



Faculty of Cognitive Sciences and Human Development

AN EXPLORATION OF FACILITATORS AND BARRIERS OF WORK ENGAGEMENT AMONG PRIVATE SECTOR WORKERS

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**Bachelor of Science (Honours)
(Human Resource Development)
2021**

UNIVERSITI MALAYSIA SAWARAK

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Final Year Project Report

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**AN EXPLORATION OF FACILITATORS AND BARRIERS OF WORK
ENGAGEMENT AMONG PRIVATE SECTOR WORKERS**

SYAMILIA NURIN BINTI SHAMSUDDIN

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

Faculty of Cognitive Sciences and Human Development
UNIVERSITI MALAYSIA SARAWAK
(2021)

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ACKNOWLEDGEMENT

First and foremost, I would like to express my gratitude to my beloved final year project supervisor, Dr Victoria Jonathan for all the guidance, supports and precious advice throughout the study. Her insightful comments and wide knowledge have facilitated me in completing this study.

In addition, my sincere thank goes to Dr Hana as evaluator for my project presentations as her valuable comments have helped me to improve my final year project. Moreover, I would also like to deliver a huge of appreciation to all the informants who are providing useful information for this study to be completed. Their cooperation and willingness in taking part of this study are highly appreciated.

Furthermore, special thanks to my fellow friends and course mates for their encouragement and supports throughout the years of studies in UNIMAS. On top of that, I would like to dedicate this project paper to my beloved parents and family members with a gratitude of thanks. Their unconditional love, caring and supports in terms of emotional as well as financial have been the main sources of motivation for me to complete my study.

Last but not least, I would like to convey my sincere appreciation to everyone who is involved in my completion of the final year project either directly or indirectly.

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ABSTRACT

AN EXPLORATION OF FACILITATORS AND BARRIERS OF WORK ENGAGEMENT AMONG PRIVATE SECTOR WORKERS

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There are rapid changes in the world of work in many aspects. Employees who are the important asset in an organization contribute to its success and achievement. In light of the concerns, employees need to adapt with the changes involving their task in order to be engaged. This study attempts to explore and identified the facilitators and barriers of work engagement of employees working in private sectors. While the significant attention has been made on the concept of work engagement, there were few gaps in this study particularly in less study in Malaysia and its methodology. The research design used is qualitative case study in qualitative approach. The study was conducted in Kuching, Sarawak. The data were collected from 8 respondents which were employed in private sectors which were coming private institution and private automotive industry. The data were collected using a semi-structured interview and audio recorded. Content analysis was used for data analysis procedure. It was found that passion, support received working environment and condition, learning and development initiatives, and rewards and recognition are the major facilitators in employees' work engagement. Meanwhile, the barriers discovered were personal characteristics (laziness, boredom, not feeling positive, and delaying works), work-related factors (new changes at workplace, and working condition), and personal problems. Finally, summarization, implication, and recommendation for this study are also further elaborated to gives insight and awareness as well as providing measures for the barriers at work.

Keywords: work engagement, private sector employees, facilitators, barriers

ABSTRAK

PENEROKAAN FASILITATOR DAN HALANGAN PENGLIBATAN KERJA DALAM KALANGAN PEKERJA SEKTOR SWASTA

SYAMILIA NURIN BINTI SHAMSUDDIN

Terdapat perubahan pesat dalam dunia kerja dalam banyak aspek. Pekerja yang merupakan aset penting dalam sesebuah organisasi menyumbang kepada kejayaan dan pencapaiannya. Memandangkan kebimbangan itu, pekerja perlu menyesuaikan diri dengan perubahan yang melibatkan tugas mereka. Kajian ini cuba untuk meneroka dan mengenal pasti fasilitator dan halangan penglibatan kerja pekerja yang bekerja di sektor swasta. Walaupun perhatian yang ketara telah dibuat terhadap konsep penglibatan kerja, terdapat beberapa jurang dalam kajian ini terutamanya dalam kajian yang kurang di Malaysia dan metodologinya. Reka bentuk penyelidikan yang digunakan adalah kajian kes dalam pendekatan kualitatif. Kajian ini dijalankan di Kuching, Sarawak. Data tersebut dikumpulkan daripada 8 responden yang diambil bekerja di sektor swasta dari institusi swasta dan industry automotif. Data dikumpul menggunakan rakaman temu ramah separa berstruktur dan audio. Analisis kandungan digunakan untuk prosedur analisis data. Didapati bahawa semangat, sokongan menerima persekitaran kerja dan keadaan, inisiatif pembelajaran dan pembangunan, dan ganjaran dan pengiktirafan sebagai fasilitator utama dalam penglibatan kerja pekerja. Sementara itu, halangan yang ditemui adalah ciri-ciri peribadi (malas, bosan, tidak berasa positif, dan melengahkan kerja), faktor berkaitan kerja (perubahan baru di tempat kerja, dan keadaan bekerja), dan masalah peribadi. Akhir sekali, ringkasan, implikasi, dan cadangan untuk kajian ini juga dihuraikan selanjutnya untuk memberi pandangan dan kesedaran serta menyediakan langkah-langkah untuk halangan di tempat kerja.

Kata kunci: penglibatan kerja, pekerja sektor swasta, fasilitator, halangan,

CHAPTER 1

INTRODUCTION

1.0 Background of Study

According to Schaufeli (2013), engagement can be defined as the involvement, dedication, continuous effort, spirit and requires energy. Engagement mainly related to involvement, commitment, persons' passion, enthusiasm, required energy and constant effort. Work engagement can be described as the positive, influence-motivational state of satisfaction and fulfilment that is categorized by vigor, dedication and absorption (Schaufeli, 2012). The purpose of conducting this research is aiming to explore barriers and facilitators of work engagement in the private sectors. This research attempts to identify the factors affecting work engagement among private sectors workers, the challenges towards work engagement, and the reasons for barriers and disengagement occurred in organization.

The nature of works has been changing a lot nowadays which involved many countries globally (Barley, Bechky, & Milliken, 2017). The issue arises globally like advancement of technology and others which affecting workers in organization particularly. Not only that, it can also affect interaction and communication (Cascio & Montealegre, 2016). This study could provide awareness on the importance of employee relationship with their role and task.

According to Bakker and Albrecht (2018), the current trend of work engagement is that the engagement might fluctuate among person's time and situation. According to Qureshi et al. (2012), workload has been the biggest contributors in turnover and engagement issue. The "2020 Employee Experience Trends" by Qualtrics presented the percentage of employee engagement in Malaysia is 54%. In addition, engagement level in Asian countries is lower than other regions (Schaufeli, 2012). Good employee engagement will give a major impact on work engagement (Shean et al., 2019). The desire of public and private organization to

have employees who are engaged because engagement has been shown to correspond with high levels of task performance, creativity, organizational behaviour and satisfaction (Bakker et al., 2014). The focus area of this study is on a private organization work environment phenomenon, which particularly touch on the job resources involving physical, psychological, social, or organizational in nature, including equipment, participation in decision making, social support from colleagues, and flexible working times (Bakker & Albrecht, 2018).

1.1 Problem Statement

The organizations' effort in building work engagement of employee by executing HRM strategies such as job design, relying on motivational job resources, job rotation, and enhanced learning and development (Schaufeli, 2012). However, there is a fluctuation on the vigor, dedication and cognitive absorption within short period of time (Sonnettag, Dormann & Demerouti, 2010). Therefore, this study is focusing on the facilitators or motivators in regards to engagement particularly as employees who have access to many job resources are in fact able to face high job demands together with personal resources; employees' cognition or beliefs, control over their environment, self-efficacy, optimism and resilience (Bakker & Albrecht, 2018). The environment at work is overwhelmingly demanding in private than any other sector because employees need to go all out for the growth of organization. The engagement of employee with their work should not be taken lightly as private sector is control by market force not political force like public sectors (Khan & Khandaker, 2016)

Other than that, conflict pertaining the disengagement of workers remain a challenge and has become a key subject of research enquiry globally (Barros et al., 2016). This comes along with the fact employees do not feel engaged at the workplaces which make Malaysia as one of the highest number in the Asia Pacific region with 26% (Mercer, 2020). It has several

impacts on the performance of an individual and organization itself. Hence, this research focuses to provide information to find out whether the people working in private sector in certain organization encountered disengagement and the reason behind it. This is because the researcher also aims to explore the barriers to work engagement. This study focuses on private sector because it operates differently than public sector as it is profit-oriented aiming growth and revenue thus it is important to be aware on the issue of employee with their job because it leads to bad or better organizations profit (Baarspul & Wilderom, 2011).

There is an increase growth of research interest in engagement including both organizational and academic circles (Guest, 2014). However, a huge number of studies regarding work engagement are often being studied by foreign countries especially in a western context (Dagher, Chapa & Junaid, 2015). Thus, location gap concerning research study will likely to answer the question about factors and barriers influencing work engagement in the context of Malaysia specifically. This study could provide different contextual perspective to work engagement in Asia country. Since, according to Schaufeli (2012), Asia countries has lower engagement level compared to other regions globally.

Moreover, in the context of sampling size or population, previous study regarding work engagement has suggested future research to widening population and conduct interview (Hong et al., 2014). The gap identified in past research is the methodology. One of the well-known data collections from quantitative context is questionnaire. However, questionnaire limit the idea of respondent since they are only able to answer question based given by the questionnaire maker. Hence, acknowledging this suggestion from past researchers, the study aim to investigate various samples from various organizations in Malaysia private sector. Besides, the method will be carry out in interview method for better insight as suggested (Hong et al., 2014).

1.2 Objectives of Study

General Objectives: To explore the facilitators and barriers of work engagement in Malaysian private sector

Specific Objectives:

- To identify the facilitators of work engagement among employees
- To find out the barriers of work engagement among employees

1.3 Research Questions

1. What are the facilitators that drive employees to be engaged in their work?
2. What are the barriers that hinder work engagement of employees?

1.4 Significance of Study

There are several significances of this study.

1.4.1 Significance to Knowledge

This study enhanced the knowledge about work engagement from the private sectors' perspective in Malaysia. This study also contributes in identifying the facilitators that motivates employee as well as the barriers in private sector which as a result giving awareness for every organization in Malaysia to pay full attention on employees' well-being and the impact it has for their task performance. Since engagement at workplace is very important thus leads to an improvement. Therefore, this study is important to encourage employers to provide a better working condition for its people. Finally, this paper may assist future researcher in reviewing literatures needed regarding this topic as it is done in qualitative method which offer more in-depth insight.

1.4.2 Organization

This study might help organization to focus on the process and factor rather than only end result. Consequently, this study aims to explore the private sector in Malaysia in identifying the facilitator and challenges as well as reason of disengagement. The study may assist organization to increase learning opportunity, for instance implementing training and development, providing support and feedback as well as highlighting the importance role of leaders. Besides that, the barriers discuss in this study also can be revise for them to reflect on what is lacking and what is need to be improvise.

1.4.3 Practitioner (HRD)

The concept of engaging employees must be emphasize since it has interrelation with goals and strategy of the organization in profit earning. By identifying the barriers and facilitators, it might help policy maker or HRD practitioner to come up with new strategy to engage employees in private sector organization. As these ideas align with the significant roles of HRD in ensuring employees has the right skills, and suitable working environment while performing their task and jobs at the best conditions. Maintaining employee retention can be enhance in term of employment. Finally, to make an initiative in term of performance review related to engagement based on the outcomes for its growth entirely.

1.5 Limitation of the Study

There are few limitations in conducting this study. This first limitation is the findings in this study which focuses on work engagement in private sector may not applicable in the public sector because both have different orientation and mission. Other than that, there is also limitation in the location since it only conducted in Kuching, Sarawak hence the findings does not cover overall Malaysia.

1.6 Definition of Terms

1.6.1 Work engagement

- i. Conceptual: The harnessing of organization members' selves to work roles; in engagement, people employ and express themselves physically, cognitively and emotionally during role performances (Kahn, 1990, p. 694)
- ii. Operational: Involves a persons' commitment in their role performance and work/task whereby interconnecting personal development and the goals of the organization

1.6.2 Disengagement

- i. Conceptual: Disengaging means an individual uncouple themselves from their job roles, following own self-behaviour, less connection in terms of physical as well as absence in cognitively and emotionally (Kahn, 1990)
- ii. Operational: The state whereby a person has lack of interest in their work, a sense of detachment and hardly committed to the performance roles

1.6.3 Private sector

- i. Conceptual: The profit-oriented company with a mission, vision and strategy to engage in activities involving goods, services and commercialization. It includes small company, big corporation, enterprises, non-formal sectors, etc. (Bella et al., 2013)
- ii. Operational: The part of economy owned by individual or organization who is not under the government control

1.6.4 Facilitators

- i. Conceptual: The motivators of positive opportunities towards work engagement and involvement of employees (Gatenby, Rees, Soane, & Bailey, 2008)
- ii. Operational: The factor that provide an outcomes or reasons of an individual to be engage at workplace

1.6.5 Barriers

- i. Conceptual: The challenges which resulting in low level of engagement among employee within their job roles and facing utter complications (Nada & Singh, 2016)
- ii. Operational: The difficulties and challenges faced by employee in engaging themselves with their work/task

1.7 Chapter Summary

This chapter discussed the background of study and problem statement that eventually known as research gap. The objectives consist of general and three specific objectives then followed by the research questions as well as the contribution/significance of study. Definition of terms helps reader to better understand when reviewing this research paper. Literature review will be discussed in the next chapter.

CHAPTER 2

LITERATURE REVIEW

2.0 Introduction

This chapter explains on the issue related to this study and previous similar findings. The first part presents the literature on work engagement. It highlights on the concept of work engagement. Then, next section will elaborate more on past research findings and the issues related to this topic which is the facilitators and the barriers. Then, next part followed by the discussion of theory in this study. This section ends with a chapter summary.

2.1 Work Engagement Concept

Goffman (1961) defined engagement as the randomness involvement in the role and putting a visible attention and efforts. The importance of engaging employee with their work and organization (Katz & Kahn, 1966). Csikszentmihalyi (1982) stated flow concept regarding employee engagement whereas employee experience in a holistic sensation of their work involvement. Kahn (1990) develop the concept of personal engagement in employee engagement (The study of Kahn will further explain in next part of theory below). The role of individual is not assign equally by themselves according to both Goffman and Kahn.

According to Schaufeli et al. (2002), engagement is a positive, fulfilling, work related state of mind that is categorized by vigor, dedication and absorption. May et al. (2004) supported Kahn's model by claiming the psychological condition to have strong relationship with engagement. Meanwhile engagement has relation with commitment (Robinson et al., 2004), job engagement (Schaufeli & Bakker, 2004), 18-item scale to measure employee engagement (Hewitt Associates, 2004), extended by Saks (2006) with job engagement and organization engagement concept. A study by Truss et al. (2006) established the view of Kahn in employee engagement that operationalised in large survey, employees; connection with co-

workers, managers, and organization which build an engagement and enhance motivation about their job (Gatenby, 2008). Macey and Schneider (2008) defined engagement according to three classification which are psychological state, behavioural engagement an trait engagement. Three behaviours of employee in engagement related to their performance in job, citizenship behaviour and involvement (Newman & Harrison, 2008). Cook (2012) described engagement as the positive thinking and feeling of employee towards the organization, striving organizational goals (customers, colleagues and stakeholders).

2.1.1 Types of work engagement

There are two types of work engagement which are habitual engagement and task engagement (Schaufeli & Salanova, 2011). Schaufeli and Salanova (2011) describe both habitual engagement refers to the job generally meanwhile task engagement highlights on the task at hand. Job that involves several tasks and due to that employee feel engaged towards particular task rather than the others (Schaufeli, 2012). The characteristics of task also can result in work engagement. Other than that, the prediction of work engagement can come from personal and social resources (Sonnettag, 2017).

2.1.2 The importance of Engagement

According to Bell (2021), employees who are engaged usually put greater effort into their works whereas it will create a better quality of work. Singh (2018) reported that engaged workers has an impact towards organization's performances. Employees who are engage perform better than people who are non-engaged at work (Monica, 2019). Demerouti and Cropanzano (2010) also expressed that job performance has strong connection with employee work engagement. It is supported by Macey and Schneider (2008) which the result of engagement can improve employee performance.

2.2 Facilitators of work engagement

Engaging employees is very crucial in the world of work. It gives an impact to individual, organization and economy as well. When employees feel engage with their works, they tend to enjoy in doing their task which leads to an effectiveness (Bakker & Leiter, 2010).

2.2.1 Job Resources

Bakker and Leiter (2010) presented that job resources has positive relationship on work engagement whereby the facilitators includes social support from co-workers and supervisors, various skills, feedback on performance, autonomy and learning opportunity. Social support has significance relationship with work engagement which refers to individual who gain support from others (superiors and co-workers) physically and mentally to relieve tensions (Li & Sida, 2014). Low neuroticism and receiving support and feedback from supervisors can lift up employees' morale, motivation and determination (Chandani, Mehta, Mall & Khokhar, 2016). In a study of private sector, the factors of engaging workers involve communication, decisions' authority, supportive superiors and also tangible rewards motivators (Shee-Mun et al., 2012). Another factor to promote is through trusting management, supervisor and colleagues (Chughtai & Buckley, 2008). Gozukara and Simsek (2015) claimed that transformational leadership has positive influence on work engagement whereby the result of the study focuses on job autonomy and organization identification in regards to work engagement in the context of leadership. Moss (2008) found that leadership offered a great security to their followers in public and private sector by giving support in term emotional and recognize their effort (Carasco-Saul et al., 2015).

2.2.2. Psychological and Physiological

Chaudhary (2014) reported two predictors influencing work engagement which are psychological human resource development climate and self-efficacy. On the other hand, the facilitators of work engagement highlights on the theory of Kahn (1990) which are psychological safety and availability as well as meaningfulness. Meaningfulness here refers to the job and task that is worthy and valuable and reflects on the cognitive, physical and mentally (Kahn, 1990). The effect of physiological referring to healthy lifestyle and exercises boost up work engagement as it can reduce stress, help with mental health, burnout, sick leave and able to prevent absenteeism (Knight, Patterson & Dawson, 2016).

2.2.3 Characteristics

Some researchers found that the motivator of work engagement has to do with pro-active personality. Individual with pro-active personality, core self-evaluation and leader member exchange has strong relationship with task performance and also has become one of the drives that influence the work engagement (Monica, 2019). According to Li and Sida (2014), proactive personality is the moderator of work engagement that touched on the influence of social support and the conflict of work family. In the study of Sonnentag (2017), focus factors are the features of the task which involves task availability, characteristics and specificity. Brkich, Jeffs and Carless (2002) stated that employee who has high level of compatibility with their own characteristics and job requirement obtain a satisfaction in their job.

2.2.4 Rewards and Recognition

The rewards can be in term of intangible and tangible that can be the motivators of work engagement (Shee-Mun et al., 2012). Rewards and recognition has greater impact on

employee work engagement and employees tend to have better performance when their hard work is recognized. The result shows reward and recognition is positively associated with job engagement and organization engagement (Saks, 2006). One of the top drivers of employee engagement in Malaysia is recognition for their good work with a statistics of 62% (Qualtric, 2020). Scott (2010) reported that providing rewards program enable engagement among employees as it can reduce turnover rate.

2.2.5 Human Resource Development (HRD)

There are several components relating to HRD such as training and development, career development, and organizational development which resulting in performance improvement (Swanson, 1995). According to Khan et al. (2011), the outcome of training is it can enhance employees' capabilities, performance, and assist employees to acquire the knowledge in their work for better outcomes. The benefits of training and development will enhance job satisfaction of the employees in regards to their commitment and empowerment (Mohammed Al-Mzary et al, 2015). Pool (2000) stated that organizational learning can promote motivation of employees. Employees who are committed and motivated are the great of an organization as their level of job involvement is high (Madi, 2017).

2.3 Barriers and challenges

Nowadays, employee and work engagement are quite challenging task to maintain at workplace (Osborne & Hammoud, 2017). Personal disengagement happens when an individual detach themselves with work roles (Kahn, 1990). There are few researches which claimed that the barriers of work engagement relates to burnout which is known for being the positive antipode of work engagement with dimensions such as exhaustion, cynicism and decoupling from work as well as lack efficacy (Maslach, Schaufeli & Leiter, 2001). Hakanen

and Schaufeli (2012) pointed out the issue regarding well-being of employees. According to Rees and Rumbles (2013), restructuring of organization has become the major challenges in term of motivations. The barriers in this study can be categorized under four factors which are wellbeing, behaviours, psychological and organizational.

2.3.1 Employee behaviours

People who do not engage at work shows negative behaviours at workplace which often get distracted in longer period of time, rapid task saturation, being ineffective and slow in doing activity, decision making of employee is poor, being away from works so long as well as disinterested in work (Pech & Slade, 2006). Individual own behaviours who are unacceptable at some point can be their own challenges to be engage such as laziness, issue with their competency and weak interpersonal relations that could lead to conflicts (Govindarajo, Kumar & Ramulu, 2014). The concept of laziness is the behaviour encountered by individuals in receiving work or task whereby there is less effort given and has no motivation (Madsen, 2018).

2.3.2 Psychological Causes

According to Govindarajo, Kumar and Ramulu (2014), the barriers to be engage with work comes from lack of meaningfulness and safety at work psychologically, lack of identification with organization, feels undervalued, lack of trust, discerned inequities in term of performance and payment, not aware of their own ambitions, etc. The issue of trust is supported by a study done by Moe and Smith (2008) claiming when employees develop distrust in their manager towards the feedback given, they tend to doubt and think the feedback is less accurate. Employees who lack trust towards leadership in organization (supervisor and management) as well as their colleagues created cognitive resources issues for being unproductive then as consequences employee would not pay full attention to their

works and less participated psychologically in performing their task (Chughtai & Buckley, 2008).

2.3.3 Organizational Causes

The problem cause by organization whereby restructuring occurs, transformational changes, the company has inadequate norms in their culture, poor leadership, poor management, poor working condition, complexity at work, policies and practices such as unethical action, discrimination, harassment and rigid authority (Govindarajo, Kumar & Ramulu, 2014). Another study also pointed that the changes occur and restructuring organization is one of the challenges to motivate employees for businesses' benefits (Rees & Rumbles, 2013). Toxic leadership leads to negative outcomes at workplace as it reduces commitment of organization decrease employees' performances (Kilic & Gunsel, 2019).

2.4 Discussion of theory

There are numerous theories/models underpinning employee engagement. This study focuses on the theory introduced by Kahn (1990) which explained about the personal engagement and disengagement at work. See table 2.4 of Kahn's Dimension of Psychological Conditions (1990).

Table 2.4 Dimension of Psychological Conditions

Dimensions	Meaningfulness	Safety	Availability
Definition	Sense of return on investment of self in role performance	Sense of being able to show and employ self without fear of negative consequences to self-image, status, or career.	Sense of possessing the physical, emotional, and psychological resources necessary for investing self in role performance
Experiential components	Feel worthwhile, valued, valuable; feel able to give to and receive from work and others in course of work.	Feel situations are trustworthy, secure, predictable, and clear in terms of behavioural consequences.	Feel capable of driving physical, intellectual, and emotional energies into role performance.
Types of Influence	Work elements that create incentives or disincentives for investments of self	Elements of social systems that create situations that are more or less predictable, consistent, and nonthreatening.	Individual distractions that are more or less preoccupying in role performance situations.
Influences	<p>Tasks: Job involving more or less challenge, variety, creativity, autonomy, and clear delineation of procedures and goals.</p> <p>Roles: Formal positions that offer more or less attractive identities, through fit with a preferred self-image, and status and influence.</p> <p>Work interactions: Interpersonal interactions with more or less promotion of dignity, self-appreciation, sense of value, and the inclusion of personal as well as professional elements.</p>	<p>Interpersonal relationships: Ongoing relationships that offer more or less support, trust, openness, flexibility, and lack of threat.</p> <p>Group and intergroup dynamics: Informal, often unconscious roles that leave more or less room to safely express various parts of self; shaped by dynamics within and between groups in organizations.</p> <p>Management style and process: Leader behaviors that show more or less support, resilience, consistency, trust, and competence.</p> <p>Organizational norms: Shared system expectations about member behaviors and emotions that leave more or less room for investments of self during role performances.</p>	<p>Physical energies: Existing levels of physical resources available for investment into role performances.</p> <p>Emotional energies: Existing levels of emotional resources available for investment into role performances.</p> <p>Insecurity: Levels of confidence in own abilities and status, self-consciousness, and ambivalence about fit with social systems that leave more or less room for investments of self in role performances.</p> <p>Outside life: Issues in people's outside lives that leave them more or less available for investments of self during role performances.</p>

Source: Adapted from Kahn (1990)

The three concepts of psychological conditions by Kahn (1990) are meaningfulness, safety, and availability. The personal engagement and disengagement have interrelation with their roles. He claimed psychological meaningfulness ought to receive outcomes based on the efforts in physical, cognitive and emotional. Meaningfulness occurred when an individual feel appreciated valued and feels worthy. It is basically the give and take situations. The three major factors in meaningfulness characteristics are task, role and interactions at work. Meanwhile, psychological safety in an individual relates to image, position or status as well as career itself. The factors are interpersonal, dynamics, organizational culture and norms and management styles. Finally, psychological availability is described as ones' ability to engage in a situation through cognitive, physical and their emotions. Physical and emotional energy, individual feelings insecure and life outside works us the type of availability in this study (Kahn, 1990).

The theory of Kahn (1990) can contribute to the understanding of employees on how to better perform and engage at work. In this case, the work engagement focuses more on the task. Kahn's theory is still going strong and relevant even in 2020 which comprises of physical; well-being of employees, cognitive; valuing staff through workshop in the organization and emotional; coaching and interpersonal relationship in development program (Terry, 2020).

In contrary it is the work activity or mainly the work itself. In term of personal disengagement, Kahn defined personal disengagement as the disconnection of work roles among individual; draw out based on physically, cognitively, and emotionally throughout role performance. There are several causes that can trigger the work engagement from changes in organization, leadership concerns, the behaviour occur while performing the task that act as the barriers. This idea of personal engagement and personal disengagement

highlight the importance of self-expression and employment in the world of work (Kahn, 1990).

In this study context, the psychological conditions were experienced by the informants regarding work engagement. For example, the meaning of work within an employee which connecting and contributing for development, satisfaction, and achievements. Besides, tangible rewards, recognition, and job security has become the facilitators of work engagement addressed by the informants which related to Kahn's psychological safety. Contradicting to that, personal disengagement occurred when informants encountered barriers while performing at work. For instance, personal characteristics, work-related determinants, time management, and working conditions resulting informants to face difficulties to be engaged.

2.5 Chapter summary

This chapter discussed on the literature concerning work engagement. Theory by Kahn which is the 3 Dimensions of Psychological Condition also used and presented since it is connected to this study. Moving on, the next chapter will be discussing on the research methodology.

CHAPTER 3

METHODOLOGY

3.0 Introduction

This chapter presents the methods to carry out the research. The data collection is for the purpose of analysing. It first starts with the research design then followed with population, sample, location to conduct the research, instrument and pilot study. Not only that, ethics of the study and data collection and data analysis procedure also included. This chapter ended with a conclusion.

3.1 Research Design

The research design used in this study is qualitative. Qualitative study refers to the term that incorporates particular philosophical and theoretical preferences which highlight on being interpretive, critical and post-modern (Merriam, 2002). According to Ahmad et al. (2014), qualitative methodology uses interpretative ways whereby act to describe, coding, exploratory and translate meaning of the phenomena occurs. The researcher conducted this qualitative study to understand the interpretation of certain context which is the work engagement among private sector workers.

This study adopts a case study approach. Case study approach in a research develops an understanding and clarification which are impossible through survey design or conventional experimental (Merriam, 1985). According to Ahmad et al. (2014), an effective case study implementation can come out with reliable result and able to improve the ability to generalize the setting of organizations. As Merriam (2002) describes case study involves person, group, organization, and society that aim to describe and analyse phenomenon rigorously. The phenomenon of the case study is the work engagement involving employee working in private sectors.

3.2 Research Population, Sample and Sampling Procedure

3.2.1 Location and Population

The research was conducted at selected private sector organizations in Kuching, Sarawak. Population is the target population or interest of a study that contributes to the findings (Majid, 2018). The target population of this study consist of employees from private sector companies like private institutions and local private company (automotive industry) in Kuching.

3.2.2 Sample

The sample size for this study relies on data saturation. In addition, data collection session might be stopped due to redundancy. Meaning to say the data are saturated. Saturation of data means there is similar information discovered in analysis of data (Faulkner & Trotter, 2017). The number of informants were eight (8). Therefore, this study reached saturation of data at 8 and data is analysed until the 8th informants only.

3.2.3 Sampling Procedure

The sampling method used in this study is non-probability sampling. Purposive sampling considers as judgment sampling which the researcher selects informants based on their qualities that they have (Tongco, 2007). The criteria of informants in this study were selected based on employees who are working in private sector in companies with different position, experience, and level. The non-similarities of job positions each has different roles and scope of works which not everyone has the same kind of concerns. The selected informant is chosen with at least 2 years experienced. Employees need to adapt with the organization to fully understand the working situation and environment.

3.3 Research Instrument

The research used three instruments in this study. Consent form is the first instrument whereby researcher received permission from informants to conduct interview session. Next, interviewer distributed close ended questionnaires for informants to fill in about demographic background which consist of gender, race, position, occupation, work experiences, and education level. Finally, the following instrument is protocol of interview. Interview protocol not only focus on the interview questions only, but there is extension level of interview process that comes up with readymade script before interview session, closure script, making research questions understandable and interesting (Jacob & Ferguson, 2012). The interview guide includes introduction, transitional, main questions and closing questions. The main questions were mainly based on research questions which comprises sub-questions.

Table 3.3 *Interview Questions*

Research Questions	Example of interview sub-questions
What are the facilitators that drive employees in work engagement?	<ul style="list-style-type: none">➤ What motivates you to work in this organization?➤ What are the huge factors that motivate you in doing your job?➤ What are the factors that encourage you to do better and be committed at work?➤ How do you develop skills that will help you succeed on the job?➤ How do you feel about working on a team? What role have you played in team situation? How do you handle disagreement on your team?➤ Can you tell me the leadership skills that you find the most useful?➤ What kind of support and from whom do you often received

	<p>at work?</p> <ul style="list-style-type: none"> ➤ How does the support received have an effect to you? ➤ What is your expectation while working in this organization?
What are the barriers that preventing employees to be engage with their works?	<ul style="list-style-type: none"> ➤ How have you been feeling lately? ➤ Can you describe the current working condition? ➤ What type of work environment do you prefer? ➤ What were the most difficult things you have ever experienced at workplace? ➤ What are the major reasons that prevent you to be motivated at work? ➤ Based on your experience, what is the biggest challenge in doing your task? ➤ How do you usually deal with the problems at workplace? ➤ What are the supports available during your hard times?

3.4 Pilot Study

The purpose of pilot study is to have small scale procedure or can be call as trial that conducted before really moving on major study to convince the study is worth it to be done (Roland & Hundley, 2002). Two informants were selected in this study following the criteria of sample method throughout this trial run. The procedure during this stage act solely like the actual interview session. There are four steps in conducting the pilot study shown in Figure 3.4.

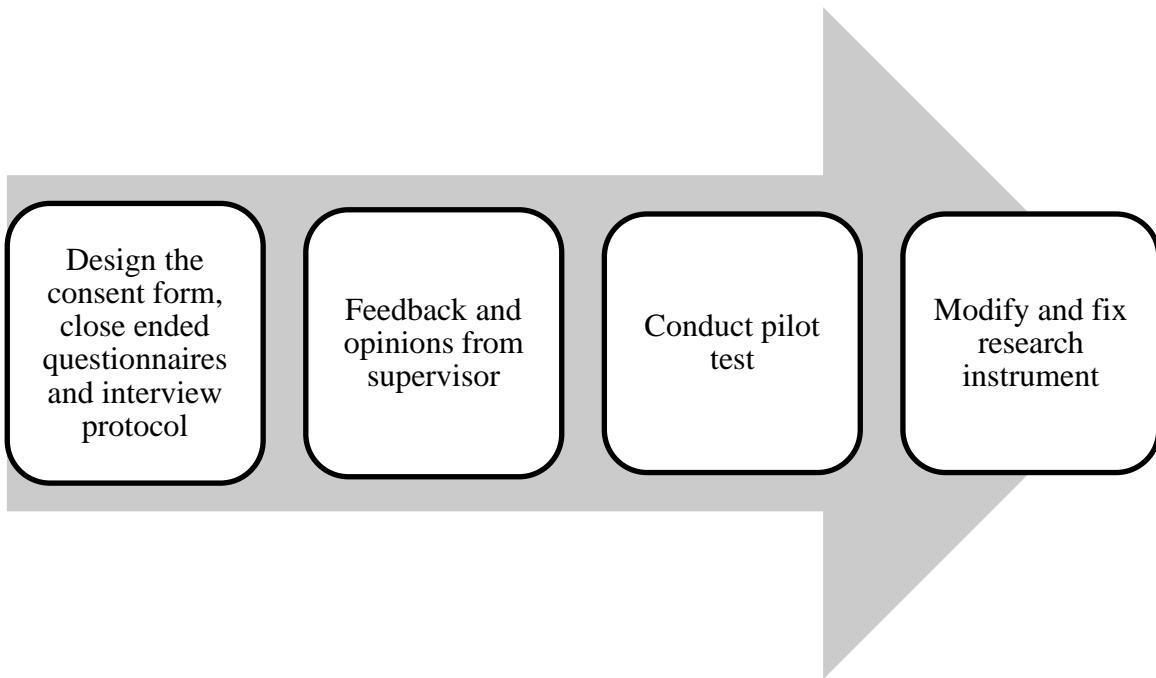


Figure 3.4 *Pilot Study*

Pilot study was performed on two respondents which were both private sector employees with different backgrounds. Respondent 1 is a registrar meanwhile respondent 2 is an executive. The two of them were given a set of demographic profile questionnaires and filling it up beforehand. From the pilot test interview, the informant has no problem understanding the questions and most of it is reliable. However, there are few questions which need to be improved and fixed due to the identical questions which provide similar meaning. Table 3.4 below shows the improvement needed in the questions:

Table 3.4 *Pilot Study*

Research Questions	Interview Questions before	Interview questions after being modified
What are the facilitators that drive employees in work engagement?	b) What are the huge factors that motivate you in doing your job? c) What are the factors that encourage you to do better and be committed at work?	b) What are the huge factors that encourage you to do better and be committed in doing your job?
What are the barriers that preventing employees to be engage with their works?	f) Based on your experience, what is the biggest challenge in doing your task?	Question removed due to redundancy

3.5 Data Collection

3.5.1 Data Collection Method

The methods to collect data in this study were obtained from semi-structured interview and auditory recording. According to Adams (2010), semi-structured interview can be defined as exploring the experiences of research participants and attributing the experiences with meanings. Informants will have the freedom to speak their opinion and views in semi-structured interview. Besides, it also helps interviewer to better prepare for the interview sessions as it is the combination of both structured and unstructured as well. The interviewees are allowed to guide the conversation as they are sharing their experiences which is the main focus in the interview (Adams, 2010). Though semi-structured is quite similar to structured, whereas questions are set up in advance, semi-structured uses open-ended lot more than structured by carrying the conversation meanwhile unstructured number of topics is limited (Mathers, Fox, & Hunn, 2000). Ahmad et al. (2014) stated that this approach can result in unexpected meaningful insight which can improve the quality of findings since the whole procedure is not rigid in nature.

Not only that, another method used is audio tape/recording. It is beneficial to interviewer because they can refer back to recorded interview by having permission from informants. Recording device and take short notes can lead to an effective interview because interviewer can maintain eye contacts with informants as well as having backup recording devices for unpredictable concerns (Jacob & Ferguson, 2012).

3.5.2 Data Collection Procedure

Firstly, researcher received approval from the faculty to conduct the research. Researcher then asked permission to interview informants from the organizations' side. Then, the meet up session were set up following the availability of informants. Before really getting

deep into interview, interviewer distributed close ended questions. Conducting interview and gaining data from informants literally is the major contribution in this study. Interviews were mostly done in online meeting applications like Zoom and WhatsApp video call due to the restriction of movement orders. Interview is done one by one daily. Meaning 1 day for 1 informant. During the interview the time took about 40 minutes roughly. Informants were given consent form beforehand, and their privacy are strongly be protected by not disclosing their personal details like name and video recording. The illustration of data collection procedure is show below (Figure 3.5.2):

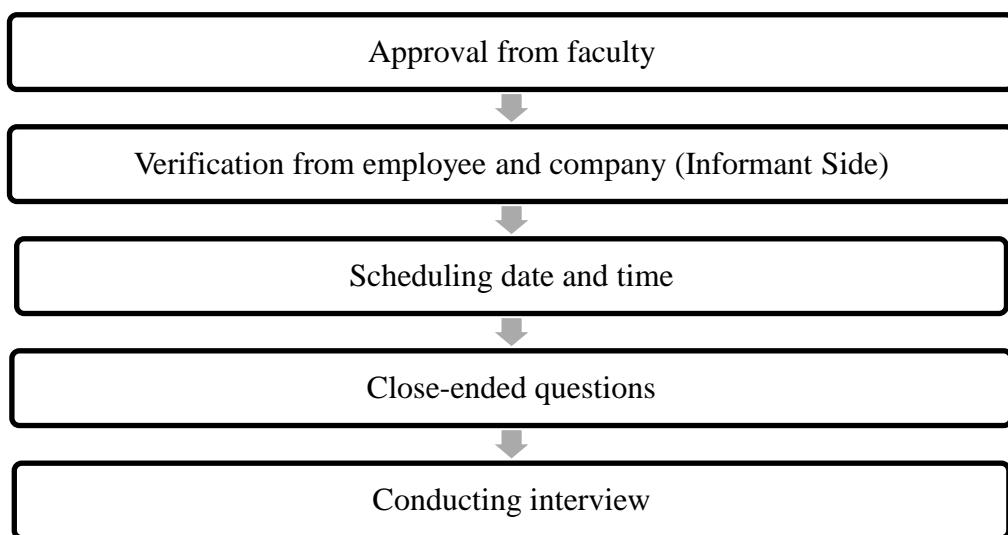


Figure 3.5.2 *Data collection procedure*

3.6 Data Analysis Procedure

To analyse the data, this study used content analysis. Content analysis refers analysing the content of communication which includes written, verbal and visual (Cole, 1988). The content were coded in this method and researcher carry it out through each transcript

assigning codes, often in number or words, to particular features in the text (Ahmad et al., 2014). According to Ahmad et al. (2014), the benefit of content analysis is easy to handle even dealing with huge amount of text data and different text information. In this study all the data from the interview were each be transcribed.

According to Zhang and Wildemuth (2009), the process of content analysis in this study requires 8 steps. First is data preparation. The analysis can proceed to the next step after transforming written text. The information relating to behaviour and the thought of informants is revealed from analysing interview transcript. Transcribing interview comes from the research questions. In this study, videos were merged into an audio then the data were transcribed into a form of words. English speakers allowed easy transcribe process where it can be transcribed through application to reduce the time taken. It then checked again list by list of the conversations. Next step is definition of unit analysis. It refers to the basic unit of text. After unitizing the messages, it then can be coded but also can affect the decision in coding. In this study, individual themes act as the analysis unit incorporating content analysis. Developing coding scheme is the third step. Theory, previous similar finding and the data itself is the source to data categorization and coding. Fourth step is to test the code and text. It is a need to check the consistency after the sample data has been coded. Then the process followed with coding all text. The application of coding rule into whole text after consistency has been check. There is the tendency for new data while coding. Following step is evaluate the consistency of coding whereby highlighting the importance of looking back at the consistency because human tends to make mistake to avoid being inconsistent. Next step is drawing conclusions from the data that has been coded. It is the identification of themes and categories and making inferences. Last step is reporting the method and result to be able to develop trustworthiness in the study. The summarization of content analysis can be found below (Figure 3.6)

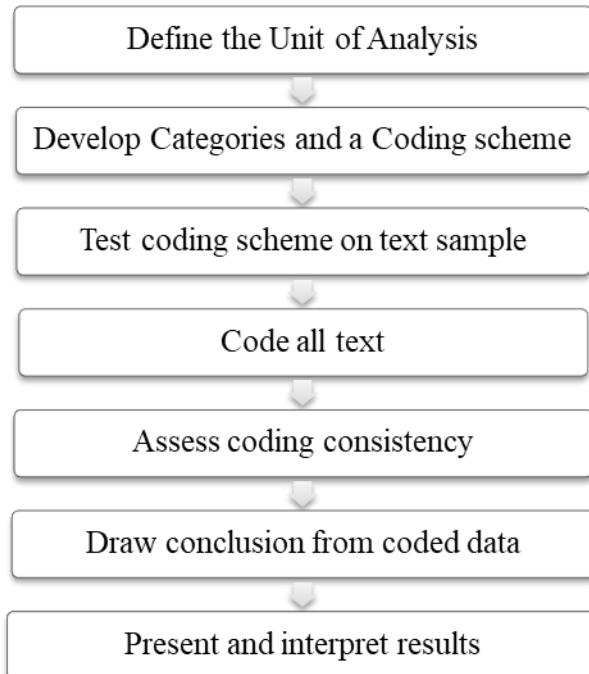


Figure 3.6 *Data Analysis Procedure*

Adapted from Zhang & Wildemuth (2005)

3.7 Ethics of Study

There shall be proper guideline in conducting research. It is very crucial to give concern on ethical matters. The ethical in this study involves before, during and after throughout the process in collecting data. First and foremost, informants should be given consent letter and form before interview taking action. Informant should be informed about research topic, objectives, research questions to further get their permission in cooperating in the interview sessions. It is also important to have permissions from informants to record the session beforehand. During interview session, appropriate and understandable language should be executed. On top of that, all the data collected from the informants were kept anonymously and confidential without revealing their personal information for privacy sake.

3.8 Summary of the chapter

In conclusion, this chapter presented about the methodology in this research consist of research design, instrument. Not only that, population and sample were also stated in this chapter. The data technique, procedure, analysis was also inserted. Ethic of study is the last part that cover ethical behaviour in conducting research.

CHAPTER 4

FINDINGS

4.0 Introduction

This chapter highlights on the findings of the data gathered through semi-structured interview. The informants involved were 8 in this study which aim to explore their work engagement. This chapter begins with the demographic background of the informants followed by the main findings of the study. The findings are presented in figure form based on research questions. Lastly, this chapter ended with a summary.

4.1 Demographic Analysis

In this study, 8 informants were involved. Table 4.1 shows the demographic profile of the informants which includes age, race, gender, marital status, occupation, qualification, and working experience in current organization. From the table, it presents those 3 informants are married and the rest are single. There were 2 male informants, and the remaining informants are female.

Table 4.1 Demographic Profile

Informants	Age	Race	Gender	Occupation	Marital Status	Qualification	Experience (years/current)
1	28	Malay	Female	Executive Assistant	Single	Bachelor	4
2	52	Indian	Female	Lecturer	Married	PhD	6
3	57	Indian	Male	Chief Executive	Married	PhD	5
4	36	Chinese	Female	IT Lecturer	Married	Master	3
5	26	Iban	Female	Secretary	Single	Diploma	2.5
6	25	Malay	Female	Customer Service	Single	Bachelor	2
7	34	Malay	Female	Lecturer	Single	Master	2
8	29	Malay	Male	Assistant Manager	Single	Bachelor	3

4.2 Findings

Semi-structured interviews were used to obtain the main findings of the study. The discussion acquired from the informants are further discussed following the research questions.

4.2.1 Research Question 1

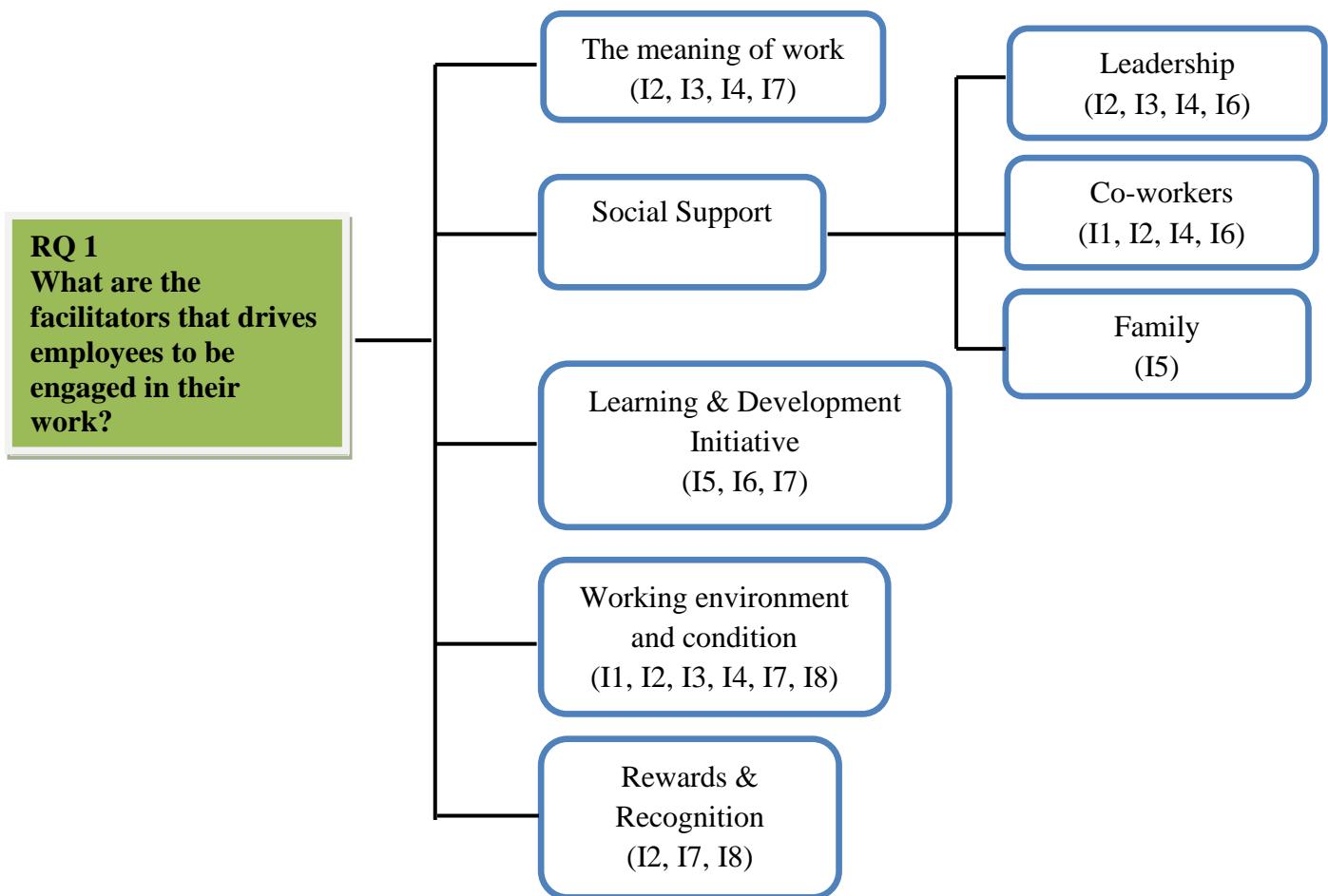


Figure 4.1 Research Question 1 findings

Research Question seek to understand the facilitators of employees' work engagement in their current job. These facilitating factors are classified into 5 which are the meaning of work, the social support received by the employees, learning and development opportunity

and initiatives as well as the condition of working. Besides, rewards and recognition has been one of the main factors that contributes to the engagement of work among employees.

The meaning of work. Most of the informants claimed that meaningfulness has enabled them to get engaged with their work. It is about connecting and contributing, achievement, satisfaction, etc. They found that this career is very meaningful for them, contributing to others' development, and they are willing to put extra efforts in their role performance. I2 and I7 stated that satisfaction comes after becoming better, developed, and striving for achievement within themselves and their works. I3 and I4 commitment and dedication to develop and help others as their main motivation to be engage at work. Job becomes meaningful when there are positive and significant contributions as well as the satisfaction achieved. This is supported by the following quotes:

Informant 2:

“The fact that I want to develop myself. It's like I want to see like myself as a better version so that that's my motivation.”

Informant 3:

“I like to see when my students do well in their life. When they, after studying, when they get jobs, when they improve their skills. When they do their assignments well. And also, my staff when they do well when they perform well, those are the things that motivate me. “

Informant 4:

“The the main factors that motivates me in terms of doing my job is someone my students that are willing to learn the ones to learn, and then secondly, the opportunities of giving back to the student in terms of knowledge and allowing them to enhance their skills as well as knowledge are those are the main things. ”

Informant 7:

“So I tend to reflect my career history and see the and see my performance and also my achievements to see how I have improved myself during the past few years.”

Social support. It refers to the support received by the employees at workplace or can be external support. Most of the informants stated that leader or supervisor and co-workers has given support to them at work. Not only that, but the support also comes from family in motivating them. I1, I2, I4 and I7 stated that colleagues play important part in giving them supports at workplace. I2, I3, I4, I5, I6, and I7 also highlighted leader, manager, director and management are the supportive people in term of giving advice, opinion, ideas, cooperation and basically trusting them. I5 also added family support who always there to give encouragement. Those are the supports available for the informants that motivates them.

Informant 1:

“Kawan sekeliling yang memberi kerjasama dan sokongan sepanjang saya bekerja di sana lah”

According to **Informant 2**,

“Of course, then when I'm working as a lecturer, so for me my head of the faculties mm-hmm so I'm mostly working with her because whatever, like you know my work, so I had to coordinate with her. I'm getting all the instructions from her. That's then while working, but my colleagues like I always like to discuss with them. And you know, I get their ideas and yeah, that's all.”

Informant 3:

“Uh, of course good working environment. Good team leaders, good leaders and also positive people.”

“Generally, if I have any concerns, if I have anything to discuss, I will discuss with my board of directors. I will either discuss with my Managing Director or my finance director. And then they will. Guide me or advise me on. Things give me options. Then based on those options I will make decisions.”

According to **Informant 4**,

“So usually the supports coming from my CEO and then from my senior co-workers as well as yeah, as well as my other co-workers and within the organization whether they are from other departments or not lah.”

Informant 5:

“Support err I received support from my manager if I did a wrong thing, he corrected me giving me advice on that matter lah”

“Of course my own family because when I feel demotivated I will always reach out to my family for support as they influenced me to do better like giving nice words and encouragements like “don’t give up” to the work that involved to. Not to forget from my friends and co-workers”

Informant 6:

“Faktor yang mendorong saya dimana saya rasa komited terhadap kerja ialah lebih kepada kepercayaan. Dimana bila boss percaya terhadap kelebihan kita bila dia percaya dengan diri kita, kita dapat meningkatkan prestasi untuk kebaikanlah.”

Informant 7:

“I think it's emotional support and I've and I often receive it from my colleagues and also the top management.”

Rewards and Recognition. This explained on the kind of tangible and intangible rewards to employees that boost up their confidence in achieving success at work. Informant 2 who stated that salary and job security to be equally important. According to **Informant 7**,

“By working in a positive company culture, you know it feels good when our hard work is being recognized. Then the opportunities to learn at my workplace, also a clear direction of my career development progression and all those stuff.”

Informant 2

“... and yes, of course the safe job security and also salary. Those factors are also important right? But for me like salary and other factors are equally important or sometimes more. Yeah.”

Informant 8:

“Bagik reward la sik kisah apa in term of apa but bila kenak appreciate of course la rasa kenak push to do better.”

Learning and Development. Pertaining the learning opportunity in organization has act as the facilitators that encourage the informants to stay in the current work roles. Learning opportunity is one of the facilitators that drives employee to be engage with their works. I5, I6 and I7 are boosted by the idea of developing themselves. This is supported by the following quotes:

Informant 5:

“It more of like ability to learn, grabbing the opportunity and gaining experiences and all that”

Informant 6:

“Erm.. perkara yang motivates saya bekerja di organisasi ini lebih kepada menambahkan pengetahuan dan pengalaman saya lah..”

Informant 7:

“By working in a positive company culture, you know it feel good when our hard work is being recognized. Then the opportunities to learn at my workplace, also a clear direction of my career development progression and all those stuff.”

Working Environment and Condition. This refers to working environment of organization in motivating employees while performing their roles. Most of the informants (I1, I2, I3, I4, I7, I8) concluded that working condition is one of the facilitators to be engage with their work. According to **Informant 1**,

“Persekutaran lah. Mungkin persekitaran err yang menaikkan semangat saya lah untuk bekerja dengan baik kerana contoh yang baiklah di sekeliling saya setiap hari.”

Informant 2:

“Main factors actually the organizational working environment. It affects us example like how the organization like you know the flexibility is like you know also the colleagues our managers like and everyone who works here how everyone work that working culture is the priority for me..”

Informant 3:

“Uh, of course good working environment. Good team leaders, good leaders and also positive people.”

Informant 4:

“Number one, I do lots of online training that is applicable for my career and then secondly I communicate and learn from uh mentors that I believe have more knowledgeable,

so those are a few of the things that helped me to you know err what's that to be better in terms of my work lah”

Informant 7:

“So healthy work culture in a competitive environment is my motivation to actually work here, because I derived my energy from people and their behavior around me. Err finding people from from who I can look up to and learn. It does motivate me to you know go above and beyond for thing such respect at my workplace. Those really affect my performance as well.”

Informant 8:

“I would say the environment err having supportive people around who treat us like family. I feel very comfortable here so yalah.”

4.2.2 Research Question 2

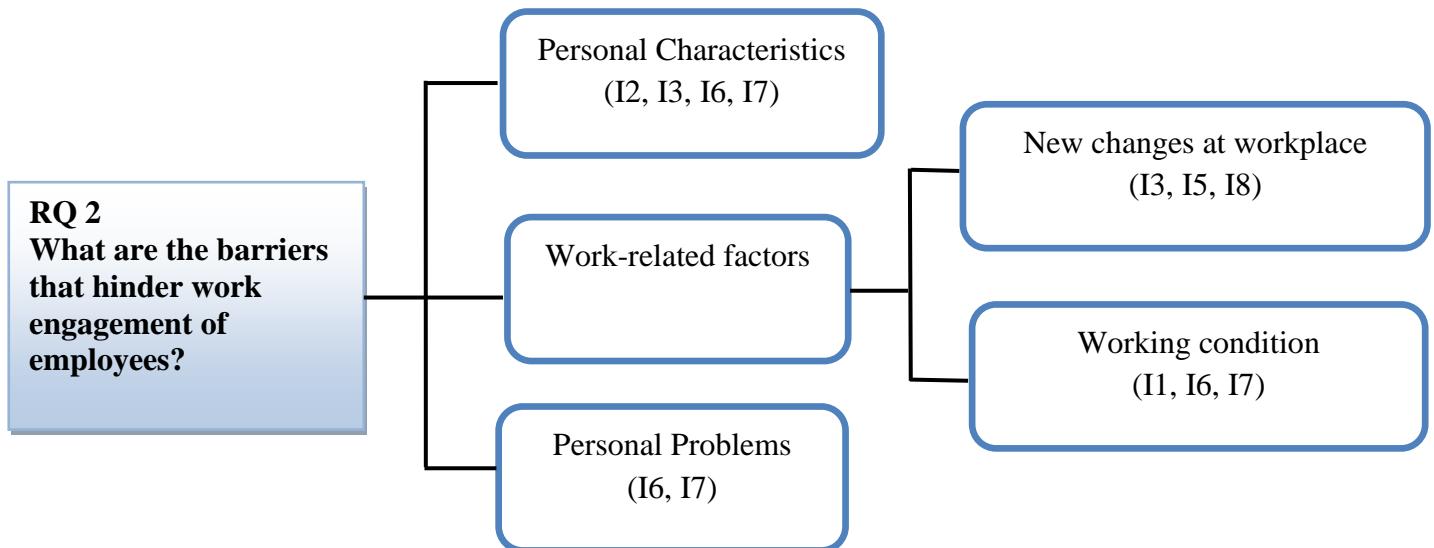


Figure 4.2 Research Question 2

Personal Characteristics. This refers to the behaviours of employees at work which often get distracted in particular time as well as their own attitudes like laziness, boredom, not

feeling positive, and delaying works that act as the challenges to be engaged with their works.

As the result found that 4 informants (I2, I3, I6, I7) pointed out that the barriers to be engaged with their works came from within their own behaviour, the personal characteristics of a person. Informant 2 explained that laziness has become one the challenges to be engaged. Meanwhile, Informant 3 came out feeling not positive for quite some time. Informant 6 and 7 both claimed on boredom and procrastination which may be a result of the barriers on work engagement. According to **Informant 2:**

“Laziness. (laughing). Actually, within ourselves only la. If you are not motivated, that's no one is responsible for that. It's just interesting part, so we have to know if you are not feeling much better, you should know how to get your own space and you know get your time and move on. We have to think, yeah, I think this reason. Okay so I have to you know, work on this. You can always ask for your colleagues or even you can share your situation with a friend. Or like you can talk to your manager, yeah?”

Informant 3:

“Work is never easy. Everything is difficult. It's how you look at the problem. If you look at a problem with a positive angle, it's easy, but if you look at it from a negative perspective, everything is difficult so Before when I started my working career, I wasn't very positive about everything, but now I look at things very positive so everything is everything can be handled.”

Informant 6:

“... kadang-kadang rasa bosan dan tidak ada semangat untuk kerja.”

Informant 7:

“To be honest, I would say not aiming high enough and prone to procrastination.”

Personal Problems. Pertaining the barriers that occurred among employees whereby having difficult times to engage with their work. I6 stated that family issue has become one of the challenges. Meanwhile, I7 encountered time management issue. This is supported by the following quotes:

Informant 6:

“Ermm.. menghalang bermotivasi di tempat kerja? Kadang-kadang saya mudah terkesan dengan perkara yang dirumah saya bawa ke tempat kerja. Saya jenis yang sensitive and I am aware of that. I’m still learning to cope with it myself. Kadang-kadang rasa bosan dan tidak ada semangat untuk kerja.”

Informant 7:

“My time management.”

Work related factors (Changes at workplace). It is the change in the world of work and changes in organizational as it is the barriers that has involved among the informants. I5 was affected emotionally by the pandemic due to the new normal as work has been delayed. I3 also addressed that the change in new system and building new brand as main challenges from the changes. This is supported by the following quotes:

Informant 5:

“To be honest with this MCO this pandemic is worrying la because there’s some issue in our organization and affecting me emotionally, it being closed my work is postponed”

Informant 3:

“... we had to start again from the beginning, and it took us almost three years to build the brand and come to where we are now, so I would take that test the biggest challenge I face and. We had to build a team from the beginning as well..”

Informant 8:

“Oh since pandemic kan, we taking turns working from home now. At first I was excited but like its getting draining for me I don’t know why.”

Work-related factors (Working condition). This refers to the concerns that faced by the informants regarding the environment within the workspace. The facilities, workloads, and interaction with people for instance. According to **Informant 1**,

“Pernah mendapat salah info daripada peserta Asnaf dengan erti kata lain miscommunication macam kita minta lain sidak berik lain. Dalam berurusan ni akan ada yang buat macam itu macam ini lah ”

Informant 6:

“Oh penggunaan technology and facilities agak ineffective sikit which is very outdated in my opinion.”

Informant 7:

“The most difficult things that I have ever experienced at workplace is catching up with my deadline actually.”

CHAPTER 5

SUMMARY, DISCUSSION, IMPLICATIONS AND RECOMMENDATIONS, AND CONCLUSION

5.1 Introduction

This chapter summarize all chapters in this study. Next followed by the discussion of the findings. This section ends with implications, recommendation, and conclusion.

5.2 Research Summary

Chapter 1 explained the aim of this study which is to explore the facilitators and barriers of work engagement among private sector workers. There are several studies which concerned on the engagement of employees with their works. Regarding work engagement, it is lacking in Malaysia perspective. Therefore, this study intent on answering the research questions which are, i) what are the facilitators that drives employees to be engaged in their work? and, ii) What are the barriers that hinder work engagement of employees? Besides, the significance of the study also included in this chapter together with the limitations.

Chapter 2 explained on the review of literature related to this study. It includes the previous research findings of scholars and researchers related to the research questions. The issues focused on work engagement and other findings that may assist in achieving the objectives. Moreover, detailed explanation of theory used in this study also being highlighted. The theory discussed in this study is Kahn's Dimension of Psychological Conditions. It is involving meaningfulness, safety and, availability of workers as well as their personal engagement and disengagement.

Chapter 3 lays out the used of methodology carried out in this research. The research design used was case study. The population of this study is employees who are working in multiple private sectors. The criterion of the informant is at least a 2-year experiences

employee in the current organization. After the development of research instrument, it then continued by the pilot study process. The pilot result allowed few changes in the interview protocol for better outcomes. Data collection method of this study which is semi-structured interview and collection of data were further discussed. Data analysis procedure involved was content analysis. This chapter is also concerned with ethics of study.

In chapter 4, research questions act as the backbone of the study as the main findings were strongly connected with the objectives and questions. First, the sections begin with demographic profile of the informants. From the findings based on Research Question 1, there are 5 major facilitators that were identified from the informants which are the meaning of work, social support, learning and development initiatives, working environment and conditions, and rewards and recognition. Research Question 2 presented the barriers determined from the informant involving the personal characteristics, work-related factors, and personal problems. All the findings were discussed together with the quotes to strengthen and support the findings.

5.3 Discussion

5.3.1 RQ1: What are the facilitators that drive employees to be engaged in the work?

The objective in Research Question 1 is to identify the facilitators of work engagement among employees. From the findings, the facilitators to be engaged with work engagement is categorized into 5 major points. From the result, 5 informants were motivated by meaningfulness of their job. This term can be explained as the informants found that their current job is meaningful whereas not only the satisfaction feeling but the contribution it has towards development. Informant 3 and Informant 4 highlighted that contributing to their students' development brings meaning to the works. Jobs become meaningful when the ability of an individual has contributed to the development of others and shaping people in

achieving objectives which help themselves to work well. The significance at work relating to the dedication and commitment of employees in term of organizational and contextual variables. Besides, the organization objectives can be achieved when personal mechanism and motivation of employees are connected. Alfes et al. (2010) claimed that the most significant factors to be engaged is meaningfulness. The facilitator (meaningfulness) in this finding is aligned with the previous literature by Alfes et al. (2010).

Second finding is about social support. These major facilitators can be classified into 3 which are leader, co-workers, and family. People in this finding play an important role to motivates informants at work. Most of the informants came up with factors that drives them personally. 4 informants (I2, I3, I4, I6) mentioned that leaders and employers has given them motivation to at work leading to be engaged. Meanwhile 4 informants (I1, I2, I4, I6) stated that co-workers have helped them a lot at workplace. Informant 5 addressed about family support that were received throughout the career journey. The factors have become massive contributor for employees to be engaged with their works because receiving support genuinely boost up the self confidence in a person. Besides, having such backbones who is there to support in ones' career development resulting in better performance. The organizations adopted healthy environment with supportive people. This finding was greatly supported by several studies. For example, May et al. (2004) reported that leader and co-workers that is reliable to others can create the feelings of safety and boost up employees' motivation at work.

Rewards and Recognition is another facilitator that were identified in this study. It can be described as tangible and intangible benefits that employees are having while they are serving under an organization. Informant 2 and Informant 7 mentioned that they were engaged because of salary and having themselves to be recognized with their works. Informant 8 also addressed on getting rewards. Rewards and recognition are the facilitators

that existed in an organization leading employee to be engaged with their daily works and tasks. The factor like rewarding employees can increase their morale, enhance team effort, and improve the value of organization. Employee dedication and motivation shall be recognized along with their contribution at work resulting in them being engaged in daily task or works. This finding is supported by the global study of Aon Hewitt (2013) whereas pointed out that pay and career opportunities were being listed in top engagement position.

Besides, working environment and condition also become the facilitators of work engagement whereby it involved the facilities, environments, and the culture of the organization. Most of the informant (I1, I2, I3, I4, I7, I8) were motivated with the working environment and working cultures of the organization that treating others as family. This factor is one of the facilitators that drives the work engagement of employees when having positive and healthy environment, family-like surrounding, and employee-focused culture. The organization culture in providing good work environment leads to the feelings of sense of belonging as well as improve employees' wellbeing mentally and physically. Hafiz et al. (2019) reported that the excellence of working environment act as an essential function in determining the level of workers' motivation.

In light of learning and development, it is the facilitators that drives employee to be engage with their work when opportunity and willingness to learn is expanded. 3 informants (I5, I6, I7) were motivated by the ability to learn and highlight the growth of learning development within themselves to perform better. The facilitators in terms of learning opportunity drives employees to be better at completing their task at workplace. An individual who aware of the importance of bettering themselves at work can result to a good work engagement because they know their responsibilities, job scope, and the skills needed to finish their task. According to Gilaninia et al. (2013), human resources must offer learning environment for improvement which involve several factors like job enrichment, changes in

the behaviour and way of thinking, job development and increases job satisfactions among employees.

5.3.2 RQ2: What are the barriers that hinder work engagement of employees?

For Research Question 2, the objective is to find out the barriers of work engagement among employees. The major findings can be categorized into 3 which are personal characteristics, work-related factors, and personal problems. The barrier involving personal characteristics can be referred to employee behaviours at the workplace. Individual characteristics of an employee that shapes their behaviours influence the motivation, initiative, actualization of career and their performance (Musriha, 2013). Most of the informants had stated such factors as the challenges to be engage at work such as laziness, boredom, not feeling positive, and delaying works. As much as the personal characteristics of employee is concerned, this barrier has prevented them to be engaged with their work because it occurred within themselves which shall be changed with lot of efforts to be better. Organization should not take it for granted because it can give impacts to the performance overall thus, better initiative must be implemented to assist employees. A study reported that individual own behaviours who are unacceptable at some point can be their own challenges to engage (Govindarajo, Kumar & Ramulu, 2014). It is supported by the study of Sageer, Rafat and Agarwal (2012) whereby personal variables can affect the motivation of an employees to work efficiently and effectively. The variable comes personality of a person which determined through one's psychological condition including the perception, learning, and attitude of employees (Sageer, Rafat & Agarwal, 2012).

Work-related factors are one of the barriers to work engagement in this finding. For work-related factors, new changes at workplace and working condition are fall under this classification. Informant 3 and 5 experiencing issue with the changes happening at

workplace. For changes at workplace, it is the barriers that highlighted on the changing in the world of work whereby Informant 5 and Informant 8 were affected emotionally due to the pandemic which resulting in working from home for certain times. Informant 3 mentioned about difficulties in building a new brand and new system for the organization. Rees and Rumble (2013) reported changes occur and restructuring organization is one of the barriers to motivate employee for businesses' benefits. The working condition context affecting informant 6 who mentioned that the facilities provided by the management is insufficient and Informant 1 perceiving miscommunication as the barriers at the workplace. A study by Odine (2015) supported the communication problems in management can lead to serious consequences such as low productivity and motivation. Providing employees with the best equipment and tools can ensure them to deliver a good performance towards the company, customer, and marketplace (Sageer, Rafat & Agarwal, 2012).

Personal problem at workplace can be very challenging where employees struggling at work with unrelated problem as well as affecting performance at work from the personal issues that they faced (Smyth, 2021). According to Informant 6 and Informant 7, personal problem that has become a barrier for them to be engage with their works. Personal problems context involved i6 mentioned that she is often got distracted from outside life issue to work as well as informant 7 who addressed catching up with deadline and time management as the barriers. Kahn et al. (1964) work-family conflict is the substantial stress source. It is supported by Bataineh (2019) claiming work-life balance has become primary concern to employees that impacted not only to them but organization as well.

5.4 Implications and recommendations

The outcome of this study gives implication and recommendation for human resource development and organizations. This study also provides recommendation for future research.

5.4.1 HR Practitioner/HRD

Human resources are essential and important to an organization. This study provides insight to human resources in giving awareness and understanding on work engagement and disengagement concerns among employees. This is because understanding the facilitators and barriers of work can lead to a productive and better employee. A lot of attention should be addressed in term of the challenges encountered by the employees and drafting out plan to combat the issues. An appropriate measure that can be highlight is instituting policies and actions for work-life balance. Flexible work practices should be introduced for instance. The implementation of policy aims to offer a framework to introduce a work life balance for the better of employees. Finally, HR practitioners will manage to identify the alternative to boost up the motivation of employees' work engagement. Some of the ways are to invest in well-being such as employee assistance programs as well as promote feedback and review. Engagement must be sustained to have better outcomes.

5.4.2 Organization

The notion of work engagement among employees should be highlighted because engagement has strong connection with the goals, missions, and objectives of the organization as it can ensure the profit earning and productivity of the organization. Rather than focusing on the end result, organization should pay more attention to the process. The process here means how employees working on their task, well-being, and their performance or mainly the resources entirely. Hence, this study contributes to the understanding of what motivates the employees and what is actually preventing them to be engaged with their works. As far as the work engagement concerns, organization can encourage supportive workplace and learning opportunity in organization. Not only that, the importance of providing good working environment and sufficient, good facilities to the employees.

Organization initiative in providing training and development programs to promote learning among employees to increase their knowledge in completing task. Furthermore, giving rewards and employee recognition to act as the judgement mechanism following the findings of this study. Another method is to discuss further in the organization by recognizing the employees' contributions. Those plans must be ongoing and serves for long term.

5.4.3 Future research

Considering the research findings, since the location is limited geographically which conducted in Kuching, it would be useful if there are more research to be conduct in many part regions in the country to gain more insight. Furthermore, future researcher may consider receiving input of study on work engagement in other industries. Future researchers may carry out the study in quantitative method to fully investigate it statistically. This study limits to private sector workers, future researcher might consider exploring and expand it widely according to various industries.

5.5 Conclusion

This research has identified the facilitators and barriers of work engagement among private sector workers. Some of the facilitators that motivate employee to be engage with their work were discussed. Moreover, a few of the barriers faced by the employees in work engagement were also presented. The specific objectives of the study were also achieved.

In conclusion, work engagement is very crucial to maintain among employees because the outcomes do not only apply to employee itself but also the organization as well. As for employers or the organization, they should make an investment because it can result in good outcomes such as the productivity and performance of employees. Having satisfied and engaged employees can contributes to the better of company. The parties involved employees, organization, and practitioner following this issue requires long term plan to be having benefits of the engagement. Good working environment, top management, and leader play an important role to support the employees. Barriers to engage majority coming from the attitude to work itself and their own behaviours. The result of this study gives awareness on the importance of engagement and executing strategies to overcome the issues.

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APPENDICES



Consent Letter for Research Participants
Faculty of Cognitive Sciences & Human Development
Universiti Malaysia Sarawak (UNIMAS)

An exploration of facilitators and barriers of work engagement among private sector workers

I am a final year undergraduate student of Bachelor in Human Resource Development with Honours from Faculty of Cognitive Sciences and Human Development in Universiti Malaysia Sarawak (UNIMAS). I am currently conducting study to explore the facilitators and barriers of work engagement.

Please take your time to read and understand the document provided. I would like to seek your consent to be an informant for this study. All information gathered from you will be kept confidential and will not be used for any other purpose other than for this study. It is important that you answer these questions honestly and truthfully.

The interview may take 40-60 minutes of your time. There is a possibility that there may be follow up one interview session required with your agreement. You are also free to cease the interview at any time you wish or you may refuse to answer any question if you do not want to.

Thank you for your participation.

**If you have any questions, feel free to contact
me, Syamilia Nurin binti Shamsuddin at: Tel:
011-25124201 or Email:
syamilianurin1207@gmail.com**

Consent Form for Research Participants

An exploration of facilitators and barriers of work engagement among private sector workers

The main interest of this research is to explore the facilitators and barriers of work engagement among private sector workers. It includes collecting information from the participants regarding their motivation to engage with work, and the challenges they may have in work engagement.

As the participant of this research, I fully understand that my participation will involve the following:

1. I need to attend an interview which lasts for approximately 45-60 minutes.
2. I am aware that I will be contacted again for another interview if the information given is not sufficient.
3. I will give my full cooperation to the researcher upon the completion of the data collection by providing the researcher with relevant documents as requested which do not violate my professional ethics.
4. I will not be identified in any way other than code number or pseudonym in data records or reports of the research findings. My confidentiality and anonymity are ensured by the researcher.
5. The information collected will be used in the academic research and other publications arising from the research.
6. I understand that I will not be paid for participating in this research.
7. Even though I agree to be an informant of this research, my choice to participate is voluntary. Therefore, I am free to withdraw from the research at any stage during the interview by letting the researcher know.

As the interview requires the need to use an audio recorder, I hereby *agree/refuse to allow the interview session to be recorded.

I have had the opportunity to read this consent form, ask questions about the research project and I am prepared to participate in this research project.

Participant

Signature _____

Name _____

Contact Number _____

Date _____

Interviewer

Signature _____

Name _____

Contact Number _____

Date _____

SECTION A: DEMOGRAPHIC PROFILE

Instruction: Please tick (✓) in the following options or fill in the space provided.

1. Gender

Male ()

Female ()

2. Age: _____

3. Race

Malay ()

Chinese ()

Iban ()

Others: _____ (Please state)

4. Marital status

Single ()

Married ()

Others: _____

5. Occupation/Position: _____

6. Work experience in current organization (year): _____

7. Highest level of education

Master's Degree ()

Bachelor's Degree ()

STPM/Diploma ()

SPM ()

Others: _____

SECTION B: INTERVIEW GUIDE

Introduction

Hi and good day Mr/Mrs,

I would like to thank you once again for your willingness to participate in the interview of my study. First I would like to introduce myself. My name is Syamilia Nurin binti Shamsuddin (67861), a final year student in Human Resource Development program at UNIMAS. For your information, my study is to seek the facilitators and barriers of work engagement.

Part A: Warming Up Question

1. How are you today?

Part B: Situational Questions

1. Can you tell me about your current job?

Bolehkah anda memberitahu saya tentang pekerjaan semasa anda?

2. How do you feel about your current career?

Bagaimana perasaan anda tentang kerjaya semasa anda?

Part C: Main Interview Questions

1. What are the facilitators that drive employees to be engaged in their work?

- a) What motivates you to work in this organization?

Apakah yang mendorong anda untuk bekerja dalam organisasi ini?

- b) What are the huge factors that encourage you to do better and be committed in doing your job?

Apakah faktor utama yang mendorong anda untuk melakukan yang terbaik dan komited dalam melakukan tugas/kerja anda?

- c) How do you develop skills that will help you succeed on the job?

Bagaimana anda membangunkan kemahiran yang akan membantu anda berjaya dalam pekerjaan?

- d) How do you feel about working on a team? What role have you played in team situation? How do you handle disagreement on your team?

Bagaimana perasaan anda bekerja dalam satu pasukan? Apakah peranan yang telah anda mainkan dalam situasi pasukan? Bagaimana anda mengendalikan perselisihan dalam pasukan anda?

- e) Can you tell me the leadership skills that you find the most useful?

Bolehkah anda memberitahu saya kemahiran kepimpinan yang anda dapati yang paling berguna?

- f) What kind of support and from whom do you often received at work?

Apakah jenis sokongan dan dari siapa yang sering anda terima di tempat kerja?

- g) How does the support received have an effect to you?

Bagaimana sokongan yang diterima mempunyai kesan kepada anda?

- h) What is your expectation while working in this organization?

Apakah jangkaan anda semasa bekerja dalam organisasi ini?

2. What are the barriers that hinder work engagement of employee?

- a) How have you been feeling lately?

Bagaimana perasaan anda sejak kebelakangan ini?

- b) Can you describe the current working condition?

Bolehkah anda menerangkan keadaan kerja semasa?

- c) What type of work environment do you prefer?

Apakah jenis persekitaran kerja yang anda suka?

- d) What were the most difficult things you have ever experienced at workplace?

Apakah perkara yang paling sukar yang pernah anda alami di tempat kerja?

- e) What are the major reasons that prevent you to be motivated at work?

Apakah sebab-sebab utama yang menghalang anda untuk bermotivasi di tempat kerja?

- f) How do you usually deal with the problems at workplace?

Bagaimana anda biasanya menangani masalah di tempat kerja?

- g) What are the support available during your hard times?

Apakah sokongan yang ada/diterima apabila anda menghadapi kesukaran?

Part D: Closing Questions/Opinions/Suggestion

1. What is your opinion on being engage with work contributes to the success of company?
Apa pendapat anda terhadap penglibatan dengan kerja yang menyumbang kepada kejayaan organisasi?
2. Do you have any questions in regards to this research or any suggestions and opinions for room of improvement?
Adakah anda mempunyai sebarang pertanyaan mengenai penyelidikan ini atau apa-apa cadangan dan pendapat untuk bilik penambahbaikan?

Thank you for answering the questions. Every information and input gained will not be shared outside. It will only be use for academic purpose. Your cooperation is deeply appreciated. Have a good day.

Informant 1

Gender: Female

Age: 28

Interviewer: Assalamualaikum puan. Apa khabar?

Informant: Waalaikumsalam. Alhamdulillah sihat diharap kitak sihat sihat juak.

Interviewer: Boleh puan cerita tentang pekerjaan semasa?

Informant: Saya bekerja sebagai penolong eksekutif di kolej ini. Saya mengurus di Bahagian pusat pengajian Al-Quran dan As-Sunnah.

Interviewer: Oh okey. Bagaimana perasaan puan tentang kerjaya semasa puan sekarang?

Informant: Saya berasa senang dan gembira kerana menjadi salah seorang keluarga di kolej ini lah dapat mengambil pengalaman sepanjang bekerja di sana.

Interviewer: Apakah yang mendorong puan untuk bekerja di organisasi tersebut?

Informant: Err.. kawan sekeliling lah, dimana mereka mendorong saya untuk mencuba menjadi salah satu pekerja di kolej lah kerana sebelum ini saya adalah seorang pelajar praktikal kira-kira dalam 4 tahun lepas yang diserap masuk.

Interviewer: Wah... diserap masuk selepas habis praktikal?

Informant: Iya.

Interviewer: Apakah faktor utama yang mendorong puan untuk melakukan yang terbaik dan komited dalam menjalankan tugas?

Informant: Persekitaran lah. Mungkin persekitaran err yang menaikkan semangat saya lah untuk bekerja dengan baik kerana contoh yang baiklah di sekeliling saya setiap hari.

Interviewer: Oh. Dalam aspek kemahiran, bagaimana puan meningkatkan kemahiran untuk berjaya dalam pekerjaan?

Informant: Err salah satunya mungkin kita boleh belajar dari orang yang berpengalaman kerana benda yang kita nak pelajari tu dapat diperoleh dari mereka lah. Ya salah satu cara untuk meningkatkan kemahiran. Contohnya, macam kita suka

communicate mereka selalu ajar berkomunikasi dengan orang sekeliling.

Mengajar cara handle student yang datang bertanya. Basically, dealing with people lah

Interviewer: Bagaimana perasaan puan bekerja dalam satu pasukan dan peranan yang selalu dimainkan ketika dalam kumpulan?

Informant: Err sangat menyeronokkan berada di dalam pasukan sebab kita dapat tengok bah orang beri kerjasama jadi kita pun terikut-ikut juga with all the cooperation from them. Selalunya peranan saya sebagai ketua pasukan untuk menjalankan sebuah program lah saya akan membahagikan tugas terlebih dahulu agar program berjalan dengan lancar. Sebab kalau tugas tidak dibahagikan memang bercelarukan?

Interviewer: Ha betul. Kita tahu kan bekerja dalam pasukan ialah kerja yang banyak memerlukan toleransi. Jadi bagi puan apakah cara yang selalu digunakan ketika berhadapan dengan perselisihan faham atau tidak sependapat dalam pasukan?

Informant: Buat setakat ini Alhamdulillah lah dengan cara membahagikan tugas mungkin semua perkara berjalan dengan lancar. Jika perkara sedemikian berlaku, mungkin saya akan bercakap duduk serta dan mendengar masalah dan any pendapat atau ada yang tidak puas hati dengan cara pembahagian tugas and so on lah

Interviewer: Apakah jenis sokongan dan dari siapa yang sering puan terima di tempat kerja?

Informant: Kawan sekeliling yang memberi kerjasama dan sokongan sepanjang saya bekerja di sana lah

Interviewer: Sokongan yang puan terima tu adakah mempunyai kesan secara langsung dan tidak langsung?

Informant: Ya. Semakin semangat untuk turun kerja kerana suasana di tempat kerja tidak

memberi tekanan lah dan sebagainya.

Interviewer: Okey.. Apakah jangkaan puan semasa bekerja di sana?

Informant: Pernah terfikir jugak suasana negative masuk kerja sebab waktu bekerja dan praktikal kan berlainan tapi Alhamdulilah lah suasana semakin menyenangkan. Jadi, expectation saya ialah persekitaran kerja yang positif lah kata orang.

Interviewer: Bagaimana perasaan puan sejak kebelakangan ini?

Informant: Dalam keadaan baik kerana dapat mengurus pekerjaan dalam suasana yang menyenangkan

Interviewer: Baik. Boleh puan menerangkan keadaan kerja semasa?

Informant: Okey, tugas saya yang menguruskan program berkenaan kegamaan bukan sahaja pelajar tapi orang awam jugak ni saya uruskan. Semua ya dilakukan setiap hujung minggu lah, Pergaulan dengan rakan sekerta segala ilmu pengetahuan daripada orang yang lebih pengalaman macam ya.

Interviewer: Apakah jenis persekitaran yang puan suka?

Informant: Err saya lebih prefer kerja berkumpulan err melakukan sesuatu program ya menjadi berjaya kalau buat sorang-sorang mungkin sukar sebab susah nak handle err orang awam bah. Lain orang lain ragam macam tu lah

Interviewer: Berdasarkan pengalaman puan, apakah perkara yang sukar dan cabaran terbesar dalam menjalankan kerja dan tugas?

Informant: Pernah mendapat salah info daripada peserta Asnaf dengan erti kata lain miscommunication macam kita minta lain sidak berik lain. Dalam berurusan ni akan ada yang buat macam itu macam ini lah

Interviewer: Apakah sebab utama yang menghalang puan untuk bermotivasi di tempat kerja?

Informant: Umm.. berusaha mencari peserta untuk menuntut ilmu agama ya agak susah lah walaupun perkara yang diberikan percuma tapi kadang-kadang peserta ni

ikut mood nak join ilmu agama. Itu adalah perkara yang sukar bagi saya mencari peserta.

Interviewer: Bagaimana cara puan selalu menangani masalah di tempat kerja?

Informant: Err meluahkan permasalahan dengan kawan dan meminta nasihat daripada mereka

Interviewer: Apa sokongan yang puan ada dan pernah diterima di tempat kerja?

Informant: Sokongan daripada kawan memang diperlukan kerana mereka adalah orang-orang yang faham and circle sama mereka tahu apa yang berlaku di sekeliling jadi sokongan sebeginulah yang selalu saya terima.

Interviewer: Apakah pendapat puan terhadap penglibatan dengan kerja yang menyumbang kepada kejayaan organisasi?

Informant: Pada pendapat saya sebagai seorang pekerja mestilah bertanggungjawab dalam setiap hal yang dilakukan mahu di tempat kerja atau bukan. Company pun ada objective nya sendiri jadi pekerja pun hendaklah ikhlas dalam melakukan kerja so that kejayaan company ya dapat dicapai lah

Interviewer: Ya puan. Adakah puan mempunya sebarang pertanyaan mengenai penyelidikan atau cadangan atau pendapat untuk penambahbaikan?

Informant: Err saya mencadangkan agar penyelidikan seperti ini diperluaskan hal ini kerana jarang dan sukar untuk ada penyelidikan seperti ini contohnya macam keadaan pekerja swasta

Interviewer: Terima kasih puan kerana sudi ditemu bual

Informant: Okay sama-sama.

Informant 2

Age: 52

Gender: Female

Interviewer: Good morning. How are you doing Madam?

Informant: Yea I'm good. Thank you for choosing me to be part of this interview

Interviewer: You're welcome. Thank you also Madam because you are willing to be interviewed for my research. Without further ado, what motivates you to work in this organization?

Informant: It's actually the organizational culture. We here, we work as a family and you know, even colleagues are.

Informant: Like friends to us and we all work as a team, and we have fun and work and me. It is like you know, a lot of like events together and that's something like we feel this is like our second home, so that's one of the main reasons helped me to because I came back for the second time, right? So that's one of the reasons we need to come back here.

Interviewer: Yeah, nice. What are the main factors that motivates you in doing your job?

Informant: Main factors actually the organizational working environment. It affects us example like how the organization like you know the flexibility is like you know also the colleagues our managers like and everyone who works here how everyone works that working culture is the priority for me and yes, of course the safe job security and also salary. Those factors are also important right? But for me like salary and other factors are equally important or sometimes more. Yeah.

Interviewer: Okay, what are the factors that encourage you to do better and committed at work?

Informant: The fact that I want to develop myself. It's like I want to see like myself as a better version so that that's my motivation.

Interviewer: That's right.

Informant: I always think when I have a like you know problem when I identify where there is a weakness of mine, I like to admit it and I like to learn from it and move on.

Interviewer: Ok ok, uh, how do you develop skills that will help you success on the job?

Informant: Of course, I read then it's like we share with friends. We talked to friends and ask the experiences. I know this is like our profession. Basically, work on network, so I'm also idea sharing. Yeah, I made it work in the sense like see we when we have like better friends. Like we can also develop ourselves because we can go for very good conversations, intellectual conversations and that is one of the major areas where we can grow. Of course, then we have to read and we have to like. It will get some time for research. And we get to update our knowledge. Yeah, so those things are must in getting our career development. Yes.

Interviewer: Ya, how do you feel working in a team?

Informant: Of course, I like to work in a team, while working in a team, we can share the members experiences and also, we know our members are like different. I mean they have different skills, different knowledge, so we can get also influence from them. We can share their experiences and then working individually when the team like you know the synergy counts. Like maybe we call like $2 + 2$ is 4, but $2 + 2$ is 5 actually, because when two of us are making it give more productivity than we do individually, so that's why I like to work in teams.

Interviewer: Yeah. What role you play in team situation?

Informant: Intense situations. I have played role of a leader also sometimes and also most of the time like now I play a role of a member. Like you know they enjoy whatever the role we played. It's like it's not individual effort, it's how we all contribute. Communication or commitment like teamwork? Yeah, because for that teamwork cannot be happened without having communication, leadership and also the you know the how they call understanding commitment, yeah.

Interviewer: In a team, how do you handle disagreement among the team?

Informant: Of course, disagreements will come and that is we welcome as well when there is

a disagreement, we have to open it. We have to go for open mind conversations and we can argue with, but finally the facts will win. Yeah, that's what.

Interviewer: Ok madam can you tell me their leadership skills that you find most useful?

Informant: Of course, as a leader, we have to have, like you know, it has to set examples.

Interviewer: Yeah. Like what?

Informant: It's like if leader says we have to have good qualities and all. What if leaders that doesn't have those yea of course he has to lead for example, kindness and also treating everybody equally. And like you know, how do you call. He allows other ideas to come up with. They have to be creative person and then they have to, like, you know, be a reference character. For example, we should like, you know, like to see them as a leader and always like should guide us and should tell us what our weaknesses put our flows and you know about our positives then it's easy to move on, yeah?

Interviewer: Next what kind of support and from who do you often receive at work?

Informant: Of course, then when I'm working as a lecturer, so for me my head of the faculties mm-hmm so I'm mostly working with her because whatever, like you know my work, so I had to coordinate with her. I'm getting all the instructions from her. That's then while working, but my colleagues like I always like to discuss with them. And you know, I get their ideas and yeah, that's all

Interviewer: Yeah, yeah, I see. How does this support you receive have affected you?

Informant: Of course, it has affected me in various ways. For example, like you know, in terms of adapting to different situations like err.. I always like err willing to get their advice because they have done better, I mean or they have like got like you know they have adapted to the system before me so it's for example like even low signal is not. My immediate was always when I like, you know, have something I always like to go for following the guidance and because the way that he guides always it's like it's so practical. Yeah, so that's something.

Interviewer: I get it. What your expectation while working in this organization?

Informant: My expectation is I want to improve myself. I want to grow myself in in the sense of my knowledge, my skills and also yeah career progress. Also, I'm expecting yeah that's it.

Interviewer: Okay. How have you been feeling lately?

Informant: You mean that kind of emotions, right?

Interviewer: Yeah, yeah.

Informant: Oh okay, no, not so tired as well. I'm like positive, you know things calm things move on now it's like nothing to complain. It's like normal.

Interviewer: Yeah. Can you describe the current working condition?

Informant: Actually right it's tolerable I don't get over busy or less busy. We say if we manage our work it's nothing new that's.

Interviewer: Yeah. Okay, what type of work environment do you prefer?

Informant: Yeah, work environment like we must have like you know, freedom to work. And yeah as a team we should have like fun loving culture. Yeah that's it. So all are here. That's why I like here.

Interviewer: Ok, and next, what were the most difficult things you have ever experienced in workplace?

Informant: Difficult things ok, yes I have faced some difficult situations you know. For example sometimes like difficult to understand people then sometimes even our students also have difficulty to understand they are very good with us, you know. But then on the other time they will go and complain or we don't teach properly or we don't understand. You know that kind of situations. Sometimes it's very difficult. Sometimes they say "Madam it's very difficult" "We don't understand". So then these kind of situations are fast. And then I had to like remind myself. It's like the thing is my system that I have to be very slow. Then I have to teach very simple things only to adapt so adopted yes so I have.

Interviewer: Ok, next, what are the major reasons that prevent you to be motivated at work?

Informant: Laziness. (*laughing*). Actually, within ourselves only la. If you

are not motivated, that's no one is responsible for that. It's just interesting part, so we have to know if you are not feeling much better, you should know how to get your own space and you know get your time and move on. We have to think, yeah, I think this reason. Okay so I have to you know, work on this. You can always ask for your colleagues or even you can share your situation with a friend. Or like you can talk to your manager, yeah?

Interviewer: Ok, next based on your experience, what is the biggest challenge in doing your task?

Informant: For me, I don't get any challenge as such right? But for me, but I'm getting as a challenge if I see if my students are understanding what I'm doing and if they complete their work assignments and if they get like, you know, better grades I'm happy with it so I don't have a challenge from externally, but I keep it as a challenge by myself. I want at least like you know, more merits from my classroom, so I just strive for that.

Interviewer: Yeah.

Informant: So that's my challenge. When it's achieved, I'm happy, but there are situations even how much we struggle, strive to it that there is less support from it so the situation is not happy, but I try to manage it.

Interviewer: How do you usually deal with problems at workplace?

Informant: How do you usually deal with problems at workplace.

Informant: Ok problems at work. Of course, the problems at work place we have to be open to talk about it. I mean when you have a problem when you know you should not talk with here and there and we should not go around the bush. We should talk to the relevant person because if I have a problem err if we have to verify it, sometimes they may get misunderstandings and sometimes I may get misunderstanding. So we have to get it clear. Otherwise, it does not a pleasant experience.

Interviewer: What is your opinion on being engaged with work contributes to the success of

this company?

Informant: Ok, you mean what again the question.

Interviewer: What is your opinion on being engaged with work contributes to the success of this company.

Informant: Okay so this company? Yes, this company is a growing company and I have seen like how it was like 6 years ago and how it is today. Definitely like you know the leadership teamwork and also innovativeness uh all have, like you know, placed well, that made the success of today's organization.

Interviewer: Okay, and lastly, do you have any suggestions and opinion for room of improvement?

Informant: Room of improvements in the sense like everyday, behind improving ourselves. The room of improvements will come actually based on the situation. For example, just say environmental things are changing right once environmental for example the covid and we have to change our system. Ok, so then we have to always change it accordingly, like that when the situation comes we have to change and actually we are on a process of continuous improvement. We cannot stop. That's why our managers are doing it. They try to improve and improve.

Interviewer: Ok, that's all madam. Thank you so much

Informant: Thank you, sweetheart, thank you.

Informant 3

Age: 57

Gender: Male

Interviewer: Hello good afternoon. Today I want to interview Sir.

Informant: Good afternoon.

Interviewer: How are you today?

Informant: Oh good good. What about you?

Interviewer: I'm good as well. Can you tell me what do you feel about your current career?

Informant: There's much going on but overall, I'm happy

Interviewer: What motivates you to work at this organization?

Informant: I love my job. I love teaching. I love developing people. That's what motivates me every day.

Interviewer: What are the main factors that motivates you in doing your job?

Informant: Main things that motivate me. I like to see when my students do well in their life.

When they, after studying, when they get jobs when they improve their skills.

When they do their assignments well. And also my staff when they do well when they perform well, those are the things that motivate me.

Interviewer: What are the factors that encourage you to do better and committed at work?

Informant: Uh, of course good working environment. Good team leaders, good leaders and also positive people.

Interviewer: How do you develop skills that will help you success on the job?

Informant: Actually I developed. I learn about something every day I learn something new. Everyday can be related to my field, not related to my field. But I try to learn something. New every day. That is my secret to developing skills.

Interviewer: How do you feel working in a team?

Informant: I believe that working in a team is more productive than working individually.

Interviewer: What role you play in team situation?

Informant: Generally, I'm a person who likes to take the lead and also I like to come up with creative solutions to problems. So mainly I would say I would be a problem solver.

Interviewer: In a team, how do you handle disagreement on your team?

Informant: Generally, in a team, you will have disagreement, but if it is a disagreement for a good reason, then I will support that disagreement, but if it is a personal disagreement, then I don't support it. So that's how I handle this agreement.

Interviewer: Ok and next.

Interviewer: Can you tell me the leadership skills that you find more useful?

Informant: Number one is leader for me should be willing to serve other people. He should be like approachable and friendly with other people, he should be humble and also he should have subject knowledge. Other people should have the confidence. Okay, if we don't know something. If we ask this person, he might be able to give a solution, so he should be able to make good decisions and he should be able to solve problems as well.

Interviewer: What kind of support and from whom do you often receive at work?

Informant: Generally, if I have any concerns, if I have anything to discuss, I will discuss with my board of directors. I will either discuss with my Managing Director or my finance director. And then they will guide me or advise me on. Things give me options. Then based on that options I will make decisions.

Interviewer: How does the support you receive have an effect to you?

Informant: Err definitely because they will give me good ideas, good options. So that will definitely help me to do better in my work, perform better and they encourage me to take risk. So that helps me to make decisions.

Interviewer: What is your expectation while working in these organizations.

Informant: My expectation is to develop this organization and make it the most err what we call most preferred Educational Institute err private institution and also to maintain our employability grade. Close to 90 percent. 100% is not practical, so I

would say if we can achieve 90% employability rate as a company will be successful and that's my goal.

Interviewer: How have you been feeling this lately?

Informant: Very good as usual. Every day I feel really good.

Interviewer: Can you describe the current working condition?

Informant: Currently it is a family-oriented team. We work as a family. We have very little vertical. We have very few err what do you call err conflict at work, most of them are very very friendly, very accommodative, and they like to work as a team But you know, in a family or any organization, there will be good days and bad days. So we take it as it comes.

Interviewer: What type of work environment do you prefer?

Informant: I prefer a fast-paced team working high energy working environment.

Interviewer: Ok, next, what were the most difficult thing you have ever experienced in workplace?

Informant: Work is never easy. Everything is difficult. It's how you look at the problem. If you look at a problem with a positive angle, it's easy, but if you look at it from a negative perspective, everything is difficult so before when I started my working career, I wasn't very positive about everything, but now I look at things very positive so everything is everything can be handled.

Interviewer: And next, what are the major reasons that prevent you to be motivated at work?

Informant: Number one is because I love my job. Number 2. I love my students then I love my staff so that keeps me going.

Interviewer: Based on your experience, what is the biggest challenge in doing your work? Your task.

Informant: When we had to start again from the beginning, and it took us years to build the brand and come to where we are now, so I would. Take that test. The biggest challenge I face and. We had to build a team from the beginning as well, so we thank God, we achieved it yeah.

Interviewer: How do you usually deal with problems at workplace?

Informant: First of all. When there is a problem, I will not look at the person I will look at.

What is the solution after solving after giving the solution I will tell the person to find a permanent solution to the problem. So then the problem never happens again, that's it.

Interviewer: What is your opinion on being engaged with work contributes to the success of this company?

Informant: Ok, if you don't have engaged workforce. If your workforce is not engaged with the goals you want to achieve with the company's vision and mission then we cannot achieve our goals because every company need to understand the success of the company does not depend on the CEO. Or the manager or the leader. Every single person in the company is equally import. We cannot, we can have very good teaching staff, but if the flow is not clean, customers will not like it. So even that job is very important. So every person has an important role to play and everyone job is a very important job. We cannot say only the CEO's job is important. Everyone is equally important and when we realize that we will do.

Interviewer: And last, do you have any suggestion and opinions ?

Informant: Definitely no organization, no family, no vertical, no no family, no organization or no team is perfect. Every team has its problems. Every family has its problems. Every company has its problem. So what I would like to say is we have we should tackle problems and we should look at the problem, not the person behind the problem. So if we tackle like that, it will be easier for us to move forward and it will reduce the conflicts that we have in the company. And also we need to err Especially the senior managers of the company need to think of serving the people below, not the people serving there. So that is what I believe and that is what I want my managers also to believe in we have to help our people, not the other way round. People help us. Then only if we help people automatically, people will help us. Also, it's always a give and take. If that happens well. Then

any company will be a successful company because the success of the company depends on the people who work for the offer. Our people. Our staff, our staff, our students. If we take care of our staff and our students, our students and staff will take care of our business. We can't expect them to take care of us without we taking care of them. So first parents have to take care of the children. Then only children will take care of the parents. Simple as that.

Interviewer: That's all, Sir. Thank you, Sir.

Informant: Ok, thank you very much.

Informant 4

Age: 36

Gender: Female

Interviewer: Good morning. Today I want to interview miss but first I want to thank you for joining in with me today and willing to participate.

Informant: You're welcome.

Interviewer: How are you feeling?

Informant: Fine I would say.

Interviewer: What motivates you to work at this organization?

Informant: What motivates me? I will simply say the leadership that is being provided by our receivable, because that's the most crucial thing when it comes to being an employee, you need to feel like you are needed, and you are welcome in into any organization. Therefore, leadership skills are the one of the many things that motivate me,

Interviewer: What is the main factors that motivates you in doing your job?

Informant: The main factors that motivates me in terms of doing my job is someone my students that are willing to learn the ones to learn, and then secondly, the opportunities of giving back to the student in terms of knowledge and allowing them to enhance their skills as well as knowledge are those are the main things.

Interviewer: Okay how do you develop skills that will help you succeed on the job again?

Informant: Number one, I do lots of online training that is applicable for my career and then secondly, I communicate and learn from uh mentors that I believe have more knowledgeable, so those are a few of the things that helped me to you know err what's that to be better in terms of my work lah

Interviewer: How do you feel working in a team?

Informant: I personally Not a fan of working in team because I work better alone alone as an individual, but I don't mind if like any specific task is given for me to work within

a team, so I'm quite lenient, but at the same time I enjoy doing my work alone

Interviewer: What role you play in team situation?

Informant: Usually I'm not a follower, not a leader as well, I'm just umm I tend to be the middle person who try who tries to connect from the leader to the follower. Everything in one point left, so I think that's my rule.

Interviewer: In a team, how do you handle disagreement on your team?

Informant: Like I said, since I tend to be the middle person I I try to make a window or a door where the leader and the Members can communicate well so that We all of us within the team can you know, learn from each other point of view and manage to agree to disagree

Interviewer: Can you tell me the leadership skills that you find most useful?

Informant: Leadership skills ok, one of it is to be able to understand your employees are your members. Those are the most crucial things because they become a leader. You need to understand the people, other people be a point of view so that once you have that people are willing to trust you more as it for you to leave the team so yeah

Interviewer: What kind of support and from whom do you often receive at work?

Informant: So usually I.. from my again from my CEO and then from my senior coworkers as well as. yeah, as well as my other coworkers and within the organization whether they are from other departments or not.

Interviewer: How does the support you receive have an effect to you?

Informant: The support given umm it has its impact towards me and how I do my work because I believe everyone needs the support system. So once you have that support, you feel more motivated and willing to do extra to go an extra mile in terms of doing your job.

Interviewer: What is your expectation while working in this organization or private institution?

Informant: One I I expect for me to be able to grow in terms of my career. Not only that, to grow as an individual or a future potential employee. And then secondly I expect

what comes for me are to be more appreciated and respected.

Interviewer: How have you been feeling lately?

Informant: How have I been feeling lately every we're talking about in terms of personal life?

I I think I'm doing great So far, in terms of working. It has been doing quite well lately, but also at the same time I feel a bit tiring.

Interviewer: Can you describe the current working condition?

Informant: Currently working on a condition that I am in right now since it's almost raya so we are currently busy with decorating and all the right preparations for the company. So it's been quite hectic but yet fun at the same time.

Interviewer: Work environment do you prefer?

Informant: Uhm? If that I personally like a working environment where I can be umm myself in terms of having all my ideas and contributions be accepted by everyone and then at the same time an environment that is not really hectic, but it's like balance.

Interviewer: What were the most difficult things you have ever experienced at workplace.

Informant: Okay, the most difficult thing I would say to have your voice being heard by others, especially when people tend to look at you as if you are reserved person? So yeah, I think that's the most difficult thing.

Interviewer: Uh-huh what are the major reasons that prevent you to be motivated at work?

Informant: The major reason that prevent me to be motivated. To be honest, there's none for me that I would say there's nothing that can prevent me to be motivated because I am naturally I have high self-determination and I am also highly motivated person. So I would say none.

Interviewer: Based on your experience, what is the biggest challenge in doing your work?

Informant: Again, the biggest challenge since I am a lecturer I have to handle some of these students that I have to handle are sometimes quite challenging and the way that they umm it's hard for them to tolerate your kindness so like like someone go, to an extend where they will take your kindness for granted. So I think that's one of

the biggest challenge that I have.

Interviewer: How do you usually deal with problems at workplace?

Informant: Usually I would just keep it to myself unless I have managed to find one or two person that also feel the same way that I would talk it out with them, and then I would seek advice from those people that I trust enough to tell and then and then Next thing I know, I will just move carryforward left, carry on like nothing happened.

Interviewer: Okay. What is your opinion on being engaged with work contributes to the success of this company?

Informant: Can you repeat that question?

Interviewer: What is your opinion on being engaged with work contributes to do success of this company.

Informant: In my opinion, With the work that with the contribution of work that is being engaged in order for this company to be successful, it is very important because I believe every single person within the organization has their own role to play. So every single contribution that have been done from our side is highly crucial because one thing leads to another major thing, so when you gather all of those contributions obviously it will lead to the company's success.

Interviewer: Do you have a say on improvement?

Informant: Ok, so I if you're thinking about in terms of improving your work I have one where you have to constantly Enhance your skills and your knowledge there for like. For example, you can enroll yourself to join online courses or training so that from those strategies you can enhance your ability of working with others and stuff like that.

Interviewer: Thank you miss

Informant: Okay you're welcome

Informant 5

Age: 26

Gender: Female

Interviewer: Hello how are you today?

Informant: Fine good good

Interviewer: Thank you for willing to join in zoom today with me

Informant: No worries

Interviewer: Can you tell me about your current job?

Informant: I am currently working as a secretary

Interviewer: How do you feel about your current career madam?

Informant: I'm glad because I am able to learn more about the task as a secretary because I need to learn many things from 0 I need to manage the task and how to deal with the people, setting up meetings, and communicate with my clients

Interviewer: What motivates you to work in the organization?

Informant: It more of like ability to learn, grabbing the opportunity and gaining experiences and all that

Interviewer: What are the huge factors that encourage you to do better and be committed in doing your job?

Informant: To be better at time management err the idea of being productive. How I expressed things emotionally and physically

Interviewer: Okay how do you develop skills that will help you succeed on the job?

Informant: I focus on the task given to me. Ability to learn something how I learn to communicate with someone and others that are more experience

Interviewer: Okay. How do you feel about working on a team?

Informant: Interesting. Having good teamwork for me very useful because everything that we do is much more easier to be on a team where everyone can share opinions

ideas and so on la

Interviewer: What role have you played in team situation?

Informant: Sometimes a follower sometimes a leader

Interviewer: Having to group with people can create such concern. How do you deal with disagreement on your team?

Informant: First of all it is important to receive opinions from others and the making sure all the voice coming from all sides not just one side to reach decision that will make everyone satisfied and agreed lah

Interviewer: It's a good thing. Can you tell me the leadership skills that you find the most useful?

Informant: Its how they communicate with the team. A good leader should have good communication skills how they delegate task to the team. With all that every instruction will receive correctly to avoid problem later because you know it will affect the decision of organization and performance

Interviewer: Yea communication is the key. What kind of support and from whom do you often received at workplace.

Informant: Support err I received support from my manager if I did a wrong thing, he corrected me giving me advice on that matter lah

Interviewer: Okay, does the support received have an effect on you?

Informant: Yes. It improves my performance and making sure myself to not making mistakes again

Interviewer: What is your expectation while working in this organization?

Informant: My expectation is to be able to improve my performance, I can do better at anything and being recognized from the hard work, learning process, expand my knowledge, understand more on my own roles and responsibilities.

Interviewer: How are you feeling lately?

Informant: To be honest with this MCO this pandemic is worrying la because there's

some issue in our organization and affecting me emotionally, it being closed
my work is postponed

Interviewer: So sorry to hear that

Informant: But what I feel about my work is okay la

Interviewer: Can you describe the current working condition?

Informant: Right now we are just working from home waiting.. err sometimes I am going
to the office also to check document and fax

Interviewer: What type of working environment do you prefer?

Informant: I prefer to be working on with people who has good teamwork, good facilities
and also having good leaders and most important thing is that the organization
has value towards goals and missions

Interviewer: Okay. What were the most difficult things you have ever experienced at
workplace?

Informant: As for me I think I need to attend board of meetings. Attended by all the
directors of the company which it very tense as I need to present the agenda,
involved the budget all the activities that we need to propose during the
meeting. Of course it is very difficult to me because I need to do the proposal,
reviewed by the manager its very nerve-wrecking because it involve the
company and money and all that you know. It's a risk if I do mistake and need
to follow true data. I should not present it like I want la it needs to be all facts
data and whatnot

Interviewer: What are the major reasons that prevent you to be motivated at work?

Informant: So far so good

Interviewer: Ohh... okay.. how do you usually deals with problems at workplace?

Informant: First I need to understand where the problem comes from and then search for
solution and opinions from other and strategies to use to settle the problems.

As for my side I seek for manager's advice and I seek for comments and

feedback.

Interviewer: What are the support available during your hard times?

Informant: Of course, my own family because when I feel demotivated I will always reach out to my family for support as they influenced me to do better like giving nice words and encouragements like “don’t give up” to the work that involved to. Not to forget from my friends and co-workers

Interviewer: What is your opinion on being engage with work contributes to the success of the company?

Informant: Yes of course it will affect the organization that everything you did it will have an effect to the image the success productiveness. If we do mistake of course the organization will be affected

Interviewer: All right. Do you have any questions or opinions and suggestions?

Informant: No I don't. It's all good

Interviewer: Thank you Madam for your cooperation

Informant: All right welcome

Informant 6

Age: 25

Gender: Female

Interviewer: Assalamulaikum. Hi how are you today?

Informant: Hi waalaikumsalam. I'm good. How are you?

Interviewer: I am good as well. Without further ado, can you tell me about your current job?

Informant: I am now currently working as customer service.

Interviewer: Okay... how do you feel about your current career?

Informant: I feel very happy because I get to learn new things perkara yang baru yang
Bukan dalam bidang saya.

Interviewer: Oh I see, so it is a new experience. Alright Miss, since your work now differ
from your actual field, what motivates you to work in this organization?

Informant: Erm.. perkara yang mendorong saya bekerja di organisasi ini lebih kepada
menambahkan pengetahuan dan pengalaman saya lah..

Interviewer: Apakah faktor utama yang mendorong anda untuk melakukan yang terbaik dan
komited dalam melakukan tugas dan kerja anda?

Informant: Faktor yang mendorong saya dimana saya rasa komited terhadap kerja ialah
lebih kepada kepercayaan. Dimana bila boss percaya terhadap kelebihan kita bila
dia percaya dengan diri kita, kita dapat meningkatkan prestasi untuk kebaikanlah.

Interviewer: Okey, bagaimana Cik membangunkan kemahiran yang akan membantu anda
berjaya dalam pekerjaan?

Informant: Dengan menghadiri program sesi latihan untuk meningkatkan skill

Interviewer: Cik pernah lah menghadiri program sebelum ini?

Informant: Ya ya saya pernah menghadiri program untuk pekerjaan saya sekarang ni paling
lama seminggu.

Interviewer: Oh faham. Cik, bagaimana perasaan cik bekerja dalam satu kumpulan? Apa

peranan yang selalu dimainkan ketika bekerja dalam kumpulan?

Informant: Err bekerja dalam satu pasukan bagi saya tugas yang agak berat sedikit sebab kita perlu apa orang cakap perlu bersefahaman bersepakat. Sesetengah orang tidak dapat untuk menerima pendapat daripada orang lain jadi peranan saya ketika bekerja dalam kumpulan ialah duduk bersama dan dengar pendapat masing-masing sebelum memberi sebarang idea lah

Interviewer: Pada pendapat cik, apakah ciri-ciri kepimpinan yang cik dapati paling berguna di tempat kerja?

Informant: Saya rasa the skill that they have which is ability to deliver clear message and memberi kesan dimana semua orang akan faham

Interviewer: Apakah jenis sokongan dan dari siapa yang sering cik terima di tempat kerja?

Informant: Di tempat kerja er sure my majikan. Saya jenis yang suka belajar bagi saya sokongan tu dalam bentuk ilmu pengetahuan dimana majikan saya encourage me a lot to improve myself at workplace.

Interviewer: Apakah jangkaan anda semasa bekerja dalam organisasi ini?

Informant: Umm.. jangkaan saya err peluang yang cukup to learn lot of new things.

Interviewer: Okay Cik. Apa perasaan cik sejak kebelakangan ni?

Informant: Okay er bila dalam bekerja rasa tanggungjawab itu untuk melakukan pekerjaan bukan dalam bidang kita buat rasa tercabar sikit lah

Interviewer: Boleh saya tahu keadaan kerja dan situasi cik sekarang?

Informant: Oh penggunaan technology and facilities agak ineffective sikit which is very outdated in my opinion.

Interviewer: Apakah jenis persekitaran yang cik suka di tempat kerja?

Informant: Umm.. I really like working with people who are committed in getting things done and passionate about their works

Interviewer: Boleh cik ceritakan perkara yang cik rasa sukar yang pernah di alami di tempat kerja?

Informant: Seperti yang saya cakap tadi lah peluang yang sedikit untuk perkembangan dan pembelajaran.

Interviewer: Apakah sebab utama yang menghalang cik untuk bermotivasi di tempat kerja?

Informant: Ermm.. menghalang bermotivasi di tempat kerja? Kadang-kadang saya mudah terkesan dengan perkara yang dirumah saya bawa ke tempat kerja. Saya jenis yang sensitive and I am aware of that. I'm still learning to cope with it myself. Kadang-kadang rasa bosan dan tidak ada semangat untuk kerja.

Interviewer: Bagaimana cik biasanya menangani masalah di tempat kerja?

Informant: Sikap toleransi. Sebab... masalah kerja timbul.. kadang-kadang timbul atas sikap yang berbeza dan tidak bersepakat jadi toleransi bagi saya pentinglah.

Interviewer: Okay cik, apakah sokongan yang anda terima dalam menghadapi kesukaran di tempat kerja?

Informant: My boss. Because when I faced problem he is there to give advice and whatnot.

Interviewer: Apa pendapat cik terhadap penglibatan dengan kerja yang menyumbang kepada kejayaan organisasi?

Informant: Dalam setiap pekerjaan dalam ekonomi yang kompetitif prestasi dan kualiti pengurusan ialah menentukan kejayaan dalam sebuah syarikat.

Interviewer: Okey cik, ada sebarang pertanyaan berkenaan penyelidikan ini?

Informant: I think so far so good I don't think there's a problem with the questions lah

Interviewer: Thank you cik sebab sudi ditemu bual dan berkongsi pendapat

Informant: Okay sama-sama

Informant 7

Age: 34

Gender: Female

Interviewer: Good morning today. I want to interview Miss. How are you feeling?

Informant: Hi morning. I'm grand

Interviewer: What motivates you to work at this organization?

Informant: So healthy work culture in a competitive environment is my motivation to actually work here, because I derived my energy from people and their behavior around me. Err finding people from from who I can look up to and learn. It does motivate me to you know go above and beyond for thing such respect at my workplace. Those really affect my performance as well.

Interviewer: What are the major factors that motivates you in doing your job?

Informant: By working in a positive company culture, you know it feel good when our hard work is being recognized. Then the opportunities to learn at my workplace, also a clear direction of my career development progression and all those stuffs.

Interviewer: What are the factors that encourage you to do better and committed at work?

Informant: So I tend to reflect my career history and see the and see my performance and also my achievements to see how I have improved myself during the past few years.

Interviewer: How do you develop skills that will help you success on the job?

Informant: I raised my hand for new challenges, so whenever I see new opportunities to learn new skills, I would actually go for it.

Interviewer: How do you feel working in team?

Informant: Enjoy teamwork because different members contribute different perspective. That's how I will gain new ideas, knowledge and point of views based on how others think.

Interviewer: What role you play in team situation?

Informant: I am more of a resource investigator as I like to explore new opportunities and

investigate new developments.

- Interviewer: In a team how do you handle this agreement on your team?
- Informant: I would first sit down with them separately, but will not focus on how to resolve the conflicts, but rather on gaining understanding on the disagreement first, once I've got better understanding of the conflict then only I will bring the relevant parties together to resolve the problem.
- Interviewer: Can you tell me the leadership skills that you find most useful?
- Informant: For me, it's the ability to assess employee strengths and also weaknesses.
- Interviewer: What kind of support and from whom do you often receive at work?
- Informant: I think it's emotional support and I've and I often receive it from my colleagues and also the top management.
- Interviewer: How does the support you receive have an effect you?
- Informant: We err each of us need our own group of cheerleaders and supporters and these are the people we know that will hold us up. Keep us going and believe in us, especially when we don't believe in ourselves.
- Interviewer: What is your expectation while working in this organization?
- Informant: Its the work life balance training programs and also employ your condition.
- Interviewer: How have you been feeling lately?
- Informant: I'm actually feeling great at the moment.
- Interviewer: Can you describe the current working condition?
- Informant: Well, everything is in control. Everyone is being helpful and so supportive.
- Informant: What type of work environment do you prefer? A healthy environment and filled with positive vibes.
- Interviewer: What were the most difficult things you have ever experienced at workplace?
- Informant: The most difficult things that I have ever experienced at workplace is catching up with my dateline actually.
- Interviewer: What are the major reasons that prevent you to be motivated at work?
- Informant: To be honest, I would say not aiming high enough and prone to procrastination.

Interviewer: Based this on your experience, what is the biggest challenge in doing your task?

Informant: My time management.

Interviewer: How do you usually deal with problems at workplace?

Informant: I will first identify the issues and then only I will seek for advice from my colleagues and also the senior lecturers.

Interviewer: I see. Meaning experienced workers have contributes a lot la. Do you have any question, Miss?

Informant: Erm no its all good.

Interviewer: Okay Miss. Thank you

Informant: You're welcome

Informant 8

Age: 29

Gender: Male

Interviewer: Assalamualaikum. How are you today? First of all I want to say thank you for your participation today

Informant: Waalaikumsalam. Good Alhamdulillah. Ya ya no worries. Faham pernah jadi student juak so harap dapat tolong kitak la bukan kerja senang bah juak tok.

Interviewer: Ya mena. Okay cik, Can you tell me about your current job?

Informant: Oh I'm working as an assistant manager here

Interviewer: How do you feel about your current career?

Informant: Feeling happy you know nowadays it's not easy to get a job so bersyukur

Interviewer: Moving on, what motivates you to work in this organization?

Informant: I would say the environment err having supportive people around who treat us like family. I feel very comfortable here so yalah

Interviewer: I see... what are the major factors that encourage you to do better and be committed in doing your job?

Informant: Like I said erm the work environment. I think when the company pay attention on their worker. Bagik reward la sik kisah apa in term of apa but bila kenak appreciate of course la rasa kenak push to do better.

Interviewer: Betul. How do you develop skills that will help you succeed on the job?

Informant: I often learned from those experienced senior workers. Getting help from them well I did went to training program before this..

Interviewer: How do you feel about working on a team?

Informant: Working on team.. of course its good to work with people like you know when you working with people there will be lot of different ideas.. opinions... They are all from different background. Like some can advise you if you do something wrong and so on la...

Interviewer: I second that. Can you tell me the leadership skills that you find the most useful?

Informant: Obviously leaders who can treat others well respecting each other, communicate well.. yeah

Interviewer: What kind of support and from whom do you often received at work?

Informant: To be honest I am the type who likes to keep things to myself and works thing out. I guess I am my own support hahaha

Interviewer: Haha yea understand. What is your expectation working there?

Informant: Err expectation huh.. for them to provide and care for well-being of employees in many aspects. Also working on career development.

Interviewer: How have you been feeling lately?

Informant: Alhamdulillah. All good. Cukup makan cukup semua haha

Interviewer: Can you describe the current working condition?

Informant: Oh since pandemic kan, we taking turns working from home now. At first I was excited but like its getting draining for me I don't know why. Overall, the condition at work I don't see any problems.

Interviewer: What type of work environment do you prefer?

Informant: Mestila surrounding yang positive. Everyone working well with each others. Being provided with good facilities. Relationship with semua orang ya perlu dijaga kita sikmok ada berkesrah tempat kerja.

Interviewer: What are the major reason that prevents you to be motivated at work?

Informant: When there's an issue with my leader. Sometimes when we're trying to do our best. Taking our times but somehow they pressure us so much. Not blaming one party but I do believe that sometimes we have to really take things erm I would say not slowly nya cam percayaklah ngan pekerja jangan terlalu focus ngan profit and semua ya..

Interviewer: Ah yes. How do you usually deal with problems at workplace?

Informant: Try to talk things out but I can also keep things to myself and like I said just now figuring it out myself. Depend kot

Interviewer: What are the support available during your hard times?

Informant: Erm my family obviously. My friends... berik semangat apa semua.

Interviewer: Okay encik, what is your opinion on being engage with work contributes to the success of the company?

Informant: Definitely, when the workers are satisfied with works, company will be fill with productive workers which directly and indirectly leads to the success lah. It has connection in my opinion.

Interviewer: I agree. Do you have any questions?

Informant: Umm no.

Interviewer: Okay encik. Thank you so much for your time. I appreciate it. Semoga kitak makin murah rezeki. Diberi kesihatan baik. Thank you again and stay safe

Informant: Oh welcome. You too take care and bait-bait. Hopefully, you get better result for this paper.

Interviewer: Amin...