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Revista de Antropología, Ciencias de la Comunicación y de la Información, Filosofía,
Lingüística y Semiótica, Problemas del Desarrollo, la Ciencia y la Tecnología

Año 34, 2018, Especial N°

17

Revista de Ciencias Humanas y Sociales

ISSN 1012-1587/ ISSNe: 2477-9385

Depósito Legal pp 198402ZU45



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Employee engagement, commitment, and performance in a Malaysian GLC

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Abstract

The objective of the study is to examine the feasibility of the relationships between employee engagement, commitment, and performance in a Malaysian GLC via multiple techniques i.e. face validity, content validity, demographic analysis, reliability analysis (Cronbach's Alpha), confirmatory factor analysis, and correlation analysis. The results indicated that employee engagement, employee commitment, and employee performance are positive and significantly associated at 0.01 level. Finally, correlation analysis revealed that employee engagement, commitment, and performance for the the Malaysian sample were significant and positive. In conclusion, the results from the multiple analyses conducted indicated that the study is feasible to be pursued.

Keywords: engagement, commitment, performance, Malaysian GLC.

Noviazgo, compromiso y desempeño de los empleados en un GLC de Malasia

Resumen

El objetivo del estudio es examinar la viabilidad de las relaciones entre el noviazgo, el compromiso y el desempeño de los empleados en una GLC de Malasia mediante múltiples técnicas, es decir, validez aparente, validez de contenido, análisis demográfico, análisis de confiabilidad (Alfa de Cronbach), análisis factorial confirmatorio y Análisis de correlación. Los resultados indicaron que el noviazgo de los empleados, el compromiso de los empleados y el desempeño de los empleados son positivos y están significativamente asociados a un nivel de 0.01. Finalmente, el análisis de correlación reveló que el noviazgo, el compromiso y el desempeño de los empleados para la muestra de Malasia fueron significativos y positivos. En conclusión, los resultados de los múltiples análisis realizados indicaron que el estudio es factible de realizar.

Palabras clave: compromiso, compromiso, desempeño, GLC malayo.

1. INTRODUCTION

Employers have now come to the understanding that employees are the key to the success of every organization; thereby, seeking knowledge on how to improve individual work performance. Employee engagement is the key to improving the performance of employees. Many researchers have said lots of employee engagement and till date, there is no specific definition about this employee engagement. The bedrock of every organization's success lies in the effectiveness and efficiency of its employees. Every organization

should make sure that their employees are passionate about their jobs, love their job, be part of the company and most importantly be sure that they are productive. The only means of the employee being productive is through engaging them in their duties. We trust that if employee engagement and the rule that lie behind it were all the more generally comprehended, if great practice was all the more broadly shared, if the potential that lives in the nation's workforce was all the more completely released, we could see a stage change in working environment performance and in employee prosperity. It is also the way the employees perform that decides to an expansive degree whether organizations or associations succeed, then regardless of whether the workforce is decidedly urged to perform better, it ought to be a prime thought for each organization, and be put at the heart of business technique/strategy (Albdour and Altarawneh, 2014).

Commitment to the organization is also important. Committed employees are more faithful to an organization and less inclined to abandon it. It could further mean the likelihood somebody keeps on working in that employment and feels psychologically bound to it. This is paying little mind to whether it is satisfying or not. It could additionally mean someone's attitude towards their work. Performance of employee is normally an indicator of how well the person is contributing to the company. Numerous business workforce executives to evaluate the performance of every employee on a yearly or quarterly basis so as to enable them to recognize recommended zones for development. Many organization performs all sorts of motivations to their employees to foster performance of their employees. For

example, many organizations go into activities that foster engagement, commitment, motivation and all, primarily to foster the performance of the employees. Government linked corporations (GLCs) in Malaysia are corporations which have a primary commercial objective and the Malaysian government had a direct controlling stake in percentage ownership as well as influences other matters such as the appointment of the directors and senior management officers, decision making, and corporate planning. Telekom Malaysia Berhad is one of the top 10 GLCs in Malaysia. The company is a market leader in comprehensive communication services and solutions in fixed (telephony and broadband), mobility, content, wifi and smart services (Kumari and Afroz, 2013; Macleod and Clarke, 2009).

Employee engagement is actually growing as a grave of organizational concern particularly as businesses are recuperating from the global recession. Employee engagement is a matter of concern and worries for employers over the globe, as it is and perceived as a key component in deciding the degree of organizational viability, advancement and competitiveness. Engagement happens when workers comprehend what is in store, have the assets to finish their errands, partake in open doors for development and trust their commitment is critical to the organization. Employees have a tendency to stop their organization when they do not take part in or never again dedicated to their work. This further says it all that there is a need for employee engagement for if the staff (employee) is engaged, he/she works best and keys into the organization's mission and vision. According to the 2017 Trends in Global Employee Engagement Report, engagement

levels in Malaysia have dived by 2 points to 59 percent... In the report which measures employee engagement covering more than five million employee reactions universally crosswise over more than 60 enterprises, employees in Malaysia are the least engaged among Asian markets. Employee engagement is of present a greatly conversed topic; although, there is still vagueness inside the scholarly writings in the matter of how employee engagement can be impacted/affected by the management of an organization. Many researchers have looked into employee engagement generally but there is still no research done in Klang Valley, Malaysia on the mediating effect of commitment on employee engagement and employee performance. This study aims to close this gap. This research also examined the managers; unlike many other types of researche which focus on the lower level staff of the organization. This is also a gap that this research aims to close. The managers are the pillars of an organization. They stand in between the organization and the employees. So it is seen from the perspective that if managers are engaged, they would put in their best to see that the other lower employees are engaged and performs better. There is a need for an organization to know the drivers of employee engagement and how they can engage their employees. Due to the fact that engagement of the employees will better the performance of the employees and make them feel belonged to the organization which will, in turn, increase the productivity of the organization. Employee engagement, therefore, is in hot pursuit in the recent literature (Umoh et al., 2014).

Gallup in his report expressed that Thailand, Malaysia, Indonesia and Singapore have the most astounding larger part of not engaged employees on the planet rating. He also stated that specifically, 11 percent of Malaysia employees are the engaged workforce while 81 percent is not engaged. He then stated that the remaining 8 percent of employees are actively disengaged. Employee engagement is needed to attain positive employee performance. To back this up, organizations with high levels of engagement also tend to have high levels of performance. Effectively engaging employees should therefore be seen as a priority for employers. The study of employee engagement and performance with commitment as the mediator on managers particularly in Malaysian GLC are scarce. Therefore, at this pilot study stage, the objectives are: 1) To examine the face and content validity of the questionnaire; 2) To determine the reliability of scales; 3) To determine the construct validity of variables; and 4) To analyse the correlation between the variables (Andrew and Sofian, 2012).

2. LITERATURE REVIEW

2.1. Social Exchange Theory

First, The social exchange theory is the most acknowledged and generally utilized theory in late research on employee engagement. At the point when employees are fulfilled and profoundly occupied with their jobs, they may allude to their organization treat them decently and

see larger amounts of help. This can be allude to the social exchange or organizational justice theories. Social exchange theory is a theory which contrasts two opposite things. In the employee-employer settings, the social exchange theory is the satisfaction an employee gets from being engaged in his/her workplace and then doing his/her best to perform better for the success of the organization. It is you help me, I help you approach engagement. Employee engagement is connected to higher efficiency, bring down whittling down, and enhance organizational status bringing about expanded concentration and resourcing by employers to encourage the engagement of employees. Engaging employees has to do with increasing their productivity by increasing their benefits or other drivers of engagement. It is only when the drivers of engagement are applied that the employees will be engaged. Social exchange view on engagement additionally advances our understandings on why employees would be less or more engaged with their employment. It is proposed that when singular employees see that their organization tends/ sees to their prosperity/ well being, they would oblige to enable the organization to achieve its objective. Employees who are engaged in their work are totally connected with their work parts. They are flooding with vitality, focused and committed to their work. The fruitful organization realizes that employee fulfillment, performance and employee engagement are pertinent and sacrosanct. Engaging employees will make them feel at ease with their work, have a passion for their jobs, be enthusiastic about their job and will end up making them (the employees) perform better. Engaged employees have a feeling of lively and powerful

association with their work exercises and they consider themselves to be ready to bargain well with the requests of their activity (Yu, 2014).

2.2. Herzberg Two Factor Theory

Herzberg states that there are certain factors in the workplace that cause satisfaction and there are factors that cause dissatisfaction if not present. This theory was developed on job satisfaction basis. For an employee to be satisfied in his or her workplace, he or she must be engaged, have the enthusiasm and joy while working. This is a motivational theory and thereby speaks much on engagement. As indicated by Robbins, motivation is a necessity fulfilling process which implies that when a person's needs are fulfilled or spurred by specific factors, the individual will apply unrivaled exertion toward accomplishing organizational objectives. Motivation at work is a form of engagement. Herzberg categorized satisfaction at work into two factors namely: The motivators and the hygiene factors. The motivators are those factors that compel an employee to perform better while the hygiene factors are factors that when not present in the workplace leads to dissatisfaction at work and the organization in general (Suryanto, Haseeb, & Hartani, 2018). Organizations can utilize the hygiene factors to enhance employee engagement by welcoming criticism from employees about elements where the business may not meet desires, and implementing employees' proposals and suggestions for development in those areas the organization is lagging behind. Engaging employees as well compel or rather, moves an employee to

perform better for the success of the organization. Most motivators in the Herzberg two factor theory is engagement drivers. Motivators and engagement drivers have the same end goal which is to boost up the enthusiasm and gusto in an employee for a better performance in connection to the organizational goals and objectives. Motivation is the why or reason we act; engagement is typically the what. This thereby shows that there is a thin line between engagement and motivation. They both work parri-passu to achieve an end goal which is the better performance of the employee (Bedarkar and Pandita, 2014).

2.3. Employee Engagement

As stated earlier, up till date there is no specific definition of employee engagement. There are vast definitions and understanding of employee engagement. Employee engagement can also be defined as an arrangement of uplifting states of mind and practices empowering high job execution of a kind which is tuned in to the organization's central goal. This now, therefore, explains that employee engagement is one of the key factors for job performance. Employee engagement is the state where an employee has a gross emotional satisfaction which is beyond the job description. Employee engagement is employees' readiness and capacity to enable their organization to succeed to a great extent by giving optional exertion on a reasonable premise. Employee engagement can further be defined as an employee's passion for his or her job, keying into the organizational goals, missions and visions and doing best in the stipulated work duties. Many researchers

believe that employee engagement is the same with employee commitment (EC) while many others defuse that. Employee engagement varies from organizational commitment (OC) in light of the fact that OC speaks to a man's state of mind and association concerning their organization, while then again, engagement is more than a mentality, it is the means by which mentally, subjectively and behaviourally utilized the individual is in their part, showed by the fact that they are so mindful to their work and how assimilated the individual is in the performance of his role at work (Koopmans, 2011).

Engagement is a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption. Rather than a momentary and specific state, engagement refers to a more persistent and pervasive affective-cognitive state that is not focused on any particular object, event, individual, or behavior. Vigor is characterized by high levels of energy and mental resilience while working, the willingness to invest effort in one's work, and persistence even in the face of difficulties. Dedication refers to being strongly involved in one's work and experiencing a sense of significance, enthusiasm, inspiration, pride, and challenge. Absorption, is characterized by being fully concentrated and happily engrossed in one's work, whereby time passes quickly and one has difficulties with detaching oneself from work. From the above quote, we can discover that engagement is categorized under three dimensions which have been mentioned earlier (Befort and Hatstrup, 2003).

2.4. Employee Commitment

Employee commitment can be referred to as a bond between employees and the organization. Employees who are focused and committed to the organization feel they are part of the organization. They believe they fit in and that they particularly comprehend the objectives and aims of the organization. Presently no organization can perform at crest levels unless every employee is focused and committed to the organization's goals. Any employee who is committed is more determined to work and works best for the organization. There are three types of organizational commitment. They are Affective Commitment, Continuance Commitment, and Normative Commitment. Affective commitment identifies with how much workers need to remain at their organization. An effective commitment is an employees' enthusiastic connection to, distinguishing proof with and inclusion in an organization. It impacts individual qualities, basic attributes, and work encounters. Meanwhile, continuance commitment relates to how much laborers need to stay at their organization. Continuance commitment is, for the most part, characterized as ability to stay in an organization in view of individual interest as nontransferable ventures, for example, close working associations with colleagues, retirement speculations and vocation ventures, procured work aptitudes which are one of a kind to a specific organization, years of work in a specific organization, contribution in the group in which the business is found, and different advantages that make it too expensive for one to leave and look for work somewhere else. Finally, normative commitment this identifies with how much

employees feel they ought to remain at their organization. Normative commitment includes a sentiment of moral commitment to keep working for a specific organization. For any number of reasons, for example, a sentiment obligation, requirement for correspondence or authoritative socialization, normatively committed workers feel that they should stay with the organization.

2.5. Employee Performance

In this study, employee performance is defined as the individual work performance. Individual work performance can be characterized as the capability with which people play out the center substantive or specialized errands integral to his or her activity. All the more as of late, there has been an expanding enthusiasm for optional, positive work practices that in a roundabout way add to the objectives of the organization. Individual work performance is an issue that not just has gotten a handle on organizations everywhere throughout the world, yet in addition has energized a lot of research in fields of administration/management, work related wellbeing, work and organizational psychology. There are three dimensions of individual work performance. They are Task Performance, Contextual Performance, and Counterproductive Work Behaviour (Dixit and Bhati, 2012).

Task performance can be characterized as the capability (i.e. competency) with which one performs focal employment undertakings.

All structures specified task performance as an imperative measurement of individual work performance. Task performance is significant for each activity and is characterized as those formally required results and practices that specifically serve the objectives of the organization. In addition to other things, task performance incorporates meeting organization goals and viable deals introductions. Contextual Performance alludes to practices that add to the way of life and atmosphere of the organization, at the end of the day, the setting inside which change and support exercises are done. Contextual performance alludes to exercises that are not assignment or objective particular but rather that make people, groups and organizations more powerful and fruitful. The contextual performance incorporates participating and helping other people, deliberately performing additional part exercises, enduring with excitement and additional assurance to finish assignments effectively, protecting the organization's objectives, and sticking to hierarchical arrangements notwithstanding when this is awkward and inconvenient. Contextual Performance contributes to the social and psychological aspect of the organization (Islam, 2017; Motowidlo and Vanscotter, 1994).

Within organizations today, counterproductive behaviour at work is a huge issue which can have severe consequences. At least 30% of all businesses are believed to fail due to counterproductive work behaviors. Counterproductive Work behavior (CWB) can be defined as the activities of an employee that is not in conformity with the organizations' aims and objectives. There is one specific thing about a counterproductive behavior; it is intentional. As the name

implies, counterproductive behavior is a behavior of an employee which counters and has a negative implication on the organization; minor offence such as stealing a pen to serious offenses such as embezzling millions from an organization. Counterproductive work behaviors have eaten deep into the life stream of many organizations (Nizam et al., 2016). A lot of employees go contrary to the laws holding the organization due to one reason or the other. Due to the large potential losses to an organization from CWBs, it is very important these behaviors are not overlooked. Measures need to be taken to reduce the risk of potential loss due to CWB because these not only affect the organization but the well-being and performance of employees, i.e. the whole workforce (Demerouti et al., 2014).

F. Relationship Between Employee Engagement, Commitment, and Performance

From the perspective of the social exchange theory, the hypothesis between employee engagement and commitment could be discovered right. This is because if an employee is engaged with any of the drivers of engagement, he or she does all the possible best to work best for the organization. This relationship has been studied by a lot of researchers. Many researchers in their studies support the relationship between organizational performance and employees' engagement. Employee engagement as a force where an employee has the interest of the organization at heart surely does affect the performance of the employee because the employee if engaged performs best for the organization. An organization with high employee engagement may in

this manner be relied upon to beat those with low employee engagement (Shmailan, 2016).

Employee engagement and employee-organizational commitments are basic employees prerequisites as organizations confront globalization and recuperating from the worldwide recession. Engagements at work, employees and organizational commitment have been ranges of enthusiasm among numerous specialists and they have gotten colossal acknowledgments among researchers and studies. When an employee is engaged, he or she commits him/herself to the job description labeled to him/her. Engagement surely goes with commitment. Engagement drives commitment. When an employee is engaged, he or she brings out his body, time, strength, dedication just to see to the success of the job given; that is commitment. Organizations value commitment among their employees since it is regularly expected to lessen withdrawal conduct, for example, delay, truancy and turnover. Consequently, there is almost certainly that these qualities seem to have possibly genuine results for general organizational performance. As the social exchange theory which is like a give me, I give you scenario, when an organization commits the employees positively with benefits or drivers that will lead them to be engaged, they tend to pay back to the organization with what they have to offer to aid the organization to achieves her aims and objectives. At the point when the employees feel that the organization is offering significance to his thoughts and ideas, he will be more dedicated/committed to his works. There is a direct level of reliance on Employee Commitment and Employee Performance (Robert, 2011).

3. METHODOLOGY

This is a quantitative research study, and a structured questionnaire was used to collect data from the participants. The research nature is a descriptive research. The design to be used in this study is also cross-sectional (one-time data took only) survey research design. The research sample of the study was the managerial employees of all Telekom Malaysia companies situated in Klang Valley, Malaysia. Managerial employees here are defined as a person who is in charge of some lower level employees. A pilot study was done to see to the reliability and validity of the data. A total of 50 questionnaires was distributed for the pilot study. The researcher received a total of 31 questionnaires in return. These questionnaires were distributed to the managers of Telekom Malaysia TM in Klang Valley companies. The minimum number of the sample size of 10 to 30 for a pilot study was suggested by scholars. In this study, Employee Engagement was measured using Utrecht Work Engagement Questionnaire. For Employee Engagement, the items were measured on a 7-point scale ranging from 1 – Never to 7 - Always. Meanwhile, Employee Commitment items were adopted from the Organizational Commitment Questionnaire. They are measured also on a 7-point scale ranging from 1 - Strongly Disagree to 7 - Strongly Agree. Lastly, items of Employee Performance was taken from Individual Work Performance Questionnaire which was measured on a 5 point scale ranging from 1 - Seldom to 5 – Always (Meyer and Alien, 1991).

In analyzing the data, this research utilized Statistical Package for Social Science (SPSS) and Excel software interchangeably. Meanwhile, SmartPLS was utilized to run the 2nd order Confirmatory Factor Analysis. Data were analysed using multiple techniques i.e. Face Validity, Content Validity, Demographic Analysis, Reliability Analysis (Cronbach's Alpha), Confirmatory Factor Analysis, and Correlation Analysis (Aon, 2017).

4. RESULTS

Initially, the face validity with regards to the items used in the questionnaire were analysed. The respondents' feedbacks revealed that the items wording and comprehension from the questionnaire were clear and unambiguous. Next, the content validity of the study was analysed. Content validity refers to a representative or sampling adequacy and origin of items of the questionnaire. A total of 31 questionnaires were collected from the Telekom Malaysia employees and the items were reported of their origins. This goes to show that the content validity of the questionnaire is good. Demographic analysis from this pilot study was analysed according to the respondent's age, gender, education, employment, and managerial level. The dominant manager's age in this study was from 25 to 34 years (48.4%). Meanwhile, most of the respondents are female compared to male. 21 female (67.7%) and 10 male (32.3%) responded to the questionnaire distributed. In terms of education, the respondents are mostly equipped with a Bachelor's degree qualification (20 in numbers; 64.5%). They

are working full timely (27; 87.1%). Finally, most of the respondents are lower level managers (22; 71.0%). The results are depicted in table 1 (Karanges et al., 2014).

Table 1. Respondent characteristic

Demographic Factor	Frequency	Percentage (%)
Age (years)		
- 18 – 24	1	3.2
- 25 – 34	15	48.4
- 35 – 44	10	32.3
- 45 – 54	4	12.9
- 55 - 64	1	3.2
Gender		
- Male	10	32.3
- Female	21	67.7
Education		
- Less than a high school diploma	2	6.5
- High school degree or relevant	1	3.2
- Some college, no degree	3	9.7
- Associate degree	1	3.2
- Bachelor's degree	20	64.5
- Master's degree	4	12.9
Employment		
- Full time	27	87.1
- Part time	4	12.9
Managerial level		
- Lower level	22	71.0
- Middle level	7	22.6
- Senior level	2	6.5

Face validity was determined from the feedback received from the respondents regarding the items clarity and understanding. From

the feedback received, all respondents seem to be in agreement with these items. Reliability analysis indicated that all the scales are reliable. Cronbach's Alpha values of above 0.90 and 0.80 indicated that they are Very Good and Good. This goes to show that the reliability of the items of Task Performance (0.937), Context Performance (0.929), and Counterproductive Work Behaviour (0.942) are very good. Meanwhile, the reliability of the rest of the items are good i.e. Vigor (0.865), Dedication, 0.859, Absorption (0.899), Affective Commitment (0.859), Continuance Commitment (0.863), and Normative Commitment (0.846). Please refer to table 2.

Table 2. Reliability analysis

Variable	Cronbach's Alpha
Vigor	0.865
Dedication	0.859
Absorption	0.899
Affective Commitment	0.859
Continuance Commitment	0.863
Normative Commitment	0.846
Task Performance	0.937
Contextual Performance	0.929
Counterproductive Work Behaviour	0.942

To determine to construct validity, a 2nd order Confirmatory Factor Analysis was utilized using the SmartPLS software. Results indicated that all factor loadings of each variable were above 3.0. This goes to show that they are significant. For the Employee Engagement construct, the factor loadings of the items for variables Vigor (factor

loadings of items are from 0.531 to 0.907), Dedication (0.631 – 0.893), and Absorption (0.736 – 0.872) are above 0.3 indicating that they are all significant. Refer to table 3 and Fig. 1 for the details.

Table 3. Factor loadings of variable

Variable	Loading
Vigor	0.531 – 0.907
Dedication	0.631 – 0.893
Absorption	0.736 – 0.872
Affective Commitment	0.658 – 0.814
Continuance Commitment	0.588 – 0.853
Normative Commitment	0.366 – 0.909
Task Performance	0.869 – 0.917
Contextual Performance	0.640 – 0.906
Counterproductive Work Behaviour	0.861 – 0.945

Fig. 1 2nd Order CFA of Employee Engagement

For construct Commitment, all of the factor loadings of the items in the variables Affective Commitment (0.658 – 0.814), Continuance Commitment (0.588 – 0.853), and Normative Commitment (0.366 – 0.909) yielded factor loadings of above 0.3. This indicated construct validity. Please refer to TABLE 3 and Fig. 2 for the details.

Fig. 2nd Order CFA of Employee Commitment

Lastly, for the construct of Employee Performance, all of the items from variables Task Performance (0.869 – 0.917), Contextual Performance (0.640 – 0.906), and Counterproductive Work Behaviour (0.861 – 0.945) loaded significantly at above 0.3 level. The results are depicted in TABLE 3 and Fig. 3.

Fig, 3 2nd Order CFA of Employee Performance

In the final analysis, Correlation analyses was conducted between the variables. The results indicated that Employee Engagement, Employee Commitment, and Employee Performance are positive and significantly associated at 0.01 level. Employee Engagement and Employee Commitment was strongly associated at r value of 0.505. Similarly, Employee Engagement and Employee Performance were discovered to have a strong relationship at 0.600 r value. Lastly, Employee Commitment and Employee Performance was

moderately related at r value of 0.497. All of the results are depicted in table 4.

Table 4. Correlation analysis

	Employee Engagement	Employee Commitment	Employee Performance
Employee Engagement	1	0.505**	0.600**
Employee Commitment	0.505**	1	0.497**
Employee Performance	0.600**	0.497**	1

**Correlation is significant 0.01 level (2-tailed)

5. DISCUSSION AND CONCLUSION

From the pilot study, the face and content validity of the questionnaire employed are good. Face validity of the questionnaire used for the survey indicated that it is suitable for use with respondents giving positive feedbacks regarding its wordings and sentences. In terms of content validity, a sample size of 31 employees from Telekom Malaysia Berhad, a Malaysian GLC provided the representation and adequacy required. Demographic characteristics of the pilot study revealed the respondents composition are mainly managers who are aged 25 to 34 years (48.4%), female (21; 67.7%), with Bachelor's degree qualification (20; 64.5%), working full time (27; 87.1%), and assumed position at lower managerial level (22; 71.0%). Reliability

analysis revealed the internal consistency of the scales employed in this study. All of the scales of the variables were found to be Very Good and Good. Meanwhile, construct validity was also found to be significant. Items are loaded significantly in all variables. Therefore, it is recommended that none of the items are to be dropped. Finally, positive and significant relationships occurred between Employee Engagement, Employee Commitment, and Employee Performance. In conclusion, the results from the multiple analyses conducted indicated that the study is feasible to be pursued.

6. ACKNOWLEDGMENT

The authors would like to thank anyone who is involved in this research project. This included the employees from Telekom Malaysia Berhad.

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Revista de Ciencias Humanas y Sociales

Año 34, Especial N° 17, 2018

Esta revista fue editada en formato digital por el personal de la Oficina de Publicaciones Científicas de la Facultad Experimental de Ciencias, Universidad del Zulia.
Maracaibo - Venezuela

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