



Faculty of Cognitive Sciences and Human Development

**THE RELATIONSHIP BETWEEN SOCIAL SUPPORT AND EMPLOYEE
ENGAGEMENT AMONG EMPLOYEES IN SELECTED SERVICE INDUSTRY**

Norsafikah Binti Idris

**Bachelor of Science (Honours)
(Human Resource Development)**

2020

UNIVERSITI MALAYSIA SARAWAK

Grade: A-

Please tick (√)

Final Year Project Report

Masters

PhD

DECLARATION OF ORIGINAL WORK

This declaration is made on the 21 day of August 2020.

Student's Declaration:

I, NORSAFIKAH BINTI IDRIS, 61866, FACULTY OF COGNITIVE SCIENCES AND HUMAN DEVELOPMENT hereby declare that the work entitled, THE RELATIONSHIP BETWEEN SOCIAL SUPPORT AND EMPLOYEE ENGAGEMENT AMONG EMPLOYEES IN SELECTED SERVICE INDUSTRY is my original work. I have not copied from any other students' work or from any other sources except where due reference or acknowledgement is made explicitly in the text, nor has any part been written for me by another person.

21st AUGUST 2020

Date Submitted

NKA

NORSAFIKAH BINTI IDRIS (61866)

Supervisor's Declaration:

I, DR NUR FATIHAH BINTI ABDULLAH BANDAR hereby certifies that the work entitled, THE RELATIONSHIP BETWEEN SOCIAL SUPPORT AND EMPLOYEE ENGAGEMENT AMONG EMPLOYEES IN SELECTED SERVICE INDUSTRY was prepared by the above named student, and was submitted to the "FACULTY" as a * partial/full fulfillment for the conferment of BACHELOR OF SCIENCE WITH HONOURS (HUMAN RESOURCE DEVELOPMENT), and the aforementioned work, to the best of my knowledge, is the said student's work

Nur Fatimah Abdullah Bandar

Received for examination by: _____ Date: 21st August 2020
(DR NUR FATIHAH BINTI ABDULLAH BANDAR)

I declare this Project/Thesis is classified as (Please tick (√)):

- CONFIDENTIAL** (Contains confidential information under the Official Secret Act 1972)*
- RESTRICTED** (Contains restricted information as specified by the organisation where research was done)*
- OPEN ACCESS**

Validation of Project/Thesis

I therefore duly affirmed with free consent and willingness declared that this said Project/Thesis shall be placed officially in the Centre for Academic Information Services with the abide interest and rights as follows:

- This Project/Thesis is the sole legal property of Universiti Malaysia Sarawak (UNIMAS).
- The Centre for Academic Information Services has the lawful right to make copies for the purpose of academic and research only and not for other purpose.
- The Centre for Academic Information Services has the lawful right to digitise the content to for the Local Content Database.
- The Centre for Academic Information Services has the lawful right to make copies of the Project/Thesis for academic exchange between Higher Learning Institute.
- No dispute or any claim shall arise from the student itself neither third party on this Project/Thesis once it becomes sole property of UNIMAS.
- This Project/Thesis or any material, data and information related to it shall not be distributed, published or disclosed to any party by the student except with UNIMAS permission.

Student's signature *GKA* Supervisor's signature: *Nur Fatimah Abdullah Bandar*
21st August 2020 21st August 2020

Current Address: No. 6 Jalan Pa' Dris,
96000 Sibul, Sarawak.

Notes: * If the Project/Thesis is **CONFIDENTIAL** or **RESTRICTED**, please attach together as annexure a letter from the organisation with the period and reasons of confidentiality and restriction.

[The instrument was duly prepared by The Centre for Academic Information Services]

**THE RELATIONSHIP BETWEEN SOCIAL SUPPORT AND
EMPLOYEE ENGAGEMENT AMONG EMPLOYEES IN SELECTED
SERVICE INDUSTRY**

NORSAFIKAH BINTI IDRIS

This project is submitted
in partial fulfilment of the requirements for a
Bachelor of Science with Honours
(Human Resource Development)

Faculty of Cognitive Sciences and Human Development

UNIVERSITI MALAYSIA SARAWAK

(2020)

The project entitled 'The relationship between social support and employee engagement among employees in selected service industry' was prepared by Norsafikah Binti Idris and submitted to the Faculty of Cognitive Sciences and Human Development in partial fulfillment of the requirements for a Bachelor of Science with Honours (Human Resource Development)

Received for examination by:

Nur Fatihah Abdullah Bandar
(DR. NUR FATIHAH BINTI ABDULLAH BANDAR)

Date:
21st August 2020

Gred

A-

ACKNOWLEDGEMENT

Praise is to Allah for the blessing that enable me to complete my final year project. I thanks Him for giving me the strength when I felt weak, courage when I was afraid, and wisdom when I lacked clarity. I am grateful to Him for giving me a lecturer who have laid the necessary foundation for me to complete my final year project successfully.

I am also deeply indebted to my supervisor, Dr. Nur Fatimah binti Abdullah Bandar for her understanding and patience by giving me a lot of useful guidance and remarks as well as sharing superior knowledge, experience, and expertise throughout the learning process in completing my research.

I would like to express enormous thanks to the administrative staff at the Faculty of Cognitive Sciences and Human Development for giving kind support and permission to conduct this research and to Human Resource & Administration Manager, Puan Norhiya Binti Hussain for the permission to conduct this research at Lembaga Pelabuhan Rajang, Sibul. Particular gratitude also goes to the participants involved in this research for their valuable contribution.

A special acknowledgement also goes to my friends for giving me support and knowledge sharing throughout the completion of my project. Last but not least, I would like to express my great appreciation to my family for giving their unceasing encouragement, strength, inspiration, and attention extended to me throughout the all process of completing this project.

TABLE OF CONTENTS

CHAPTER ONE INTRODUCTION	1
CHAPTER TWO LITERATURE REVIEW	9
CHAPTER THREE METHODOLOGY	15
CHAPTER FOUR RESULTS.....	24
CHAPTER FIVE DISCUSSION	29
REFERENCES	35
APPENDIX A QUESTIONNAIRE	42
APPENDIX B PEARSON CORRELATION ANALYSIS	47
APPENDIX C APPROVAL LETTER	49

LIST OF TABLES

Table 1 Conceptual and operational definition of terms	8
Table 2 Questionnaire items	17
Table 3 Likert Scale used in work-family enrichment instruments	18
Table 4 Likert Scale used in employee engagement instruments	18
Table 5 The Results of the Reliability for Pilot Test.....	19
Table 6 Adapted from Gliem and Gliem (2003): The Cronbach's Alpha Coefficient Value..	20
Table 7 Research Objectives, Research Hypotheses and Tools of Analysis	22
Table 8 Demographic characteristics of survey respondents (N=98)	24
Table 9 Pearson correlation between supervisor support and employee engagement	26
Table 10 Pearson correlation between co-worker support and employee engagement	27
Table 11 The summary of the hypotheses.....	28

LIST OF FIGURES

Figure 1 Proposed conceptual framework	6
Figure 2 The Spectrum of the Correlation Coefficient (-1 to +1)	22

ABSTRACT

Achieving employee engagement among the employees is the major concern for the organization. In order to promote employee engagement, social support has become an increasingly important consideration for the employees and organization. The purpose of this study was to examine the relationship between social support and employee engagement among employees. Questionnaires were administered to 98 employees in selected service industry at Sibu, Sarawak. Pearson Correlation was used to test the hypotheses of the study. The result of the study found that supervisor support has significant relationship with employee engagement. However, co-worker support has no significant relationship with employee engagement. These result will become precise attention to the management of service industry and practioners who are interested in enhancing employee engagement of the employees. The findings of this study may provide useful information and body of knowledge for both practitioners and future researchers for the purpose of improving the practice of social support.

Keywords: Social support, supervisor support, co-worker support, employee engagement

ABSTRAK

Mencapai penglibatan pekerja di kalangan pekerja adalah perhatian utama organisasi. Untuk meningkatkan penglibatan pekerja, sokongan sosial menjadi pertimbangan yang semakin penting bagi pekerja dan organisasi. Tujuan kajian ini adalah untuk mengkaji hubungan antara sokongan sosial dan penglibatan pekerja di antara pekerja. Soal selidik diberikan kepada 98 pekerja dalam industri perkhidmatan terpilih di Sibu, Sarawak. Ujian Kolerasi (Pearson) digunakan untuk mengkaji hipotesis kajian. Hasil kajian mendapati bahawa sokongan penyelia mempunyai hubungan yang signifikan dengan penglibatan pekerja. Walau bagaimanapun, sokongan rakan sekerja tidak mempunyai hubungan yang signifikan dengan penglibatan pekerja. Hasil ini akan menjadi perhatian yang tepat kepada pengurusan industri perkhidmatan dan pengamal yang berminat untuk meningkatkan penglibatan pekerja. Penemuan kajian ini dapat memberikan maklumat dan pengetahuan yang berguna untuk kedua-dua pengamal dan penyelidik masa depan untuk tujuan meningkatkan amalan sokongan sosial.

Kata Kunci: Sokongan sosial, sokongan penyelia, sokongan rakan sekerja, penglibatan pekerja

CHAPTER ONE

INTRODUCTION

Background of Study

Service industry is one of the industries that do work for the client and arrange for things but nothing to do with manufacturing. Each economy comprises of three industries. The primary industry consists of mining and agriculture while the secondary industry such as manufacturing and for the tertiary industry such as service industry. Other than that, a service industry is also defined as an economic section that gives certain intangible action that fulfils a specific require. Companies inside this industry perform tasks that are valuable to their customers. The service industry subsists of the soft divisions of the economy such as insurance, government, education, and social services. The services could include transport, dissemination and deal of products from maker to a customer as may happen in wholesaling and retailing, or could include the arrangement of a service, such as in bug control or entertainment. Products could be changed within the preparation of giving a service, as occurs within the eatery industry or in hardware repair. On the other hand, the attention is on people work together with individuals and serving the client instead of changing physical products. The service industry, whether it is transportation, recreation, entertainment or finance, has engaged in specialized practices involving interaction and interference between humans and machines. In modern language, service is a function done directly or indirectly to meet the needs of customers. Service employees also rely on services such as telephones, messaging apps, and so on to help facilitate their contact with customers.

Social support is a highly communicative interaction between individuals who wish to obtain help and those who provide help. Besides, social support alludes to

the sort of help that people get or in other word anticipate to obtain from people who come into contact with them in any other idea (Papakonstantinou & Papadopoulus, 2009). Within the work environment, support might be determined from a few sources, prominently the organization, supervisors, co-workers, and vital players' exterior the work environment, such as friends and family (Lysaght & Larmout-Trode, 2008). Social support is important because people with greater support tend to actively engage in their occupation. According to the conceptualization of work that assets by Bakker and Demerouti (2007), the support from social is a form of job resources. Supervisor and associates are the other entities that can contribute to social support (Kottke & Sharafinski, 1988; Simosi, 2012).

When individuals interact with the intention of helping each other, they are considered involved in socially positive transactions and there is employee engagement in those interactions. It has been confirmed by the researcher that engagement can manages to greater performance of financial and greater job performance of employee (Ali, 2016). Engagement has progressively been perceived as one of the ways of checking the commitment of the employees to the organizations, works and as one of the methods of generating more extremely effective work environment. As mentioned by Saks (2006), engagement is additional than just a state of mind; it is the level to which a person is mindful and absorbed within the performance of his or her parts. Employee engagement has been described as “an employee’s cognitive, emotional, and behavioural state of an individual which directed toward preferred organizational results” (Shuck and Wollard, 2010). Employee engagement could play a vital role in addressing this issue, but promoting engagement during a turbulent time is easier said than done. With the full force of disruption, service sector employers need to boost the engagement of the workers in order to maximize their operations (Ostrega, 2016).

One of the most important criteria that perceived as a very important element to enlighten employee engagement is the support from the supervisor (McDonald, 2016). An

effective supervisor support is a higher-order, relational transparency and balanced processing of information. It has been confirmed by researcher that engagement can occur surprisingly when the supervisors are inspiring (McDonald, 2016). This is because, supervisors are responsible to communicate with employee and when the employee sense that the work that has been done is meaningful, it can lead to the engagement. Undeniable that supportive environment is needed so that employees feel safe and can experiment or try new things without worry of the consequences. Relationship at the organization had an important effect and considered as one of the employees' engagements mechanisms (May et al., 2004; McDonald, 2016). Based on the previous finding, the material and sentimental support from the supervisors in the organization has an important effect on employees' engagement (Ali, 2016).

Future research highly suggested that another factors in increasing the employee engagement (Hasanati, 2018). There is a must to have a knowledge on the significance of social support in increasing the employee engagement. Hence, this study will examine the relationship between the support social and employee engagement among the employees in selected service industry.

Statement of Problem

This study is to examine the relationship between social support and employee engagement. There are so many studies that related to this topic in previous studies but then, most of the studies were conducted away from Malaysia such as United States and Canada. Even if the study was conducted in Malaysia, the study only focus on certain things like work-life balance, motivation and most of the research in Malaysia was conducted in Peninsular Malaysia. Besides, it is hard to find the studies that related to this topic in service industry.

Social support is one of the main factors that can influence employee engagement. The issue of this employee engagement is crucial as it can affect performance of the organization. Prior studies have investigate in case the social support which are supervisor and co-worker support capable in contributing to the variance in engagement of work among the nurses in Malaysia and the result is the support from supervisor was positively interrelated to work engagement while the support from co-worker was found not influence work engagement (Othman & Nasurdin, 2012). Social exchange theory speculates if the employees notice the supervisor are supportive and taking care of their welfare, the employees will feel committed to the organization and feel appreciative to 'give as good as one gets' to the supervisor by stick to the organization (Othman & Nasurdin, 2012). As stated by Blancero et al., (1996); Othman & Nasurdin, (2012), a great supervisory reaction and positive interaction between the subordinates and supervisors may increment the competencies of the employees. Other than that, social support moreover plays as an obvious motivational part as an inventive workplace that will build a person's readiness to commit one's endeavors and capabilities to the errand of the work. Consequently, employee will be able to complete the task successfully and the objective of the work will accomplished. For instance, the support from co-worker and the input of the execution will boost the possibility of being effective in accomplishing goals of work (Othman & Nasurdin, 2012).

As stated by Ali (2016), supervisor support has been described as an employees' opinions regarding the level of their involvements were appreciated and their well-being be concerned by the supervisors. Besides, supervisors are important because they are responsible to give direction and evaluates the other employees' performance. Other than that, an open and encouraging environment can make the employees feel harmless in the organization and engage perfectly with their responsibility. According to Kahn (1990); Ali (2016), with

supportive environments, the individuals are permitted to experiment and try out unused things without fear of the upcoming impacts or consequences.

In this study, the researcher aimed to fill the gap that has been mentioned by previous study. There is another factors in increasing the employee engagement has been suggested by the future researcher (Hasanati, 2018). Hence, this study will examine the relationship between social support and employee engagement among the employees in selected service industry.

Ha1: There is a significance relationship between supervisor support and employee engagement.

Ha2: There is significance relationship between co-worker support and employee engagement.

Research Objectives

General Objective:

1. To examine the relationship between social support and employee engagement.

Specific Objectives

1. To examine the relationship between supervisor support and employee engagement
2. To examine the relationship between co-worker support and employee engagement

Research Hypotheses

Ha1: There is a significance relationship between supervisor support and employee engagement.

Ha2: There is significance relationship between co-worker support and employee engagement.

Conceptual Framework

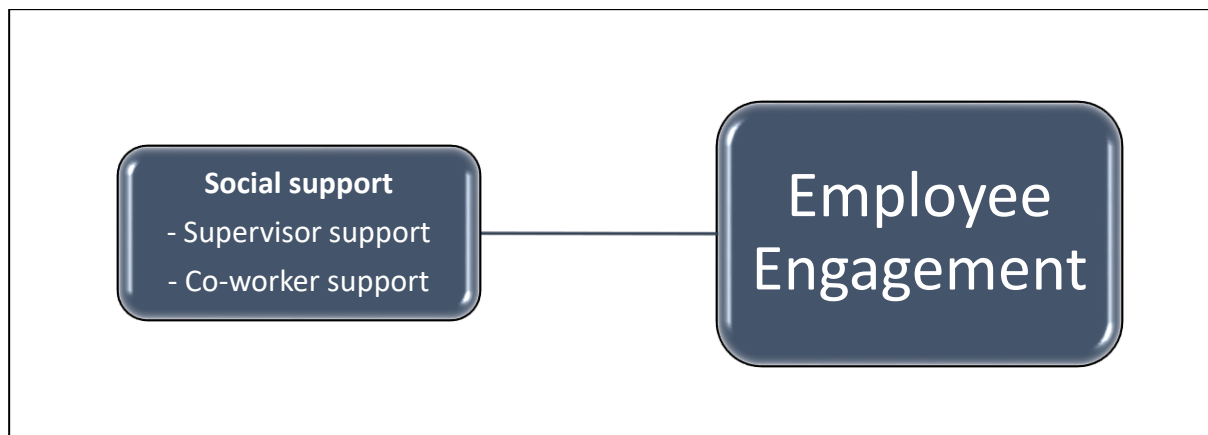


Figure 1: Conceptual Framework

Figure 1 shows the conceptual framework of the relationship between the social support and employee engagement. Based on the objectives, employee engagement is considered as independent variable meanwhile social support is considered as dependent variable. The support from social be made up of two items which are supervisor and co-worker support.

Significance of Study

This study is conducted to examine the relationship between social support and employee engagement in selected service industry. There are few of the employees in the industry are selected. The purpose of this study is to know whether there are linking between an independent and dependent variables. There are two (2) key elements of social support that can help them to have employee engagement in the organization. Quantitative method and questionnaires was adopted from previous research will be used in this study. In order to have effective organizational, the organization itself needs to know the importance of social support. If there is no social support in one's organization, it may lead to disengagement and turnover of employee. Positive working environment are required as well for advancing ideal employee engagement (Shuck et., al 2011).

This study was conducted to fill in the research gaps as stated in the problem statement. From this research's result, it can be one of the contributions regarding the relationship between social support and employee engagement. This study may provide useful information and help the organization to practice this social support.

Limitation of the Study

This study should be carried out carefully so that the information and data obtained later will be able to access the target of objective of the study. It is undeniable that this study is difficult to run when there are limitations in the study.

While there are several variables that can affect employee engagement, the researcher just selects and focuses on one aspect which is social support. Therefore, limitation of study occurs here because there are only few articles that request the next researcher to do this social support as future research.

Other than that, the distance between two locations where this study will be conducted in Sibul, Sarawak and the researcher is currently in Kota Samarahan, Kuching. The limitation here is cost of transportation and time consuming. Other than that, due to Pandemic COVID-19 and Restricted Movement Control, the process of data collection took a long time.

Definition of Terms

Table 1: Conceptual and Operational Definition of Terms

Terms	Conceptual	Operational
Social Support	Social support refers to various types of support from others and is usually divided into two (something like three) main classifications: emotional , instrumental (and sometimes informative) support (Seeman, 2008)	In this study, social support is the support that given by the supervisor and co-worker.
Employee Engagement	Employee engagement has been defined as “an individual employee’s cognitive, emotional, and behavioral state directed toward desired organizational outcomes” (Shuck and Wollard, 2010)	In this study, employee engagement is the involvement of the employee with their work and organization (vigor, dedication & absorption)

Chapter Summary

This chapter is discussing about the issue that related to the study that entitled the relationship between social support and employee engagement among employees in selected service industry. It starts with the background of the study, statement of problem, research objectives, research hypotheses, significance of study, limitation of study, and the definition of terms that are going to be used in this study. The next chapter will discuss about the literature review that relevant to this study.

CHAPTER 2

LITERATURE REVIEW

Introduction

This chapter reviews the literature that related to the relationship between social support and employee engagement among the employees in selected service industry. This chapter will present the discussion of the variables related to the study, the theory that will explain the study and the past research to support the hypotheses of this research study.

Social Support

Social support is deliberated as a possible to get sources elsewhere straightforwardly that had by a person (Hobfoll and Shirom, 2000). As stated by Schwarzer et al., (2004), social support has been defined in numerous ways. For instance, social support is resources that given by others, coping help, an exchange of resources and a behaviour characteristic (Schwarzer & Glade, 2007; Othman & Nasurdin, 2012). Hobfoll & Shirom, (2000); Westman et al., (2005) mentioned that the employees will not capable to make an improvement or investments for resource gain if they didn't receive any support such as the feedback from supervisor but the employees who perceive the positive feedback about their job will perform better and expected to search for chances to create their unused abilities and shape a suitable techniques of action.

As stated by Meijiman and Mulder (1998), social support can moreover play an external motivational part as a clever workplace that will make a person's preparation to commit one's tries and capacities to the job. Thus, the job and the objective of the work will be completed and accomplished. For instance, the support from co-worker and execution comment will increment the probability of being effective in finishing the objectives of the work. In this way, either done the basic fulfilment of necessities or complete the achievement

of work destinations, a positive result could be finished or the engagement of work would be anticipated to growth (Schaufeli & Bakker 2004, Schaufeli & Salanova 2007).

Employee Engagement

As stated by Falcone (2006); Mohanty (2016), emotional and intellectual commitment to organizations are referred to employee engagement. Other than that, the employees that involved completely in their work and shows great deal of same interest are considered as an engaged employee (Richman, 2006; Mohanty, 2016). As stated by Shuck and Wollard (2010), representative engagement is a person employee's cognitive, passionate, and behavioral state coordinated toward craved organizational results. There are so many studies recommend that the existence of higher levels of employee engagement suggestively decreases the turnover intention (Maslach, Schaufeli, & Leiter, 2001; Saks, 2006; Shuck, Reio, & Rocco, 2011, Shuck & Wollard, 2011). As mentioned by Xanthopoulou, Bakker, Demerouti, & Schaufeli (2009), higher levels of profit, overall revenue generation, and growth are associated with employee engagement. From the previous research, it is obviously employee engagement matters.

As mentioned by Shuck and Wollard (2010), the term of employee engagement defined engagement as "an individual employee's cognitive, emotional, and behavioral state directed toward desired organizational outcomes. According to Schaufeli et al., (2008), the dimensions of employee engagement is divided into three aspects such as vigor, dedication and absorption. The first one is vigor which is characterized by great levels of strength and mental flexibility at work, great will for work, and perseverance in confronting difficulties. Next, dedication, checked by a feeling that's full of meaning, excitement, motivation, pride, and being challenged at work. The third one is absorption, considered by a deep concentration and interest in the work. The measure of an employee's passionate and knowledgeable responsibility to their organization and its achievement is an engaged employee (Hewitt

Associates, 2009). The employee who are to be expected to contribute to a better performance in the organization is the employee who are engaged. Last but not least, employee engagement is crucial in organization because it is one of the efforts to improve the relationship between the organization and its employees (Hasanati, 2018).

Theory Related to the Study

Social Exchange Theory

Social exchange theory (SET) is one of the greatest powerful conceptual ideal models for understanding workplace behaviour (Cropanzano & Mitchell, 2005). According to Homans (1958), in the field of social behaviour, this theory is one of the oldest and most analysed theories. Social exchange is describe “as the exchange of activity, unmistakable or intangible, and more or less fulfilling or exorbitant, between at slightest two individuals.” (Homans, 1961). This theory explains that organizations care and provide the chances for the employees. Hence, the employees will demonstration certain attitudes and manners. Indeed, the employees be given favourable management they tend to give back which leads to benefits between the organization and the employees (Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhaodes, 2002). According to Saks (2006), when the organization gives enough attention to the employees, they will act in response with a certain level of employee engagement.

As stated by Cropanzano, Byrne, Bobocel, & Rupp (2001), this model of SET states that certain work environment antecedents lead to social relations, linked to as social exchange relationships. Social exchange connections expand when the employers taking care of their employees which subsequently incites advantageous results. In the other words, the social exchange relationship could be an arbiter or mediating variable: Advantageous and reasonable exchanges between solid connections, and these connections produce active work behaviour and positive employee manners. Blau (1964) as well sketched out exchange

relations as causally correlated, in spite of the fact that the heading of the causal arrow is to some degree equivocal. For instance, he contended that “the role of the relationship between exchange partners” potency to “affect the method of social exchange”, which means that the relationship affect the sort of give-and-take. However, he still point out that effective exchanges can be the reason of one person to gotten to be dedicated to one another.

Discussion of Past Related Findings

Social Support and Employee Engagement

Social support in the workplace can be considered as one of the important factors affecting employees in various aspects. Correspond to organizational support theory, supervisor support (SVS) encourages alterations in employees’ stages of emotional commitment. Supervisor support is described as employees’ sees their supervisors sense their commitments and care approximately their welfare (Ali, 2016). As operators in the organization, dependable supervisor coordinate and assess the employees’ work performance. In this way, employees regularly see the input of their supervisor as characteristic of the direction of organization toward them. Apart from that, as employees are aware that their supervisor's assessment of their performance of work is regularly communicated to officials who are seen as representatives of the organization, the affiliation between employee engagement and the support of supervisors is reinforced.

The support from supervisor can lead the employees to great-reaching responsibility through work fulfilment and inspiration. It’s considered that employees that accept their supervisors as compassionate leaders will achieve tremendous commitment than employees who don't see their supervisors as such. As stated by Ali (2016), supervisor evaluation once more point out to the degree to which supervisors are strong, inviting and obliging, counsel assistants and notice their commitment.

Supervisor support is one of the criteria that has been recognized as a key factor in educating employee engagement. According to Schaufeli and Bakker (2004) who conducted a study among employees of four separate Dutch service organizations: an insurance firm, a pension fund firm, an occupational health and safety service and a home care institution, throughout their research, job resources that also included social support from employees and performance evaluations were found to be related to employee engagement. The study of researches show that when the supervisors are inspiring, the engagement will happen normally. Supervisors are in charge for cooperating that the employees' actions play the most important part in overall commerce accomplishment. According to Schneider et al., (2009), a supervisor, who is true and helpful, is speculated to influence the employee engagement of the followers in the sense of increasing their participation, pleasure and excitement in the workplace. As studied by Schaufeli & Bakker (2004), engagement of work means an achieving, positive, work related state of mind that's categorized by vigor, dedication and absorption. Evidence has been given by prior research that engagement of work can be measured unfailingly (Schaufeli & Van Rhenen, 2006).

Social support is considered as the by and large level of supportive social relations accessible on the work from supervisors and co-workers (Karasek & Theorell 1990). Co-worker support did refer to co-workers who assist each other in their tasks when necessary by sharing knowledge and expertise, as well as by providing support and encouragement (Zhou & George, 2001). Supervisory support might be a social exchange construct, where the employees see the supervisors sense their commitments and concern about their welfare (Eisenberger et al. 2002). The theory of social exchange is that, out of chance, if employees feel their supervisor supports and concerns about their welfare, they would feel involved in the organization and would feel appreciative to repay the favour to their supervisor by staying within the organization. The bond with a supervisor is deliberated as one of the key

components of employee's workplace (Van der Heijden et al. 2010). Good supervisory input and useful interaction between the supervisors and subordinates may build-up the employees' effectiveness (Blancero et al., 1996).

Social support has been characterized in numerous ways (Schwarzer et al. 2004), for instance assets given by others, coping help, an exchange of assets and a personality characteristic (Schwarzer & Meadow 2007). As stated by House (1981), Langford et al. (1997), Othman & Nasurdin, (2012), when supervisor is supportive, concern for employees' feelings and desire, the employees will offer assistance, give positive feedback and help them in career advancement. Conservation of Resources (COR) hypothesis sets that social support in work environment restricts the negative affect of enthusiastic exhaustion related with unpleasant job-related exercises.

Summary

This chapter is discussing about the discussion of issues that related to the study, the discussion of related theory or model and the discussion of past related findings. The next chapter will discuss about the research methodology that relevant to this study.

CHAPTER 3

METHODOLOGY

Introduction

This chapter discuss about the methodology used by the researcher in conducting this study. Research design, population, sample and sampling procedure, instruments, pilot study, validity and reliability, ethics of study, data collection procedure and data analysis procedure will be discussed in this chapter.

Research Design

As stated by Akhtar (2016), the design of a research can be considered as the structure of inquire about it is the “Glue” that holds all of the components in a research project together, in brief it may be arrange of the proposed work of research. The design of the research also not related to any particular technique of information collection or any particular sort of information. As expressed by Oppenheim (1999), research design alludes to the fundamental arrange or methodology of research and the rationale behind it, and its probability as well as legitimacy to draw common conclusions. To design a research study, it will include a choice of research approach which consist of three general categories such as exploratory, descriptive and causal research (Sekaran, 2000). For instance, causal research which highlighting the relationship between the cause and effect. This sort of study is suitable to show the link between the variables that involved in the research framework. Hypothesis testing are able to explain the type of relationship. Therefore, the powerful of the research design is crucial to make sure the researchers given a reliable information (Easterby-Smith, Thorpe and Lowe, 2002) and without the powerful design of research, it is probably to cost more and might not be able to solve the problems (Kumar, 1998).

For this study, quantitative method will be used in collecting, processing and summarizing the data. In this study also, the researcher will use a set of questionnaire to collect the data from the employees in selected service industry in Sibu, Sarawak. The data that has been collected will be analysed using Statistical Package for the Social Sciences (SPSS) in order to examine the relationship between independence and dependence variable by the researcher.

Population, Sample & Sampling Procedure

Population is the possible respondents of the interest in a study. It is referring to a large number of individual or items with the characteristics one wish to understand. The population of this research is only focus on employees who are working in a selected service industry in Sibu, Sarawak. However, it is impossible for researcher to reaches all the members of the population as it is limited time given to collect the data. Thus, sampling techniques are commonly recommended in quantitative research. Sample is the selected people or items that has been chosen for this study. To decide on the relevant population is not that easy. The key question is, the researcher needs to know who or what information is all about.

Sampling refers to the process of choosing a sample from the entire population. A subset of individuals will be used by the researcher to estimate the characteristics of the whole population. The targeted group in this study is people who aged 20 until 60 and above who are still working. For the sampling method, simple random sampling has been used in this study is. A key features of such sample is all such subsets of the frame are given an equal chance or probability of being included. Basically, each elements of the frame thus have an equal chance or probability of selection: the frame is not subdivided (Rusli Ahmad et al., 2014). One of the advantages of this method is, it easy to understand and to apply in the research activities.

Instrumentation

The survey questionnaires were distributed to all the respondents for the purpose of this study. The respondents were given a certain time frame to complete the questionnaire. The explanation and instructions were provided in each section of the questionnaire. All the respondents will answer the same questions to avoid something that can caused results inconsistent such as biases from happening. Cover letter will be attached together with the questions and the respondent can withdraw from this research if they feel to do so. The questions in this questionnaire survey have been taken from past and re-modified to ensure the researcher achieved the objectives of study. There are three sections in this questionnaire which are demographic and another two forms of the variables as shown in Table 2.

Table 2 Questionnaire items

Sections	Items
A	Demographic of Respondent
B	Social Support
C	Employee Engagement

Section A: Demographic of Respondent

For the demographic part, it consists of age, gender, ethnicity, religion, job status and total employment experience.

Section B: Social Support

In this section, social support will be measured using items that are adapted from Tianan Yang et al., (2015) and has been re-modified according to the context. This section consists of 10 questions and using Likert scale as shown in table 3.

Table 3 Likert Scale used in social support instruments

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

Section C: Employee Engagement

Employee engagement is measured using items that adapted from Schaufeli et al., (2002). This section consists of 15 questions and rated using Likert scale as shown in Table 4.

Table 4 Likert Scale used in employee engagement instruments

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

Pilot Study

Pilot study is among the crucial stages of this research. It has more than one purpose (Payne, 1976) and it has been carried out to identify possible problem areas and insufficiencies in the research instruments prior to implementation during full research. Other than that, pilot study was conducted to know whether the respondents understand the questions or not. It will allow the researcher to have an overview on how the real data collected look like later. In this study, the pilot study will be conducted among the employees in Lembaga Pelabuhan Kuching, Sarawak. Table 5 shows the result of the reliability for pilot study.

Table 5 The Results of the Reliability for Pilot Test

Variables	Total Items	Cronbach Alpha
Social Support	10	.904
Employee Engagement	15	.899
Overall Statement	25	.929

Validity and Reliability

As eloquently by Mohajan (2017), validity and reliability are linked to each other and these two are the most important as well as important descriptions in the assessment of any measurement tool for a great research. Validity refers to the ability of the instruments to determine what they need to measure and the degree to which the concept is precisely measured in the research while reliability is the degree to which the instruments generate a reliable and consistent outcome (Heale & Twycross, 2015). Both aspects are important to secure a valid data for producing a good finding of research. Reliability of the instruments in this study was tested by using Cronbach's alpha. Internal consistency of the instruments is tested to seek how closely the set of items are related as a group. The Cronbach's alpha result is a number between 0 and 1 and the score of higher than 0.7 is an acceptable reliability value because the higher the value of alpha suggesting that the items have relatively high internal consistency and considered as acceptable in research situation which enables researcher to perform the analyses. Table 6 showed the Cronbach's Alpha Coefficient Value.

Table 6 Adapted from Gliem and Gliem (2003): The Cronbach's Alpha Coefficient Value

Cronbach's Alpha Coefficients	Interpretation
≥ 0.9	Excellent
≥ 0.8	Good
≥ 0.7	Acceptable
≥ 0.6	Questionable
≥ 0.5	Poor
≤ 0.5	Unacceptable

Ethics of Study

Ethics refers to moral and legal rights in the conduct of study. Researcher should be motivated by ethical research standards such as fairness, objectivity, integrity, openness, protection for intellectual property, confidentiality and legality. Survey questionnaire is one of the most popular techniques in quantitative research. So, there are few ethics of study that need to be emphasized. The basic ethics that the researcher must know is to ask permission from the respondent before starting the distribution of the questionnaire. Next, the respondent should voluntarily answer the question and not being forced. Thirdly, respect the respondent with conceal what has been answered in the survey. Other than that, avoid from asking doubled-barrelled questions. Next, there is no need to give deep explanation about the study or in other words "keep it simple". Responsibility for maintaining confidentiality should be accepted by the researchers. Last but not least, the researcher need to tell the respondent why he or she is there.

Data Collection Procedure

The survey was utilized as the vital instrument to gather data from the respondents in this study. After the talk with supervisor regarding the definition of the survey, an official

letter from the Faculty of Cognitive Sciences and Human Development will be send to the selected service industry in Sibul, Sarawak. Upon getting the approvals from the service industry, the surveys were submitted to the individual in-charge to distribute to the other employees. The individual in-charge will be given a brief clarification and clear instruction regarding the study and the survey. As stated by Shamdasani (2008), there are two general principles that the researcher should follow. One of the principles is questions have to started from general to specific questions. Next, list of questions has to be relative to the significant issues in the research plan. Total of 100 questionnaires and three weeks of time frame was given to the respondents to complete answering the questionnaire. After three weeks, the questionnaires were collected from the person that in-charge.

Data Analysis Procedure

The main objective of this study is to examine the relationship between social support and the employee engagement. Statistical Package for Social Sciences (SPSS) version 25 was used to analyse the raw data collected in this study. The raw data are then analysed based on the objectives that set out earlier in chapter one and summarized using appropriate descriptive and inferential statistics. Descriptive statistics were used to explain demographic data and inferential statistics were used to test the hypotheses of the study.

Descriptive Statistics

Descriptive statistics (mean, frequency, percentage) was used to describe the demographic profile of the respondents such as age, gender, ethnicity, religion, job status and total employment experience (Section A in the questionnaire).

Inferential Statistics

Inferential statistics was used to make inferences regarding the collected data. Section B, and C in the questionnaire were analysed using inferential data. Inferential statistics was

used to determine the relationship between the independent variables and dependent variables based on the hypothesis development. Pearson Correlation has been used to test the hypotheses as shown in Table 7.

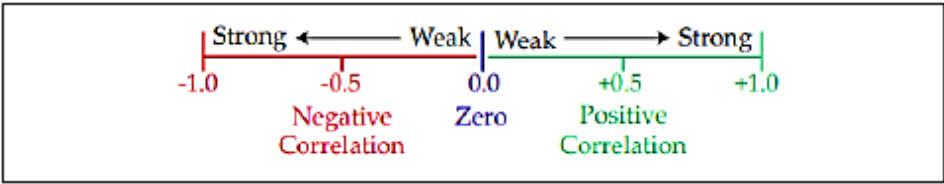
Table 7 Research Objectives and Tools of Analysis

Research Objectives	Tool of Analysis
To examine the relationship between supervisor support and employee engagement	Pearson Correlation
To examine the relationship between co-worker support and employee engagement	Pearson Correlation

Pearson Correlation Coefficients

To indicate the relationship between two quantitative variable, correlation analysis was used. The strength and the direction of the relationship between variables is measured. When the analysis of the Correlation coefficient result r is close to +1, it indicates that the two variables are related in a positive (linear) manner, and if the result is close to -1, it indicates that two variables are related in a negative (linear) manner, while a correlation coefficient that is zero indicates that there is no linear relationship between two variables (Gogtay & Thatte, 2017). Figure 2 showed the spectrum of the Correlation Coefficient from -1 to +1.

Figure 2 The Spectrum of the Correlation Coefficient (-1 to +1)



Chapter Summary

As a conclusion, this chapter has discussed in detail about the methods or approaches that have been used in such as research design, the population, sample and sampling method used, instrumentation, pilot study, validity and reliability of the instruments, ethics of the study, and data collection procedure. Data analysis procedure to test the result of this study also included in this chapter. The next chapter will discuss on the results of the study.

CHAPTER 4

RESULT

Introduction

In this chapter, the findings from the data collected and gathered in the survey were presented in both descriptive and inferential statistics. The discussion of the results was based on the objectives and the hypothesis of this study. The demographic profile of the respondents also included in this chapter.

Demographic Profile of Respondents

Table 8 Demographic characteristics of survey respondents (N=98)

Variable	Category	Frequency	Percentage (%)
Age	21 – 30 years old	1	1.0
	31 – 40 years old	18	18.4
	41 – 50 years old	28	28.6
	51 – 60 years old	51	52.0
Gender	Male	74	75.5
	Female	24	24.5
Ethnicity	Malay	41	41.8
	Bidayuh	2	2.0
	Melanau	5	5.1
	Chinese	22	22.4
	Iban	28	28.6
Religion	Islam	46	46.9
	Christianity	41	41.8
	Buddhism	11	11.2
Job Status	Permanent	93	94.9
	Contract	5	5.1

Total Employment Experience	Less than 10 years	1	1.0
	More than 11 years	97	99.0

Table 8 shows the details about demographic profile of the respondents. Results of respondents' age, gender, ethnicity, religion, job status and total of employment experiences. The majority of respondents were aged 51 - 60 years old with 51 (52.0%) of total respondents and followed by those of age range 41 - 50 years old with 28 (28.6%), 31 – 40 years old with 18 (18.4%) and the least is 21 – 30 years old with 1 (1.0) from the total respondents. 74 were male (75.5%) and 24 respondents were female (24.5 %). 41 (41.8%) of respondents were Malay followed by Iban, other ethnicity, Chinese, Melanau and Bidayuh with 28 (28.6%), 22 (22.4%), 5 (5.1%), and 2 (2.0 %), of the respondents respectively. The highest number of the respondents practised their own religion was Islam with 46 (46.9%) of the respondents while 41 (41.8%) of respondents practised Christianity religion and followed by Buddhism with 11 (11.2%) of the respondents. A total of 93 (94.9%) respondents were permanent and 5 (5.1%) respondents were contract. Results also revealed that the largest number of respondents had total employment experience to date was more than 11 years with 97 (99.0%) of the respondents followed by 1 (1.0%) of the respondent who had less than 10 years of total employment experience.

Hypothesis Testing

There is a significance relationship between supervisor support and employee engagement.

Table 9 Pearson correlation between supervisor support and employee engagement.

		Supervisor Support	Employee Engagement
Supervisor Support	Pearson Correlation	1	.257*
	Sig. (2-tailed)		.011
	N	98	98
Employee Engagement	Pearson Correlation	.257*	1
	Sig. (2-tailed)	.011	
	N		

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

Pearson correlation was used to determine the relationship between supervisor support and employee engagement. From the Table 9 above, the result indicated that p-value ($p = .011$) was lower than 0.05 levels of significance. Hence, there was significant relationship between supervisor support and employee engagement. The Pearson correlation test also revealed that supervisor support has weak positive correlation with employee engagement where $r = .257$. Thus, H_{a1} was accepted. The result showed that there is significant and weak positive relationship between supervisor support and employee engagement. It explained that there is evidence that employee engagement is affected by the practicing of supervisor support.

There is significance relationship between co-worker support and employee engagement.

Table 10 Pearson correlation between co-worker support and employee engagement.

		Co-Worker Support	Employee Engagement
Co-Worker Support	Pearson Correlation	1	.136
	Sig. (2-tailed)		.180
	N	98	98
Employee Engagement	Pearson Correlation	.136	1
	Sig. (2-tailed)	.180	
	N	98	98

Pearson correlation also used to determine the relationship between co-worker support and employee engagement. From the Table 10 above, the result indicated that there was no significant relationship between co-worker support and employee engagement, where p-value ($p = .180$) was higher than 0.05 levels of significance. The Pearson correlation test also revealed that integration has weak positive correlation with employee engagement where $r = .136$. Thus, H_{a2} was rejected. The result shows that there is no significance and weak positive relationship between co-worker support and employee engagement. The result also showed there was no evidence that co-workers will affect employee engagement.

Summary of the Hypotheses Testing

Table 11 shows the summary of the hypothesis testing generated from this study. It can be concluded that Ha1 is accepted and Ha2 is rejected.

Table 11 The summary of the hypotheses

Hypotheses	Measure	Significant
Ha1. There is a significance relationship between supervisor support and employee engagement.	Pearson Correlation $r = 0.257$ $p = 0.011$	$p < 0.05$ Ha1 is accepted
Ha2. There is significance relationship between co-worker support and employee engagement.	Pearson Correlation $r = 0.136$ $p = 0.180$	$p > 0.05$ Ha2 is rejected

Conclusion

Overall, this chapter had discussed the results of this study. The demographic profile of the respondents was analysed using descriptive statistics and the hypotheses were tested using inferential statistics which is Pearson Correlation. From the analysis, one hypothesis was accepted and one hypothesis was rejected.

CHAPTER 5

DISCUSSION

Introduction

This chapter explained the results that tested the hypothesis of the study. It is divided into five sections which is the discussion of the main finding, implication of the study, recommendation for the future research and human resource practitioner, summary of the research contribution and conclusion.

Discussion of the Main Finding

The present study pursued to investigate the relationship between social support and employee engagement among employees in selected service industry. In particular, the researcher was focused on social support that has significance relationship with employee engagement. The present study has also contributed to a better understanding of the ways in which supervisors and co-worker support are related to employee engagement. Social Exchange Theory (SET) speculates if the employees notice the supervisor are supportive and taking care of their welfare, the employees will feel committed to the organization and feel appreciative to ‘give as good as one gets’ to the supervisor by stick to the organization (Othman & Nasurdin, 2012). The current data showed a relationship between social support and employee engagement among the employees. The results showed that supervisor support has a significance relationship with employee engagement among the employees in selected service industry while co-worker support has no significance relationship with employee engagement among the employees in selected service industry.

Relationship between Supervisor Support and Employee Engagement among Employees

The study has shown that there is a relationship between supervisor support and employee engagement. It is interesting to note that the result revealed a significant trend in the predicted direction which mean researcher was able to prove that supervisor support can affect employee engagement. It seems that the support from supervisor at the industry is very important. Based on the previous study, the results of the Pearson correlation has shown that the independent variable of supervisor support and dependent variable of employee engagement were positively and moderately correlated to each other (Ali, 2016). As mentioned by Ariani (2015), the gratitude of supervisors would develop concern and enhance the health of employees at the workplace. Supervisors who promote a friendly work atmosphere, with particular attention to the needs and desires of workers, can provide constructive input and facilitate the growth of skills and the ability to solve issues at the workplace. Apart from that, a study of 1,662 police officers in Australia, Biggs, Brough, and Barbour's (2014) path analysis model found that supervisor support was significantly correlated with increased engagement. Supervisory support should promote self-determination or the attitude of employees and the engagement of employees in their jobs. Employees would also show the availability of her if they know that the supervisors concerned towards her (Rothmann & Welsh, 2013).

In the present study, supervisor support is seen as an important element in employee engagement. The result of the present study shows that supervisor support has a significance relationship with employee engagement. In this study, it shows that the older employees tend to have more support from the supervisor rather than younger employees. Therefore, there is employee engagement in the industry.

Besides, it is found out that male employees with good supervisor support tend to achieved employee engagement in the industry. Thus, it is important to practise the supervisor support in order to achieve employee engagement in the organization.

Co-Worker Support and Employee Engagement

Co-worker support were predicted to affect employee engagement by the researcher. However, the finding shows that there is no significance relationship between co-worker support and employee engagement. It is interesting to note that the result revealed a non-significant trend in the predicted direction which mean the researcher unable to prove that co-worker support seem to be related to employees engagement. The result of the study was contradict with the previous researches where the studies found that the element of team exchanges and co-worker's relationship has a momentary positive connection with employee engagement (Ducharme, 2000). However, current study suggest that co-worker support is not always show positive result towards employee engagement. The finding of this study indicate that the employee engagement does not affected by co-worker support. Based on the finding of the previous studies, co-worker relationship is not a good factor of employee engagement in the Federal University of Technology (Makera, 2019). Other than that, research conducted by Ariani (2015), stated that the relationship between co-workers relations and employee engagement is not supported. According to Makera (2019), the result of multiple regression analysis showed no significant relationship between team and co-worker relationship and employee engagement. Therefore, it was not supported.

In the present study, co-worker support has no significance relationship with employee engagement. Based on past research, if there is no co-worker support, it will leads employees to feel disengaged. Therefore, it will hard for the organization to achieve their objectives which leads to a better performance. In contrast to this study, co-worker support did not affect the employee engagement in this organization. This might happen because of most of the

employees are older and have work for more than 10 years in the organization. When the employees at the workplace, they are so busy and focused on work so they do not have time to socialize with the co-workers.

Implication of the Study

The result of this study has shed some light on the effective management towards the engagement of the employees. The result of this study has been confirmed that supervisor support is an important factor that can affect the employee engagement. By practicing the supervisor support in this industry, employees awareness regarding this support could be develop which will lead to a better engagement between employees. Social Exchange Theory (SET) speculates if the employees notice the supervisor are supportive and taking care of their welfare, the employees will feel committed to the organization and feel appreciative to ‘give as good as one gets’ to the supervisor by stick to the organization (Othman & Nasuridin, 2012). Practitioners may use the results of this study to make effective decisions that will help increase employee engagement in the workplace.

Reliable with Saks’s (2006) view that there's no “one size fits all” approach to employee engagement, supervisors will have way better victory of having employees engaged through these interventions, which in turn promote better understanding of desires and demand between the two parties. Undesirable relationships with supervisors (e.g., need of communication) have, in reality, been cited as a more critical factor than low status or lower salary in employee dissatisfaction (Herzberg, 2003).

Supervisors must understand that employee engagement is a long-term and continuous process that involves continued interaction with their subordinates in order to develop obligations and a state of reciprocal interdependence (Cropanzano & Mitchell, 2005). Therefore, supervisors should not even perceive "small talk" as an obstacle to productivity. Rather than waiting for the formal annual evaluation period at the end of each fiscal year,

more frequent individualized meetings were suggested to provide supervisors with the opportunity to address issues and barriers that may hinder the performance of employees more proactively.

Recommendation for the Future Research

There are some recommendations for future research. Future researchers are encouraged to conduct this study using qualitative study to provide qualitative aspects of human perception about this study. Besides, a comparative study could be conducted across different industries and area of work in order to widen the scope. Future studies should translate the questionnaires using bilingual language in order to reduce the culture variation issues. Lastly, future researchers who like to continue to conduct this study should test the study with a potential mediator or moderator variables such as employee well-being to produce strong explanation of the relationship between social support and employee engagement.

Summary of the Research Contributions

There are so many studies that related to this topic in previous studies but then, most of the studies were conducted away from Malaysia such as United States and Canada. Even if the study was conducted in Malaysia, the study only focus on certain things like work-life balance, motivation and most of the research in Malaysia was conducted in Peninsular Malaysia. Thus, the findings of this study have fill the research gap by examining these measurement in Malaysia context.

This study also contributes to the body of knowledge. A review of literature on social support has demonstrates different findings regarding the most social support that has led to employees engagement. Thus, this study has fill the research gap as it was found that co-worker support has no significant relationship with employee engagement among the employees in selected service industry.

Moreover, this study also has contributed to the existing literature on the relationship between social support and employee engagement. The finding of the study has fill the research gap as there is very little is known about how social support influences employee engagement among the employees in selected service industry.

In addition, the present study has investigated the relationship between social support and employee engagement. The finding of the study has found that supervisor support able to have relationship with employee engagement while co-worker support does not have relationship with employee engagement. This finding has fill the research gap as stated by past study, future research highly suggested that another factors in increasing the employee engagement (Hasanati, 2018).

Conclusion

The finding of the study has showed that supervisor support has positively affect employee engagement among the employees. Besides, co-worker support has no relationship with employee engagement. This indicates that supervisor support is plays an important role on employee engagement. Since this would have practical implication for the increasing of employee engagement, further research is needed to better address moderator factor such as employee well-being so there is improvement in future study.

References

- A. U. Makera, Y. N. (2019). Correlation between Team and Co-worker Relationship and Employee Engagement. *Journal of Advanced Research in Business and Management Studies*.
- Akhtar, Inaam. (2016). Research Design. Retrieved from https://www.researchgate.net/publication/308915548_Research_Design
- Ali, S. A. (2016). The Impacts of Supervisor Support on Employees' Engagement. *International Journal of Research & Review*.
- Ariani, D. W. (2015). Relationship with Supervisor and Co-Workers, Psychological Condition and Employee Engagement in the Workplace. *Journal of Business and Management*. doi:10.12735/jbm.v4i3p34
- Bakker, A. B., & Demerouti, E. (2007). The job demands-resources model: State of the art. *Journal of Managerial Psychology*, 22 (3), 309-332.
- Bakker A.B. & Schaufeli W.B. (2008) Positive organizational behaviour: engaged employees in flourishing organizations. *Journal of Organizational Behaviour* 29, 147–154.
- Blancero D., Boroski J. & Dyer L. (1996) Key competencies for a transformed Human Resource Organization: results of a field study. *Human Resource Management* 35 (3),383–403.
- Blau, P. M. 1964. Exchange and power in social life. New York: *John Wiley*.
- Cropanzano, R., Byrne, Z. S., Bobocel, D. R., & Rupp, D. E. 2001. Moral virtues, fairness heuristics, social entities, and other denizens of organizational justice. *Journal of Vocational Behavior*, 58: 164-209.

- Ducharme, Lori J., and Jack K. Martin. "Unrewarding work, coworker support, and job satisfaction: A test of the buffering hypothesis." *Work and occupations* 27, no. 2 (2000): 223-243
- Easterby-Smith, M., Thorpe, R. & Lowe A (2002). *Management Research: An Introduction* (2nd Edition). London: Sage
- Eisenberger, R., Stinglhamber, F., Vandenberghe, C., Sucharski, I. L., & Rhoades, L. 2002. Perceived supervisor support: Contributions to perceived organizational support and employee retention. *Journal of Applied Psychology*, 87: 565-573.
- Falcone, P. (2006). Preserving restless top performers: Keep your top performers engaged so they don't jump ship once job opportunities arise. *HR Magazine*, 51(3), 117–122.
- Gogtay, N. J., & Thatte, U. M. (2017). Principles of correlation analysis. *Journal of Association of Physicians of India*, 65, 78–81.
- Hasanati, D. P. (2018). The Effects of Work-Life Balance towards Employee Engagement in Millennial Generation. *Advances in Social Science, Education and Humanities Research (ASSEHR)*.
- Heale, R., & Twycross, A. (2015). Validity and reliability in quantitative studies. *Evidence Based Nursing*, 18 (3), 66–67. <https://doi.org/10.1136/eb-2015-102129>
- Hewitt Associates. (2009). Engagement and culture: Engaging talent in turbulent times. Retrieved from http://www.hewittassociates.com/Intl/AP/en-AP/KnowledgeCenter/Magazine/HQ_20/ask-our-expert.html
- Hobfoll S.E. & Shirom A. (2000) Conservation of resources theory: applications to stress and management in the workplace. *In Handbook of Organization Behaviour, 2nd edn.* (R.T. Golembiewski ed.), pp. 57–81. Dekker, New York, NY.

- Homans, G. C. 1958. Social behavior as exchange. *American Journal of Sociology*, 63: 597-606.
- Homans, G. C. (1961). Social behavior and its elementary forms. *New York: Harcourt, Brace and World.*
- House J.S. (1981) Work Stress and Social Support. *Addison Wesley Longman, Boston, MA.*
- Karasek R.A. & Theorell T. (1990) Healthy Work: Stress, Productivity and the Reconstruction of Working Life. *Basic Books, New York, NY.*
- Kaufmann G.M. & Beehr T.A. (1986) Interactions between job stressors and social support: some counterintuitive results. *Journal of Applied Psychology* 71 (3), 522–526.
- Kottke, J. L., & Sharafinski, C. E. (1988). Measuring perceived supervisory and organizational support. *Educational and Psychological Measurement*, 48 (4), 1075-1079.
- Kumar, R. (1998). *Research Methodology*. London: Sage
- Langford C.P., Bowsher J., Maloney J.P. & Lillis P.P. (1997) Social support: a conceptual analysis. *Journal of Advanced Nursing* 25 (1), 95–100.
- Lysaght, R., Ouellette-Kuntz, H., & Lin, C. J. (2012). Untapped potential: Perspectives on the employment of people with intellectual disability. *Work*, 41 (4), 409-422.
- Maslach, C., Schaufeli, W. B., & Leiter, M. P. (2001). Job burnout. *Annual Review of Psychology*, 52, 397-422. doi:10.1146/annurev.psych.52.1.397
- May, D. R., Gilson, R. L., & Harter, L. M. (2004). The psychological conditions of meaningfulness, safety and availability and the engagement of the human spirit at work. *Journal of Occupational and Organizational Psychology*, 77, 11-37.

- McDonald, M. H. (2016). Understanding Employee Engagement in the Public Sector: The Role of Immediate Supervisor, Perceived Organizational Support and Learning Opportunities. *American Review of Public Administration*.
- Meijman T.F. & Mulder G. (1998) Psychological aspects of workload. In *Handbook of Work and Organizational Psychology, 2nd edn* (P.J. Drenth, H. Thierry & C.J. de Wolff eds), pp. 5–33. Erlbaum, Hove.
- Mohajan, H. K. (2017). Two Criteria for Good Measurements in. *Munich Personal RePEc Archive*. Retrieved from https://mpa.ub.unimuenchen.de/83458/1/MPRA_paper_83458.pdf
- Mohanty, S. M. (2016). The Predictors of Employee Engagement: A Study in a Ferro Alloys Company of India. *Global Business Review*.
- Oppenheim, A.N. (1999). *Questionnaire Design, Interviewing and Attitude Measurement*. London: St Martins Press
- Ostrega, J. (2016, July). How better employee engagement can combat disruptions in the service industry. Retrieved from <https://lab.getapp.com/employee-engagement-combat-disruptions-service-industry/>
- Othman N. & Mohd Nasurdin A, 2. (2012). Social support and work engagement: a study of Malaysian nurses. *Journal of Nursing Management*.
- Papakonstantinou, D., & Papadopoulos, K. (2009). Social support in the workplace for working age adults with visual impairments. *Journal of Visual Impairment & Blindness*, 103 (7), 393- 402.

- Payne, J. W (1976). Task Complexity and Contingent Processing in Decision-Making: An Information Search and Protocol Analysis. *Organisational Behaviour and Human Performance*, 16, 366-387
- Rhoades, L., Eisenberger, R., & Armeli, S. (2001). Affective commitment to the organization: The contribution of perceived organizational support. *Journal of Applied Psychology*, 86(5), 825–836. doi:10.1037/0021-9010.86.5.825
- Richman, A. (2006). Everyone wants an engaged workforce how can you create it? *Workspan*, 49(4), 36–39.
- Robinson, D., Perryman, S., & Hayday, S. (2004). The drivers of employee engagement. *Brighton: Institute for Employment Studies*
- Saks A.M. (2006) Antecedents and consequences of employee engagement. *Journal of Managerial Psychology* 21 (7), 600–619.
- Sarason B.R., Sarason I.G. & Pierce G.R. (1990) Traditional views of social support and their impact on assessment. *In Social Support: An Interaction View (B.R. Sarason & G.R. Pierce eds)*, pp. 7–25. Wiley, New York, NY.
- Schaufeli W.B. & Bakker A.B. (2004) Job demands, job resources and their relationship with burnout and engagement: a multisample study. *Journal of Organizational Behaviour* 25, 293–315.
- Schaufeli W.B. & Van Rhenen W. (2006) About the role of positive and negative emotions in managers' well-being: a study using the job-related affective well-being scale (JAWS). *Gedrag & Organisatie* 19, 323–344.

- Schaufeli W.B. & Salanova M. (2007) Work engagement: an emerging psychological concept and its implications for organizations. *In Research in Social Issues in Management: Managing Social and Ethical Issues in Organizations, Vol. 5* (S.W. Gilliland, D.D. Steiner & D.P. Skarlicki eds), pp. 135–177
- Schaufeli W.M., Taris T.W. & Van Rhenen W. (2008) Workaholism, burnout and engagement: three of a kind or three different kinds of employee well-being? *Applied Psychology: An International Review*, 57 (2), 173–203.
- Schneider BR (2009) Hierarchical market economies and varieties of capitalism in Latin America. *Journal of Latin American Studies* 41 (3): 553–575.
- Schwarzer R. & Knoll N. (2007) Functional roles of social support within the stress and coping process: a theoretical and empirical overview. *International Journal of Psychology* 42 (4), 243–252.
- Schwarzer R., Knoll N. & Rieckman N. (2004) Social support. *In Health Psychology* (A. Kaptein & J. Weinman eds), pp. 158–182. Blackwell, Oxford.
- Sekaran, U. (2000). *Research Methods for Managers: A Skill Building Approach* (3rd Edition). New York: John Wiley.
- Shamdasani, S. a. (2008). Methods of data collection in qualitative research: interviews and focus groups. Retrieved from <https://www.nature.com/articles/bdj.2008.192>
- Shuck, B., & Wollard, K. (2009). Employee Engagement and HRD: A Seminal Review of the Foundations. *Human Resource Development Review*, 9 (1), 89–110.
doi:10.1177/1534484309353560

- Shuck, B., & Wollard, K. (2010). Employee engagement & HRD: A seminal review of the foundations. *Human Resource Development Review*, 9 (1), 89-110. doi:10.1177/1534484309353560
- Shuck, B., Reio, T. G., Jr., & Rocco, T. (2011). Employee engagement: An examination of antecedent and outcome variables. *Human Resource Development International*, 14, 427-445. doi:10.1080/13678868.2011.601587
- Simosi, M. (2012). Disentangling organizational support construct: The role of different sources of support to newcomers' training transfer and organizational commitment. *Personnel Review*, 41(3), 301-320.
- Tianan Yang et al., (2015). Effects of Co-Worker and Supervisor Support on Job Stress and Presenteeism in an Aging Workforce: A Structural Equation Modelling Approach. *International Journal of Environmental Research and Public Health*.
- Van der Heijden B.I.J.M., Kummerling A., Van Dam K., Van der Schoot E., Estryn-Behar M. & Hasselhorn H.M. (2010) The impact of social support upon intention to leave among female nurse in Europe: secondary analysis of data from NEXT survey. *International Journal of Nursing Studies* 47, 434–445.
- Westman M., Hobfoll S.E., Chen S., Davidson O.B. & Laski S. (2005) Organizational stress through the lens of conservation of resources (COR) theory. *In Research in Occupational Stress and Well-being, vol. 4 (P. Perrewe & D.C. Ganster eds)*, pp. 167-220. JAI Press, Greenwich, CT.
- Xanthopoulou, D., Bakker, A. B., Demerouti, E., & Schaufeli, W. B. (2009). Work engagement and financial returns: A diary study on the role of job and personal resources. *Journal of Occupational and Organizational Psychology*, 82, 183-200. doi:10.1348/096317908X285633

APPENDIX A

QUESTIONNAIRE



FACULTY OF COGNITIVE SCIENCES AND HUMAN DEVELOPMENT

THE RELATIONSHIP BETWEEN SOCIAL SUPPORT AND EMPLOYEE ENGAGEMENT IN SELECTED SERVICE INDUSTRY

The main objective of this study is to examine the **relationship between social support and employee engagement in selected service industry**. This questionnaire consists of three (3) sections. Please answer all the questions by following the instruction given. Your response will only be used for survey purposes and all the answers are confidential. Thank you very much for your time.

*Objektif utama kajian ini adalah untuk mengkaji **hubungan antara sokongan sosial dan penglibatan pekerja dalam industri perkhidmatan terpilih**. Soal selidik ini mengandungi tiga (3) bahagian. Sila jawab berdasarkan arahan yang diberikan. Jawapan anda hanya digunakan untuk tujuan kajian sahaja dan dijamin akan kerahasiaanya. Terima kasih kerana sudi meluangkan masa.*

SECTION A: DEMOGRAPHIC PROFILE

BAHAGIAN A: LATAR BELAKANG RESPONDEN

Instruction: Please fill in necessary information and **tick** (✓) in the appropriate boxes.

Arahan: Sila isikan maklumat yang diperlukan dan **tandakan** (✓) pada ruangan bersesuaian.

1. Age years
2. Gender Male
 Female
3. Ethnicity Malay Bidayuh
 Chinese Melanau
 Indian Others
 Iban
4. Religion Islam Christianity
 Buddhism Others
 Hinduism
5. Job status Permanent
 Contract
6. Total Employment Experience to Date ≤ 5 years
 6-10 years
 ≥ 10 years

SECTION B: SOCIAL SUPPORT

BAHAGIAN B: SOKONGAN SOSIAL

Instruction: Please read each question carefully and **circle** (○) the appropriate responses according to the following scale.

*Sila baca setiap soalan dengan teliti dan **bulatkan** (○) jawapan yang berpatutan menurut skala yang disediakan.*

1	SD	Strongly Disagree / <i>Sangat tidak bersetuju</i>
2	D	Disagree / <i>Tidak bersetuju</i>
3	N	Neutral / <i>Neutral</i>
4	A	Agree / <i>Setuju</i>
5	SA	Strongly Agree / <i>Sangat setuju</i>

No.	Items	SD	D	N	A	SA
1.	My supervisor cares about my opinions.	1	2	3	4	5
2.	My work supervisor really cares about my well-being.	1	2	3	4	5
3.	My supervisor strongly considers my goals and values.	1	2	3	4	5
4.	My supervisor shows very little concern for me.	1	2	3	4	5
5.	My supervisor is willing to help me if I need a special favor.	1	2	3	4	5
6.	My co-workers can be relied on when things get tough at work.	1	2	3	4	5
7.	My co-workers are easy to talk with.	1	2	3	4	5
8.	My co-workers are willing to listen to my work related problems.	1	2	3	4	5
9.	My co-workers are helpful to help me in getting my job done.	1	2	3	4	5
10.	My co-workers are willing to listen to my personal problems.	1	2	3	4	5

SECTION C: EMPLOYEE ENGAGEMENT

BAHAGIAN C: PENGLIBATAN PEKERJA

Instruction: Please read each question carefully and **circle** (○) the appropriate responses according to the following scale.

*Sila baca setiap soalan dengan teliti dan **bulatkan** (○) jawapan yang berpatutan menurut skala yang disediakan.*

1	SD	Strongly Disagree / <i>Sangat tidak bersetuju</i>
2	D	Disagree / <i>Tidak bersetuju</i>
3	N	Neutral / <i>Neutral</i>
4	A	Agree / <i>Setuju</i>
5	SA	Strongly Agree / <i>Sangat setuju</i>

No.	Items	SD	D	N	A	SA
1.	At my work, I feel bursting with energy (vigor)	1	2	3	4	5
2.	At my job, I feel strong and vigorous (vigor)	1	2	3	4	5
3.	When I get up in the morning, I feel like going to work (vigor)	1	2	3	4	5
4.	I can continue working for very long period of time (vigor)	1	2	3	4	5
5.	At my job, I am very resilient, mentally (vigor)	1	2	3	4	5
6.	I find the work that I do full of meaning and purpose (dedication)	1	2	3	4	5
7.	I am enthusiastic about my job (dedication)	1	2	3	4	5
8.	My job inspires me (dedication)	1	2	3	4	5
9.	I am proud on the work that I do (dedication)	1	2	3	4	5
10.	To me, my job is challenging (dedication)	1	2	3	4	5
11.	Time flies when I am working (absorption)	1	2	3	4	5

12.	When I am working, I forgot everything else around me(absorption)	1	2	3	4	5
13.	I feel happy when I am working intensely(absorption)	1	2	3	4	5
14.	I am immersed in my work(absorption)	1	2	3	4	5
15.	I get carried away when I am working (absorption)	1	2	3	4	5

THANK YOU FOR YOUR COOPERATION

TERIMA KASIH ATAS KERJASAMA ANDA

APPENDIX B

PEARSON CORRELATION ANALYSIS

Descriptive Statistics

	Mean	Std. Deviation	N
SV	4.0449	.39432	98
EE	3.9714	.38099	98

Correlations^a

		SV	EE
SV	Pearson Correlation	1	.257*
	Sig. (2-tailed)		.011
	N	98	98
EE	Pearson Correlation	.257*	1
	Sig. (2-tailed)	.011	
	N	98	98

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

a. Listwise N=98

Descriptive Statistics

	Mean	Std. Deviation	N
CS	4.0837	.44576	98
EE	3.9714	.38099	98

Correlations^b

		CS	EE
CS	Pearson Correlation	1	.136
	Sig. (2-tailed)		.180
	N	98	98
EE	Pearson Correlation	.136	1
	Sig. (2-tailed)	.180	
	N	98	98

b. Listwise N=98

APPENDIC C

APPROVAL LETTER

Fakulti Sains Kognitif dan Pembangunan Manusia
Faculty of Cognitive Sciences and Human Development



www.unimas.my

UNIMAS/NC-16.03/04-13/01 Jld.20 (48)

5 Mac 2020

Pengurus Besar
Lembaga Pelabuhan Rajang
Jalan Pulau
96000 Sibu
Sarawak

Tuan/Puan,

Permohonan Menjalankan Kajian/Soal Selidik Bagi Projek Tahun Akhir

Dengan segala hormatnya perkara di atas dirujuk,

Dengan ini disahkan bahawa pelajar **Norsafikah Binti Idris (61866)** adalah pelajar **Program Pembangunan Sumber Manusia**, Fakulti Sains Kognitif dan Pembangunan Manusia, Universiti Malaysia Sarawak (UNIMAS). Beliau sedang menjalankan kajian untuk menyiapkan Projek Tahun Akhir bagi memenuhi syarat bergraduasi program tersebut.

Maklumat lanjut tentang pelajar dan kajian adalah seperti berikut:


Tajuk Kajian/Tesis : *"The Relationship Between Social Support and Employee Engagement in Selected Service Industry"*
Pensyarah : **Dr Nur Fatimah Abdullah Bandar**
No.Telefon Pensyarah : **082-592711**
Emel : **abnfatihah@unimas.my**
No.Telefon Pelajar : **016-8095646**

Sehubungan itu, sukacita kiranya pihak tuan/puan dapat memberikan kerjasama kepada pelajar berkenaan untuk mendapatkan maklumat yang diperlukan. Segala maklumat yang diperolehi akan hanya digunakan untuk tujuan akademik semata-mata dan dijamin akan kerahsiaannya.

Di atas kerjasama yang diberikan oleh pihak tuan/puan, kami dahului dengan ucapan setinggi-tinggi terima kasih.

Sekian,

Yang benar,


Dr Nur Fatimah Abdullah Bandar
Pensyarah

s.k – Penolong Pendaftar Kanan, FSKPM



