnaire is constructed using Google Forms and the hyperlink is send out via Whatapps, Email, Messenger, etc. Moreover, bearing in mind the limited resources and time period of data collection, the uses of survey method is appropriate and reasonable for this study (Sekaran & Bougie, 2016) Furthermore, the questionnaire was primarily used as an instrument that comprises only of closed-ended questions, wherein respondents are allowed to select only one most fitting answer for each respective questions where choices assign are ranging from 1 for strongly disagreed and 5 for strongly agreed (Malhotra, 2000). Accordingly, all the questionnaire received are 100% useable and no spoilt questionnaire present in this study.

A total number of 214 questionnaires were duly filled by the respondents out of 400 questionnaires which were distributed as shown in Table 4.8. According to Mugenda and Mugenda (2012), the response rates were well-thought-out admissible given the references by that a response rate of 50% is acceptable for research analysis and obtaining a response rate of 60% is generally considered good whereas a response rate of beyond 70% is excellent. Thus, this statement implies that the response rate for this study was adequate and acceptable at the rate of 53.5%. Additionally, this result also further supported by Tabachnick and Fidell's formula (2013) where the minimum number of sample (N) ought to be larger than $50 + 8M$, where M signifies the number of independent variables. With reference to that, the acceptable number of respondents will be 74, for there are three dimensions under independent variables in this research.

Table 4.8: Summary of Survey Response Rate

Total Questionnaire Distributed	Total Questionnaire Received	Total Questionnaire Usable	Response Rate
400	214	214	53.5 Percent

In this study, the demographic profiles of the respondents are exhibited in the tables below. All the information gathered such as gender, educational level and length of service were analysed and computed into a presentable manner as illustrated in Table 4.9, Table 4.10 and Table 4.11 by using descriptive statistics.

Table 4.9: Frequency of Gender

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	91	42.5	42.5	42.5
	Female	123	57.5	57.5	100.0
	Total	214	100.0	100.0	

Referring to the table 4.9, both male and female were included in this study to evade biasness. The gender distribution of the sample for male respondents were 91 (42.5 percent) and female were 123 (57.5 percent), giving a total of 214 respondents as shown in the table above. The higher number of female respondents is that participation of female in the labour force is higher than male as supported by the statement advertised in The Star Online (2018) where the women in labour workforce today's had increased to 53.5%.

Table 4.10: Frequency of Educational Level

		Educational Level			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High School/Diploma	57	26.6	26.6	26.6
	Bachelor's Degree	115	53.7	53.7	80.4
	Master's Degree	40	18.7	18.7	99.1
	Doctoral's Degree	2	.9	.9	100.0
	Total	214	100.0	100.0	

The Educational Level of respondents in this study as shown in table 4.10 given that majority of the respondents were Bachelor's Degree holder at the frequency of 115 (53.7 percent), followed by High School/Diploma holder at 57 (26.6 percent), Master's Degree holder at 40 (18.7 percent) and lastly is the Doctoral's Degree holder at 2 (0.9 percent).

Table 4.11: Frequency of Length of Service

		Length of Service			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-2 year(s)	69	32.2	32.2	32.2
	3-4 years	65	30.4	30.4	62.6
	5-10 years	60	28.0	28.0	90.7
	Above 10 years	20	9.3	9.3	100.0
	Total	214	100.0	100.0	

As illustrated in Table 4.11, majority of the respondents are fall under category with length of service between 1-2 years at a total number of 69 (32.2 percent), followed by 3-4 years at 65 (30.4 percent), then 5-10 years 60 (28.0 percent) and above 10 years at 20 (9.4 percent).

4.5 PRELIMINARY ANALYSES

There are 20 items in the questionnaire were subjected to this preliminary analysis using SPSS version 22. Prior to performing the factor analysis, the data used in this study was accessed to check on the suitability for proceed with further analysis. Pallent (2010) suggests the ideal sample size should be at least 150 for factor analysis. Preceding this, there is a total sample size of 214 undergo this examination and established to meet the minimum requirement for factor analysis. Hence, the sample size of 214 for this research analysis was deemed adequate.

a. Factor Analysis

The main drive of factor analysis is to explain the underlying structure between variables in the analysis (Hair et al., 2010). In this study, factor analysis under the principal component analysis's extraction method with the rotation technique of varimax is employed to ascertain the scales of the effect of psychological contract dimension in term of cognitive, affective, behavioural on employee engagement. The reason of selecting this technique as varimax method able to maximises within the factors and minimises the correlation across factors (Nunnally, 1978).

i. KMO Bartlett's test of Sphericity

The KMO test is used to check he sufficiency of items are predicted by each factor (Hadi & Ahmed, 2018). As per the suggestion from Pallant (2013), sampling is adequate or enough if only the value of KMO is 0.6 and above. In this analysis, the Kaiser-Meyer-Olkin (KMO) value for Independent Variable

is 0.667 whereas the dependent variable is 0.809, which is well within acceptable boundaries. Besides, the Bartlett's Test of Sphericity for both also met criterion as the test reaches statistical significance ($p=.000$), which is less than 0.05. The significant value less than 0.05 shows that these data do not generate an identity matrix and are therefore acceptable and approximately multivariate normal for further analysis (Pallant, 2013).

Table 4.12: KMO and Bartlett's Test for Independent Variable

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.667
Bartlett's Test of Sphericity	Approx. Chi-Square	200.541
	df	3
	Sig.	.000

Table 4.13: KMO and Bartlett's Test for Dependent Variable

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.809
Bartlett's Test of Sphericity	Approx. Chi-Square	1556.080
	df	190
	Sig.	.000

ii. Communalities

A communality is the extent to which an item correlates or shares common variance with all other items (Gaskin, 2012). The communalities were determined for each 20 items and were range from 0.436 to 0.753. According to Leimeister (2010), the higher the communality the better and the requirement for each item is at the minimum of 0.4. Gaskin (2012) suggests that any communalities for a variable between 0.0-0.4 is considered low and most likely struggle to load significantly on any factor. A small value between 0.0 to 0.4 indicate that particular variable does not fit well with the factor solution, and ought to perhaps be excluded from the analysis (Leimeister, 2010). In this study, the communalities were fine by meeting the minimum

requirements and providing further indication that the findings are appropriate for further interpretation.

Table 4.14: Communalities

Communalities		
	Initial	Extraction
B_I_Q1	1.000	.436
B_I_Q2	1.000	.635
B_I_Q3	1.000	.692
B_I_Q4	1.000	.601
B_I_Q5	1.000	.553
B_II_Q1	1.000	.753
B_II_Q2	1.000	.571
B_II_Q3	1.000	.650
B_II_Q4	1.000	.669
B_II_Q5	1.000	.689
B_III_Q1	1.000	.656
B_III_Q2	1.000	.683
B_III_Q3	1.000	.731
B_III_Q4	1.000	.674
B_III_Q5	1.000	.665
C_Q1	1.000	.738
C_Q2	1.000	.655
C_Q3	1.000	.607
C_Q4	1.000	.615
C_Q5	1.000	.649

Extraction Method: Principal
Component Analysis.

iii. Eigenvalue table

The Total Variance Explained in below table 4.15 and table 4.16 show the variance is divided among all the possible factors. The analysis in table 4.15 and table 4.16 note that there is one component in each variable exceeding eigenvalue 1.0, which is a shared criterion for a particular factor to be useful.

According to Hair et al. (2006), the minimum eigenvalues of 1.0 aided determine the dimensions for each scale or number of factors. Pallant (2011) suggest the construct with eigenvalue more than 1 is known as relevant component to determine the feasibility of subsequent statistical analysis.

As shown in Table 4.15, total variance of 70.114% is achieved for one factor. The Eigen value is equal to 2.103 and explained 70.114% of the variance in the original data. Likewise, table 4.16 shows that the Eigen value is equal to 2.876 and explained 57.528% of the variance in the original data.

Henceforth, the result can concluded as since there is at least 1 factor having eigenvalue larger than 1 and shows correlation with each other, so deemed to be appropriate and adequate to proceed with further analyses without any reduction of factor or item as the MSA and the overall KMO Bartlett's test of Sphericity meet the required criteria (Sekaran & Bourgie, 2016).

Table 4.15: Total Variance Explained for Independent Variable

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.103	70.114	70.114	2.103	70.114	70.114
2	.579	19.294	89.408			
3	.318	10.592	100.000			

Extraction Method: Principal Component Analysis.

Table 4.16: Total Variance Explained for Dependent Variable

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.876	57.528	57.528	2.876	57.528	57.528
2	.679	13.580	71.108			
3	.647	12.931	84.038			
4	.457	9.138	93.177			
5	.341	6.823	100.000			

Extraction Method: Principal Component Analysis.

4.6 RELIABILITY TEST

Reliability analysis is one of the fundamental analysis that helps to analyse internally consistent or whether the items that constitute the scale are determining a single concept (Bryman and Bell, 2011). Nunnally (1978) proposed that a minimum alpha value of 0.70 is needed as an acceptable level of coefficient alpha for an item to retain in the study. A Cronbach's Alpha equal or greater than 0.7 is known as having good internal consistency (Pallant, 2011). Gliem and Gliem (2003) further emphasised that any value range between 0.70 to 0.80 is acceptable whereas fall between 0.80 to 0.90 is consider as having good reliability and above 0.90 is excellent. Consequently, the result shown in Table 4.17 noted an overall construct having acceptable consistency and reliability as meeting the threshold of 0.7 at 0.871.

However, the dimensions for psychological contract namely cognitive, affective and behavioural showing a Conbach's Alpha ranging from 0.641 to 0.671 which is less than 0.7. This situation is normal as the construct is subdivided into three dimensions. Referring to Sekaran and Bougie (2016), a Conbach's Alpha value of 0.60 is consider an average reliability and is acceptable. This is further supported by few researchers where a coefficient of 0.60 indicates that an instrument is having an average reliability (Griethuijsen et al., 2014; Haier et al., 2010; Nunally, 1978). Thus, all the constructs can be considered as reliable and deletion of any item is not required in this study.

Table 4.17: Reliability Statistics

Reliability Statistics	
Cronbach's Alpha	N of Items
.871	20

Table 4.18: Summary of Results of Reliability Analysis

Variables		Cronbach's Alpha	Number of Items
Independent Variable	Psychological Contract	0.828	15
	Cognitive	0.641	5
	Affective	0.671	5
	Behavioural	0.653	5
Dependent Variable	Employee Engagement In Glove Manufacturing Sector of Malaysia	0.813	5
All variables		0.871	20

4.7 HYPOTHESIS TESTING

In this study, Multiple Linear Regression was used to test the relationship between independent and dependent variable. The hypotheses used in this study can be seen in table 4.19 below.

Table 4.19: Research Hypotheses

H1	The psychological contract has a significant influence on employee engagement in glove manufacturing sector of Malaysia.
H1a	The psychological contract dimension of cognitive effect has a significant influence on employee engagement in glove manufacturing sector of Malaysia.
H1b	The psychological contract dimension of affective effect has a significant influence on employee engagement in glove manufacturing sector of Malaysia.
H1c	The psychological contract dimension of behavioural effect has a significant influence on employee engagement in glove manufacturing sector of Malaysia

Table 4.20 presents the regression model on psychological contract versus employee engagement in Glove Manufacturing Sector of Malaysia. As shown in the table below, the R square is .353 and R is .594 at 0.05 level of significance. The coefficient of determination of R square indicates that 35.3% of the variation on employee engagement in Glove Manufacturing Sector of Malaysia is influenced by psychological contract. This implies that there happens a significant relationship between psychological contract and employee engagement in Glove Manufacturing Sector of Malaysia.

Table 4.20: Model Summary for Psychological Contract

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.594 ^a	.353	.350	2.25387

a. Predictors: (Constant), Psychological Contract

b. Dependent Variable:

Employee_Engagement_in_GloveManufacturing_of_Malaysia

The results presented in Table 4.21: Analysis of variance (ANOVA) further confirms that the model fit for this data is appropriate since p-value is 0.000 which is less than 0.05. This suggests that there is a significant relationship between psychological contract and employee engagement in Glove Manufacturing Sector of Malaysia.

Table 4.21: ANOVA for Psychological Contract

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	586.870	1	586.870	115.527	.000 ^b
	Residual	1076.943	212	5.080		
	Total	1663.813	213			

a. Dependent Variable: Employee Engagement in GloveManufacturing of Malaysia

b. Predictors: (Constant), Psychological_Contract

The results in Table 4.22 further show that psychological contract have positive and significant influence on employee engagement in Glove Manufacturing Sector of Malaysia. The fitted model $Y = 4.938 + 0.252 \cdot X_4$. This implies that a unit increase in

psychological contract increase employee engagement in Glove Manufacturing Sector of Malaysia by the rate of 0.252. Thus, the result concluded that at 5% level of significance; alternative hypothesis, “The psychological contract has a significant influence on employee engagement in glove manufacturing sector of Malaysia.” is accepted and “Ho: The psychological contract has no significant influence on employee engagement in glove manufacturing sector in Malaysia” is rejected in terms of the significant associations found with regard to the entire tested sample.

Table 4.22: Coefficients for Psychological Contract

Coefficients ^a												
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Zero - order	Partial	Part	Tolerance	VIF
(Constant)	4.938	1.372		3.599	.000	2.234	7.642					
1 Psychological Contract	.252	.023	.594	10.748	.000	.206	.298	.594	.594	.594	1.000	1.000

a. Dependent Variable: Employee Engagement in Glove Manufacturing of Malaysia

The correlations table as per Table 4.23 shows that all three dimensions of psychological contract named cognitive, effective, and behavioural correlate with the employee engagement given the coefficients at .504, .569 and .413 respectively. Since all the variables were above the required threshold, thus all the variables were retained as whole.

Table 4.23: Correlations

		Correlations			
		Employee_Engagement _in_GloveManufacturing of Malaysia	Cognitive	Affective	Behavioural
Pearson Correlation	Employee_Engagement_in_Glove Manufacturing_of_Malaysia	1.000	.504	.569	.413
	Cognitive	.504	1.000	.678	.512
	Affective	.569	.678	1.000	.457
	Behavioural	.413	.512	.457	1.000
Sig. (1-tailed)	Employee_Engagement_in_Glove Manufacturing_of_Malaysia	.	.000	.000	.000
	Cognitive	.000	.	.000	.000
	Affective	.000	.000	.	.000
	Behavioural	.000	.000	.000	.
N	Employee_Engagement_in_Glove Manufacturing_of_Malaysia	214	214	214	214
	Cognitive	214	214	214	214
	Affective	214	214	214	214
	Behavioural	214	214	214	214

Table 4.24 further presents the regression model on the dimensions for psychological contract: Cognitive, Affective and Behavioural versus employee engagement in Glove Manufacturing Sector of Malaysia. As per in the table, the coefficient of determination R square is .366 and R is .605 at 0.05 level of significance. The coefficient of determination indicates that 36.6% of the variation on employee engagement in Glove Manufacturing Sector of Malaysia is influenced by psychological contract. This indicates that there happens a significant relationship between psychological contract and employee engagement in Glove Manufacturing Sector of Malaysia.

Table 4.24: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.605 ^a	.366	.357	2.24081

a. Predictors: (Constant), Behavioural, Affective, Cognitive

b. Dependent Variable:

Employee_Engagement_in_GloveManufacturing_of_Malaysia

The analysis of variance (ANOVA) in Table 4.25 shows that the overall model is a fit for the data and delivers a statistically significance result as the p value = 0.000 which meets the minimum requirement of $p < 0.05$ at a 95% confidence interval.

Table 4.25: Coefficients

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	609.352	3	203.117	40.452	.000 ^b
Residual	1054.461	210	5.021		
Total	1663.813	213			

a. Dependent Variable: Employee_Engagement_in_GloveManufacturing_of_Malaysia

b. Predictors: (Constant), Behavioural, Affective, Cognitive

The results in Table 4.26 show that dimensions for psychological contract: Cognitive, Affective and Behavioural have positive and significant influence on employee engagement in Glove Manufacturing Sector of Malaysia as $p < 0.05$. The result shown in table below for cognitive was $\beta = 0.163$, $t(210) = 2.074$; affective was $\beta = 0.389$, $t(210) = 5.130$; behavioural was $\beta = 0.152$, $t(210) = 2.338$. From the table below, Affective have the largest β -coefficients, 0.389. This means that Affective provide the strongest unique contribution to predicting employee engagement followed by Cognitive and Behavioural.

Table 4.26: Coefficients

Coefficients ^a												
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
	B	Std. Error				Beta	Lower Bound	Upper Bound	Zero - order	Partial	Part	Tolerance
(Constant)	5.401	1.381		3.910	.000	2.678	8.124					
1 Cognitive	.181	.087	.163	2.074	.039	.009	.352	.504	.142	.114	.489	2.046
Affective	.396	.077	.389	5.130	.000	.244	.549	.569	.334	.282	.525	1.906
Behavioural	.163	.070	.152	2.338	.020	.026	.300	.413	.159	.128	.715	1.398

a. Dependent Variable: Employee_Engagement_in_GloveManufacturing_of_Malaysia

In summary, the analyses of correlation and multiple regression were performed to determine the relationship between Employee Engagement in Glove Manufacturing Sector of Malaysia and various potential predictors (Psychological Contract: Cognitive, Affective and Behavioural) in this study. Referring to the Model Summary Table, the dimensions of Psychological Contract named Cognitive, Affective and Behavioural were entered into Multiple Regression analysis under Independent Variable and Employee Engagement in Glove Manufacturing Sector of Malaysia under Dependent Variable.

As can be seen on the above presented result, no matter psychological contract act as a whole or categorise into the dimension, all of the variables is significantly and positively correlated with the criterion, demonstrating that those with higher scores on variables lean towards higher influencing power on Employee Engagement in Glove Manufacturing Sector of Malaysia.

The multiple regression model with all the three predictors generated $R^2 = .366$, $F(3,210) = 40.525$, $p < .001$. As presented in Table 4.26, the Cognitive, Affective and Behavioural had a significant positive regression weights, indicating employee in Glove Manufacturing Sector of Malaysia with higher Psychological Contract in terms of Cognitive, Affective, and Behavioural were expected to have higher engagement, after controlling for the other variables in the model.

However, the construct is considered having a low R^2 value at 0.366. The results indicate that only 37% of the variation of dependent variable: employee engagement can explain by the variance of the proposed independent variables: psychological contract with three dimensions: cognitive, affective and behavioural. The remaining 63% could be explained by factors outside of the scope of study. This also further shown that the model used is unable to fit well into this study. However, the construct of psychological contract still does have an influence on the employee engagement. Among the dimension of psychological contract, the result reveals that affective have the highest influencing power than cognitive and behavioural effect by comparing the beta-coefficient.

Below are the detailed findings:

Hypothesis 1:

The psychological contract has a significant influence on employee engagement in glove manufacturing sector of Malaysia.

The relationship between psychological contract and employee engagement in glove manufacturing sector of Malaysia was evaluated. The results obtained shows a positive significant relationship for the variable ($T=10.748$, sig. =0.000).

Therefore, Hypothesis 1 is accepted.

Hypothesis 1a:

The psychological contract dimension of cognitive effect has a significant influence on employee engagement in glove manufacturing sector of Malaysia

The relationship between psychological contract dimension of cognitive effect and employee engagement in glove manufacturing sector of Malaysia was evaluated. The results obtained shows a positive significant relationship for the variable ($T=2.074$, sig. =0.039).

Therefore, Hypothesis 1a is accepted.

Hypothesis 1b:

The psychological contract dimension of affective effect has a significant influence on employee engagement in glove manufacturing sector of Malaysia.

The relationship between psychological contract dimension of affective effect and employee engagement in glove manufacturing sector of Malaysia was evaluated. The results obtained shows a positive significant relationship for the variable (T=5.130, sig. =0.000).

Therefore, Hypothesis 1b is accepted.

Hypothesis 1c:

The psychological contract dimension of behavioural effect has a significant influence on employee engagement in glove manufacturing sector in Malaysia.

The relationship between psychological contract dimension of behavioural effect and employee engagement in glove manufacturing sector of Malaysia was evaluated. The results obtained shows a positive significant relationship for the variable (T=2.338, sig. =0.020).

Therefore, Hypothesis 1c is accepted.

4.8 SUMMARY OF FINDINGS

Table 4.27: Hypotheses Analysis Summary

Hypothesis	Result
H1: The psychological contract has a significant influence on employee engagement in glove manufacturing sector of Malaysia.	H1 accepted Standardised β =.594 Sig.=.000, $p < 0.05$
H1a: The psychological contract dimension of cognitive effect has a significant influence on employee engagement in glove manufacturing sector of Malaysia.	H1 accepted Standardised β =.163 Sig.=.039, $p < 0.05$
H1b: The psychological contract dimension of affective effect has a significant influence on employee engagement in glove manufacturing sector of Malaysia.	H1 accepted Standardised β =.389 Sig.=.000, $p < 0.05$
H1c: The psychological contract dimension of behavioural effect has a significant influence on employee engagement in glove manufacturing sector of Malaysia.	H1 accepted Standardised β =.152 Sig.=.020, $p < 0.05$

4.9 CONCLUSION

Prior full-scale distribution of questionnaire, pilot test was performed to check the suitability, appropriateness and relevancy of the instrument. Several tests were conducted which covers factor analysis, correlation test and reliability test to ensure the findings obtained able to generalize on the intended study population. After full data collection, preliminary test was then carried out prior any further analysis. To conclude this chapter, the research findings shows that all the hypotheses are accepted and have a positive significant influence on employee engagement in Glove Manufacturing Sector of in Malaysia. In Chapter 5, researcher will provide a further or more details discussion of the key findings obtained this chapter, as well as to provide recommendations and implications applicable to this study.

CHAPTER 5

CONCLUSION AD RECOMMENDATIONS

5.0 OVERVIEW

This chapter is categorized into six main sections. Section 5.1 provides a summary and the discussion on the present research's key findings which emerged from the data analysis for each objective of this research in Chapter four. Section 5.2 provides for the contributions to knowledge made by this research. Section 5.3 presents recommendations for the industry and academic drawn from the research findings. The limitations of this research are discussed in section 5.4. Then areas for further research are presented in section 5.5. At the end of this chapter, researcher will provide a brief personal reflection.

5.1 DISCUSSION OF THE FINDINGS

Psychological Contract with three dimensions was tested to determine as to which contributes to Employee Engagement in Glove Manufacturing in Malaysia while the findings indicates that all factors were predictors. To ease the interpretation, all the explanations and discussion on the findings are based on the objectives and hypotheses of the present research. Statements below are the details:

5.1.1 Research Objective 1:

To find out whether the psychological contract has an influence on employee engagement in glove manufacturing sector of Malaysia.

Psychological contract has been increasingly important in explaining the contemporary employment relationship (Akhtar & Long, 2015; Dhanpat & Parumasur, 2014; Uchenna, 2015). The failure to fulfil employer's obligations has generated numerous negative impacts in the relationship between

employer and its employees, which has led to conflicts, strikes, grievances and further counterwork-related negative behaviours resulting as a threat to the survival of organizational. (Nurudeen, 2016; Ogbuokiri, Anyanwu & Iklaki, 2016). Psychological contract is also known as an intangible or an unwritten social contract between employer and employees which is subjective in nature as the perception is differ from one another on the types of employer's obligations and individual value (Ballou, 2013). Most of the time, employee was found losing engagement towards organization due to organization's failure to fulfil the obligations as expected in any common psychological contract (Morrison & Robinson, 1997 as cited in Kuang-Man, 2013).

Previous studies have found that fulfilment of psychological contract upsurge the level of harmonious rapport between employers and employees (Ballou, 2013; Kuang-Man, 2013; Ugwu & Ogwuche, 2013). Bal, De Cooman and Mol (2013) also identified that psychological contract's fulfilment cultivate positive attitude towards job, reduce turnover intentions and enhance work engagement. According to a research done by Rayton and Yalabik (2014), employees are proven to be more motivated and committed to an organisation with performance of promises done by employer, which foster a higher level of employee engagement. Furthermore, psychological contract fulfilment also known as a buffer in contrast to the negative effects of various job demands, for instance extremely tense working conditions, by this means causative positively to employee well-being (Parzefall & Hakanen, 2010). There are also research findings reported that fulfilment of psychological contract indicates emotions and attitudes of the employee and further in controlling their behaviour (Spindler, 1994).

The findings of this study have achieved the main objective where the psychological contract has significant influence on employee engagement in Glove Manufacturing Sector of Malaysia. Based on the findings, the value of the regression is 35.3% and the constructed hypothesis was accepted. The results indicated that the psychological contract carries 35.3% of influential values on employee engagement. Likewise, research done by Moore (2014) also indicated that there was a signification positive correlation factors between

the two constructs, employee engagement and psychological contracts. Findings showed that there is 49% of the variance in employee engagement can be explained by psychological contract. The findings of the current study also further supported by research findings of McInnis (2012) where there is positive correlation between the relational contract scores with commitment and engagement, also negatively by means of turnover intentions, and accounted for variance with ratings beyond the variation explained by perceived employer contract fulfillment and demographic variables.

5.1.2 Research Objective 1a:

To determine whether the psychological contract dimension of cognitive effect has an influence on employee engagement in glove manufacturing sector of Malaysia.

The cognitive aspect of employee engagement addresses the employees' beliefs, vigilance, mindfulness and attention about the leaders, organisation, work roles and working conditions (Kahn, 1992). According to McInnis (2012), engagement is significantly associated with the constructs of job involvement which is known as a belief or cognitive state of psychological identification. The findings of this study had achieved the main objective where the psychological contract dimension of cognitive effect has significant influence on employee engagement in Glove Manufacturing Sector of Malaysia. According to the findings, the regression's value is 16.3% and the constructed hypothesis was accepted. The results indicated that the psychological contract dimension of cognitive effect influence 16.3% on employee engagement. Similarly, the research finding of Heuvel and Schalk (2018) showed that the regression analyses showed significant results the fulfilment of the psychological contract was related to the cognitive resistance where later influence employee engagement. The results concluded that this model ($R^2 = .116$; $F(3,936)$, $p < .01$) explained 11% of the variance in the dependent variable.

5.1.3 Research Objective 1b:

To ascertain whether the psychological contract dimension of affective effect has an influence on employee engagement in glove manufacturing sector of Malaysia.

Affective commitment is so-called the personal cooperation, positive emotional attachment of an employee towards the organization, together with the sense of being in consonance with the way that leads to a higher degree of belief in organization's goals and merit (Hazrati, 2017). According to Utami, Bangun and Lantu (2014), people stay in an organization with the feeling of "want" in oneself where this sense of belongingness to the organization is commonly seems to be driven by the degree of affective commitment within employees.

Affective commitment involves a spiritual phase by way of explanation at the person (Lovblad Hyder & Lonnstedt, 2012). The psychological contract dimension of affective effect is an ultimate concept as affective commitment can lead to effectiveness, proficiency and productivity in assembly with the work (Hazrati ,2017). The equilibrium between expectations and obligations' fulfilment in contrast to relational psychological contract entails a sustained, coordinated, and unceasing relation among employees and the organization (Rutherford, Park & Han, 2011). Hazrati (2017) proposes that when an individual believe there is a psychological contract violation and breach in an unacceptable manner, the organizational commitment will reduce significantly. In other words, when an employee perceives there is no breach of psychological contract and is permanently well supported by the organization, employees tend to display a high-level affection and loyalty (Rutherford et al., 2011). Consequently, the dimension of psychological contract of affective effect is more likely to influence individual judgments (Moore, 2014).

5.1.4 Research Objective 1c:

To analyse whether the psychological contract dimension of behavioural effect has an influence on employee engagement in glove manufacturing sector of Malaysia.

Based on the findings, the value of the regression is 15.2% and the constructed hypothesis was accepted. The results indicate that the psychological contract dimension of behavioral effect influences 15.2% on employee engagement. This result is supported by statements made by Macey, Schneider, Barbera and Young (2009), where employee engagement can be known as an attitudinal state that involving two dimensions, namely mental energy and behavioural energy. The research findings noted that employee engagement involves cognitive and emotional in psychological contract can determine an employee's behavioural in workplace (Andrew & Sofian, 2012). Empirical evidences also show that breach of psychological contract may lead to detrimental effects on employee behaviours (Conway & Briner, 2002; Parzefall & Hakanen, 2010; Robins, Tekleab, Takeuchi & Taylor, 2005).

5.1.5 Overall Discussion

With reference to the result obtained from this study, the construct is considered having a low R^2 value at 0.366. The results indicate that only 37% of the variation of dependent variable: employee engagement is capable in explaining the variance of the proposed independent variables: psychological contract with three dimensions: cognitive, affective and behavioural. The remaining of 63% could be explained by factors outside of the scope of study. This also further shown that the model used is unable to fit well into this study. However, the construct of psychological contract can still be influential to the employee engagement. Among all the dimensions of psychological contract, result reveals that dimension of affective have the highest influencing power than cognitive and behavioural effect by comparing the beta-coefficient. Likewise, the findings of this research can be supported by the empirical evident of several researchers. Firstly, the findings of Weiss and Cropanzano (1996)

where propose that the development of overall attitude or employees' behaviour is first influenced by affective and followed by cognitive independently. Secondly, there are findings showed that affective components can better predict behaviour and is generally expected that affective responses will explain more variance on individual's judgments regardless of positive or negative judgement than will events that trigger evaluation of beliefs alone (Breckler & Wiggins; 1989, Edwards, 1990).

5.2 CONTRIBUTIONS

5.2.1 Industry

The study brought into focus of cognitive, affective and behavioural that are specific to the psychological contracts of employee engagement. When considering talent management strategies for the organisation, the organisation must comprise suggested inducements such as rewards, benefits, opportunities for protean careers (Naidoo, Abarantyne & Rugimbana, 2019). The effectiveness of an organization is very much depending on the organization's ability to discover which employees' value is better in managing the psychological contract (Rayton & Yalabik, 2014). Business only works well when there is an existence of a well-designed evaluation system for the needs and interests of the employees (Naidoo et al., 2019). According to the National Academies Press stated in CCK Online (2016), quality management is a comprehensive approach to upkeep the overall efficiency of an organization. If an organization does not recognize the value of the employees, employees will look for alternatives in order to meet their expected needs and goals (Badat, 2010). This study aided in identifying what the respondents viewed as important, forming a valuable input to the understanding of glove manufacturing sector in Malaysia. Furthermore, employees should be part of the engagement process when designing the organisational policies and strategies (Rayton & Yalabik, 2014). By means of that will minimize the gap between promises made to employees especially the unwritten ones with the reality experiences in order

to ensure a greater level of engagement in talented employees, which is also a critical factor to stay competitively in this VUCA world (Naidoo et al., 2019).

5.2.2 Academia

The findings of this study are notably contributing in advancing the body of concrete knowledge on employee engagement and psychological contract. Up to the present time, most of the researches on psychological contracts have been directing a great deal of attention on direct effects of breach on employee engagement which has been known as a critical literature gap. Although there are plentiful of researches conducted regarding the relationship between psychological contracts and employee engagement, yet there is still inadequate research with similar topic conducted exploring the effect of psychological contract on employee engagement in Glove Manufacturing sector of Malaysia. Apart from confirming the long-established outcomes associated with the breach of psychological contract such as cognitive commitment, affective commitment, and behavioural commitment, the existing study auspiciously expanded the outcome variables of psychological contract to append engagement.

The findings of this study had added broadly to the body and nature of academic knowledge on the psychological contract and employee engagement in Malaysia's Glove Manufacturing Sector. According to Aon Hewitt (2014), the global demographic makeup shifting in momentous ways. Although the emergence of modern economic growth continues to be a formidable presence, yet countless of the remarkable growth noticeable in the community in recent years is wavering (Mokyr, 2018). These trends have shaped a multitude of challenges in business, such as the industry consolidation and disruption, availability of talent, changing in employees demand, changing of the labour law requirement, expectation of workforce, etc (Manyika, Sinclair, Dobbs et al., 2012). Engaging employees is never an easy task which requires discretionary effort investment in the right behaviours to achieve future business goals

(Markos & Sridevi, 2010). Industry leaders are highly required to revisit and formulate new strategies as the existing strategies may not be able to effectively execute or support on future requirements (Rothwell, 2010). Thus, this study contributes to a deeper insight into this phenomenon and contribute to psychological contract on employee engagement literature. The study advances understanding of academic employees' views of what an individual believe is important with regards to psychological contract and how this relates to cognitive, affective and behavioural outcomes such as engagement in Glove Manufacturing Sector of Malaysia.

5.3 RECOMMANDATIONS

The relationship between psychological contract and employee engagement is important for glove manufacturing industry in Malaysia to engage employees through cognitive, affective and behavioural. Based on the findings, affective had the highest influencing potential towards employee engagement as compared to cognitive and behavioural. Therefore, researcher and organization are suggested to further explore on this dimension in order to better engage employee for a more competitive advantage. However, solely focusing on this construct is insufficient. Thus, the future researchers or organizations are highly recommended to explore other possible factors that could influence employee engagement in this sector.

The results of this study suggest that the negative ramifications of breach of psychological contract's act as a challenge to organization growth in approaching to unavoidable situations (Parzefall & Coyle-Shapiro, 2011). Organizational agents particularly the recruitment team, should vigilance in conveying promises to the new members of the organization and manifestly establish the benchmarks and conditions of employment during on boarding (Wangithi & Muceke, 2012). In furtherance of having a shared informative framework, a realistic job previews to clarify ambiguities is important as part of the talent management strategy. Ulgen and Seely (1974) suggests that a realistic job previews can accurately portray the behaviours within the precise position upon joining lesser grandiose expectations, by this means, refining the fitness among individual's organizational ability and expectations. With that, it

enables applicants to make better decisions concerning acceptance of the job offer (Wanous & Reichers, 2000), hence it reduces the rate of unperformed promises.

The desirable stage of psychological contract varies depending on the alliance of essential groups, specifically gender, level of education, tenure, etc. Organizations ought to be mindful with employees' background which carry the possibility to influence employee engagement (Sluss, Van Dick & Thompson, 2011). As the findings of this study showed that affective have the highest influencing potential, so having timely employee attitude surveys is important. Precisely, utmost courtesy must be reserved in keeping commitment to the promises conveyed explicitly or implicitly to workforces. Thereby, management should cultivate a two-way communication in organization such as timely team meeting or focus groups discussions (Hillmann, 2014). Furthermore, a 360° performance reviews perhaps is one of the best alternatives used to maintain psychological contract. This wide-angle view permits organization to recurrently and candidly shares the organization's priorities among its employees to provide a sense of understanding (Gottschalk, 2016). Wangithi and Muceke (2012) further suggested that regular performance review is very important to provide timely feedback and dispel any false belief and serve as organization's effort in fulfilling the psychological contract.

Nowadays, the employees are expecting transparency as the basics for employee engagement in an organization, which can be developed by more information-flow from leaders and followed by everyone's commitment (Grimmelikhuijsen, 2012). Lack of information-flow about the organization's latest news and decision-making process tends to trigger a perception of lack of transparency, and that contributes to a major loss in trust feeling between employees and management (Gottschalk, 2016). Transparency is important by the consequences on creating a healthy and transparent culture in the organization (Baltzley & Lawrence, 2016). Grimmelikhuijsen (2012) well-defined transparency as the lack of invisible information connected with an organization or allowing more collective decision making, cooperation and collaboration on the performance or internal workings of that organization. With this will lead to a higher level of perceived trustworthiness (Schnackenberg & Tomlinson, 2016), where motivate employees contributing to organization's goals with the shared vision (Baltzley & Lawrence, 2016).

5.4 RESEARCH LIMITATIONS

As stated by Saunders et al. (2009), research methodology plays the part as the backbone of a study. The core purpose of a quantitative research is the quantification of the data that enables results generalization through computing the responses of the sample population. There are two broad phases in every research methodology which consists of planning and execution (Younus 2014). Hence, the likelihood of having research limitations are unavoidable (Simon 2011).

In most of the cases, the population is almost finite and will be superlative to involve the whole population as well as every subject. Due to the resource's constraint, it is difficult for researcher to access throughout the large population (Willey, 2015). As per discussed in earlier chapter, rubber glove manufacturing company covers a large population in Malaysia where there are in total of 106 factories in with a total of 65,000 employees and of the 65,000 employees 23,000 are local employees (Koty, 2017). Hence, this study had chosen sampling techniques of convenience sampling. However, convenience sampling does have limitation with the likelihood of being biased (Mackey & Gass, 2005). In this kind of subject selection, the effect of outliers can be more devastating due to high self-selection of respondents is involved where is hard for researcher to predict the suitability of traits or mechanism of the selected individual for generalization purpose. Consequently, so unpredictable is the vulnerability of convenience samples to severe hidden biases (Leiner, 2014).

Another limitation faced in this study is in adopting a secondary data set as the basis for analysis. The usage of questionnaire has in certain cases, restricted researcher in certain aspects. A questionnaire that is delivered in the form of surveys are subject to bias, as the instruments are reported on by individual basis. The effect of this bias nature may perhaps result in responses from the respondents being under-reported or over-reported. Another consideration is of the statistical techniques employed in this study where the desirable to find causes and effects reflected in psychological contract in employee engagement results were unable to accomplish. The statistical technique in this study only able to reveals the dependency relationship, but not the direction of the dependency.

Despite of the fact in relation to convenience in adopting cross-sectional technique employed in this study, this technique was proven to have the downside with difficulties to provide a good basis for establishing causality. The snapshot nature of cross-sectional studies measuring two distinct variables at the same point in time. Although the cross-sectional studies have been sufficient in explaining that the two are associated by some means, but then again, this technique is unable to certainly determine if one causing a change in another variable. Moreover, cross-sectional studies have difficulties in dealing with confounding factors. This technique often lost observation when the relationship between the variables of interest being influenced by the additional variables. Take for example, employees with lower levels of work's engagement perceive more contract breach.

5.5 FUTURE RESEARCH DIRECTION

Employee Engagement is one of the key reasons for the success of any business. This study suggests psychological contract support employee engagement in glove manufacturing industry. This study had found that there was a significant relationship between psychological contracts and employee engagement. However, the findings of this study also revealed that there was only 37% of the variation of employee engagement can explain by the variance of the psychological contract. In this manner, the remaining 63% could be factors outside of the scope of study.

Future research will be meant at addressing the inadequacies of the present research and extending the ideas explored at this point to address several other relevant factors. One of the vital future extensions of the studies is to scrutinize the difference in perceptions of breach across individual dimensions for instance generation, job level, family background, education, tenure, gender, and age concomitantly. These are paths and prospective directions for future research.

Beyond the limitations deliberated, there are countless other factors of interest that can be proposed for future studies due to time and resources constraint. Longitudinal research is desirable to examine the causal direction of relationships. Future studies

could also explore the integration of both quantitative and qualitative methods that offer information-rich data to strengthen the rigor and facilitate deeper and more meaningful learning. Furthermore, future study can consider testing the mediation or moderation effect in a dataset instead of just testing the hypotheses in used of standard multiple regression.

5.6 PERSONAL REFLECTION

Undertaking this research study has been an utterly indispensable learning experience. Throughout the study, I have come to some understandings of the research's nature and of the recurrent, in certain instances messy, nature of the research process. I have acquired much knowledge throughout this study, e.g., that things will not always work out as planned and that can, sometimes, be tedious and frustrating, yet at other times to a great extent rewarding and even exhilarating.

This research study has also provided a fair number of important ideas which have aided me understand my own professional values and guide me through some possible changes. Concerning the whole process of the master project writing, the overall experience was very exciting and intriguing. Specifically, I enjoyed learning about the what is behind the global trend of employee engagement, as I find this specific topic a continuing challenge for today's local glove manufacturing sector in this new era of changes and employees shifting behaviours.

All in all, completing this master project helped me in developing new strategies would be beneficial for my future career and beyond. I started to understand how important the role of psychological contract is played in employee engagement, how much attention we are required to pay regarding employees' beliefs about the unwritten promises, how satisfying it will be in figuring out employee's commitment. The research process has also fortified me to review my past management practices within the broad human resource management field and has provided a prosperity of resources to refining the skill of talent management.

Even though it was difficult at times to motivate myself to do the report writing with the accumulated tiredness as a working adult cum part time student, overall, I still enjoyed the whole process. It was definitely a worthy experience of hard work and remembering all the late nights reading of hundred pages of publications, sore fingers from trying to type as expeditiously as my thoughts flash through, hours rephrasing the same paragraph, and nervously pacing while preparing for VIVA presentation. With my fingers crossed, I am grateful that everything had went well.

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Zikmund, W.G., Babin, B.J., Carr, J.C., Griffin, M. (2012) *Business Research Methods*. 9th Edn. South-Western College.

APPENDIX A

Author's Surname & Year	Journal	Results of the study	DV	IV
Yu (2017)	Yu (2013) 'Mediating Effect of Utilization of Emotion on The Relationship Between Grit and Psychological Contract'. <i>Journal of psychology Malaysia</i> . 31(3) pp. 64-83. [Online] Available at: file:///C:/Users/User/Downloads/315-1203-1-PB.pdf [Accessed: 25 May, 2018].	"Employees who demonstrated extra effort in their work would have greater expectations of their employers to reciprocate the relational obligations. Individuals with more grit had a greater tendency toward more positive expectations"	√	
Keisuke (2017)	Kokubun, K. (2017) 'Organizational Commitment and Rewards in Malaysia, with Comparison between University Graduates and Others'. <i>Journal of Sustainable Development</i> . 6(10) pp.51-78. [Online] Available at: file:///C:/Users/User/Downloads/69386-266154-1-PB.pdf [Accessed: 3 June, 2018].	Japanese companies have coped with high numbers of employees resigning from their positions, which have never been experienced in their home country. Annual employee turnover rate in the general industry in Malaysia has increased from 12.3% in 2012 to 13.2% in 2013.	√	
Vaijayanth, Shreenivasan, and Prabhakaran (2011)	Vaijayanthi, P, Shreenivasan, K. and Prabhakaran, S. (2011). "Employee Engagement Predictors: A Study at GE Power and Water". <i>International Journal of Global Business</i> . 4(2) pp.60-72.	"Employee engagement" as a measurable degree of an employee's positive or negative emotional attachment to his job, colleagues and organization which profoundly influences his willingness to learn and perform at work.	√	
Shuck and Wollard (2010)	Shuck, B., and Wollard, K. (2010) 'Employee engagement and HRD: a seminal review of the foundations. <i>Human Resource Development Review</i> . 9(1) pp.89-110.	Engagement is an individual employee's cognitive, emotional, and behavioural state directed toward desired organizational outcomes.		√
Kahn (1990)	Kahn, W. (1990) 'Psychological conditions of personal engagement and disengagement at work'. <i>Academy of Management Journal</i> . 33(4) pp. 303-331.	Psychological conditions have its own predictors. The results revealed that job enrichment, work-role fit, and availability of resources are linked to psychological meaningfulness; while psychological availability was associated with co-worker relations and availability of resources. Among all factors, job enrichment and work-role fit showed the strongest indirect impact on employee engagement.		√
Shuck and Reio (2014)	Shuck, B. and Reio, T. (2014) 'Employee engagement and well-being: a moderation model and implications for practice'. <i>Journal of Leadership & Organizational Studies</i> . 21(1) pp.43-58.	Drawing on the regression results, work engagement moderated the relationship between psychological work environment and the four outcome variables; individuals who scored highly on employee engagement showed high levels of personal accomplishment and psychological well-being. On the other hand, those with lower scores of	√	

		engagements exhibited higher levels of depersonalization and emotional exhaustion.		
Ballou (2013)	Ballou, N. (2013) 'The effects of psychological contract breach on job outcomes. San Jose State University, 1-39.	The perception in psychological contract is very important in determining the way employees perform in their job and their behaviour at the workplace		√
Paracha (2014)	Paracha, A. (2014) 'Impact of Psychological Contract Breach and Psychological Contract Fulfillment on Employees' Intention to Quit In Telecom Sector of Pakistan'. <i>Journal of Business Management</i> . 16(1), pp.93-97.	The fulfilment of psychological contract defines as obligation of organizational to fulfil all their promises toward employee.		√
Eckerd, Hill, Boyer, Donohue and Ward (2013)	Eckerd, S., Hill, J., Boyer, K., Donohue, K., & Ward, P. (2013). The relative impact of attribute, severity, and timing of psychological contract breach on behavioral and attitudinal outcomes. <i>Journal of Operation Management</i> 31(7-8), 567-578. Fornell, C., & Larcker, D. (1981). <i>Structural Equation Models</i>	The under-fulfilment is interpreted as failing in employer obligations and unjust exchange thus, withdrawal from the employment relationship may result to counterproductive, or deviant behaviour by employees in the workplace.		√
Albrecht (2010)	Albrecht, S. (2010) <i>Handbook of employee engagement: Perspectives, Issues, Research and Practice</i> . 1st Ed. Glos, UK. Edward Elgar Publishing Limited.	Employee engagement is defined as "The extent to which employees are motivated to contribute to organizational success, are willing to apply discretionary effort to accomplishing tasks important to the achievement of organizational goals".	√	
Sundaray (2011)	Sundaray, B. K. (2011) 'Employee Engagement: A Driver of Organizational Effectiveness'. <i>European Journal of Business and Management</i> . 3(8).	Emphasized the cognitive, emotional and behavioural elements associated with employee engagement. Cognitive engagement is employees' beliefs about the company, its leaders and the workplace culture. The emotional aspect is how employees feel about their company, their leaders and their colleagues while the behavioral factor is the value-added component reflected in the amount of effort employees put into their work		√
Abraham (2012)	Abraham, S. (2012) 'Job Satisfaction as an Antecedent to Employee Engagement'. <i>SIES Journal of Management</i> . 8 (2) pp.27-36.	Employee engagement as the degree to which workers feel job satisfaction and an emotional connection to the success of their organization	√	
Anitha (2014)	Anitha J. (2014) 'Determinants of employee engagement and their impact on employee performance'. <i>International Journal of Productivity and Performance Management</i> . 63 (3) pp. 308 – 323.	There is a statistically significant impacts of employee engagement on employee performance.	√	
McEwen (2011)	McEwen, D. (2011). <i>Employee Engagement: A Systemic Approach to High</i>	Engaged employees are fully involved and are enthusiastic about their work. They care about the future of their organizations and are willing to invest discretionary effort	√	

	Employee Engagement. [Online] Available at: http://www.cgnglobal.com/sites/default/files/Employee_Engagement_CGN%20Global.pdf [Accessed: 25 May, 2018].	to see their organization succeed. Engagement results from how employees perceive and evaluate their work experience, including their employer, its leaders, the work itself and the organization's environment.		
Cropanzano, Anthony, Daniels, and Hall (2016)	Cropanzano, R., Anthony, E., Daniels, S. and Hall, A. (2016) Social exchange theory: A critical review with theoretical remedies. <i>Acad. Manag. Ann.</i> 11 pp. 1–38.	Social exchange theory is one of the most influential perspectives for understanding employee behaviour in the workplace based on several social science disciplines, including management, social psychology, and anthropology.		√
Hockey and Ley (2010)	Hockey, J., and Ley, I. (2010). Leading for engagement: how senior leaders engage their people. National school of government, UK.	The level of employee engagement, effective leadership has been acknowledged as an essential prerequisite and even demonstrate possible link to organization performance	√	
Rana and Chhabra (2011)	Rana, N., and Chhabra, N. L. (2011) 'Employee engagement: a primer for strategic human resource management'. <i>Asian Journal of Research in Business Economics and Management</i> . New Delhi, India.	Engagement should be positively related to Organizational Citizenship Behaviour because employees who are engaged in their job should not only accomplish their formal role requirements but should put forth extra effort to perform other activities that extend beyond their formal role requirements.	√	
Beal Loyd, I., Stavros, J.M. and Cole, M.L. (2013)	Beal Loyd, I., Stavros, J.M. and Cole, M.L. (2013) 'Effect of Psychological Capital and Resistance to Change on Organisational Citizenship Behaviour'. <i>Journal of Industrial Psychology</i> . 39 pp. 1-11.	As individual's positive psychological resources, the level of psychological capital has a significant positive influence on employees' work attitude and behaviour.		√
Avey, Luthans, and Youssef (2010)	Avey, J., Luthans, F. and Youssef, C.M. (2010) 'The Additive Value of Positive Psychological Capital in Predicting Work Attitudes and Behaviours'. <i>Journal of Management</i> . 36 pp. 430-452.	Employees who are more positive would seem to exhibit more organizational citizenship behaviour than employees who tend to be negative	√	
Yang and Chao (2016)	Yang, W. and Lin, C. (2016) 'How Psychological Contract Breach Influences Organizational Identification and Organizational Citizenship Behaviour: The Mediating Role of Psychological Capital'. <i>American Journal of Industrial and Business Management</i> . 6 pp. 922-930.	The influences of psychological contract breach on the negative behaviours of employees also contain reduced employees' contribution to the organizations and weakened employer-employee relations.		√

APPENDIX B



Survey Questionnaire

Dear Sir/Madam,

You are invited to participate in this survey with regards to Employee Engagement in Glove Manufacturing Sector of Malaysia. This study is used to establish the extent on how psychological contract influences employee engagement in glove manufacturing sector of Malaysia. As an employee working under glove manufacturing sector, we strongly believe that you have valuable insightful information to share. We shall be grateful if you could spare some of your valuable time to fill in this questionnaire. Your views are extremely important for us. The knowledge gained from this study will serve as a better understanding on the importance of psychological contract to create employee engagement.

As part of this work, we would like your help in answering this questionnaire. The survey would take a few minutes of your time. Your response on every question in the questionnaire is essential. We assure you that your answers will be treated in the strictest confidential and the documentation will be destroyed once the study is done and I am guaranteeing that no individual is identifiable in any of the results.

Would you have any queries or concerns regarding this questionnaire, do contact me at awwanxing@gmail.com or at this number 016-6299368.

Thank you for your participation.

Yours sincerely,

Wan-Xing

This survey is carried out on a voluntary basis. Please tick (✓) the following and proceed with questionnaire if you agree to take this survey.

I agree ()

Please note:

1. There is no correct or wrong answer to the questions. We are only interested in knowing your opinion, feelings or emotions on each item.
2. Instructions on the scaling are provided at the top of each section. Please read carefully before answering the question.
3. Some items may appear similarly; however, they address different subjects. Kindly respond to all items.
4. Lastly, I truly value your opinion and respect your privacy. I hereby promise that no information about your name and identification will be directly used in the research for any other purpose.

Part A. Respondents profiles

Instruction: please tick (✓) at the appropriate box.

1. Gender

- Male Female

2. Education Qualification

- High school/Diploma
 Bachelor's degree
 Master's degree
 Doctoral degree

3. I have been with my company for:

- 1-2 years
 3-4 years
 5-10 years
 more than 10 years

SECTION B

The scale is given below:

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

PSYCHOLOGICAL CONTRACT

Listed below are the series of statements which represent your feelings regarding **psychological contract**. There are no right or wrong answers. Your responses will be treated confidentially.

Instruction: Please tick (√) in the box with relevant information.

I. COGNITIVE	1	2	3	4	5
My company have provided me with materials and knowledge I needed in order to do my work.					
The company management is willing to invest in the professional development of its employees even when it does not directly impact employee's current work performance.					
I know what is expected of me in my job and I feel competent to handle it.					
I am rarely distracted when performing my job.					
When I think of an idea that will benefit my company, I make effort to implement it.					

II. AFFECTIVE	1	2	3	4	5
I am emotionally attached to my job and this company.					
I feel that the workload is distributed equally throughout my department or unit.					
I get excited when I perform well in my job.					
My workplace provides me with a strong sense of valued feelings.					
I feel comfortable with my existing organizational culture.					

III. BEHAVIOURAL	1	2	3	4	5
When I do something extra for my colleagues or do a favour for another, I do not expect any return.					
I exert a lot of energy in doing my job, I do not mind staying up until the job is done.					
I will not avoid working overtime whenever it is possible.					
I would support my colleague or superior in any emergency.					
In relationship with my superiors, I pay attention to what we get relative to what was given.					

SECTION C

EMPLOYEE ENGAGEMENT

Listed below are the series of statements which represents your feelings about **employee engagement**. There are no right or wrong answers and it will be treated as strict confidential.

Instruction: Please tick (✓) in the box with relevant information.

Statement	1	2	3	4	5
I am proud to work for my current company.					
I am fully aligned and engaged with the company's direction.					
I can see a clear link between my work and the company's long-term vision.					
I understand how my work and efforts are contributing to meeting company success.					
My current job provides me with a sense of personal accomplishment and belongingness.					

You have reached the end of the questionnaire.

Thank you very much for participating in this survey.

Your assistance is greatly appreciated

APPENDIX C



SOCIAL SCIENCES, ARTS AND HUMANITIES ECDA ETHICS APPROVAL NOTIFICATION

TO Aw Wan-Xing
CC Dr Lee Karling
FROM Dr Timothy H Parke, Social Sciences, Arts and Humanities ECDA Chairman
DATE 15/04/19

Protocol number: cBUS/PGT/CP/04136
Title of study: Employee Engagement in Glove Manufacturing Sector of Malaysia

Your application for ethics approval has been accepted and approved with the following conditions by the ECDA for your School and includes work undertaken for this study by the named additional workers below:

Approval Conditions:

The supervisor must see and approve the following prior to recruitment and data collection:

- The Questionnaire

This approval is valid:

From: 15/04/19

To: 18/04/19

Additional workers: no additional workers named

Please note:

Your application has been conditionally approved. You must ensure that you comply with the conditions noted above as you undertake your research. You are required to complete and submit an EC7 Protocol Monitoring Form once this study is complete, available via the Ethics Approval StudyNet Site via the 'Application Forms' page <http://www.studynet1.herts.ac.uk/ntl/common/ethics.nsf/Teaching+Documents?OpenView&count=9999&restricttocategory=Application+Forms>

If your research involves invasive procedures you are required to complete and submit an EC7 Protocol Monitoring Form, and your completed consent paperwork to this ECDA once your study is complete.

Failure to comply with the conditions will be considered a breach of protocol and may result in disciplinary action which could include academic penalties. Additional documentation requested as a condition of this approval protocol may be submitted via your supervisor to the Ethics Clerks as it becomes available. All documentation relating to this study, including the information/documents noted in the conditions above, must

be available for your supervisor at the time of submitting your work so that they are able to confirm that you have complied with this protocol.

Any necessary permissions for the use of premises/location and accessing participants for your study must be obtained in writing prior to any data collection commencing. Failure to obtain adequate permissions may be considered a breach of this protocol.

Approval applies specifically to the research study/methodology and timings as detailed in your Form EC1A. Should you amend any aspect of your research, or wish to apply for an extension to your study, you will need your supervisor's approval (if you are a student) and must complete and submit form EC2. In cases where the amendments to the original study are deemed to be substantial, a new Form EC1A may need to be completed prior to the study being undertaken.

Should adverse circumstances arise during this study such as physical reaction/harm, mental/emotional harm, intrusion of privacy or breach of confidentiality this must be reported to the approving Committee immediately. Failure to report adverse circumstance/s would be considered misconduct.

Ensure you quote the UH protocol number and the name of the approving Committee on all paperwork, including recruitment advertisements/online requests, for this study.

Students must include this Approval Notification with their submission.

APPENDIX D

PROJECT PAPER LOG

This is an important document, which is to be handed in with your dissertation. This log will be taken into consideration when awarding the final mark for the dissertation.

Student name:	Aw Wan-Xing
Supervisor's Name:	Assoc. Prof. Dr. Kar Ling, Lee
Dissertation Topic: Employee Engagement in Glove Manufacturing Sector of Malaysia	

SECTION A. MONITORING STUDENT DISSERTATION PROCESS

The plan below is to be agreed between the student & supervisor and will monitored againts progress made at each session.

Activity	Milestone/Deliverable Date									
	1 FEB	15 FEB	28 FEB	1 MAC	15 MAC	31 MAC	1 APR	15 APR	30 APR	2 MAY
BRM IRPP for review										
Enhancement on BRM IRPP										
Prepare Ethics Form										
Prepare Questionnaire & send for review										
Data Collection										
Analyses Data & report writing										
Prepare slide for VIVA & send slide for review										
Draft report for review										
Full report for review										
Submission										

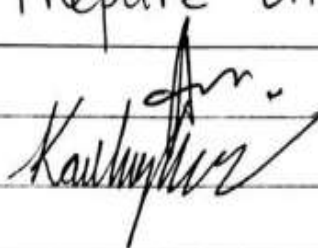
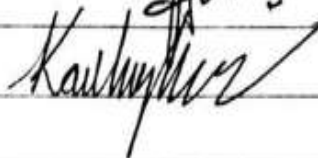
SECTION B. ETHICS

Ethics from protocol number:- eBUS/PGT/CP04136

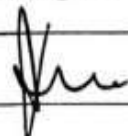

SECTION C. RECORD OF MEETINGS

The expectation is that students will meet their supervisors up to seven times and these meetings should be recorded.

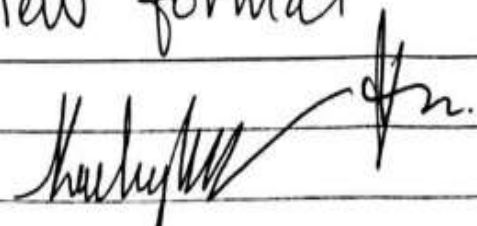
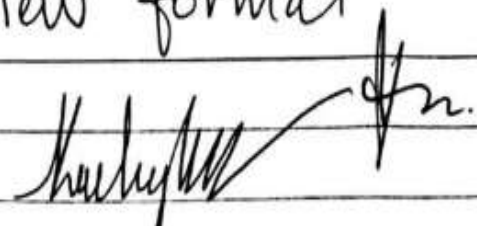
Meeting 1

Date of Meeting	1 FEBRUARY 2019
Progress Made	Send BRM IRPP for review
Agreed Action	Prepare UH ethics Forms
Student Signature	
Supervisor's Signature	

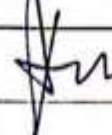
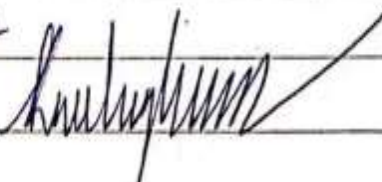
Meeting 2

Date of Meeting	4 FEBRUARY 2019
Progress Made	Send UH ethics forms for review
Agreed Action	Enhance IRPP
Student Signature	
Supervisor's Signature	

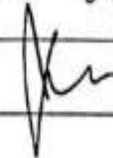

Meeting 3

Date of Meeting	12 FEBRUARY 2019
Progress Made	Revise IRPP Ethics Forms
Agreed Action	Review format
Student Signature	
Supervisor's Signature	

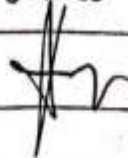

Meeting 4

Date of Meeting	13 MARCH 2019
Progress Made	Await UH feedback
Agreed Action	Prepape PD slides
Student Signature	
Supervisor's Signature	

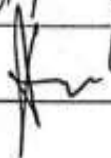

Meeting 5

Date of Meeting	15 APRIL 2019
Progress Made	Ethics protocol received
Agreed Action	Proceed for data collection
Student Signature	
Supervisor's Signature	

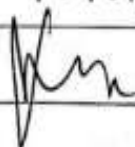

Meeting 6

Date of Meeting	19 APRIL 2019
Progress Made	Draft findings completed
Agreed Action	Revised based on feedback
Student Signature	
Supervisor's Signature	

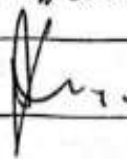
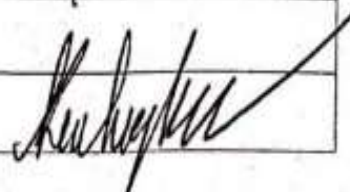
Meeting 7

Date of Meeting	20 APRIL 2019
Progress Made	Chap. 4 & 5 prepared
Agreed Action	Await feedback
Student Signature	
Supervisor's Signature	

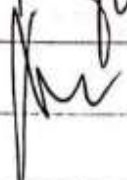
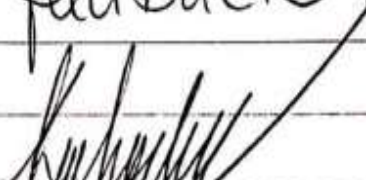
Meeting 8

Date of Meeting	21 APRIL 2019
Progress Made	Viva slides sent for review
Agreed Action	Revise Viva slides
Student Signature	
Supervisor's Signature	

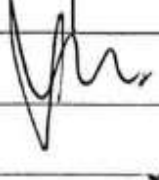
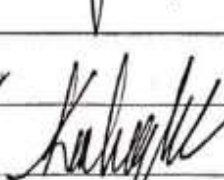
Meeting 9

Date of Meeting	22 APRIL 2019
Progress Made	Viva to validate study
Agreed Action	Amend based on feedback
Student Signature	
Supervisor's Signature	

Meeting 10

Date of Meeting	28 APRIL 2019
Progress Made	Send 1st project draft
Agreed Action	wait for feedback
Student Signature	
Supervisor's Signature	



Meeting 11

Date of Meeting	2 May 2019
Progress Made	Revise draft
Agreed Action	strengthen further & submit
Student Signature	
Supervisor's Signature	

Section D. Comments on Management Project

Student Comments

Supervisor Comments

Signature of Student		Date	2 MAY 2019
Signature of Supervisor		Date	2 May 2019
Ethics Confirmed		Date	

APPENDIX E

UNIVERSITY OF HERTFORDSHIRE

FORM EC7 – PROTOCOL MONITORING FORM

Ethics Committee with Delegated Authority (ECDA)	Social Sciences, Art & Humanities
Name of Principal Investigator (or name of class protocol holder)	Aw Wan-Xing
Student/Staff ID	117012137
Programme of Study or Module Name	MGT 7988 MBA Project
Title of study (or name of class protocol)	Employee Engagement in Glove Manufacturing Sector of Malaysia
UH Protocol Approval Number	cBUS/PGT/CP/04136
Date	02 May 2019

Has data collection for this project been completed? YES/~~NO~~
If NO, please explain why:

If an extension is required, a Form EC2 will need to be completed and submitted.

Have any of the participants within the study experienced or reported any of the following: (if you answer YES to any of these, you must provide the details)

Ethics Committee with Delegated Authority (ECDA)	
Physical reaction/harm	YES/NO
Mental/emotional harm	YES/NO
Intrusion of privacy	YES/NO
Breach of confidentiality	YES/NO

If the UH Protocol Approval you were originally sent included any conditions (for example supervisor to approve interview schedule prior to data collection), were all conditions complied with? YES/~~NO~~

If NO please include any documents and/or information with this form"

DECLARATION (overleaf)

Form EC7, 13 February 2019

DECLARATION

TICK THE APPROPRIATE BOXES IN EACH COLUMN

(i) Declaration by staff applicant (tick)		(ii) Declaration by student applicant (tick)	
<input type="checkbox"/>	I confirm that I have followed the approved Protocol for this study and, where appropriate, the relevant code(s) and/or practice(s) that apply	<input checked="" type="checkbox"/>	I confirm that I have followed the approved Protocol for this study and, where appropriate, the relevant code(s) and/or practice(s) that apply
	Signed (staff applicant)		Signed (student applicant)
	Date		Date 2/5/2019
		(iii) Declaration by student's supervisor (tick)	
<input type="checkbox"/>		<input checked="" type="checkbox"/>	As far as I can ascertain, the student has followed the approved Protocol for this study and, where appropriate, the relevant code(s) and/or practice(s) that apply
			Signed (student's supervisor)
			Date 2/5/2019

This completed form, together with any relevant documents (where applicable) must be returned to the relevant ECDA (ssahecda@herts.ac.uk hsetecda@herts.ac.uk) when you submit your project/dissertation. Failure to submit this Form may result in a breach of the University's regulations (UPR RE01, 'Studies Involving Human Participants', refers)

APPENDIX F



Digital Receipt

This receipt acknowledges that Turnitin received your paper. Below you will find the receipt information regarding your submission.

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Page count: 93
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