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**INTI INTERNATIONAL UNIVERSITY**

**MASTER OF BUSINESS ADMINISTRATION**

**The impact of employee’s engagement toward organizational performance in Coca Cola Manufacturing Industry in Malaysia**

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**Declaration**

I hereby declare that this thesis is my own work and effort and that it has not been submitted anywhere for any award. Where other sources of information have been used, they have been duly acknowledged.

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**Chapter 1**

**Introduction**

1. Introduction

In this chapter, the researcher will discuss the impact of employee’s engagement toward organizational performance in Coca Cola manufacturing industry in Malaysia. In order to make the theoretical basis of this study more reliable, researchers will introduce and describe the background, problem statement, research objectives and research questions aspect as the entry point of this research. The significance, limitations and scope of this research are also introduced as directions for ascension that can be used for future research. The study will be conducted at Coca Cola Bottles Sdn Bhd in Malaysia, Putra Nilai to understand the impact of organizational culture, leadership and compensation on employee engagement.

* 1. Background of the study

In the global business world, many companies realize that employees are the best assets of the organization, and they can coordinate the internal and external of the organization to maintain the competitiveness of the industry (Bailey, 2017). Managers find that involving employees in the daily work of enterprises has strategic advantages in improving quality and innovation, reducing costs and improving productivity. As a result, the substantial benefits gained through employee participation have kept management interested in these efforts. In this regard, employee engagement and commitment are the key to the organization's requirements, because the organization is facing business pressures such as globalization, competition and innovation, especially the recovery of the global economic recession. Improving employee engagement helps improve the organization's performance and productivity, and helps the organization gain competitive advantage under the pressure of global competition (Anitha, 2017).

The research shows that in the current business environment of rapid development and fierce competition of Malaysian small and medium-sized enterprises manufacturing industry, it is very important to have a team of motivated employees who can provide high productivity and high performance to achieve the objectives of the organization. Obviously, it is not enough to focus on satisfaction and stability only, not enough to achieve positive business performance. There is a key link between outcomes; the idea must be extended to involve employee engagement and employee motivation (Sanchez, 2018). Participation and motivation refers to more complex coordination and recognition with the company at the individual and business level through various measures to achieve higher achievements (Cauley, 2017). However, in today's era, due to the lack of incentives, employees are constantly moving from one company to another. Therefore, it is very important for employees to try their best to improve their work performance.

A good reward system has a positive impact on employee morale, productivity and engagement. Increasing employee engagement is now a manufacturing priority and a common practice among most industry managers (Bakker, 2018). When employees feel superior treatment from management, they will and always will be satisfied; both physical sensations and emotional states are consistent with their obligations, and the degree to which employees are connected to the organization's immediate work environment greatly influences their errors or rightness. Coffman (2019) noted that effective improvement of employee engagement is crucial to achieving optimal job performance in manufacturing organizations, which is a key requirement for building business organizations. Employee engagement factor is an indispensable factor to determine employee performance level, organizational productivity and efficiency. Employee input is the key to achieving the organization's overall goals (Leiter, 2019). Thus, this study explores the influence of employee engagement on organizational performance through the mediating role of employee job satisfaction in Coca-Cola Manufacturing industry.

In the recent competitive global business environment, organizations tend to retain highly qualified people and improve their efficiency in their respective organizations (Robinson, 2019). However, incentive and compensation, career development and training and development are fundamental to determining and promoting employee concentration and performance levels, sustainability, and increased employee engagement. According to Bernardin (2018) that it is necessary to delve into the current issue to enhance the importance of employee engagement in an organization. For the more, human resource system can promote the development or organizational ability of a company by stimulating employees' engagement to the company (Andrew, 2017). Therefore, organizations with appropriate business strategies, structures, practices and policies may perform better.

In recent years, employee engagement is being attention increasingly due to its impact on organizational performance and long-term sustainability (Leena, 2018). Employee engagement is an important factor to promote the success of the organization, because it dedicated employees have motivation and strive to achieve organizational goals. The economic environment has prompted many organizations to consider layoffs and restructuring. In the pursuit of profitability and sustainability, organizations entails enhance employee engagement to improve performance (Holbeche, 2018). Employee engagement is the commitment and participation of employees to the organization and its values and beliefs. Schaufelli (2018) stated that the active participation of employees has a direct impact on the productivity of the organization. This is because dedicated employees understand the business environment and work with colleagues to improve performance and benefit the organization.

* 1. Problem statement

In today's competitive world every organization faces new challenges in sustaining productivity and creating a responsible workforce. The organization faces challenges such as low employee morale, poor communication, lack of transparency and reduced customer service (Malik, 2019). About 60% of the employees believe that the organization lacks transparency, which leads to low self-esteem of the employees, reduces the participation and commitment of the employees in achieving the organization's goals, thus affecting the work quality and organizational performance (Oliver, 2018). One potential problem is that in the manufacturing industry, organizations do not know how to improve employee performance through employee engagement, and organizations do not do much to improve employee engagement (Otieno, 2017). Organizations need to understand how to use basic engagement factors such as promotion, competency development, salary and good working conditions to improve employee engagement. This is because there is limited understanding of the determinants of employee engagement (Lim, 2018).

* 1. Research Objectives

This research is focusing on achieving the following objectives:

RO1: To investigate the impact of incentives & compensation on organizational performance

RO2: To investigate the effect of career development in relation to organizational performance

RO3: To investigate the influence of training and development on organizational performance

* 1. Research Questions

Research questions on this study are:

RQ1: Does incentives & compensation influence organizational performance?

RQ2: Does career development affect organizational performance?

RQ3: Does training and development impact on organizational performance?

1.5 Significance of the study

In the context of the industry,the results of this study will contribute to the further use of motivation to reduce/eliminate these problems among employees in the organization. The success or failure of an organization is closely related to the efforts and motivations of its employees. Employees' motivation is often the product of their engagement to their jobs or careers. Job engagement is an important topic that organizations need to understand. The degree to which employees engage in work (work engagement), commit and believe in the goals and objectives of the organization (organizational commitment), work aspirations (professional ethics), and are committed to a particular occupation or occupation all have an impact on the organization. In today's economy, organizations are expected to do more with less. "It's important for companies to retain effective employees." Employees who are engaged and committed to the organization provide companies with important competitive advantages, including higher productivity and lower employee turnover.

On the other hand,in the government point of view,governments can benefit from this research to determine the position of national institutions and implement policies to create an environment conducive to their success. The stronger the government's occupational commitment, the more job participation, the more organizational commitment, and the lower the turnover intention. Government occupational commitment is positively correlated with recognition of situational characteristics such as human resource development, performance feedback, diversity, challenges and task importance. Occupational differences affect employees' perceptions of work, office and organization, as well as their reports of job participation, organizational commitment and resignation intention. Government's professional/technical employees' professional engagement is related to their views on work, offices and institutions.

In the context of the academia, better understanding of employees’ engagement and can improve students’ work performance on an organization so that they can contribute better to society. The data of research can contribute to the academy for further research. According to the study of Chan, Lau, Lim and Hogan (2008), Positive outcomes of employee organizational engagement include higher job satisfaction, lower turnover rate, less absenteeism, and improved organizational citizenship behavior. In addition, employees with high organizational engagement will have a positive impact on their performance, improve service quality and reduce negative behaviors. In addition, loyal individuals generally have high levels of satisfaction, responsibility, and loyalty. This helps increase the importance of students' engagement to employees in their future careers. Improve the quality of students' future work and enhance their sense of responsibility for work.

1.6 Scope of the study

This study focuses on the impact of employee engagement toward organizational performance in Malaysia. In this paper, the research scope will mainly focus on Coca Cola manufacturing industry as a case study. The geographic focus of the study will be in Western Malaysia and the target participants are employee work in Coca Cola Bottlers with a population of 500 employees, which indicates the number of active participants in Coca Cola Bottlers Malaysia. According to Raosoft (2020), the number of sample size is 218 for a population size is 500 and above to be considered enough. Therefore, employees from population of 500 required are 218 respondents. Primary data will be collected using online questionnaire distributed through Google form used by Malaysian employees from Coca Cola Bottlers at Nilai. In order to obtain effective data to analyze and test hypotheses, interviews and questionnaires will be conducted in this study. For sampling methods, probabilistic or representative sampling is used in quantitative research methods. This study also uses descriptive statistical analysis and cross-analysis to obtain data and help readers better understand the interpretation of data.

1.7 Limitation of this study

After doing this research, I found two main limitations. The first is sample size. The number of samples collected is relatively small, mostly from researchers' friends, which makes the number of respondents very small. It is difficult to represent the Malaysian people as a whole, because it may not cover some parts of the region. Therefore, the results may not represent the whole study, and may affect the accuracy and reliability of the results. The second is the questionnaire survey. These problems are self-managed and explained by the knowledge of the respondents. When respondents answer questions, misunderstandings may arise. If this happens, there may be some deviations from the results.

1.8 Ethical consideration

Ethical factors are very important in this study. This study will give full play to the role of researchers, who mainly collect and analyze data based on relevant literature and market research. Researchers will get the consent and permission of the respondents when they conduct interviews and collect data through questionnaires. The data and information collected will be kept confidential, making sure that the investigator's personal information will not be shared. Respondents of the data will volunteer to participate in the research party. The ethical principles considered in carrying out this study are primarily respect for individuals, ensuring confidentiality and beneficence/non- maleficence.

Respect for individuals

Considering that individuals are free to decide whether to participate in the study or not, this questionnaire made it clear at the first presentation. In addition, in the introductory statement to the questionnaire, researchers will provide information on who will receive the data and why it will be used. During the questionnaire, participants did not have any reckless attitude and pressure.

Confidentiality

The main purpose of this study was to protect the privacy and confidentiality of participants' information, which would facilitate their active participation and response. In order to further achieve anonymous responses, the questionnaires will not be numbered, nor will participants' contact information such as names be asked.

Beneficence / Non- maleficence

The questionnaire is considered more intrusive than the interview and may still be harmful to participants. To improve participants' sense of security in the study, researchers reminded participants that sensitive questions about themselves would be checked during the pilot study phase. Therefore, this research will ensure that problems, knowledge or behavior are not threatened and information is absolutely safe.

1.9 Findings & Key terms

Table 1.1. The definition of the variables for this study

|  |  |  |
| --- | --- | --- |
| Variables | Definition | Source |
| Employee engagement | Employee engagement can be defined as "commitment", "organizational citizenship behavior" and "psychological contract" to describe employees' positive attitude and behavior at work. | (Maslach, 2018) |
| Career development | Career development is a person's continuous progress in the field of work, the acquisition of experience and skills, and therefore the knowledge, quality and work aspirations to progress in the workplace. | (Hayday, 2019) |
| Training and development | Training and development can be regarded as an intervention, an activity to acquire new knowledge or skills for growth, to improve the product and service quality of the organization in the fierce competition by improving the technical skills of employees. | (Robinson, 2018) |
| Incentive and compensation | Incentive and compensation are the output and benefits that employees receive, in the form of wages, bonus, and the same remuneration, such as currency exchange by employees to improve performance. This is because incentives and compensation are the most important factor in eliminating employees' efforts to generate innovation and new ideas. | (Saks, 2018) |
| Organizational performance | Organizational performance is defined as the extent to which an organization achieves its goals as a social system. | (Springett, 2019) |

1.10 Conclusion

Chapter 1 provides summarizes and interprets the background of this study as a whole, as well as the related issues of Malaysian employee engagement on organizational performance. In addition, the objectives of this study, research questions, significance of the study, scope of the study and definitions terms are also included. The next chapter will discuss past research. The theoretical framework and hypotheses of the study will also introduced in Chapter two.

**Chapter 2**

**Literature Review**

1. Introduction

This study uses the concept that employee engagement improves organizational performance to study the impact of employee engagement and organizational performance. This literature review includes peer-reviewed journal articles, working papers, textbooks and other publishing resources related to employee engagement. This chapter will discuss on the literature reviews related to employee's engagement consist of career development, training and development and incentives and compensation. Each employee's engagement will be discussed in detail. The relationship and effects between each employee's engagement and the organizational performance will be discussed and hypotheses will be generated. Lastly, the conceptual framework to achieve the aims of this study will be shown as well.

2.1 Career development

Anitha (2017) believes that in order to ensure that employees maintain their professionalism, the organization must provide training and career development, because it will help employees build confidence in their ability to work and improve their engagement. When an organization fails to regard human development as a strategic tool, it may lead to the derailment of individuals and enterprises (Caplan, 2018). The organization thus must ensure that a career development plan is developed for all employees to define the current role extension and challenges, as well as a roadmap for future roles, so as to take care of development opportunities to meet their personal aspirations and needs (Pauken, 2016). Sterling (2016) pointed out that career development is the main driving force for employees' happiness, and stressed that in the transition stage of entering a new job, managers must establish a strong working relationship with employees, and fully consider their success, advantages and needs. Organizations with a high level of engagement provide opportunities for employees to develop their capabilities, learn new skills, acquire new knowledge and realize their potential (Wildermuth, 2018). Career development therefore is an important factor affecting employee engagement, retaining the most talented employees and providing opportunities for personal development.

In the current highly competitive labor market, employers may not be able to retain trained and developed employees, so that they face a variety of training and development opportunities, which may be detrimental to the growth of the organization. In addition, Jones and Bartlet (2018) identified that energy and resources (people and materials) as key contributors to the survival and development of organizations. According to Gross (2018), every organization should regard survival as the whole essence of existence. This is because the survival of each organization depends to a large extent on the synergy of employers and employees in achieving organizational goals. Therefore, managers should adopt better strategies to retain experienced employees, which will often affect the growth of the organization. Career development gains new meaning in the context of employability demands in a knowledge economy (Wiley, 2016). In this aspect, the increase of mobility, dynamic working environment and the improvement of occupational support provided by employers are regarded as the characteristics of modern occupations (Welch, 2018). All these characteristics emphasize the importance of personal responsibility and self-management in career development.

Career development is regarded as a kind of "continuous and formal effort", which enriches the organization's human resources according to the needs of employees and the organization (Croll, 2016). Nowadays, due to the organizations are committed to the management of career development and how it affects the growth of organizations, career development has become a phenomenon of social development, which is concerned by scholars, researchers, decision makers and human resources experts. Career development is defined as "an ongoing, formal effort of an organization that focuses on developing and enriching the organization's human resources in accordance with the needs of its employees and organization" (Byars, 2017). In this definition, the needs of employees and organizations are factors that affect career development. Therefore, the concept of career development can be seen as a platform to help employees go beyond their current work and prepare for positions within and sometimes outside the organization in the future (Burnett, 2017). This process enables enterprises to have sufficient, necessary and strong human resources to achieve their growth and relevance in the industry.

Adeniji and osibanjo (2017) believe that career development can "help reduce the cost of recruiting and training new employees in the organization." In a similar direction, Rue (2018) defined the following main objectives of career development: (I) meet the current and future human resource needs of the organization in a timely manner; (II) better inform the organization and individuals of the potential career paths within the organization; (III) maximize the use of existing human resource plans and career development through the integration of selection, distribution and development activities (Wisdom, 2018). The basic theory of exhibition provides the hypothesis about the factors related to career development. Some of these variables include: skills, experience, promotion, values, recognition and rewards (Sachan, 2018).

2.1.1 Rewards and recognition

A key focus of recognition and reward is to make employees feel appreciated and valued (Tower, 2017). Research shows that employees who are recognized and rewarded tend to have higher self-esteem, greater confidence, more willingness to accept new challenges and more desire for innovation. The reward system of organization is an important tool for managers to guide employees' reward in the expected way (Edwards, 2016). In other words, the reward system is designed to attract employees and motivate them to perform at a high level (Soane, 2019). The reward system can be consists of all organizational components, including personnel process rules and decision-making activities, which involve the distribution of wages and benefits to employees in exchange for their contributions to the organization (Truss, 2016).

Recognition is the process of giving employees a certain position in the organization (Gonzalez, 2017). This is crucial because it can motivate employees to achieve greater achievements, enhance career development, and have an impact on the growth and survival of the organization. Recognition describes how to evaluate employees' work and how much they get back from the organization. Besides that, it defines how an organization rewards and positions its employees for their work and activities (Soldati, 2018). In today's complex competitive environment, organizations are always looking for the relationship and reasonable balance between employee satisfaction and organizational performance, as it is related to the survival and development of the organization. Rewards and recognition programs are the most critical factors in maintaining employee passion and career development. Oostuzien (2019) believes that one of the responsibilities of managers is to successfully influence employees and motivate them to achieve higher organizational efficiency, so as to reduce their willingness to leave, affect their customer satisfaction and put the organization in a good competitive advantage.

According to Andrew (2018), motivation and commitment of all employees are based on rewards and recognition. In financial, economic and human resources, human resources are more important, because compared with other resources, human resources can provide the competitive advantage of the organization, leading to the survival and growth of the organization (Salanova, 2017). In addition, Lawler (2018) reiterated that the prosperity, growth and survival of the organization depend on its human resources and its treatment. Many organizations gain a competitive advantage and achieve considerable growth in their operations by providing employees with a Balanced Incentive and recognition program that fully adheres to their business strategy. Deerose (2019) proposed that by providing effective recognition, employees' enthusiasm and productivity can be improved, and finally the performance of the organization can be improved, and they can survive and develop in a competitive environment. Therefore, the rewards and recognition of employees have a very positive impact on the overall achievement, survival and growth of the organization. Rewards include economic rewards, salary and welfare as well as promotion rewards, which meet the requirements of employees to a certain extent and reduce the turnover intention of employees (Crim, 2017). On the other hand, recognition keeps them motivated, motivated and dedicated. Because rewards play an important role in maintaining the competitiveness and professionalism of employees, but also affect the organizational efficiency and efficiency of measuring their survival and development level (Seijit, 2019). Highly motivated employees thus become the competitive advantage of any company, because their performance will make an organization achieve its goals (Shaufeli, 2016).

* + 1. Job Satisfaction

The competitive, employee oriented business world now works with human resources to assist and manage employee performance (Porter, 2017). A satisfied employee will establish emotional ties with the organization and be proud of their membership, which paves the way for maintaining the integrity and morale of the industry. Ishak and Ghani (2019) show that job satisfaction consists of employees' thoughts, feelings, interactions and performance. The term "job satisfaction" refers to a content attitude that employees have in their current positions in the organization (Black, 2018). Although there is a strong demand around the world for employees to be regarded as the organization's human assets, the common profit oriented enterprises do not provide a fair remuneration system, nor do they often extend welfare oriented actions to employees (Rana, 2017). As a result, in most industries, there has been a phenomenal increase in turnover rates at all levels of employment (Bassett, 2019). This is the importance of ensuring that the job satisfaction of any organization's employees is in a peaceful state, which in turn may affect the effectiveness of the organization.

Job satisfaction is the decisive factor to improve organizational performance. Research shows that job satisfaction has a great impact on employee motivation, and the level of motivation also has an impact on productivity, so it also has an impact on the performance of enterprises (Seashore, 2017). In essence, job satisfaction can improve productivity, enhance organizational commitment, reduce absenteeism and turnover rate, and ultimately improve organizational efficiency. Leow (2019) gives a comprehensive definition of job satisfaction, that is, the pleasant or positive emotional state generated by the evaluation of work experience. Schnake (2017) pointed out that a satisfied employee usually meets or exceeds the realization of their formal work requirements. However, dissatisfied employees show a negative behavioral tendency, such as withdrawal, exhaustion and negative work attitude. Simatwa (2017) analysis shows that job satisfaction is related to salary, promotion, welfare, nature of work, supervision and relationship with colleagues. Job satisfaction is a complex phenomenon influenced by salary, working environment, autonomy, communication and organizational commitment. Job satisfaction thus requires that organizations should be guided by human values, committed to fairness and respect for employees. In this case, the evaluation of job satisfaction can be used as a good indicator of employee work efficiency. High level of job satisfaction may be a sign of employees' good mood and mental state.

Job satisfaction is the most important factor to understand employees' motivation, effectiveness, retention and performance. This is a happy and positive state, which is caused by work and work experience (Bashayreh, 2019). In addition to the employee's specific task environment, this also includes an individual's emotional attitude or orientation to work. Improving job performance, positive work values, high level of employee motivation, low absence rate, turnover rate and job burnout are the positive effects of job satisfaction (Spector, 2019). However, dissatisfied employees may lead to unsatisfactory work outcomes through low productivity, theft, part-time work and high absenteeism. From a management perspective, satisfied employees translate into higher productivity because they have better mental health and less disruptive interference with performance (Van, 2019). There are internal and external factors, personal attributes and working environment that affect employee's job satisfaction. The argument that employee satisfaction improves service quality is based on the theory of social interaction equity, involving a series of interactions to generate unspecified obligations (Zafirovski, 2018).

* + 1. Organizational commitment

The key to an organization's success lies entirely in its employees' commitment to the organization. Bakan (2017) pointed out that the success of an organization depends not only on how the organization can maximize human capabilities, but also on how it encourages commitment to an organization. Improving employees' organizational commitment is an important aspect of improving employees' performance. Organizational commitment is important for organizations that want to retain excellent employees. It indicates the degree of relevance between employees and their organization (Deshpande, 2018). Guest (2018) emphasizes that organizational commitment is the core of human resource management. It transforms the traditional human resource management into the core of human resource management. This is because the success of an organization depends largely on the quality of its human resources. Motivated employees have excellent performance, which is one of the main advantages of an enterprise different from its competitors (Gardner, 2017). Organizations can continue to create competitive advantages, when competitors or potential competitors cannot imitate this strategy (Barney, 2017): therefore, the particularity, originality and non-imitative skills and knowledge of employees are decisive factors of unique abilities. It is essential for the organization to continue to implement the concept of organizational commitment, for example, in the turbulent stage of restructuring or organizational change, comprehensive monitoring of performance and more emphasis on the importance of organizational commitment (Barrett, 2014).

Porter (2016) defined organizational commitment as "the relative strength of individuals' identification and participation in a particular organization". The study of employee performance and organizational commitment is also of great significance to the top management of an organization. Somers and Birnbaum (2018) studied the relationship between career commitment and performance, and reported the positive relationship between the two factors. Jackofsky (2018) reported that low commitment leads to high turnover rate, while improving job satisfaction through job security may require a high level of organizational commitment to further improve employees' work performance. Work performance is defined as the expected quantity and quality of work performance of each employee. Meyer and Allen (2016) put forward three organizational commitments, namely, emotional commitment, which measures employees' emotional attachment, recognition and participation in the organization. Normative commitment reflects the pressure of employees to stay in the company due to the company's obligations. Continuous commitment refers to the commitment related to the expenses that the employee thinks are related to leaving the organization. Employee commitment is an important means to improve organizational performance. Another study shows that more loyal employees are more likely to perform well and less likely to leave (Mathieu, 2018).

Organizational commitment is not only a strong psychological connection felt by employees to their organization (Agarwala, 2019), but also a sense of loyalty of employees to the organization, playing a passive and static role. It also means the dynamic and action attitude that employees seek and contribute to the common interests of the organization in a positive way. Therefore, organizational commitment reflects employees' positive feelings towards the organization (Ifie, 2018). Katzenbach (2018) describes dynamic employees as high performance employees (employees who perform better than industry standards), because employees' personal commitment and commitment to working groups improve team performance, pro social behavior and team cohesion (Bishop and Scott, 2018). Employees with strong organizational emotional commitment are more likely to make meaningful emotional contributions to the organization, choose fewer absences, work harder and improve the overall performance of production and work (Mathieu, 2018). Research shows that empowerment enables employees to make decisions about their work. Employees who are allowed to participate in decision-making and authorized to work have stronger organizational commitment (Rhodes, 2016). Giving people freedom, flexibility and decision-making power will bring more initiative, ideas and vitality to their work (Nelson, 2019). Autonomy refers to the freedom, independence and discretion enjoyed by employees in arranging work and determining procedures. Increasing autonomy can enhance organizational commitment and contribute to work commitment (Hackman, 2018). Therefore, emotional commitment can improve the competitiveness of the organization, the sense of responsibility of employees and the desire to improve the overall performance of the work (Konovsky, 2017).

* + 1. Experience and promotion

Human resources are the most important of all the resources an organization carries. Thus retaining efficient and experienced workforce in an organization is crucial in overall performance of an organization (Fay, 2018). Motivated employees promotion wise and improvement in their experiences, skills and abilities can help make an organization more competitive, value added and more profitable as a result of satisfying effectively their customers’ needs thus impacting on the organizational growth and survival (Hafeez, 2017). According to La Motta (2017), work performance is the result of ability, experience and skills. The ability formed through education, equipment, promotion opportunities, training, experience, ability (mental and physical) and easy tasks will improve the career development of employees, put the organization in a better competitive position and make it grow steadily (Gagne, 2019).

Kreitner and Kinicki (2016) hypothesized that career development affects the growth and survival of an organization, because career development includes the stimulation, orientation and continuous psychological process that lead to goal-oriented voluntary behavior. Morris (2018) believes that fair promotion opportunities can make employees more loyal to their work and become the source of their relevant work abilities according to their abilities and skills. Also, Bull (2017) reiterated that when employees succeed in mentally challenging jobs and tasks, so that they can exercise their skills and abilities, they will experience higher job satisfaction, thus reducing employee turnover rate, making them more committed to the goals and purposes of the organization, and positively influencing the growth and survival of the organization. Robbins (2019) also praised his point of view that promotion creates opportunities for personal growth, increases sense of responsibility, improves the effectiveness and efficiency of employees, improves the profitability of the organization, and ultimately affects the growth rate and survival of the organization.

Andrew and Kent (2017) also found a correlation between experience, promotion and organizational growth / survival as they were able to move towards career goals and full participation. They believe that career development can help employees adapt to changing environments. When employees have a feasible career development plan, they may find and choose new roles that are most suitable for their skills and talents, and make adjustments after major changes in the organization (Sasaki, 2019). Therefore, organizations striving to maintain competitiveness should not regard career development as a luxury, but as a basic tool for survival and development in such a competitive environment. Similarly, employees who think they don't get enough rewards and lack the promotion wisdom in the organization may leave (Igbaria, 2016). This means that organizations will lose their best talents, which in turn will lead to the loss of intellectual capital, the decline of productivity and the resulting loss of profits, as well as the increase of employment and training costs. It is important that when the organization's best employees leave, there will also be a negative impact on customer relationships and customer service (Greenhaus, 2019). Therefore, when employees experience an atmosphere conducive to career development, it will have a significant impact on employee retention, customer satisfaction, profitability, competitive advantage, and ultimately the growth and survival of the organization. Employees who have experienced a favorable career development environment have a significant impact on their retention, customer satisfaction, profitability, competitive advantage, and organizational growth and survival (Sechrest, 2018).

* 1. Training and development

Human resource management is an important pillar of any organization, and also the main resource of every organization (Suzuk, 2018). Therefore, the organization's investment in human resources is huge, because the performance of human resources will ultimately improve the performance of the organization. Performance is a major multi-level concept, which aims to achieve results and has a strong connection with an organization's strategic objectives (Maita, 2017). According to Maita (2017), performance is a key element to achieve the organization's objectives. Performance improves the effectiveness and efficiency of the organization and helps to achieve organizational goals. The problem is how an employee can work more effectively and professionally to improve the growth and productivity of the organization (Kaiser and Sara, 217). There are many factors that can improve employees' work, such as flexible training and development.

With the development of globalization, technology and leadership style, the competition among global enterprises is increasingly fierce. Training is linked to the skills needed by the organization, which employees must possess in order to contribute to the achievement of the organization's goals (Jehanzeb, 2018). In order to improve the skills of employees, the organization must invest in training. By acquiring new knowledge and developing the existing knowledge, training becomes an available organizational "tool" to interact with employees. In a globalized and competitive market, what enterprises seek is not only to survive, but also to constantly surpass their competitors and take advantage of differentiation based on skills, knowledge and employee incentives to gain and maintain a leading position in the industry (Aguinis, 2019). Thus, employees are a different factor. Attracting and retaining the best employees is one of the main tasks of human resources department. Employees should acquire the latest knowledge in this field to understand the company's mission and objectives. Garner (2017) pointed out that training and development are the basic needs to improve the accuracy of employees' roles, reduce conflicts among employees, and strengthen the continuous learning process so that employees can adapt to the changes in company practice (Shannak, 2017). Hafeez (2016) believes that training can be used as an example of human resource practice, which helps to gain the advantages of competitors. Organizations try to improve employees' performance through a wide range of training programs, in which human resource management plays a role as a catalyst to motivate employees and ensure that employees have the opportunity to participate in training activities directly, which will increase the sense of organizational commitment (Bulut, 2018). According to Sparrow (2018), training can be described as a method used by an organization to map the expected set of attitudes and behaviors of employees, such as organizational commitment, and includes activities to develop and improve employees' skills, knowledge and behaviors so that they can perform their duties, perform their duties and meet the quality requirements of future human resources (Culha, 2017).

Armstrong (2016) distinguishes the concept of training and development; identifying development as new skills and knowledge acquired by employees from their company helps them adapt and develop to future positions. Training helps employees better practice their existing skills, thereby improving performance and helping them make progress in the workplace. Training and development help to increase the confidence of employees, so as to improve their overall attitude towards the company (Komocar, 2017). A good understanding of the role of employees and the products or services they provide will help employees better perform their duties, so that they can better assist customers. Other than that, training and development can stimulate employees' creative thinking (Hayashi, 2018).

According to Gusdorf (2019), changes in the business environment and practice lead to increased training and development as well as talent inventory management. Appropriate training can alleviate many workplace challenges, such as teamwork, employee conflict, innovation, and organizational culture. Training and development courses not only prepare employees for the next step on the promotion ladder, but also strengthen the relationship between employers and employees, so that employers can distinguish employees' performance and talent (Qayyyum, 2019). Vemic (2017) pointed out that when employees have enough knowledge and experience, they will feel confident enough to become part of the decision-making process. In addition, when senior management promotes a strong organizational learning culture, employees expand their knowledge and skills through training (Kanwal, 2016).

Saleem (2017) identified some of the benefits of training and development as tools to improve human capital, improve skills, increase employee knowledge and work efficiency, reduce unproductive working hours such as sick leave, reduce absenteeism, and improve quality by reducing employee errors and resulting waste. According to Obisi (2018), training should be aimed at improving the skills and performance of employees. The strength and ability of the company comes from the strength and ability of employees. Each employee's performance contributes to the success of the company, so the stronger the employee's performance, the more likely the company is to achieve its goals (Drasgow, 2017). In addition, in order to promote a learning culture, top management needs to participate in the training program (Harris, 2017).

Redundancy of skills is considered to be one of the reasons for employee turnover, which shows the necessity of training, retraining and multi skill training (Hulin, 2017). Training and development will help new and existing employees acquire the knowledge and skills needed to perform their duties. Silva and Dias (2016) believe that training is a systematic development of knowledge, skills and attitudes that employees need to complete specific tasks. Development refers to learning opportunities that help employees grow. The focus of development is to help employees prepare for future work needs and the focus of training is to help solve the short-term skills defects of existing employees (Ombui, 2018). Training and development therefore require a degree of reciprocity. This will improve the work efficiency of employees and reduce employee turnover. Companies can also help employees plan their careers. Osa (2017) compared fast-growing companies with slow-growing companies, and found that fast-growing companies rely heavily on the ability and efforts of employees to maintain their growth oriented strategy. This shows that training and capacity-building are at the core of maintaining economic growth and development. The training and development of employees have a direct contribution to the high performance of the organization and show better performance (Henry, 2016). Therefore, training and development is conducive to the realization of organizational goals, because it improves the efficiency and productivity of employees, and increases the value of organizational performance.

On the job training can also help employees better access to job information (Deming, 2017). Compared with book knowledge, people learn more from practical experience. On the job training reduces costs and saves time (Flynn, 2016). It is very effective for an organization to arrange on-the-job training for its employees, because it is effective and time-saving (Ruth, 2017). If an organization conducts on-the-job training for its employees, it will benefit both the organization and the employees, and they learn from the practice (Tom, 2017). Training and development help not only the organization itself, but also its employees. Training and development can improve profitability and / or a more positive attitude towards profits, improve job information and skills at all levels of the organization, improve employee morale, and help employees set organizational goals (Sims, 2019). Training and development improve the overall performance of the organization (Shepard, 2017). Human resource management is an important pillar of any organization, and also the main resource of every organization. Therefore, the organization's investment in human resources is huge, because the performance of human resources will ultimately improve the performance of the organization. Performance is a major multi-level concept, which aims to achieve results and has a strong connection with an organization's strategic objectives (Maita, 2018). According to Maita (2018), performance is a key element to achieve the organization's objectives. Performance improves the effectiveness and efficiency of the organization and helps to achieve organizational goals.

2.2.1 Employee retention

In the current competitive global business environment, social development and economic progress constantly trigger organizations, thus transferring pressure to the labor market (Burke, 2016). According to the report of Hay group (2018), it is expected that the turnover rate of employees will reach 23% by 2018, and the number of voluntary turnover in the world is expected to reach about 192 million. Therefore, on the one hand, the organizational problem is the lack of talented workers, on the other hand, the organization faces the risk of losing the skilled and experienced human resources it already has (Gharib, 2017). When a company loses a skilled and talented employee, it happens to have an adverse impact on the company's operation, causing significant delay and work interruption. This will lead to customer dissatisfaction, which will affect the company's profits. In addition, it was noted that 86% of employers encountered difficulties in attracting new employees and 58% encountered difficulties in retaining existing human capital (Ramlall, 2017). According to one study, the replacement cost of recruitment accounts for about 50-60% of employees' annual salary, while professional management positions account for as much as 100%. At the same time, Fitz (2017) pointed out that the company lost about $1 million for every 10 professionals who left the company. Therefore, retaining talented employees can not only improve the competitiveness of the company, but also reduce the cost of the company, so as to ease the high cost recruitment cycle; retention is considered as an all-round element of human resource strategy and strategy. It starts with selecting the right people and persisting in implementing various plans to maintain the enthusiasm and participation of employees (Freyermuth, 2017). This makes it crucial for enterprises to retain existing employees. Without talented and talented talents, organizations cannot achieve long-term success In this changing contemporary economy, enterprises must be able to foresee technological innovation and compete with other enterprises around the world (Martocchio, 2016). This need makes the ability of the company to develop through the learning and continuous development of its employees become very important. In this process, ensuring and retaining skilled employees plays an important role, because the knowledge and skills of employees are the core of the economic competitiveness of enterprises.

In order to maintain greater competitiveness, enterprises not only need to attract the best talents, but also need to retain them for a long time. Mita (2016) defined employee retention as "the technology adopted by an enterprise to maintain an effective workforce while meeting operational requirements". Bidisha (2018) described it as "the process of encouraging employees to stay in the company for the longest time or before the completion of the project". Employee retention is "a systematic effort to create and foster an environment that encourages employees to meet their different needs through policies and practices, so as to continue their employment". Research has shown that one of the features that helps retain employees is the opportunity to improve their learning (Logan, 2017). Employee retention is a voluntary action taken by the organization to create an environment involving employees for a long time (Chaminade, 2017). The organization provides training and development for its employees and has achieved remarkable success in retaining employees. Some managers have found that a positive learning atmosphere helps to improve retention (Dillich, 2017). Effective training plan design and employee development plan also improve the retention rate of employees. Therefore, it confirms that employee training and development are important factors in improving employee retention (Rosenwald, 2018).

2.2.2 Employee performance

With the increasingly fierce competition among enterprises, enterprises need to make effective response to the rapidly changing business environment and personnel needs, which makes it increasingly necessary to identify the factors that affect employee performance (Harridon, 2017). As a result of globalization, the fierce competition in the commercial market forces enterprises to create competitive advantages for survival or to leave the market. Therefore, due to this emerging competition, the importance of human resources has gradually emerged, because employees are an important source of competitive advantage (Crawford, 2018). If the performance of employees reaches the required level, that is, they have made positive contributions to the growth of the organization and the realization of its goals, then the organization can enjoy the benefits of this competitive advantage (Chang, 2018). Therefore, the organization must pay attention to those factors that contribute positively to the improvement of employee performance in order to develop and maintain its competitive advantage.

Employee performance includes the results of actions taken by employees based on their expertise and skills. In the organizational environment, employees' performance is the accumulation of all employees' skills, efforts and abilities in the process of improving productivity and ultimately achieving goals (Dasanayaka, 2017). The improvement of organizational performance shows the efforts to achieve the goals, but also requires more efforts to improve employee performance (Ellinger, 2017). Employee performance is one of the key factors of organizational success. Employee job performance can be defined as the degree of task completion in the workplace where the employee works (Cascio, 2016). Viswesvaran (2017) introduced an updated definition of work performance, which is the behavior and results employees take to achieve organizational goals. This means that work performance refers to the effectiveness of individual behaviors that contribute to the achievement of organizational goals, including task performance and situational performance (Motowidlo, 2017). The first is task performance, which refers to the behavior required by the production services and products or activities that provide support for the core technology process of the enterprise; the second is situational performance, which refers to the individual efforts that are not directly related to the main task functions (Dess, 2017). Therefore, these behaviors are of vital importance because they shape the organizational, social and psychological environment as a key catalyst for task activities and processes (Werner, 2018). Researchers generally believe that performance is an important variable in work organization and has become an important indicator of organizational performance in many studies (Wall, 2014). High performance employees pursue higher levels of personal and organizational performance, thus they will be able to help the organization achieve its strategic objectives and maintain its competitive advantage (Dessler, 2018). Therefore, in order to attract and maintain higher employee satisfaction and performance, employers need to consider employees as the most important internal resources and make them satisfied, because loyal and satisfied employees are usually high-performance employees who contribute to the organization's productivity (Samad, 2017).

The impact of training on employee behavior and work skills, thus improving employee performance, and further making constructive changes to improve employee performance (Kraiger, 2017). Technical and professional skills are very important for employees to complete their work effectively. Providing training opportunities for employees can improve their performance. Saleem (2017) pointed out that training and development improve job satisfaction and productivity of the organization, because employees know what is expected of them, because they also have the knowledge and tools to effectively perform their work. Training is a planned and systematic activity, which can improve the skills, knowledge and ability level necessary for effective work (Bateman, 2016). Research shows that training and development is usually positive for work-related performance, which shows that training and development has a positive impact on employee performance, and providing training opportunities for employees can improve employee performance.

2.2.3 Participation and Involvement

An organization needs to develop a cross-functional relationship and develop its employees' full potential through their involvement in problem solving and decision-making (Mullins, 2016). Siqueira (2018) implies that respecting, paying attention to, and caring for the well being of employees is an essential aspect of engaging them. Employee involvement is considered an important factor in the successful implementation of new management strategies and the determination of job satisfaction (Harmon, 2017). In order to improve workers' satisfaction, their participation was established as a management solution (Vollrathet, 2018). Cohen (2019) believes that employee participation is the premise of organizational commitment. Work is the center of life. Employees with a high level of commitment work harder than those with a low level of commitment. Therefore, theorists assume that employees with high levels of participation will strive to achieve the goals of the organization and they are unlikely to leave (Kahn, 2016). Managers note that employees who are highly involved in work assignments are more efficient than those who are not addicted to the tasks assigned to them (Diefendorff, 2018). Therefore, job involvement has an impact on performance. Work engagement improves performance to some extent (Hartley, 2016).

Employee participation and involvement is a process of empowering employees to participate in training and development decisions and improvement activities appropriate to their level in the organization (Becker, 2018). Employees can participate in various forms, including special activities such as work design methods and work life quality plans. Involving employees in education and training helps to effectively develop learners' skills and knowledge, and enables employees to be prepared to perform their duties (Andersson, 2016). Employees can more accurately identify the skills and behaviors needed for effective performance at work, and employers can more effectively support learners to develop these skills (Wilson, 2017).

A culture characterized by "high participation" often strongly encourages employees to participate and creates a sense of ownership and responsibility (Gerhart, 2016). As a result, greater commitment to the organization and greater autonomy have emerged from this sense of ownership. Denison (2019) pointed out that accepting input from organization members can improve the quality of decision-making and the implementation of decision-making. Participation requires building human capacity, ownership and responsibility. This is necessary because it leads to a unified vision, values and goals. Employees reduce costs by making recommendations to executives (Lesieur, 2018). Employee participation refers to the participation of employees in the decision-making and implementation of the organization. It is measured by the degree to which employees have a sense of ownership and responsibility for the organization. It reflects the commitment of employees. The problems of modern organizations stem from the way they manage their employees (Luthans, 2018). Participation has also been identified as an important aspect of the corporate culture that affects its effectiveness (Denison, 2015). This is mainly because participation requires building human capacity, ownership and responsibility. This is necessary because it leads to a unified vision, values and goals. Therefore, employee participation is also called participatory management, which refers to the degree to which employees share information, knowledge, rewards and power throughout the organization (Randolph, 2018).

The higher the level of participation and involvement, the more power people have over decisions, processes and outcomes (Javaid, 2017). In addition to sharing power, employee participation and involvement also requires sharing information and knowledge, because employees need more knowledge to make a meaningful contribution to the decision-making process (Glinow, 2017). Employee participation and involvement has become an important part of enterprise decision-making, because it is an integral part of knowledge management. This means that business leaders realize that employees' knowledge is the key resource of competitive advantage, so they encourage employees to share this knowledge. Employee participation and involvement can be either direct or indirect. The degree of employee participation reflects the degree of decision-making power and the number of decision-making steps that employees can apply that power (Liden, 2018). Therefore, participation and involvement is an organizational mechanism, which gives employees the responsibility of correct decision-making and matching, increases their motivation, and brings personal interests and organizational effectiveness (Kim, 2018). Employee participation and involvement is considered to be a key factor in the successful implementation of new management strategies and plays an important role in determining job satisfaction (Harber, 2016). This in turn increases employee commitment and motivation. In addition, Higgins (2018) believes that participation is a psychological and emotional reflection, which will lead to the realization of personal and organizational goals, especially with the support of the organizational environment (Ardichvili, 2017). Participation and involvement will bring spiritual and emotional participation (Davis and Newstrom, 2017). Participation and involvement improves employee motivation because it contributes to the organization's goals. Job satisfaction and successful teamwork with supervisors will also increase, because employees have less pressure, less conflict, more commitment to organizational goals, and finally, organizational change is more acceptable.

2.3 Incentive and compensation

The process of incentives and compensation uses motivation to guide employees to work better (Fishbein, 2017). Thus, every organization should use a suitable incentive system. Therefore, the main purpose of applying the incentive system is to mobilize the energy and desire of the individuals who work for them, so that they can make more efforts to achieve the set goals, maximize production efficiency and outstanding performance. An incentive system is essential in the organization to ensure that the goals pursued by the organization are achieved (Ajzen, 2018). Incentives and compensation is defined as a means under which satisfaction, or a group of environments existing in the working environment, can satisfy the individual's desire (Asad, 2018). They try to satisfy the individual's desire by working in the organization. Incentives and compensation can be seen as a factor that motivates productive workers in an organization to do their best to achieve a given goal.

Serena, (2017) said that employees will do their best only when they feel that their efforts will be rewarded; rewards can only motivate employees when they are rewarded for their sincere and hard work. Therefore, it is very important to encourage employees through rewards. Using incentive techniques can encourage employees to make better output. This grateful employee will encourage them to stay on the right path and use this incentive technology to improve employee performance. When organizations need a qualitative workforce to achieve their goals, the right strategy in the form of financial incentives and benefits will bring incentives to employees. Berger (2015) believes that employees prefer to reward their successful achievements with monetary rewards. Employees want a reasonable salary because money is the most important motivator when it comes to their influential value (Sara, 2016). Financial incentives have the ability to sustain and motivate individuals, especially workers in production companies, to achieve higher performance, as individuals may use this money to meet their needs (Haider, 2019). Therefore, compensation has an important impact on the establishment of employees' diligence and commitment, and is a key incentive factor for employees. Various forms of financial incentives encourage employees to be more productive, self-motivated and benefit their organizations (Mumford, 2019). Therefore, monetary incentive plays an important role in every working environment, whether in the public or private sector. The use of financial incentives helps to encourage employees to be more creative, fulfilling and satisfied. This kind of reward in the organization enables them to improve their employees' performance and achieve their goals (Akhtar, 2018).

Adeyemi (2018) believes that reward is the basic conceptual element to improve employee performance. Entwistle (2017) pointed out that the incentive level of rewarding employees is high, which directly affects the performance of employees. According to Danish and Usman (2018), the proper use of rewards as a tool in an organization will create a beneficial environment for employees to be motivated and respond positively. Lawler (2016) believes that rewards can improve employee satisfaction and have a direct impact on employee performance. Fairbank and Williams (2018) suggested that managers should use rewards to stimulate employees' creativity. Employees with good performance should be motivated by monetary rewards, which is an easier and best way to motivate employees, so as to achieve effective and efficient (Pink, 2016). According to Lemieux (2019), performance-based compensation based on good performance measurement can improve quality productivity. According to Muralidharan and Sundararaman (2019), incentive compensation is directly related to employees' output, which will accelerate their performance.

Markos (2019) pointed out that an important management strategy to improve employee engagement is to encourage employees' financial and non-financial incentives. Sridevi (2017) argued that the higher the salary of employees, the more recognized the work effect, and the more inclined they are to engage in their own work. Ongel (2016) proposed that reward system is a key management tool that affects individual and group behaviors and thus helps to improve organizational efficiency. Anitha (2018) stated that financial or non-financial compensation motivates employees to perform well in their work, resulting in stronger focus and self-development. Besides, employees often want managers or leaders to acknowledge their valuable contributions and effort (Abukalifeh, 2018). This includes providing employees with formal rewards and recognition programs and sharing their ideas, such as thanking them for their excellent work or providing financial incentives to implement innovative ideas. Therefore, recognition is crucial because it increases the level of energy, time and commitment of employees, thereby increasing employee engagement (Baik, 2019).

2.3.1 Organization productivity

Rewards and motivation are critical to building higher employee engagement, which is critical to improving organizational productivity (Gruman, 2017). Faisal (2015) proposed that organizational productivity is achieved through innovation driven by incentives and compensations, and creativity is enhanced through performance incentives and incentives for macro innovation. Organizational commitment achieved through incentives improves organizational productivity by improving employee performance, employee engagement, job satisfaction, and employee benefits. Som (2016) believes that promoting incentives and motivation such as profit sharing and performance pay can improve employee job satisfaction. This happiness from motivation comes from higher employee optimism and reward environment related to high organizational productivity. The increase in productivity is caused by incentives that increase dedication to work, motivation for success, and creativity. Fundamentally, targeted benefits and incentives, such as profit sharing, working environment improvement, flexible scheduling, training and development, are designed to increase employee engagement and thus organizational productivity. Because innovation and creativity are important to improve organizational performance and productivity. This kind of innovation and creativity is usually driven by the implementation of innovation incentives.

Although compensation scheme is an external incentive tool, its short-term impact on employee performance is limited (Ryan, 2017). With the continuous growth of the global economy, the employment opportunities of employees are increasing, it's not only employees, but also employers need to adjust themselves to the dynamic changes in business life. Therefore, human resource managers need to consider new strategies to recruit and retain the most suitable talents for their organizations (Sekar, 2018). Higher wages and benefits seem to be the most likely way to attract employees. However, the quality of the actual working environment may also have a significant impact on the company's ability to recruit and retain talent. Some factors in the working environment may be considered as key factors affecting employee engagement, productivity, morale and comfort, whether positive or negative (Haynes, 2018). While a convenient work environment is a requirement to improve productivity and the quality of results, many organizations may have inadequate safety, health and comfort in their work environment, such as inadequate lighting and ventilation, excessive noise and excessive emergencies. People who work in inconvenient conditions may end up with low performance and face occupational health diseases that lead to high absenteeism and turnover rates (Patterson, 2017). Pech (2016) believe that the turnover rate of employees is increasing, which makes the positive impact of workplace on employees more important. According to Slade (2017), attention is focused on symptoms of disengagement, such as distraction, lack of interest, decision-making errors, and high absenteeism, rather than on the root cause. The work environment can be a key source of employee involvement or disengagement. Another study shows that improving the working environment can reduce complaints and absenteeism, while increasing productivity (Roelofsen, 2018).

Deci (2018) pointed out that a better working environment can motivate employees and produce better results. Office environments can be described by physical and behavioral components. The physical environment of the organization and its design and layout can affect the behavior of employees in the workplace. According to Brill (2017), improvements in the physical design of the workplace can lead to a 5-10% increase in employee productivity. According to Stallworth and Kleiner (2016), more and more organizations' physical layout is designed around employees' needs to maximize productivity and satisfaction. They believe that innovative workplaces can be developed to encourage information sharing and network connectivity by allowing free communication between cross sectoral groups, without being limited by the scope of work. According to Statt (2018), the modern working physical environment is characterized by technology, computers and machines, as well as general furniture and furniture. In order to achieve a high level of employee productivity, organizations must ensure that the physical environment is conducive to organizational needs, promoting interaction and privacy, formal and informal, functional and interdisciplinary. Therefore, the physical environment is a tool that can be used to improve both business outcomes and employee benefits (Robertson, 2014). Ensuring that adequate facilities are provided to employees is essential to improve employee commitment and productivity. Inadequate equipment and poor working conditions have been shown to affect employee commitment and willingness to stay in the company, as well as job satisfaction and perceptions of pay equity (Bockerman and Ilmakunas, 2016). From the perspective of safety, Gyekye (2016) pointed out that environmental conditions affect employees' safety awareness and thus their commitment. Scientific research conducted by Roelofsen (2018) also shows that improving the working environment can reduce some complaints and absenteeism and improve productivity. Indoor environment has the greatest impact on productivity, which is related to work pressure and dissatisfaction. As proposed by Govindarajulu (2014), in the 21st century, enterprises are adopting more strategic environmental management methods to improve the productivity of the organization by improving the performance level of employees. Patterson (2018) research results show that the higher the employees' satisfaction with work, the better the company's subsequent profitability, especially productivity. Morrisey (2107) argues that maximizing employee productivity is centered around two main areas of focus: personal motivation and the infrastructure of the work environment. Wells (2018) pointed out that job satisfaction is related to organizational productivity. This is because the comfort level of employees in the work is determined by the work environment and recognized as an important factor to measure their work efficiency.

2.3.2 Employee motivation

Winardi (2017) explained that "motivation is a potential force within a person, which can be developed by itself or with the help of others, who can influence their performance through monetary and non monetary rewards". The results of Wasito (2017) explain that incentives and compensation has a significant impact on motivation. The higher the incentive and compensation given by an organization, the higher the motivation for its work. Material incentive is one of the company's economic compensation. The organization believes that the general salary system, especially the material incentive system, will affect the enthusiasm of employees. Motivation therefore can be seen as motivating employees to make efforts in their work to produce the best performance. The core of the incentive and compensation process is the view that employees meet the needs and achieve the goals of the enterprise.

To improve the enthusiasm of employees, companies around the world are adopting different strategies and methods. However, for employees, the best motivators seem to be what really matters in their lives. In addition, different people may have different values and methods, so being able to understand employees' needs and use appropriate incentive methods can help improve incentive level (Gleeson, 2016). According to the article "money is an incentive factor" published by Jan Ketil Arnulf in Fudan University School of management (2017), money is considered to be the best incentive factor for any individual. Because it was money that made a huge difference between employees who worked in inhumane conditions during the early Indian revolution and those who worked in rural slave conditions. For those who participate in the "salaried employees" system, money means more than just itself; it also means freedom and prosperity (Thomas, 2016). With such salary prospects, many young people are still moving from poverty to better living conditions, from low education to high education, because they believe that this is the only way to ensure prosperity in the future (Arnulf 2014).

On the other hand, an organization's achievement, recognition, progress, growth and responsibility for a person can also motivate a person's engagement, so as to better perform in the organization to improve organizational performance (Herzberg, 2017). In addition, Kaplan and Norton (2016) proposed employee empowerment as a way to improve organizational performance and has been promoted in the market. This is because empowerment can give employees a sense of control, efficiency and influence. It creates a sense of freedom of choice, work style and participation; a sense of responsibility and the ability to work in a satisfactory manner; and a sense of achievement when tasks are completed within expectations and expected results (Velhote, 2017). Therefore, many studies have shown that employees with high authorization motivation have higher work motivation level, so as to correspondingly improve the productivity and performance of the organization (Koberg, 2019). Achievement motivation is also called achievement need (Elliot, 2019). This is the need for success and the desire to succeed. For example, an organization's appreciation and recognition of an employee can make the employee feel a balance between work and life, which is a need for employees to enjoy and meet. Even if they feel depressed about work, they will still feel satisfied and be able to fully enjoy a meaningful life (Senjem, 2017). They feel that they are changing the world, changing it in an elegant way, and making it a better place to live, which is a powerful driving force (Jex and Britt, 2018). Besides, that, promotion as an incentive means that the company has the opportunity to be promoted to a higher position, get a higher salary and more benefits. Not all employees have the same motivation for promotion, so understanding each employee's needs and helping them achieve satisfaction is also a way to motivate employees (Lipman, 2014).

* 1. Hypotheses development

The development of hypotheses to study the relationship between employee’s engagement and organizational performance

H1: There is a positive relationship between career development and organizational performance.

H2: There is a positive relationship between training & development and organizational performance.

H3: There is a positive relationship between incentive & compensation and organizational performance.

2.4.1 The relationship between career development and organizational performance

In the hypothesis of "career development is positively related to organizational performance", employees' performance is strongly influenced by the career development of organizational development. In this connection, their impact is measured by employee performance and policies and procedures provided by the organization. It can be a kind of balance force, which can maintain and motivate the behavior direction of employees. A force of politeness that requires the person to keep a promise. It recognizes the strength of the individual and the physical attachment felt by people in the organization. Career development is closely related to organizational performance. The relevance between them is of great significance to the results of any organization, and any organization has a positive response and employees' performance. At the same time, the measurement of employees' work behavior is positively correlated with their professional commitment. Organizations understand the reasons of employees' performance mainly through their motivation, job satisfaction and organizational commitment. Employee performance can be measured from incentive and satisfaction. This proves that motivation, job satisfaction and career development have significant positive correlation.

To achieve a better commitment, organizations must design career opportunities for employees' good professional performance. Because our mission to engage an organization begins with looking at a career strategy, which is to provide an internal and external physical environment within an organization and to maintain their employees. Career development is based on employees' performance, accepting and appreciating the temptation to match their contributions, which may also be rewarded correspondingly with the enterprise. One of the factors is the physical or emotional attachment of employees, which makes a positive response to the organization through loyalty, warmth, goods and happiness. Career development can therefore support and achieve the organization's goals. In order to prove this point of view, organizational career development is largely a process of planning and strategy under the control of a wave, and is implied in the whole management.

2.4.2 The relationship between training & development and organizational performance

Yucthman (2019) points out that there is a positive correlation between training & development and organizational performance. Training and development are important factors to improve organizational performance. It can be used to improve or develop job-related employee performance requirements (Moynihan, 2018). A well-designed and implemented training and development plan can help employees build confidence and feel stronger (seashore, 2018). Therefore, training and development can improve the skill level of employees, and then improve the overall performance of employees. If employees lack the necessary knowledge and skills to do a job, they will not be able to work properly. Training programs also help employees improve their attitude towards work, which is an important factor in improving performance (Pfeffer, 2019). The training and development of employees improve their knowledge, skills and attitudes. Therefore, they are more confident in their work, which will naturally improve their self-esteem and satisfaction. This new sense of satisfaction results in an organizational citizenship behavior among employees (schiffauerova, 2018). They are able to work harder because they feel part of the organization, which improves their performance and leads to predictions that employees will improve their output (Thomson, 2019). According to Robert kreitner and Angelo kiniki, employees who receive regular, planned feedback (including training) and increased expectations actually have higher levels of employee output. This is known as the Pygmalion effect. In modern society, human capital is the most important asset of an organization, and job performance is the highest requirement for the success of an organization. Therefore, we can conclude that training and development has become one of the most important functions of an organization, because it is directly related to organizational performance.

On the other hand, Willaimson (2019) analyzed the current situation of manufacturing training and development and its impact on employee behavior (employee turnover intention). The results show that the focus of manufacturing industry is turning to providing training for employees, especially after the development of small and medium-sized enterprises attach importance to the industry. Somaya's (2018) frequency analysis of turnover intention projects also confirms the fact that employees' turnover intention exists in the organization. More than 40% of the employees of small and medium-sized enterprises have the positive intention to withdraw due to the lack of long-term vision. Lorinkova (2019) pointed out that the intermediary role of turnover intention is positive, that is, the higher the organization's efforts to training and development, the higher the turnover intention of employees. The data shows that turnover intention has a significant impact on the relationship between training and development and organizational performance, which is 48.2%, about 50%. Therefore, the impact of training and development on employees' turnover intention cannot be ignored. It needs the positive response of the organization owners to make their organization change to a positive quality culture.

2.4.3 The relationship between incentive & compensation and organizational performance

Al-Harthi (2017) studied the relationship between finance and incentives to improve employee productivity. He found that promotion is the most important incentive factor that affects employee performance efficiency, and financial incentive ranks first in improving employee performance efficiency, followed by moral incentive. Angari (2019) conducted a field study on motivation and its role in improving employee performance. The results show that the lack of clear independent incentive and promotion incentive system is the most important problem to improve organizational performance. Koonme (2019) investigated the impact of incentives on manufacturing performance. He found that the relationship between incentive system and performance level, wage system and performance level is weak. In addition, compensation has a strong correlation with financial performance level, appropriate promotion system and performance level. Maw (2018) studies the impact of human resource practices and incentives on manufacturing enterprises in the context of Malaysia. The results show that two components of human resource practices, namely incentives and compensations, have a direct impact on organizational performance. Therefore, there is a significant positive relationship between incentive & compensation and organizational performance.

According to Quazi (2019), incentive and compensation plays a positive role in improving individual's ability and action ability, promoting the development of individual skills, balancing organizational needs and individual needs, and effectively improving organizational performance. Lawzi (2015) believe that financial incentives are designed to meet the basic needs of human beings, encourage workers to work as hard as possible, recruit their ability and improve their ability level, such as salary, bonus, allowance, profit sharing and reward. The purpose of financial incentives is to improve productivity and performance by encouraging individuals to act within the desired distance (Jadallah, 2017). When this kind of salary is appropriate and can meet personal needs, economic incentive is the most important and influential factor affecting personal work desire. On the contrary, low pay that is not suitable for his work leads to low productivity (Powell, 2019). Individuals gain some psychological and social benefits by increasing their purchasing power to meet the needs of goods and services (Padibjo, 2018). Therefore, in addition to stability and reassurance, economic incentives are also a fundamental factor for an individual and give him the opportunity to explore his talents and expertise (Moore, 2017).

* 1. Conceptual framework

A conceptual framework has been developed based on the literature review above to show the relationship between employee's engagement and organizational performance. The conceptual framework is based on three dependent variables, which are career development, incentive & compensation, training & development and one independent variable, the organizational performance. the relationship between employee's engagement and organizational performance are shown in Figure 2.1.

|  |
| --- |
| **Dependent Variables (DV)** |

|  |
| --- |
| **Independent Variable (IV)** |

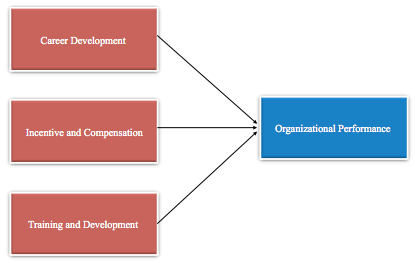
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Figure 2.1. Conceptual framework

* 1. Conclusion

Chapter two discussed the past research on the effect of the employee’s engagement toward organizational performance. The hypotheses for this research are developed by explaining the relationship between independent variable and dependent variables. The next chapter will discuss on the research methods used in the study.

Chapter 3

Research Methodology

3.0 Introduction

This chapter describes the design and process of this study, and introduces the methods adopted in this study in detail. The research process includes defining and selecting variables, determining target population, sample size, and developing research tools. This chapter will further discusses the data collection, coding and recording procedures of this study. Survey design was considered appropriate and subsequently adopted in this study. The design was adopted because it can predict outcome variables (employee engagement and organizational performance), because it can better investigate the impact of employee engagement on manufacturing industry and add value and reliable information to this research report. The research object is Malaysia's manufacturing industry.

3.1 Research Design

This study will carry out quantitative research. Quantitative research is a deductive method of research process, aiming to prove, refute or prove existing theories. Research design provides guidance for research. The research should be suitable for the purpose of the research and provide information about the research problems and hypotheses. This includes data collection methods and statistical methods to analyze results from data collection and evaluate assumptions. A quantitative study of the relationship between measurement and test variables to provide correlation or causality. The survey will be distributed online through Google forms and randomly assigned to random respondents. The reason why quantitative methods are chosen is that in order to test the cognition of employees, a large number of samples are needed to improve the accuracy of data collection. In addition, questionnaire survey takes less time than qualitative survey. Qualitative analysis adopts interview method. This approach was chosen because of the need to understand the views of employees and management in manufacturing enterprises, that is, researchers collect data that can be easily converted into quantities.

In this study, quantitative research design was used to measure the impact of employee engagement toward organizational performance in Coca-Cola industry. Participants' responses to interviews and questionnaires will be used to verify the relationship and develop the methodology and data generalizations used in this study.

Descriptive statistics and inferential statistics are mainly used in data analysis. Descriptive statistical data is obtained by using Statistical Package for Social Science (SPSS). By using the latest version 26, so as to better help researchers to strengthen the reliability of data and effectively analyze data, and get true and accurate information for this study, so that this study is more valuable. At the same time, this study also tests the hypothesis mentioned before, and uses inferential statistics to get the estimated value. The research design adopted in this study is mainly divided into four stages, as shown in Figure 3.1.

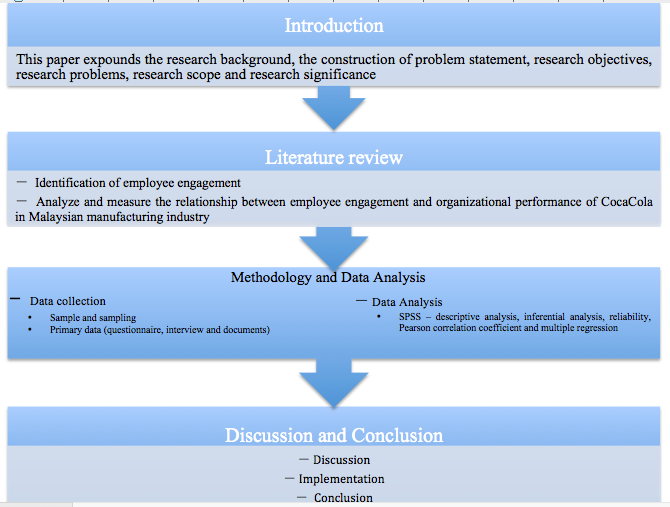


Figure 3.1 Research Design

The first stage introduces the research background, problem statement, research objectives, research questions, research scope and significance. This study is based on the impact of employee’s engagement toward organizational performance in Coca-Cola manufacturing industry in Malaysia. The purpose of this study is to guide the whole study.

In the second phase of the study, literature reviews are used to provide more information about current knowledge of the study used in this study. The collection of information is mainly based on the data and research results of previous scholars, which also helps to draw conclusions and use correct methods for this study. It is also used to construct problem statements and provide a clear and good research concept. The hypothesis is based on the relationship between employee engagement and organizational performance.

The third stage of the research mainly includes the construction of methodology, data analysis and result analysis. The data needed for this study was collected by employees working at all levels of Coca-Cola Bottles industry. This study focused on Coca-Cola Bottles in the Malaysia (Putra Nilai). The data is collected based on the original data and completed by sharing the online questionnaire links to the employees work in Coca-Cola Bottles industry. Numerical and statistical analysis are used to produce accurate results.

The final stage is discussion, concept and final conclusion. The results of the study and the third stage are discussed in detail. Finally, according to the research objectives, the conclusion is drawn, and the research results and implementation are discussed in detail.

3.2 Instrument

The researchers will use IBM SPSS 26 to analyze the data in this study. Data collected from interviews and questionnaires will be the key to making IBM SPSS 26 readable and analytical. The researchers will set the password. For example, for "female" researchers, it might be coded "F" and "M" for "male". Because the researchers are familiar with the instrument, they chose the measuring instrument.

In this study, quantitative research method was used, and questionnaire survey was used as data collection method. Questionnaire is one of the most commonly used data collection tools in research because it is easy to design and use (Frank, 2017). Questionnaires are chosen as research tools because they are cheaper than other methods and can be assigned to a larger population in a shorter time. The questionnaire helps to describe the sample according to the number, so as to calculate the frequency of opinions. The questionnaires (research tools) used in this study were distributed by the researchers themselves (Goffma, 2018). The researchers distributed the questionnaires to the participants in person, because it was easier, more cost-effective and time efficient. Questionnaires were distributed to each participant at a given time and collected on the same day to ensure that all questionnaires were answered and returned to the study. Each questionnaire is numbered to ensure there are no missing questions (Finnegan, 2017).

The questionnaire provides a large number of participants with a wide range of data, enabling researchers to determine the scope of the study (Schmi, 2016). The questionnaire was completed in English to ensure that all participants understood the questions before answering them. The questions under the subheadings are very clear, which helps researchers understand the motivation of the questions (Keye, 2017). The Title Design of the questionnaire includes the purpose of the questionnaire and the definition of employee engagement. The questionnaire is divided into three parts, as shown in Table 3.2 and the complete questionnaire is shown in Appendix A.

|  |
| --- |
| Part Description |
| Part A Demographic - Personal details (gender, age, marital status, education background and monthly income) |

Part B (Cook, 2017) The impact of employee’s engagement

toward organizational performance

Part C (Myed, 2018) Employee’s engagement

* Career development
* Training and development
* Incentive and compensation

Table 3.2 Three parts of the questionnaire (Harbiso, 2018)

The first part, Part A of the questionnaire used in this study, includes standard demographic or personal details, such as age, gender, marital status and educational background. The second part of the questionnaire, Part B, is about the analysis of the impact of employee engagement on organizational performance. The last part of the questionnaire (Part C) consists of 15 items, including 5 career development items, 5 training & development items and 5 incentive & compensation items.

This questionnaire is based on the influence of employees' career development, training & development, incentive & compensation on organizational performance. This problem includes pre-determined questions, and uses Likert scale method to give a limited range of answers. The left-hand anchor of the Likert scale is "strongly agree". The questionnaire was designed with five point Likert scale, as shown in Table 3.3.

|  |
| --- |
| Strongly agree Agree Neutral Disagree Strongly disagree |
| 1 2 3 4 5 |

Table 3.3 Five Point Likert Scale

3.3 Research Method

Research methods in this study are the process of answering research questions through data collection, measurement and analysis (Hofsted, 2018). In this study, quantitative research method and online questionnaire survey method were used to collect data. The quantitative method uses numerical data collection and extends it to the population to answer research questions. By using the SPSS software version 26 and computing technologies to analyze the collected numerical data.

3.4 Sampling Design

Sample design is the basis of research sample selection. Sampling is the process of selecting several people from the target population before data collection (Kahn, 2018). Sampling is therefore a process of selecting appropriate individuals to represent the whole interested group or target group. Researchers hope to infer based on sample statistics. The sample is a subset of the population represented by the interested population, because collecting data from the whole population will take time, cost and a lot of human resources. Sampling enables researchers to obtain information about population characteristics, thus forming generalizations.

Sample size is the number of items selected from the population to form a sample. A study needs a sufficient number of representatives to summarize the population well (Kaplan, 2018). In order to represent the whole population, the sample size must be the optimal value based on the population size. The selection of sample size should be based on the reliability, flexibility and representativeness of the population (Armstrong, 2018).

3.4.1 Target population

The target population of this study will be in western, Malaysia. The target participants are employees of all management levels working in Coca-Cola Bottle, including men, women, different age groups, marital status, education background and monthly income. Nearly 218 of the participated in this study by simple random sampling method. Therefore, the results of the analysis samples will be used as a representative of the whole population. The questionnaire was distributed by the researcher to the employees in person to ensure the effective, efficient and timely responses were collected. The survey was conducted in April 2020 and the results will be computerized through SPSS software.

3.4.2 Sampling frame and sampling location

The sampling framework for this study is designed for an employee currently working at all management levels of Coca-Cola. The physical representation of all elements in the population of the selected sample is called the sample frame. In this study, employees from different age groups, marital status, education background and monthly income were selected as the research objects to represent the number of Coca-Cola employees. The sampling site of this study is Coca-Cola Bottles in three main branches of Coca-Cola in Nilai area.

3.4.3 Sampling technique

The sampling technique used in this study is simple random sampling. Simple random sampling is the least deviation technique that researchers can use to obtain the most general population (Kuly, 2018). Participants in the study were selected from the management level of Coca-Cola in Nilai. The online questionnaire is distributed to participants within a given time range.

3.4.4 Sample size

According to Raosoft (2020), when the population size is 500 or more, the number of samples is 218. Therefore, 218 respondents needed 500 employees, and 218 samples were used in this study. Sample size is the number of items selected from the population to form a sample. The sample size must be based on the optimal population size to represent the whole population. The data collected must represent the population. Quantitative research methods enable researchers to use small groups of people to summarize large groups of people, which may be expensive and time-consuming research (Levinson, 2017). The questionnaire was compiled and distributed to Coca-Cola Bottles. The online questionnaire will be collected within five days.

3.5 Data collection

Data collection plays an important role in statistical analysis. The primary data collected in this study is the data collected by researchers directly from participants (Munden, 2017). The primary data were collected from participants through a questionnaire designed specifically for this study. Questionnaire survey is the best tool to collect a large number of primary data, because these data can provide population information to facilitate the statistics (Solley, 2017). The purpose of the questionnaire is to study the impact of employee engagement and career development, training and development, incentive and compensation toward organizational performance based on a study of Coca-Cola Bottles manufacturing industry. This study adopts the questionnaire survey method because it provides a wide range of data and collects information about the scope of the study from a large number of participants. The initial data collection time is 3 weeks.

During the whole research process, the researchers will randomly assign the questionnaire to a large group of samples for quantitative research and collect the main data. According to Dundon (2017), the structure design and method of questionnaire will affect the response rate and accuracy of quality data. This includes how researchers collect data from different sources, including questionnaires, interviews and literature reviews. Researchers ensure that the research tools used are reliable and consistent. This has led researchers to realize that capacity building has increased employee engagement. This kind of capacity building enables employees to increase their investment in work and focus more on the work they do, so as to improve performance. This is due to the improvement of employees' skills, working attitude, professional level and professional development level, and commitment is the main factor to improve employees' performance.

3.6 Data analysis

This study mainly uses statistical methods to analyze the survey data and test the research hypothesis. The statistical tool used in this study is SPSS software version 26, which is used for descriptive analysis, reliability analysis and inference analysis. Pearson correlation coefficient and multiple regression analysis were used to verify the relationship between employee engagement and organizational performance.

3.6.1 Descriptive analysis

In this study, descriptive analysis was used to measure frequency, percentage, mean and standard deviation. Quantitative data including demographic characteristics were summarized and used in this study. Descriptive analysis is where data is calculated when range, median, and pattern width are needed (Locke, 2018). This is part of all the data. When the data set is large, descriptive analysis is difficult to calculate, but it can be overcome by appropriate application, making the work easier. The average value, pattern and median value of the data set owned by the researcher are collected to get the average value of the data set needed by the researcher. Descriptive statistics provide a summary of variable characteristics and measurements in order to better understand the data and results (Holbecha, 2017). Descriptive statistics enables quantitative analysis of data to be presented in a simple form.

3.6.2 Reliability test

Reliability analysis is a process of measuring and determining the reliability, consistency and reproducibility of any research results (Soane, 2017). The most important is it satisfies the hypothesis of validity and parallelism. Validity and reliability is one of the key factors in this study. Researchers need to do so in order to establish transparency in how data is collected. This is to ensure that there are no errors in the calculations and measurements that researchers use to produce consistent results. In order to ensure that the instruments used can produce similar results under the same or similar repetition times, the researchers conducted reliability tests to get more accurate data for future analysis. Cronbach's Alpha is the most commonly used reliability test in this study. Gatenb (2017) stated that to analyze reliability data is a simple method for researchers to measure information reliability by using Cronbach's Alpha. Therefore, the researchers chose Cronbach's Alpha to test the structural reliability of this study. In order to obtain good reliability, Cronbach's Alpha coefficient must be equal to 0.7 or above (Truss, 2016). Reliability analysis is a comprehensive measure before measuring with instruments and tools. Therefore, through a preliminary study, reliability analysis is carried out in this study. Conducting the preliminary research before actual research to try out research tools (Reed, 2017). The reliability results of Cronbach's Alpha will show the reliability of the instrument. The values of Cronbach's Alpha are shown in table 3.4.

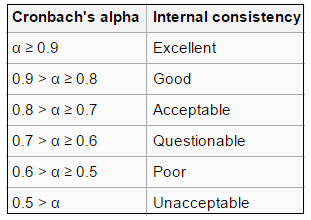


Table 3.4 Cronbach's Alpha value

3.6.3 Inferential analysis

Using statistical methods to test the research hypothesis, and through the analysis of the relationship between dependent variables and independent variables to come to the conclusion of the study. Reasoning analysis includes Pearson correlation coefficient, multiple regression analysis and other statistical techniques (Kular, 2017).

1. Pearson correlation coefficient

Pearson correlation coefficient is the most widely used statistical data to measure the relationship or association between two continuous variables, which is used to test employee engagement (career development, training and development, incentive and compensation) and organizational performance of manufacturing industry.

Correlation analysis is to analyze the strength and direction of the relationship between two continuous variables (Taus, 2017). Pearson correlation coefficient (R) is between - 1 and 1, indicating positive correlation or negative correlation. When R is - 1, there is a perfect negative linear relationship between variables. When a variable increases, the corresponding variable decreases (Kahe, 2019). On the other hand, when the R value is 1, it means that there is a completely positive linear relationship between variables, so the two variables increase or decrease together (Ott, 2018). However, when are is 0, there is no linear relationship between variables. A perfect correlation of - 1 or 1 will result in a straight line on the scatterplot (Pfeffer, 2017).

According to Guildford's rule of thumb, the strength of the relationship can be determined by the Pearson correlation coefficient (R) value (ignoring the sign). Therefore, this study uses Guildford's rule of thumb to determine the strength of the relationship between dependent variables and independent variables (Pollarp, 2018). Guildford's rule of thumb is shown in table 3.5.

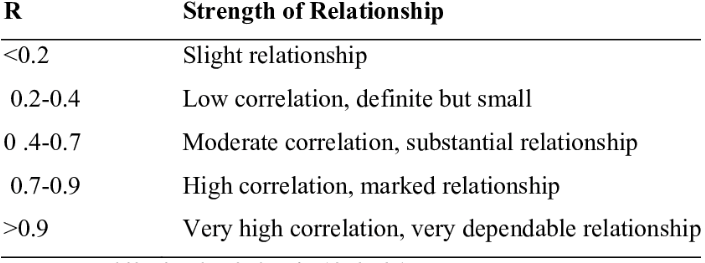


Table 3.5. Guildford's rule of thumb

2. Multiple regression analysis

Multiple regression analysis is a practical tool in this study to identify the relationship between one dependent variable and one or more independent variables (Perrymay, 2017). This study uses multiple regression analysis to predict whether career development, training and development, incentive and compensation will affect organizational performance.

3.7 Conclusion

This chapter discusses the research methods used in this study, the questionnaires to be used in this study and the types of methods used in this data analysis. In addition, the reliability test (Cronbach alpha) is carried out and the test results are given. The next chapter shows how to analyze the data and explain the results.

**Chapter 4**

**Data Analysis and Results**

4.0 Introduction

This chapter makes statistical analysis on the collected data and results. The first part of this chapter presents the demographic profile of the participants in the survey. Reliability analysis, factor analysis and descriptive analysis were used to test the validity of the measurement methods used in this study. Through Pearson coefficient correlation and multiple regression analysis, the strength and relationship between dependent variables and independent variables in this study are explained, and it is explained in the last part of this chapter.

4.1 Characteristics of survey respondent

In this study, gender, age group, marital status, education level, monthly income, religion, race and work experience were used to study the identity of the investigators. Nearly 218 staff from all management levels of Coca-Cola Bottles was involved for this study.

4.1.1 Descriptive analysis

The questionnaire is mainly divided into three parts. The first part is about the demographic profile of the respondents. The population survey is divided into gender, marital status, age group, monthly income, level of education, race, year of work experience and religion. Table 4.1 shows the demographic information provided by the respondents in this questionnaire. About 218 respondents of Coca Cola participated in this survey, which was conducted in the Coca Cola Bottles Malaysia in Nilai. According to the descriptive analysis of demographic information shown in Table 4.1, the respondents are mainly male employees, around 10% more than female employees. Therefore, the results of this study will more reflect the response of male employees than female employees. Among them, employees aged 20-30 are the majority, nearly 7% more than those who are aged 30-40, and 23% more than those aged 40 and above. As a result, the results of this study will be more reflected in respondents who are 20-30 years old.

According to the Table 4.1, we can draw the conclusion that more employees are 63.3% of the total graduates and 28.4% of the total employees are the master holders. By contrast, only 6.9% of employees were diploma graduated. Therefore, we can conclude that most of Coca-Cola employees graduated with bachelor of degree or master. Coca-Cola industry pays attention to the education background and education requirements of employees to ensure their performance and efficiency in work. In addition, about 59.5% of the employees have work experience of 3-5 years and 64.7% of the employees have their monthly income of RM3000-4000. Therefore, we can know that most employees of Coca-Cola have bachelor degree or above and have more than three years of working experiences. We can also observe that the work experience accounts for 22.5% of the total in 1-3 years, and about 18.8% of the employees are only paid RM1000-2000, which shows that the monthly income depends on the number of years of work experience. On the other hand, Islam religion accounts for around 40.8% of the total, indicating that most of the employees are Malay Muslims (refer to Appendix A).

|  |  |  |
| --- | --- | --- |
| Profile | Frequency | Percentage |
| Gender   * Male * Female | * 120 * 98 | * 55% * 45% |
| Age group   * 20 to 30 * 30 to 40 * 40 and above | * 95 * 80 * 43 | * 43.6% * 36.7% * 19.7% |
| Level of education   * Diploma * Degree * Master * Doctor | * 15 * 138 * 62 * 3 | * 6.9% * 63.3% * 28.4% * 1.4% |
| Monthly income   * RM1000-2000 * RM3000-4000 * RM5000-6000 | * 41 * 141 * 36 | * 18.8% * 64.7% * 16.5% |
| Year of work experience   * Year 1-3 * Year 3-5 * Above 6 years | * 49 * 130 * 39 | * 22.5% * 59.6% * 17.9% |
| Religion   * Christianity * Buddhism * Islam | * 63 * 66 * 89 | * 28.9% * 30.3% * 40.8% |

Table 4.1. The demographic profile of respondents (N=218)

4.2 Reliability Test

The Cronbach's alpha is used to test the reliability of the instruments used in this study. Twenty items in the questionnaire were used in Cronbach's alpha test to measure the reliability of the four variables used in this study. The results of reliability test show that Cronbach's alpha results of all variables are between 0.70 and 0.90, as shown in table 4.2. The results are acceptable and good.

The result of the Cronbach’s alpha for variables; organizational performance, 0.759, career development, 0.791, followed by training & development 0.812 and incentive & compensation, 0.847 (see appendix B). Since, the value of Cronbach’s alpha coefficient for the impact of employee’s engagement toward organizational performance are 0.7 and above, the instrument used in this study has good reliability (refer to Appendix B).

|  |
| --- |
| Variables No of items Cronbach’s alpha |

Organizational performance 5 0.759

Career development 5 0.791

Training & development 5 0.812

Incentive & compensation 5 0.847

Table 4.2. Results of reliability test (Cronbach's alpha)

4.3 The impact of employee’s engagement toward organizational performance

This study concentrates on the impact of employee’s engagement, which includes career development, training & development, incentives & compensation toward organizational performance in Coca Cola Manufacturing Industry in Malaysia. Each item from each variable is analysed individually and the results were presented in the form of mean and standard deviation.

4.3.1 Organizational performance

Based on the table 4.3, “agree” is the majority respond given by respondents for the questions related to organizational performance. The first mean is for the question “I’ve experienced or seen high engagement colleagues improve organizational performance”, (mean=3.68 and standard deviation=1.098), followed by the question “I believe that the improvement of organizational performance needs the improvement of employee engagement” (mean=3.62 and standard deviation=1.190), “In my opinion, employee engagement can affect organizational performance and achieve organizational goals” (mean=3.53 and standard deviation=1.273), “My workplace promotes a culture of engagement” (mean=3.79 and standard deviation=0.827), and lastly “It is an effective way for my organization to improve organizational performance by improving employee’s engagement” (mean=3.46 and standard deviation=1.307).

|  |  |  |  |
| --- | --- | --- | --- |
| Items | Mean | Standard deviation | Mean scale |
| I’ve experienced or seen high engagement colleagues improve organizational performance | 3.68 | 1.098 | Agree |
| I believe that the improvement of organizational performance needs the improvement of employee engagement | 3.62 | 1.190 | Agree |
| In my opinion, employee engagement can affect organizational performance and achieve organizational goals | 3.53 | 1.273 | Agree |
| My workplace promotes a culture of engagement | 3.79 | 0.827 | Agree |
| It is an effective way for my organization to improve organizational performance by improving employee’s engagement | 3.46 | 1.307 | Agree |

Table 4.3. The impact of respondents on organizational performance

4.3.2 Career development

Based on Table 4.4 on the impact of the respondents on career development, “agree” is the majority respond given by the respondents. The highest mean is for the question “My organization provides additional support and tools to staff to help them in their career development efforts (testing, counseling, mentoring, etc.)” (mean=3.69 and standard deviation=0.974), followed by the question “High quality training on technical skills is available to support the development of staff skills required to perform the technical aspects of the work” (mean=3.67 and standard deviation=1.055), followed by the question “The leadership in my organization strongly supports career development of staff” (mean=3.65 and standard deviation=1.073), followed by the question “There is a good process in place to understand and address the key drivers of staff motivation, including those related to career development” (mean=3.53 and standard deviation=1.165), and lastly “Career development is supported through a clear and well-executed policy” (mean=3.47 and standard deviation=1.260).

|  |  |  |  |
| --- | --- | --- | --- |
| Items | Mean | Standard deviation | Mean scale |
| The leadership in my organization strongly supports career development of staff | 3.65 | 1.073 | Agree |
| High quality training on technical skills is available to support the development of staff skills required to perform the technical aspects of the work | 3.67 | 1.055 | Agree |
| My organization provides additional support and tools to staff to help them in their career development efforts (testing, counseling, mentoring, etc.) | 3.69 | 0.974 | Agree |
| Career development is supported through a clear and well-executed policy | 3.47 | 1.260 | Agree |
| There is a good process in place to understand and address the key drivers of staff motivation, including those related to career development | 3.53 | 1.165 | Agree |

Table 4.4. The impact of respondents on career development

4.3.3 Training and development

Based on Table 4.5 on the impact of the respondents on training and development, “agree” is the majority respond given by the respondents. The highest mean is for the question “Giving opportunities to socialize with one another during the training and development” (mean=3.92 and standard deviation=0.756), followed by the question “A variety of training & development programs are offered to improve skills and high employee morale” (mean=3.87 and standard deviation=0.766), followed by the question “I have noticed an increase in the employees' performance in workplace since their attendance to this Training program” (mean=3.82 and standard deviation=0.793), followed by the question “I have noticed indicators that prove that employees benefit from the acquired skills in this Training course” (mean=3.79 and standard deviation=0.802), and lastly “This Training and development has achieved my individual objectives” (mean=3.68 and standard deviation=0.830).

|  |  |  |  |
| --- | --- | --- | --- |
| Items | Mean | Standard deviation | Mean scale |
| I have noticed an increase in the employees' performance in workplace since their attendance to this Training program | 3.82 | 0.793 | Agree |
| I have noticed indicators that prove that employees benefit from the acquired skills in this Training course | 3.79 | 0.802 | Strongly agree |
| This Training and development has achieved my individual objectives | 3.68 | 0.830 | Agree |
| A variety of training & development programs are offered to improve skills and high employee morale | 3.87 | 0.766 | Agree |
| Giving opportunities to socialize with one another during the training and development | 3.92 | 0.756 | Agree |

Table 4.5. The impact of respondents on training and development

4.3.4 Incentive and compensation

Based on Table 4.6 on the impact of the respondents on incentive and compensation, “agree” is the majority respond given by the respondents. The highest mean is for the question “An increase in my basic pay will motivate me improve on my performance” (mean=3.89 and standard deviation=0.779), followed by the question “Higher salary and pay raise on good performance in my organization” (mean=3.87 and standard deviation=0.766), followed by the question “I feel I am adequately compensated for use of my skills in my job” (mean=3.85 and standard deviation=0.784), followed by the question “I am entitled for a reward if the whole organization achieves its set target in my organization” (mean=3.80 and standard deviation=0.798), and lastly “My team works very closely to enable achieve the team reward” (mean=3.75 and standard deviation=0.825).

|  |  |  |  |
| --- | --- | --- | --- |
| Items | Mean | Standard deviation | Mean scale |
| Higher salary and pay raise on good performance in my organization | 3.89 | 0.779 | Agree |
| I feel I am adequately compensated for use of my skills in my job | 3.85 | 0.784 | Agree |
| An increase in my basic pay will motivate me improve on my performance | 3.91 | 0.761 | Agree |
| I am entitled for a reward if the whole organization achieves its set target in my organization | 3.80 | 0.798 | Agree |
| My team works very closely to enable achieve the team reward | 3.75 | 0.825 | Strongly agree |

Table 4.6. The impact of respondents on incentive and compensation

4.4 Pearson correlation analysis on the relationship between employee’s engagement and organizational performance in Coca Cola Manufacturing Industry in Malaysia

Pearson correlation coefficient analysis was used to measure the relationship between independent variables (organizational performance) and related variables (career development, training and development, incentive and compensation). This analysis was carried out to achieve the second objective of this study, which is to study the relationship between employee engagement and organizational performance in the Coca-Cola manufacturing industry in Malaysia (refer to Appendix C).

|  |
| --- |
| Variables Pearson Correlation Strength of relationship  r p  (sig 2-tailed) |

Rate of organizational performance and career development 1.105\*\* 0.000 Very high

Rate of organizational performance and training & development 0.780\*\* 0.000 High

Rate of organizational performance and incentive & compensation 0.789\*\* 0.000 High

|  |
| --- |
| \*\*correlation is significant at the 0.01 level (2-tailed)  Table 4.7. The Pearson Correlation Analysis |

4.5 Relationship between career development and Rate of organizational performance

Based on Table 4.7, there is a significant correlation between career development and rate of organizational performance, (r=1.105, p<.05) (Bougie, 2017). The correlation is positive indicating that an increase in career development score will result in an increase in rate of organizational performance score. The strength of the relationship, (r=1.105) falls under the “very high” strength of relationship category which is between 0.90 to 1.20 (Wepfer, 2018).

Based on Table 4.7, there is a significant correlation between training & development and rate of organizational performance, (r=0.780, p<.05) (Yang, 2017). The correlation is positive indicating that an increase in career development score will result in an increase in rate of organizational performance score. The strength of the relationship, (r=0.780) falls under the “high” strength of relationship category based on Guildford’s Rule of Thumb which is between 0.70 to 0.90 (Huang, 2017).

Based on Table 4.7, there is a significant correlation between incentive & compensation and rate of organizational performance, (r=0.789, p<.05) (Darvill, 2017). The correlation is positive indicating that an increase in career development score will result in an increase in rate of organizational performance score. The strength of the relationship, (r=0.789) falls under the “high” strength of relationship category which is between 0.70 to 0.90 (Thanze, 2019).

4.6 Multiple regression analysis

Multiple regression analysis were used to identify the relationship between one dependent variable and one or more independent variables. Three dependent variables used in this study; career development, training & development, incentive & compensation and one independent variable; organizational performance were used to measure the relationship between all the dependent variables with the independent variable. Multiple regression analysis were used to examine the three hypotheses of the study. Based on Table 4.8, the results for the multiple regression analysis; career development (β=0.760, p<.05), training & development (β=0.872, p<.05), incentive & compensation (β=0.763, p<.05). According to the results obtained, training & development has the highest beta coefficient, 0.872 hence it makes the strongest unique effect on the dependent variable followed by career development and training & development (refer to Appendix D).

|  |
| --- |
| Variables Standard Coefficients (Beta) p-value |

Rate of organizational performance and career development 0.760 0.06

Rate of organizational performance and training & development 0.872 0.000

Rate of organizational performance and incentive & compensation 0.763 0.002

|  |
| --- |
| Table 4.8. The Pearson Correlation Analysis |

4.7 Test of Hypotheses

The hypotheses on the relationship between dependent various (career development, training & development and incentive & compensation) and independent various (organizational performance) were tested.

4.7.1 Career development

Hypotheses 1: There is a positive relationship between career development and organizational performance.

Based on Table 4.8, the career development has a significance value, p=0.06. Since the p value is <.05 the variable, training & development is making a positive and significant unique contribution to the prediction of the dependent variable, employee’s engagement toward organizational performance in Coca Cola Manufacturing Industry in Malaysia.

4.7.2 Training and development

Hypotheses 2: There is a positive relationship between training & development and organizational performance.

Based on Table 4.8, the training & development has a significance value, p=0.00. Since the p value is <.0.5 the variables, training & development is making a significant unique contribution to the prediction of the dependent variable, employee’s engagement toward organizational performance in Coca Cola Manufacturing Industry in Malaysia.

4.7.3 Incentive and compensation

Hypotheses 3: There is a positive relationship between incentive & compensation and organizational performance.

Based on Table 4.8, the training & development has a significance value, p=0.763. Since the p value is <.0.5 the variables, incentive & compensation is making a significant unique contribution to the prediction of the dependent variable, employee’s engagement toward organizational performance in Coca Cola Manufacturing Industry in Malaysia.

4.8 Conclusion

In this chapter the reliability analysis, factor analysis and descriptive analysis were carries out to determine the validity of the measurement used in this study. In addition, inferential analysis consist of Pearson coefficient and multiple regression analysis were carries out to how the strength and relationship of the dependent variable and independent variables and to test the hypotheses of this study. Based on the findings, all three hypotheses of this study were supported. The following Chapter provides a detailed discussion on the statistical analysis, implication, limitations of this study and future recommendation of this study.

**Chapter 5**

**Discussion and Conclusion**

5.1 Introduction

This chapter will provide summary of the main findings based on the statistical analysis in accordance with the research questions of this study. The findings will then be discussed in detail according to the objectives of this study. The discussion will clearly state the correlation between the literature review and findings of the study to fulfill the objectives of this study. Lastly, conclusion and recommendations will be provided.

5.2 Summary of findings

The research questions generated for this study was used to understand the impact of employee’s engagement toward organizational performance in Coca-Cola Manufacturing Industry in Malaysia. The main purpose of this study is to answer the research questions are below:

RQ1: Does incentives & compensation influence organizational performance?

RQ2: Does career development affect organizational performance?

RQ3: Does training and development impact on organizational performance?

The study was conducted in a major branch of the Coca-Cola industry (Coca-Cola Bottles) in the Malaysian town of Nilai, and the study population was employees from all level of management in Coca-Cala. The sampling method adopted in this study is random sampling, taking 218 survey subjects as samples. The data of all respondents were collected by online questionnaire survey, and the data were recorded into the SPSS 26.0. Descriptive statistics and inferential statistics were used for data analysis. Descriptive statistical methods such as frequency, percentage, mean and standard deviation were used to summarize quantitative data, including demographic characteristics used in this study. These estimates were derived using the inferential statistical method used in this study. The relationship between independent variables (organizational performance) and dependent variables (career development, training and development, incentive and compensation) was tested by Pearson correlation coefficient, multiple regression analysis and other reasoning statistical methods. The collected data is presented as a table.

Based on the first question, in order to further improve employee engagement and organizational performance, the career development, training and development, and reward and compensation can be adopted, because these practices are lacking in management level in Coca-Cola. Most respondents believe that employee engagement affects organizational performance. However, according to the respondents' answers, career development received the most responses. Therefore, among employees of Coca-Cola, the most important factor affecting employee engagement and organizational performance is career development.

This study focuses on the results of the second research question. The perception of the impact of Coca-Cola employee engagement on organizational performance shows that training & development has a positive and strong relationship with improving organizational performance and employee engagement. The Pearson correlation coefficient (r), the value is 0.872, in the range of 0.70 to 0.90.

The final research question is the percentage of incentive and compensation that increase employee engagement and organizational performance. The results of the study indicate that the relationship between compensation & incentive and organizational performance is positive when appropriate, with a Pearson correlation coefficient (r) value of 0.763, ranging from 0.70 to 0.90.

Based on the results of multiple regression analysis; career development (β = 0.760, p <.05), training and development (β = 0.872, p <.05), incentives and compensation (β = 0.763, p <.05). All three dependent variables are predictive independent variable and are important factors for improving organizational performance and employee engagement.

5.3 Managerial implications

This research is of great significance for improving organizational performance by improving employee engagement. This study helps to improve employees' job satisfaction and performance by exploring how to improve employee engagement, which has a profound impact on improving the overall performance of the organization. After analyzing the factors that affect employee engagement and organizational performance, we found that the relationship between factors that affect employee engagement (career development, training & development and compensation & incentive) and improved organizational performance can help employees stimulate their work enthusiasm and retention of high-performance employees.

Specifically, choosing all management level of staff in Coca-Cola as participants will help researcher understand the impact of improving employee engagement on organizational performance. The study also found that career development, training & development and incentive & compensation are related to improving organizational performance. Therefore, employers in the manufacturing industry in particular should improve organizational performance by establishing an effective and balanced work culture and reward system and motivating employees, and adopt comprehensive friendly policies to cultivate a more productive work culture to attract high-quality employees, thereby reducing employee turnover rate and improving employee performance.

5.4 Discussion

The aim of this study is to investigate the impact of employee’s engagement toward organizational performance in Coca Cola Manufacturing Industry in Malaysia. For this purpose, only career development, training & development and compensation & incentive were selected as employee’s engagement for this study. With regards to the three selected as career development, researchers expect these three factors to be important for improving employee engagement and organizational performance, because these factors help to establish a positive relationship between employers and employees. Based on this purpose three research questions and research objectives were designed and after collecting responses from 208 employees from Coca-Cola Bottles Malaysia using an online questionnaire, the three hypotheses were tested. This section contains the discussion on findings and related literature that support these hypotheses.

Hypotheses 1 (H1)

Hypotheses 1: There is a positive relationship between career development and organizational performance.

The results of this study show that there is a negative and significant relationship between improving employees ’future career development and improving organizational performance. According to this research, research conducted on employee engagement market data shows that improving employee promotion opportunities and development space has a positive and significant relationship in improving organizational performance, and the fact that organizational promotion performance can be used to improve organizational performance To explain. Greatly improved the analyst's recommendations. Another study conducted by Savin (2019) shows that to ensure that employees maintain professionalism, the organization must provide training and career development, as this will help employees build confidence in their ability to work and build engagement. When an organization cannot treat human development as a strategic tool, it may cause individuals and businesses to derail. Therefore, the organization must ensure that a career development plan is developed for all employees to define current role expansions and challenges, as well as a roadmap for future roles in order to take care of development opportunities to meet their personal wishes and needs. According to Gross (2018), every organization should regard survival as the whole essence of survival. This is because the survival of each organization depends to a large extent on the synergy of employers and employees in achieving organizational goals. Therefore, managers should adopt better strategies to retain experienced employees, which usually affects the growth of the organization. All these characteristics emphasize the importance of personal responsibility and self-management in career development. This process enables companies to have sufficient, necessary and powerful human resources to achieve their growth and relevance in the industry.

Hypotheses 2 (H2)

Hypotheses 2: There is a positive relationship between training & development and organizational performance.

According to Maita (2017) research, in order to improve the skills of employees, organizations must invest in training. By acquiring new knowledge and developing existing knowledge, training and development becomes an available organizational “tool” for interacting with employees. Therefore, employees are a different factor. Training and development is to improve the accuracy of employee roles, reduce employee turnover and strengthen their engagement, so as to improve employee productivity and performance. This research demonstrates that organizations try to improve employee performance through extensive training programs, in which human resource management serves as a catalyst to motivate employees and ensure that employees have the opportunity to directly participate in training activities, which will enhance organizational awareness commitment. Therefore, this fact proves that employees receiving professional training and development have a positive relationship with improving organizational performance.

Hypotheses 3 (H3)

Hypotheses 3: There is a positive relationship between incentive & compensation and organizational performance.

According to the research results of Fishbein (2017), the company adopts an appropriate incentive & compensation mechanism to mobilize the energy and aspirations of employees, so that they can make greater efforts to achieve their goals, maximize production efficiency and excellent performance. When an organization needs qualified employees to achieve its goals, the correct strategy in the form of financial incentives and benefits will provide incentives for employees. Therefore, incentive and compensation has an important impact on employee due diligence and the establishment of commitments, and is the main motivation factor for employees. Various forms of financial incentives encourage employees to improve work efficiency, motivate themselves, and benefit their organizations. This is because the use of financial incentives helps encourage employees to be more creative, fulfilled, and satisfied. Such compensations in the organization enable them to improve employee performance and achieve their goals. Therefore, incentive and compensation can improve employee satisfaction and directly affect employee performance, thereby improving organizational performance. According to Lemieux (2019), performance-based compensation based on good performance evaluation can improve quality productivity, which will accelerate employee performance. It can therefore be concluded that an important management strategy to improve employee engagement is to encourage employees' financial and non-financial incentives. This shows that the incentive and compensation measures have a significant positive relationship with organizational performance.

5.5 Limitation of study

This research was facing several limitations due to certain circumstances. These limitations are as follows:

Firstly, it lacks articles and online resources on employee engagement in Malaysia: Compared with traditional theories, the field of how to motivate employee engagement is still new, so the number of articles and literature available is limited, especially in Malaysia. Researchers and scholars rarely discuss the dedication of Malaysian employees. Secondly, because this study uses non-probability convenient sampling, the time to collect data is limited, and online questionnaire surveys may not be able to attract all participants on average. Therefore, these responses may not be statistically representative of the entire population. Due to time constraints, only 218 respondents were selected as the target group, so the number of respondents was relatively small. This is because this study only targets Coca-Cola Bottles in Putra Nilai. Due to time and cost constraints, this is the most strategic and convenient place to investigate. Although it takes 15 weeks to complete the study, the time limit will obviously appear after completing the defense statement of the proposal, because the researchers need to change some parts of the first chapter to the third chapter. In addition, collecting data (questionnaires) is also very troublesome, because there are only 2 weeks to distribute and collect the data. The third limitation is the knowledge of researchers in SPSS. Although researchers have studied SPSS before, time has passed. Some knowledge cannot be remembered well because it is not used frequently in daily work. Therefore, researchers must spend some time to modify.

Other than that, as only one Coca-Cola Bottle branch was selected for this research, the results may not be representative of other branches employees of Coca-Cola industry. Therefore, the number of staff who will extend the results of this study to the entire Coca-Cola is limited. It is necessary to compare the relationship between employee performance of other branches of Coca-Cola in organizational performance and employee engagement, because each Coca-Cola branch has different policies and cultures in Malaysia, which may affect employee engagement and organizational performance. Finally, this study focuses on the main factors of employee engagement. There are only three factors, namely career development, training & development, and incentive & compensation to retain high-performance employees and improve organizational performance. Organizational performance may also be affected by other variables, such as leadership, empowerment, equal & fair opportunities, performance management and communication.

5.6 Recommendation on research

Several aspects can be investigated in the future, with a view to obtaining a comprehensive discovery in the future. First of all, this study mainly discusses three aspects of employee' s engagement, namely career development, training & development and incentive & compensation, but there are many other important factors, for example, leadership, empowerment, equal & fair opportunities, performance management and communication. Therefore, adding more variables to the research. The four variables may not be sufficient to support the research. This requires research to find comprehensive factors. Secondly, it is recommended to extend the duration of the survey and carefully assign the questionnaire to specific groups to better count the entire population. Extending the research cycle as 15 weeks is very short. If there is more time for future research, then the research field may cover the entire Malaysia. This will be a huge job, but it has its value. Thirdly, this study was carries out using quantitative research method to test the impact of employee’s engagement toward organizational performance in Coca Cola Manufacturing Industry in Malaysia. Future research should be carried out using more quantitative research methods based on information gathered from a qualitative study. A combination research method study will provide more subjective and in-depth data on the topic which can help future researcher to understand the nature and the effect of employee’s engagement toward organizational performance. Moreover, this study uses only 218 respondents from Coca-Cola Bottles as it is time and cost efficient. Future research should be directed to a larger population to gather larger data on the topic which can be used to present the general Coca-Cola manufacturing industry to make generalization of the topic.

5.7 Conclusion

An employee ’s engagement has a huge impact on improving organizational performance and the organization ’s economic development. Therefore, initiatives to increase employee engagement are all over the world. According to this research conducted in Coca-Cola Bottles in Putra Nilai, career development has a positive impact on improving employee engagement. Career development, training & development and incentive & compensation have improved job benefits and increased the attractiveness of the workforce to jobs. Therefore, the introduction of career development, training & development and incentive & compensation in the workplace may help increase employee retention and reduce turnover, thereby promoting organizational performance.

5.8 Self-reflection

This research helped me familiarize and understand the steps from preliminary steps to explanation and submission in the whole research process. The challenge began with finding the right topic, and gradually editing and correcting the topic with the help of professionals and respected mentors. This gave me insights on how to narrow the scope of research on specific issues in order to obtain results. But remain open to discovery. This new experience inspired me to maintain a focused attitude and write down each word carefully during the research process, and the research should have appropriate literature to prove its effectiveness. On the other hand, reading many journals and articles has improved my skills in reading research papers.

Identifying problems and finding solutions has always troubled me to stay focused and continue to work hard, especially in defining problem statements, research objectives, and literature reviews of key theories, dependent variables, and independent variables. Research methods, measurements and statistical analysis are valuable parts I have learned from this research. Finding the factors that improve employee engagement in this research can provide me with how to manage employees in management in the future and what factors will affect employee engagement, especially in the management industry of manufacturing. However, the results of this study surprised me particularly, that career development, incentive & compensation and training & development will all be important factors that affect employee engagement and have a positive relationship, which has helped me understand employee engagement. Degree of influence on organizational performance. In the end, I am deeply grateful for the valuable learning experience provided by this research.

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Appendix A

Questionnaire

Researcher-made questionnaire on “The impact of employee’s engagement toward organizational performance in Coca Cola Manufacturing Industry in Malaysia” By Liang Hong

Offering employee’s engagement is widely knowledge as a key strategy to meet future workforce needs. Employee’s engagement have the largest impact on organizational performance, which itself is a driver of productivity. Formalizing in policy and tracking effectiveness are likely to magnify the benefits of employee’s engagement for all. Enhancing the employee’s engagement encourages the organizational performance.

Definition of employee’s engagement

**Employee’s engagement** Employees are the best assets of the organization, and they can coordinate the internal and external of the organization to maintain the competitiveness of the industry

Employee inputEmployee inputis the key to achieving the organization's overall goals

Participation and motivationParticipation and motivation refers to more complex coordination and recognition with the company at the individual and business level through various measures to achieve higher achievements

**Career development** Career development is an important factor affecting employee engagement, retaining the most talented employees and providing opportunities for personal development

Rewords and recognitionA good reward system has a positive impact on employee morale, productivity and engagement

Job satisfactionEstablish emotional ties with the organization and be proud of their membership, which paves the way for maintaining the integrity and morale of the industry

**Training and development** By acquiring new knowledge and developing the existing knowledge

Employee retentionThe technology adopted by an enterprise to maintain an effective workforce while meeting operational requirements

Employee performance The accumulation of all employees' skills, efforts and abilities in the process of improving productivity and ultimately achieving goals

**Incentives and compensation** Uses motivation to guide employees to work better

Organization productivity Creativity is enhanced through performance incentives and incentives for macro innovation

**Part A: Demographic**

**Personal details**

***Please tick the box that best fits your opinion for each statement***

**Gender:**

Male Macintosh HD:Users:lianghong:Desktop:100.tiff Female Macintosh HD:Users:lianghong:Desktop:100.tiff

**Age group:**

20-30 Macintosh HD:Users:lianghong:Desktop:100.tiff 30-40 Macintosh HD:Users:lianghong:Desktop:100.tiff 40 and above Macintosh HD:Users:lianghong:Desktop:100.tiff

**Martial status:**

Single Macintosh HD:Users:lianghong:Desktop:100.tiff Married Macintosh HD:Users:lianghong:Desktop:100.tiff

**The level of Education:**

Diploma Macintosh HD:Users:lianghong:Desktop:100.tiff Degree Macintosh HD:Users:lianghong:Desktop:100.tiff Master Macintosh HD:Users:lianghong:Desktop:100.tiff Doctor Macintosh HD:Users:lianghong:Desktop:100.tiff

**Monthly income:**

RM1000-2000 Macintosh HD:Users:lianghong:Desktop:100.tiff RM3000-4000 Macintosh HD:Users:lianghong:Desktop:100.tiff RM5000-6000 Macintosh HD:Users:lianghong:Desktop:100.tiff

**Work experience**

Year 1-3 Macintosh HD:Users:lianghong:Desktop:100.tiff Year 3-5 Macintosh HD:Users:lianghong:Desktop:100.tiff Above 6 years Macintosh HD:Users:lianghong:Desktop:100.tiff

**Race**

Malaysia Macintosh HD:Users:lianghong:Desktop:100.tiff Chinese Macintosh HD:Users:lianghong:Desktop:100.tiff Indian Macintosh HD:Users:lianghong:Desktop:100.tiff Other Macintosh HD:Users:lianghong:Desktop:100.tiff

**Religion**

Christianity Macintosh HD:Users:lianghong:Desktop:100.tiff Buddhism Macintosh HD:Users:lianghong:Desktop:100.tiff Islam Macintosh HD:Users:lianghong:Desktop:100.tiff

**Part B: Independent variable on organizational performance**

**Macintosh HD:Users:lianghong:Desktop:100.tiff**

***Please tick the box that best fits your opinion for each statement***

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **No.** | **Description** | **(1)** | **(2)** | **(3)** | **(4)** | **(5)** |
| **1** | I’ve experienced or seen high engagement colleagues improve organizational performance |  |  |  |  |  |
| **2** | I believe that the improvement of organizational performance needs the improvement of employee engagement |  |  |  |  |  |
| **3** | In my opinion, employee engagement can affect organizational performance and achieve organizational goals |  |  |  |  |  |
| **4** | My workplace promotes a culture of engagement |  |  |  |  |  |
| **5** | It is an effective way for my organization to improve organizational performance by improving employee’s engagement |  |  |  |  |  |

**Part C: Dependent Variable**

**Macintosh HD:Users:lianghong:Desktop:100.tiff**

***Please tick the box that best fits your opinion for each statement***

**Career development**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **No.** | **Description** | **(1)** | **(2)** | **(3)** | **(4)** | **(5)** |
| **1** | The leadership in my organisation strongly supports career development of staff |  |  |  |  |  |
| **2** | High quality training on technical skills is available to support the development of staff skills required to perform the technical aspects of the work |  |  |  |  |  |
| **3** | My organization provides additional support and tools to staff to help them in their career development efforts (testing, counseling, mentoring, etc.) |  |  |  |  |  |
| **4** | Career development is supported through a clear and well-executed policy |  |  |  |  |  |
| **5** | There is a good process in place to understand and address the key drivers of staff motivation, including those related to career development |  |  |  |  |  |

**Training and development**

**Macintosh HD:Users:lianghong:Desktop:100.tiff**

***Please tick the box that best fits your opinion for each statement***

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **No.** | **Description** | **(1)** | **(2)** | **(3)** | **(4)** | **(5)** |
| **1** | I have noticed an increase in the employees' performance in workplace since their attendance to this Training program |  |  |  |  |  |
| **2** | I have noticed indicators that prove that employees benefit from the acquired skills in this Training course |  |  |  |  |  |
| **3** | This Training and development has achieved my individual objectives |  |  |  |  |  |
| **4** | A variety of training & development programs are offered to improve skills and high employee morale |  |  |  |  |  |
| **5** | Giving opportunities to socialize with one another during the training and development |  |  |  |  |  |

**Incentive and compensation**

**Macintosh HD:Users:lianghong:Desktop:100.tiff**

***Please tick the box that best fits your opinion for each statement***

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **No.** | **Description** | **(1)** | **(2)** | **(3)** | **(4)** | **(5)** |
| **1** | Higher salary and pay raise on good performance in my organization |  |  |  |  |  |
| **2** | I feel I am adequately compensated for use of my skills in my job |  |  |  |  |  |
| **3** | An increase in my basic pay will motivate me improve on my performance |  |  |  |  |  |
| **4** | I am entitled for a reward if the whole organization achieves its set target in my organization |  |  |  |  |  |
| **5** | My team works very closely to enable achieve the team reward |  |  |  |  |  |

*Thank you for taking the time to complete this survey. Your valuable data will greatly contribute to my thesis.*

Appendix B

1) Rate of organizational performance

Reliability Test using Cronbach’s Alpha

|  |  |  |
| --- | --- | --- |
| Reliability Statistics | | |
| Cronbach’s  Alphs | Cronbach’s Alphs Based on  Standardized  items | N of Item |
| .783 | .757 | 5 |

Pilot Test – Reliability Test

|  |  |  |  |
| --- | --- | --- | --- |
| **Case Processing Summary** | | | |
|  | | N | % |
| Cases | Valid | 218 | 100.0 |
| Excludeda | 0 | .0 |
| Total | 218 | 100.0 |
| a. Listwise deletion based on all variables in the procedure. | | | |

Item Statistics

|  |  |  |  |
| --- | --- | --- | --- |
|  | Mean | Std. Deviation | N |
| OP1  OP2  OP3  OP4  OP5 | 3.26  4.02  3.91  3.72  3.65 | 1.170  1.060  1.167  1.055  .971 | 218  218  218  218  218 |

Item-Total Statistics

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Scale Mean if Item Deleted | Scale variance of Item Deleted | Corrected Item-Total Correlation | Cronbach’s  Alphs if Item Deleted |
| OP1  OP2  OP3  OP4  OP5 | 15.37  14.62  14.80  15.50  15.17 | 11.600  11.992  11.131  11.684  11.583 | .520  .612  .636  .639  .732 | .826  .792  .790  .781  .763 |

2) Career development

Reliability Test using Cronbach’s Alpha

|  |  |  |
| --- | --- | --- |
| Reliability Statistics | | |
| Cronbach’s  Alphs | Cronbach’s Alphs Based on  Standardized  items | N of Item |
| .758 | .762 | 5 |

Pilot Test – Reliability Test

|  |  |  |  |
| --- | --- | --- | --- |
| **Case Processing Summary** | | | |
|  | | N | % |
| Cases | Valid | 218 | 100.0 |
| Excludeda | 0 | .0 |
| Total | 218 | 100.0 |
| a. Listwise deletion based on all variables in the procedure. | | | |

Item Statistics

|  |  |  |  |
| --- | --- | --- | --- |
|  | Mean | Std. Deviation | N |
| CD1  CD2  CD3  CD4  CD5 | 3.95  4.67  3.61  3.62  3.53 | 1.170  1.060  1.167  1.055  .971 | 218  218  218  218  218 |

Item-Total Statistics

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Scale Mean if Item Deleted | Scale variance of Item Deleted | Corrected Item-Total Correlation | Cronbach’s  Alphs if Item Deleted |
| CD1  CD2  CD3  CD4  CD5 | 14.51  14.73  14.79  15.83  15.86 | 12.310  10.320  9.746  10.258  11.619 | .451  .628  .662  .603  .317 | .741  .679  .663  .686  .790 |

3) Training and development

Reliability Test using Cronbach’s Alpha

|  |  |  |
| --- | --- | --- |
| Reliability Statistics | | |
| Cronbach’s  Alphs | Cronbach’s Alphs Based on  Standardized  items | N of Item |
| .762 | .781 | 5 |

Pilot Test – Reliability Test

|  |  |  |  |
| --- | --- | --- | --- |
| **Case Processing Summary** | | | |
|  | | N | % |
| Cases | Valid | 218 | 100.0 |
| Excludeda | 0 | .0 |
| Total | 218 | 100.0 |
| a. Listwise deletion based on all variables in the procedure. | | | |

Item Statistics

|  |  |  |  |
| --- | --- | --- | --- |
|  | Mean | Std. Deviation | N |
| TD1  TD2  TD3  TD4  TD5 | 4.15  3.62  4.10  3.80  3.63 | .980  1.070  1.038  1.065  1.051 | 218  218  218  218  218 |

Item-Total Statistics

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Scale Mean if Item Deleted | Scale variance of Item Deleted | Corrected Item-Total Correlation | Cronbach’s  Alphs if Item Deleted |
| TD1  TD2  TD3  TD4  TD5 | 15.21  15.68  15.15  15.50  15.67 | 11.327  11.695  11.582  11.608  11.659 | .760  .608  .657  .725  .633 | .809  .847  .834  .816  .840 |

4) Incentive and Compensation

Reliability Test using Cronbach’s Alpha

|  |  |  |
| --- | --- | --- |
| Reliability Statistics | | |
| Cronbach’s  Alphs | Cronbach’s Alphs Based on  Standardized  items | N of Item |
| .781 | .786 | 5 |

Pilot Test – Reliability Test

|  |  |  |  |
| --- | --- | --- | --- |
| **Case Processing Summary** | | | |
|  | | N | % |
| Cases | Valid | 218 | 100.0 |
| Excludeda | 0 | .0 |
| Total | 218 | 100.0 |
| a. Listwise deletion based on all variables in the procedure. | | | |

Item Statistics

|  |  |  |  |
| --- | --- | --- | --- |
|  | Mean | Std. Deviation | N |
| IC1  IC2  IC3  IC4  IC5 | 3.76  3.57  3.68  3.42  3.63 | .936  .948  1.062  .956  1.106 | 218  218  218  218  218 |

Item-Total Statistics

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Scale Mean if Item Deleted | Scale variance of Item Deleted | Corrected Item-Total Correlation | Cronbach’s  Alphs if Item Deleted |
| IC1  IC2  IC3  IC4  IC5 | 14.26  14.53  14.37  14.62  14.42 | 11.629  11.484  9.730  10.902  9.801 | .568  .683  .795  .682  .685 | .843  .838  .781  .814  .814 |

Appendix C

The Pearson Correlation Analysis

1) Career development and the rate of organizational performance

Descriptive Statistics

|  |  |  |  |
| --- | --- | --- | --- |
|  | Mean | Std. Deviation | N |
| Rate of organizational performance  Career development | 18.7700      18.4200 | 4.16783    3.99540 | 218    218 |

Correlations

|  |  |  |
| --- | --- | --- |
|  | Rate of organizational performance | Career development |
| Rate of organizational performance Pearson Correlation  Sig. (2-tailed)  N | 1    218 | .801\*\*  .000  218 |
| Career development Pearson Correlation  Sig. (2-tailed)  N | .801\*\*  .000  218 | 1  218 |

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

2) Training & development and the rate of organizational performance

Descriptive Statistics

|  |  |  |  |
| --- | --- | --- | --- |
|  | Mean | Std. Deviation | N |
| Rate of organizational performance  Training and development | 18.7700    19.3000 | 4.16783    4.15965 | 218    218 |

Correlations

|  |  |  |
| --- | --- | --- |
|  | Rate of organizational performance | Training and development |
| Rate of organizational performance Pearson Correlation  Sig. (2-tailed)  N | 1    218 | .943\*\*  .000  218 |
| Training and development Pearson Correlation  Sig. (2-tailed)  N | .943\*\*  .000  218 | 1  218 |

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

3) Incentive & Compensation and the rate of organizational performance

Descriptive Statistics

|  |  |  |  |
| --- | --- | --- | --- |
|  | Mean | Std. Deviation | N |
| Rate of organizational performance  Incentive and Compensation | 18.7700    18.0500 | 4.16783    4.0167 | 218    218 |

Correlations

|  |  |  |
| --- | --- | --- |
|  | Rate of organizational performance | Incentive and compensation |
| Rate of organizational performance Pearson Correlation  Sig. (2-tailed)  N | 1    218 | .526\*\*  .000  218 |
| Incentive and Compensation Pearson Correlation  Sig. (2-tailed)  N | .526\*\*  .000  218 | 1  218 |

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

Appendix D

Multiple regression analysis

Descriptive Statistics

|  |  |  |  |
| --- | --- | --- | --- |
|  | Mean | Std. Deviation | N |
| Rate of organizational performance  Career development  Training and development  Incentive and Compensation | 18.7700    18.4200  19.3000  18.0500 | 4.16783    3.99540  4.15965  4.0167 | 218    218  218  218 |

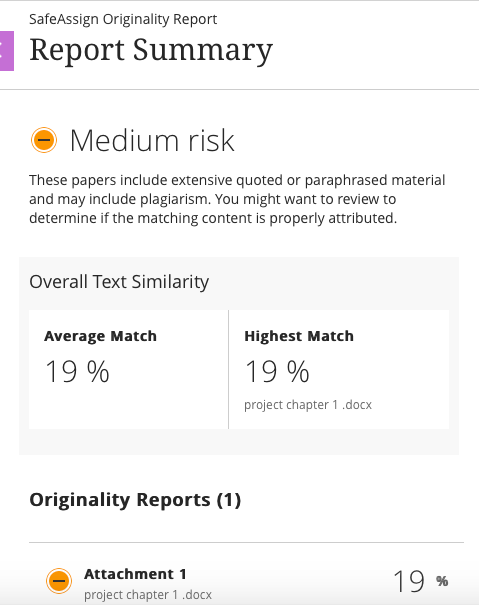
Correlations

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | | Career development | Training and development | Incentive and compensation | Rate of organizational performance |
| Pearson Correlation | Career development  Training and development  Incentive and compensation  Rate of organizational performance | .801  .943  .526  1.000 | .801  1.000  .8000  .583 | .943  .800  1.000  .  .608 | 1.000    .801    .943    .526 |
| Sig. (10tailed) | Career development  Training and development  Incentive and compensation  Rate of organizational performance | .  .000  .000  .000 | .000  .  .000  .000 | .000  .000  .000  .000 | .000  .000  .000  . |
| N | Career development  Training and development  Incentive and compensation  Rate of organizational performance | 218    218  218  218 | 218    218  218  218 | 218    218  218  218 | 218    218  218  218 |

Coefficients

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| B | Std. Error | Beta |
| 1 (Constant)  Career development  Training and development  Incentive and compensation | .697  .169  .883  -.115 | .701  .056  .055  .042 | .162  .881  -.111 | .993  3.002  15.940  -2.720 | .323  .003  .000  .008 |

Appendix E: Turnitin Report



Appendix F: Research Proposal

|  |  |
| --- | --- |
| BROAD AREA | Management |
| Concise Title | Effects of employees’ commitment on organizational performance: a review of SME in Malaysia |
| Problem Definition | According to Dr. Patrick Mulyungi (2017), the efforts and motivation of employees have a profound impact on the success or failure of an organization. The employees’ commitment towards their job or career will increase their motivation. The organizations are expected to achieve more with least cost and efforts. Improving employees’ commitment is a good way to help organization achieve this goal and make the work will be more efficiency. In the world of business nowadays, it is essential for organizations to retain their highly productive employees. Namaganda Florence (2017) noted that employee commitment is a work-related attitude, which grabs the attention of researchers in human resources management. This is due to its direct impact on performance of business. The goals of organization must be achieved with employee’s commitment. So, many organizations attempt to improve employees’ commitment which aiming to gain excellent results in organizational performance. This was verified by Kholiq, D. and Miftahuddin, M. (2018) that organizations with loyal employees have more productive than less commitment employees. The main problem of this research paper is that organization did not aware on suitable ways to improve employee commitment, as different approaches need to be used for different situation. The organizations don’t know how to enhance employee performance through employees’ commitment and organization has less in efforts to improve employee commitment. Therefore, to resolve this problem, organizations need to find the ways to adopt commitment factors such as self-development, salary, promotion and good working environment to improve employee commitment. |
| Research Objectives | The main research objective   * To analyze the influence of employees’ commitment on organizational performance: a review of SME in Malaysia.   Sub objective   * To determine the factors influencing employees' commitment on job satisfaction in the organization. * To examine the impact of motivation on employees’ commitment to work. * To find out the relationship between employees' commitment and performance in organizations. |
| Scope of study | This study is mainly focus on the impact of employee commitment on organizational performance: a review of SME in Malaysia. The geographic focus of the study will be in the West of Malaysia. Samples are collected from students of universities/colleges. For sampling approach, the probability or representative sampling used in quantitative research approach. Descriptive statistical analysis and cross analysis are also used in this study to gain information and help readers have a better understanding of the data interpretation. |

|  |  |
| --- | --- |
| Significance of the Research | * For industry = The results of this study will contribute to the further use of motivation to reduce/eliminate these problems among employees in the organization. * For government = Governments can benefit from this research to determine the position of national institutions and implement policies to create an environment conducive to their success. * For academia = Better understanding of employees’ commitment and can improve students’ work performance on an organization so that they can contribute better to society. The data of research can contribute to the academy for further research. |
| Literature Review | * According to International Journal of Scientific Study (Ongori, 2017), defined employee commitment (EC) can be considered an emotional response to the whole organization, which is the degree of attachment or loyalty of employees to the organization. * Azman Ismail (2016) found that the ability of organizational managers to provide intrinsic employee satisfaction is an important determinant of organizational commitment. * In International Review of Management and Marketing research paper (Salim Musabah and Bakhit Al Zefeiti, 2017), the result of research shows that employees with high commitment will be more motivated and able to maintain the highest level of performance in the organization. * The Scholarly Journal of Business Administration research paper (Ameh Abu Amodu, 2017) concluded that the organization's reward system in an organization has power to affect employees’ motivation and job satisfaction. * In International Journal of Scientific Research and Management (IJSRM) article, Butali, P. and Njoroge, D. (2017) concluded that CSR is positively correlated with employee commitment and organizational performance. Therefore, organizations can improve their performance by involving employees in social activities.   Ho: There is a significant influence of employees’ commitment on organizational performance. |
| Research Methodology | Quantitative analysis will be used in this study since quantitative research will be more suitable in this study and it provides more accurate information than qualitative research. The data are collected through online surveys and questionnaires are transmitted around target respondents in the West of Malaysia. After collection of data, the data were analyzed by using IBM-SPSS 22.0. This is because the IBM-SPSS 22.0 software is commonly applied in research paper and it provides reliable results for reader as well as the credibility of this research has been risen. There are two parts to be analyzed. First part is the demographic data and second part is regarding the impact of employees’ commitment on organizational performance for this research. In addition, the stratified random sampling is used to represent the total population of Malaysia. According to the RAOSOFT, the sample size will be about 385 questionnaires. The questionnaire was conducted by this research is because low cost and can be allocated to large population within short period of time than other survey method. The researcher will make it clear to the participators that the information provided will only be used for research purpose and will not be shared with other parties without the consent of the participators. |