

**Employee Engagement against the Policies and Procedures Set in a Company**

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**Project Paper Submitted in Partial Fulfilment of the Requirements**

**for the Degree of Master of Business Administration**

**Universiti Tun Abdul Razak**

**June 2022**

## DECLARATION

The author hereby declares that this project paper is the original study undertaken by her unless stated otherwise. Due acknowledgement has been given to references quoted in the references. The views and analyses in this study are that of author's, based on the references made; and this does not constitute an invitation to use this study as a technical tool for management purpose.



Signature :  
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Date :

## ACKNOWLEDGEMENT

I am really happy and blessed to have completed my study with the University and Thank god for the blessing me in completing this Thesis. Secondly, to my family members who are always supporting me in my study after all the hard time I had been through, the sadness, struggle, happiness where they are always by my side. It was not easy to play so many role, I'm a mother, a wife, a worker, a student in the same time. A special thank to my supervisor Asst. Prof. Dr. Farhana Newaz Tahmida who was help me out during the completion on this thesis, without her I might not able to conclude my analysis.

It was my dream to complete this study where I can upgrade myself to another level and give an aspiration to my childrens too. Last but not least, all the knowledge obtained were very valuable and the memories will always remains in my heart.

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Abstract of the project paper submitted to the Senate of Universiti Tun Abdul Razak in partial fulfilment of the requirements for the Master of Business Administration.

**Employee Engagement against the Policies and Procedures Set in a Company**

**By**

**Siti Ruwenna Binti Awang**

**June 2022**

Company's policies and procedures set in a Company as a Guidelines on how certain area to be handle by the employee and also by the Company in order to achieve the Company's goal as a whole. Most of the Company around the world may have common policies and procedures where generally to be focused on and in this study the researcher will using simple random sampling in various Company in Malaysia. Hence, this research also highlighted the direct and indirect relationship between the employees behavior against the policies and procedures in a Company and how every criteria affected the environment. Furthermore, in order to conduct this research, there are three variable will be use : Employee Engagement, Company's Policies & Procedures and Environment of work place. Due to that, the researcher will also using a questionnaires in order to collect data for this study. This study findings were clarify by using descriptive, frequency and multiple regression analysis as this is the research objectives.



## CHAPTER 1 : INTRODUCTION

### 1.1 Background of Study

Employee engagement has become a major concern in the workplace, since it has an impact on job performance, productivity, and effectiveness. Employee conduct is an important aspect on which a company should focus in order to guarantee that it runs smoothly. A company's management must work hard to engage employees in order to increase or retain profitability (Kortmann et al., 2014). A leader, on the other hand, may find it difficult to modify their company in reaction to change if they solely focus on their current goods and operations (Hill & Birkinshaw, 2012).

After considering these factors, a competent company would establish rules and processes based on the necessary facts and information gathered. Employee discontent and turnover are both caused by bad policies and processes in the workplace. For a CEO who wants to preserve their company's long-term existence, understanding how to strike a balance between employee relations, innovation, and short-term profit maximisation is critical (Hill & Birkinshaw, 2012).

Furthermore, since the financial catastrophe of 2008, disengaged employees have reduced productivity, affecting the financial success of many U.S. companies (Purcell, 2014). The reduced productivity of an employee will also be influenced by the laws and regulations adopted in a company that may not be following best practises, causing the company to fail.

Organizational productivity is determined by employees' efforts and engagement (Musgrove, Ellinger, & Ellinger, 2014). Business leaders have begun to examine how different interpersonal behaviours affect productivity because interpersonal behaviours

have an impact on productivity (Hausknecht & Holwerda, 2013). According to Bersin (2014), just 13% of employees throughout the world are completely engaged at work. Furthermore, twice as many are disengaged to the point where their bad behaviour affects their coworkers (Bersin, 2014). American business leaders that use strategic employee engagement behaviours may notice an improvement in workforce productivity. The breadth of this study is limited by the knowledge, experience, talents, and tactics of communication firm leaders in Jackson, Mississippi, as well as the techniques they use to engage their employees.

Employee privacy has grown increasingly worried as a result of monitoring; as a result, businesses must find a balance between the advantages of monitoring and the costs of violating employee privacy (Jackson, Schuler, & Werner, 2009). However, the use of evolving technology to monitor employee behaviour is raising concerns about employee privacy, making it more difficult to strike a balance between corporate security and employee privacy concerns (Mathis & Jackson, 2000). As a result, major privacy issues such as (a) violation of privacy: examining and retrieving private e-mails, records, and information about employees from their access to specific Internet websites; (b) computer monitoring: constantly knowing where the employee is; (c) computer matching: synthesising information obtained from various sources to improve your marketing services; and (d) unauthorised personnel are being debated in business and government.

Employee Internet usage, or website visits, is governed by organisations in two ways: by banning access to specific links and by monitoring employee behaviour (Alampay & Hechanova, 2010). This study also demonstrates that monitoring regulations and online control vary by country; for example, China, Vietnam, and Singapore not only prohibit access to particular websites but also limit access to political and linguistic concerns. Everett, Wong, and Paynter (2006) found that a significant number of subjects related to

employee and employer rights should be taken into consideration in further studies: (a) A significant issue is concerned with building trust between employers and employees in the workplace; another vital topic is linked with the establishment of pertinent legislation that manages privacy issues in workplace surveillance forthrightly; (b) a thorny factor is the growing occurrence of satellite, communal facility, and work at home, which urge employers to monitor their employees; (c) the diversification and capacities of the Internet for communication provide new topics for research; (d) the possibility to proscribe all small electronic devices in the workplace that could be used to e-mail firms' secrets to an external beneficiary; and (e) enlarging the international comparison and probing the rising position of international standards and "harmonization agreements," concerning policies developed by the European Union and the United Nations, as well as standards propagated by the International Organization for Standardization, the national defense agencies, and government branches of criminal investigation.

Company rules and procedures lay out how the company conducts business, offering instructions for both employees and managers. Employee handbooks are often bundled with policies and procedures for easy reference. Establishing clear standards and procedures can aid in a company's smooth and efficient growth, but there are certain disadvantages to incorporating these principles into your company's architecture.

## **1.2 Problem Statement**

Malaysia has been one of the most popular business destinations in the recent decade. Malaysia's rising economy has made it a popular business destination in Southeast Asia.. Malaysia, on the other hand, encourage the foreign investors to do the investment here in Malaysia due to its improving economic prospects and large investment initiatives offered.

Here's the reality, maintaining policies that are up to date with industry best practises, accreditation standards, and ever-changing regulations is difficult. It's like going into a boxing bout without gloves if you don't have the correct policy weapon.

Policy management and adherence are more vital than ever before as public image becomes more important and society gets more litigious. We understand this better than anyone else in the Company.

To develop and maintain documents, many businesses use word processors or spreadsheets. Policies may be scattered among several computers and not available in a single centralised location. Employees don't have access to the most up-to-date policies, which increases the danger of redundancy, inaccuracy, and even policy breaches. Furthermore, finding documents when it's time to modify them is a time-consuming chore.

To create and update documents, many organisations use word processors or spreadsheets. Policies may be dispersed over numerous staff members' computers and not easily accessible from a single spot. Because employees do not have access to the most up-to-date policies, this increases the possibility of redundancy, inaccuracy, and even policy infractions. Additionally, finding documents when it's time to revise them is a time-consuming chore.

Employees Who Intend to Leave Their Current Job within 12 Months

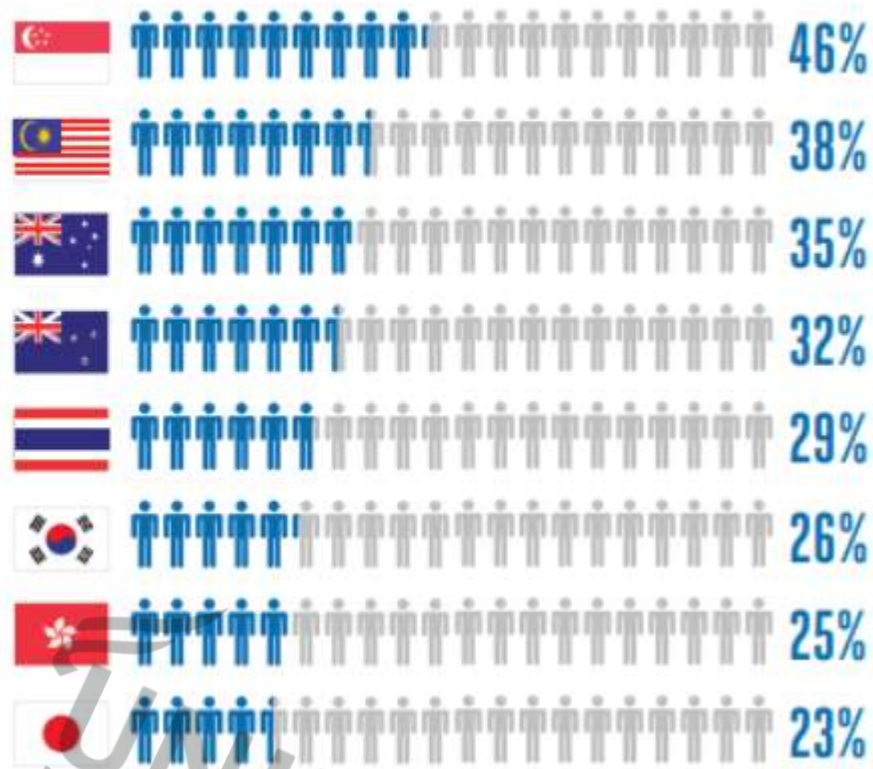


Figure 1 : Turnover rate in Asia Region

Sources : Singapore Business Review (News)

Based from the above statistics, Malaysia is the second place for the top turnover rate in Asia with 38%. According to Rajan, D. (2013), employee turnover pushes corporations to compete with other organisations in order to keep their finest skills as globalisation continues to evolve at a rapid pace. Companies did not recognise that their missions had increased the amount of stress in the workplace, thereby becoming a burden to the employee, in order to maintain the organization's survival in the global competitive market. The goal of employee turnover is a big problem that organisations all over the world are dealing with. Despite the fact that several research have been conducted on this topic, employee turnover has not shown any good results according to Rizwan, M., Arshad, M. Q., Munir, H. M. A., Iqbal, F., and Hussain, A. (2014).

Internally and externally, a high level of turnover intention is not a positive indicator for the organisation. Internally, it has an impact on the organization's expenses, staff morale, employee unhappiness, and poor performance.

According to AlBattat, A. R., Som, A. P. M., and Helalat, A. S., it will also impair the organization's image and overall performance from the outside (2014).

### **1.3 Research Objectives**

1. To identify the relationship between the engagement of employee and the Company's policy and procedures
2. To identify the relationship between the engagement of employee and reactions of a Company
3. To examine the most significant factors that affects the employee engagement against the policies and procedures in a Company

### **1.4 Research Questions**

1. Is there any relationship between the employee engagement and Company's policies and procedures?
2. Is there any relationship between the employee engagement and Company's reactions?
3. What is the most significant factors that will affects the employee engagement?

### **1.5 Significance of the Study**

The main purpose of this research is to determine the relationship between the employee engagement and Company's policies and procedures. Through this research, it will give more information and knowledge on the implications and link of this two elements "employee and Company's policies and procedures". The outcomes from this research is it

will help to determine the connection between the employee behavior and the Company's policies and procedures.

### **1.5.1 Significance for organization**

As most of the Company face an issue and challenge in implemented policies and procedures that will benefit both parties whether for the employee or the Company, in this research it will guide and give sufficient knowledge and information with regards to the appropriate policies and procedures to be imposed in a Company. A good Company will always do their best to think the effective ways that they can approach in order to make their workplace is beneficial to all parties involvement.

### **1.5.2 Significance for employees**

The best practices of policies and procedures will benefit the employee and indirectly to the Company itself. The best implemented of the policies and procedures will ensure the employee to stay longer in the Company and increase their task performance. Furthermore, the employee also will deliver their jobs effectively and systematic accordance to the policies and procedures that has been set up in the Company.

### **1.5.3 Significance for future research**

Based from this research, future researcher can use the findings to dig futher on this study topic that will affecy the employee behavior. In an addition, the future researcher may add on or use whatever related elements they wish to elaborate and explain more in the main aspect.

## **1.6 The Organisation of the Study**

### **1.6.1 Chapter 1**

In this chapter, the elaboration presented contents that related to the introducing the employee behavior against the policies and procedures, general background of the study, problem statements, research objective and research objective. In an addition, this chapter also explains the significance of the study.

### **1.6.2 Chapter 2**

In this chapter, it will be focusing on the literature review of the policies and procedures. It will begin with a theoretical foundation that being used until the research comes out to conduct this research. Furthermore, the researcher will explain on the definition and the previous research related to the Direct Variable (Policies and Procedures) and Indirect Variable (Employee Behavior, Company Response). Nevertheless, the researcher also give appropriate information on the elements be used in the measurement on the indirect variable such as satisfied, to be improved or to be abolished. The researcher also will elaborate the theoretical framework in this study and the hypothesis for this research.

### **1.6.3 Chapter 3**

In this Chapter, the researcher will elaborate further on the methods used in order to measure the dependent and independent variables that been used in this study. Furthermore, this chapter also explained the research design, population and sampling techniques. The main method used for collecting data is by using a survey questionnaires.

### **1.6.4 Chapter 4**

In this Chapter, the researcher will gather the results via the questionnaire distributed and analyze it by using the appropriate methods used in order to measure the dependent and independent variables that been used in this study in order to generate solutions and conclusions.



### 1.6.5 Chapter 5

In this Chapter, the researcher will discuss the outcomes on the results derived from Chapter

4. All data collected was analyzed to access the objective reliability, importance of the variables as well as the prominent factors which contributes towards the hypothesis

  
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## CHAPTER 2 : LITERATURE REVIEW

### 2.1 Introduction

This chapter will go into employee conduct in relation to company rules and processes in greater detail. This section also includes a review of a few previous studies on the same research issue. As a result, a theoretical framework is developed to demonstrate and expand on the link between employee engagement and a company's policies and processes. It is to guarantee that the Company's policies and procedures are executed in a way that reflects the company's response to employee conduct.

### 2.2 Theoretical Foundation

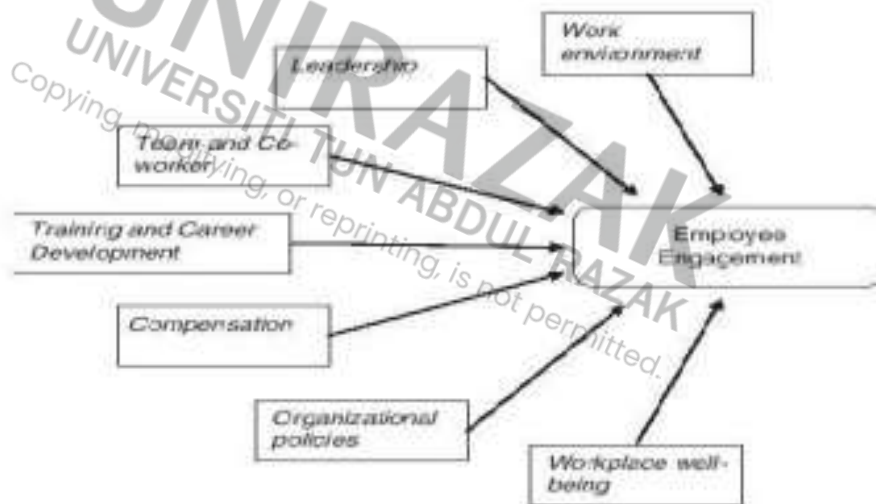


Figure 2 : Review Policies and Employee Behavior (Engagement)

Sources : (Anitha, 2014)

Apart from the quality of work life characteristics that have a substantial influence on employee engagement, proponents think that organisational policy has an impact on employee behaviour in engagement, according to the review policies and employee behaviour on engagement created by Anitha, (2014). Employee engagement programmes are designed to boost productivity. Organizational policy refers to the substance of the

relationship between employee engagement and the factors that impact employee engagement in this research. Employee engagement is influenced by elements such as company policy on employee participation, leadership, teamwork, and rewards. However, in order to encourage employee engagement and quality of work life, the Company's policies and procedures must recognise employee effort by offering a high degree of support for job-related features, such as allowing workers the power to participate in organisational policy.

## **2.3 Empirical Research**

### **2.3.1 Company's Policies and Procedures**

Each company must establish policies and procedures as the fundamental rules for running and managing their business in accordance with its mission and goals. The management will produce a Company's manual or handbook, which will contain all of the policies and procedures. The Company's management team plays a key role in the development of these policies and procedures. Employee and employer responsibilities are described in corporate policies and procedures, which control the standards of conduct inside a corporation, as we all know. Both workers' rights and the company's commercial interests are protected by company regulations and procedures.

A policy is a collection of principles and associated criteria developed by a company to define long-term objectives, guide and limit the scope of activities used to achieve those objectives, and protect its interests. A process, on the other hand, is a collection of instructions for carrying out a task that includes a sequence of stages that must be followed in order to execute the activity successfully. What are the advantages of having policies and processes in place? The firm's policies and processes work together to benefit the company. Company policies are important because they define the organization's aims and the scope of its actions, as well as assisting in the defence of the organization's interests. Corporate

procedures are important because they provide a method for employees to follow and implement company policies.

Formal procedures and practises save time and stress when dealing with HR issues. Time and effort are wasted seeking to agree on a plan of action when there are no set policies. Because of the tight instructions currently in place, employees just have to follow the processes, and supervisors only have to enforce the regulations. The exterior look of an organisation is also improved by implementing these documents. Formal rules and processes aid in ensuring that your business follows all applicable laws. They also show that businesses are effective, capable, and stable. Stronger business links and a better public image may develop as a consequence.

In addition, policies and procedures should not be drafted only once and then forgotten. The key to their success is reviewing and updating these papers on a regular basis. When the company experiences increased stress levels throughout the office, sees inconsistency in employee job performance, has a general sense of confusion or increased staff questions about day-to-day operations, experiences increased customer complaints, or adopts new equipment, software, etc., consider updating them in addition to an annual review.

### **2.3.2 Employee Engagement - Behaviors**

Employee behaviour refers to a person's reaction to a certain occurrence at work. Employees must perform well at work not just to earn others' respect and admiration, but also to keep a pleasant working atmosphere. It is important to follow the norms and regulations of the job.

Employee morale and performance can be harmed by a hostile work environment. It might harm the company's reputation and ability to attract people in the long run. According to the Society for Human Resource Management, employees who leave their positions owing to poor business policies and processes may have lost companies more than \$220 billion in the

preceding five years (SHRM). On the other hand, the true cost of workplace negativity is far larger.

Employee behaviour is critical to the efficiency and profitability of a business. It serves as the foundation for a number of HR functions, including as recognition and incentives, pay and compensation, and succession planning. Without all of these, it's difficult to assess an employee's worth or keep an organisation working smoothly. As a result, employee behaviour is a critical factor to consider.

The idea that how individuals conduct at work isn't the only element to consider is noteworthy. In today's tech-savvy and social media-oriented work environments, employees must keep a careful watch on their online image, as it may have a direct influence on the image of the firm they work for. Employees have been known to vent their frustrations on social media, resulting in an unfavourable perception of the employer's brand and, as a result, causing company damage. Furthermore, if negative internet reviews abound, attracting top talent to the team becomes tough. Nearly 90% of job seekers do not want to work for a company with a bad reputation, hence the majority of them will reject employment offers from organisations with average ratings of 1 or 1.5 stars. As a result, employee behaviour is no longer a trivial factor to be overlooked. It is even more important than a company's balance statement, because good numbers cannot be managed without well-behaved employees!

Organizations desire workers that exhibit positive behaviours that will help them reach the pinnacle of success, so here are some tips on how to foster exceptional employee behaviour. Everyone wants high-performing individuals, self-starters, communicators, leaders, and so on. On the other hand, employees are basically human beings with different personalities. As a result, a manager's ability to influence individuals and instil desirable behaviours in their employees may be limited.

The first and most crucial method for recognising the internal reasons driving employee behaviour is to keep a close eye on them. Managers must keep their eyes and ears open to verify that an employee's behaviours are in line with the needs and expectations of the business. At the same time, holding people accountable is crucial if their behaviour does not improve fast. This will instil a sense of responsibility in terms of anticipated behaviour.

### **2.3.2.1 Best Practice - Policies and Procedures**

What are the best policy management practises? Every governance, risk, and compliance person, regardless of the sort of organisation they work for, wants their policies and procedures to be read and understood by their employee. The majority of employees are unlikely to follow the policies and procedures. After all, if the employee had studied and understood the regulations and procedures thoroughly, there would be fewer errors and concerns. When it comes to formulating and administering policies, the Company has a plan in place to raise awareness, get everyone on board, and boost the bottom line.

Policies and procedures are much more than a set of regulations that must be followed by personnel. Policies, at their heart, communicate an organization's mission, values, and guiding principles. Before you start brainstorming and creating policies and procedures, you'll need to consider your organization's overall aims and values. As policies and procedures can't handle every possible situation that employees will face, the ideas that underpin them are important. Some protocols will lay out a step-by-step approach that will never change. Employees will, however, be forced to use their own judgement in important situations more often than not. Policies that are well-written can aid in decision-making. A customer service policy for a restaurant, for example, can't provide employees step-by-step instructions for every situation they'll face.

A well-written policy that prioritises communication skills, comped meals, and manager assistance, on the other hand, can assist employees in making the right option at the time.

When an organisation ignores a potentially dangerous situation that could end in a violation of constitutional rights, this is known as purposeful indifference. If a company's leaders fail to investigate a sexual harassment complaint, for example, they could be charged with deliberate indifference. Good policy and procedures are the first step towards avoiding willful apathy. Organizational leaders should consider potential risks and risky scenarios in their business when designing rules and procedures. Employees are held accountable through effective policies that outline how to handle significant occurrences, create checks and balances, and define disciplinary procedures.

The foundation for organisational excellence is policies and procedures. They are not, however, the only component of the puzzle. An organization's excellence is supported by three main points. If any of them fail, the likelihood of the entire organisation failing increases. The three pillars are policy, training and supervision or accountability. Policies and procedures direct day-to-day operations, provide clear expectations for personnel, and protect the company from responsibility. Expectations are communicated throughout training, and staff are taught how to implement policy in real-life scenarios. Employees will be able to practise routine operations while also being prepared for critical or emergency scenarios with effective training. Last but not least in order to hold employees accountable, a Company must follow through on policies and procedures. This does not imply that managers must always be gazing over their employees' shoulders. However, it does imply the establishment of strict discipline structures. It could even entail the establishment of an internal affairs office to handle audits and investigations. Policies, processes, and incident reports should all be reviewed on a regular basis by organisational officials.

### **2.3.2.2 Abysmal Policies and Procedures**

The worst policies and procedures in a Company will lead to employee behavior of dissatisfaction and brings to employee turnover. The mislead of the policies and procedures in a Company may happened when there is a manager that only allowed to label a specific number of employees as Excellent, another percentage as Above Average, and so on.

Many organisations have regulations forbidding managers from providing professional references to former employees, for concern that an employee will receive a negative reference from one of your superiors and sue you for defamation. That's an insult to your bosses, who are wise enough to avoid slandering anyone. Allow your managers to provide recommendations in order to assist ex-employers in finding new employment.

If the company ever needs one, it may not need a formal attendance policy until the employee base grows significantly. In the Knowledge Economy, attendance requirements are an anachronism that will annoy and irritate your employees rather than help them operate their businesses more efficiently. Make sure the managers aren't treating attendance as a disciplinary issue, even if it's only informally. If someone is unable to attend work due to unforeseen circumstances, don't make a big deal out of it. Determine the best way to assist that employee and take action. That's what your talented colleagues expect and deserve. Furthermore, if salaried employees work overtime, they must be able to take time off as needed without depleting their vacation or personal time banks.

As the company grows, other departments will emerge, and employees will desire to migrate from one to the next. If your employees want to transfer to another department, don't make them acquire approval from their existing management. Management does not want to make it easy for people of your team to leave the company rather than transfer internally. The policy requiring employees to prove a loved one's death with a death certificate is one of the worst rules to emerge from the Godzilla machine in the last thirty years. They won't be able



to get compensated for bereavement leave until they have that proof. Never put a bereaved employee in that situation. Managers who don't believe in their staff don't believe in themselves.

Employees earn frequent flyer miles by flying across the country and around the world for company business. Don't be so cheap that you wind up taking their miles and using them to promote your business. If you can't afford to send staff on aircraft, use Skype instead. Employee indiscretions ("infractions" or "incidents" in weenie speak) are recorded and written up or dismissed in certain old-school firms when they reach a certain level. That is a total blunder. When things go wrong, it's critical to discuss them. Discuss the positive aspects of your day every day.

Don't develop byzantine regulations for paying incentives to staff. Make each bonus programme simple to comprehend. Allow employees to easily track their progress toward bonus-worthy goals. Finally, progressive discipline was a step advance in the 1920s, but it has no place in today's Knowledge Work scenario. The Corporation hires adults. Avoid placing them on Performance Improvement Plans and treat them as important collaborators. Sit down with them and, on a professional level, iron out the specifics. It demonstrated that the corporation has developed a terrific environment. In order to develop a successful company, make sure that Godzilla energy does not seep in. Keep the corporate culture warm and human.

### **2.3.3 Organizational Reactions**

Change is inescapable in business, but that doesn't make it any easier to cope with. As a result of the company's rules and practises, many employees experience stress and anxiety, which has a severe influence on their job performance. Businesses must anticipate their employees' emotions in order to calm them down and help them focus on the company's performance in order to successfully implement large-scale changes and remain competitive.

Businesses are providing an increasing range of policies and methods for employees to express their dissatisfaction. However, according to studies and public perceptions, certain speech systems exacerbate rather than reduce employee sentiments of injustice and unhappiness. The deaf-ear syndrome (organisational failures to respond to employees' complaints) and frustration effects are strong evidence of the deaf-ear syndrome (organisational failures to respond to employees' complaints) and frustration effects, according to an analysis of interview data from an inductive study of employees' experiences of workplace injustice (the pattern of increased dissatisfaction when people voice). Open-

door policies, for example, were more likely to fail in informal settings. Using organisational justice theory and industrial relations research, these findings are examined, with additional research and theory development choices acknowledged. The ramifications for individuals and organisations are also considered.

Written policies and procedures, as well as contracts, were unheard of; instead, the employment agreement was based on a custom of a handshake sealing the promise. Employees have little, if any, rights, which are supplied by government legislation and legal precedent rather than by the corporation. Legal or regulatory systems, rather than ethical concerns, are used to address issues like as sick leave, sexual harassment, and workers' compensation.

In addition, the Company's unique lack of leadership has a significant impact on the disintegration of employer–employee relationships. In particular, how the leader's emotional intelligence relates to his or her inability to lead. In areas like empathy and social skills, the company lacks training and growth. It illustrates that businesses that are willing to give their employees what they want and need are much more likely to prosper and, more importantly, do the right thing.

## 2.4 Proposed Conceptual Framework

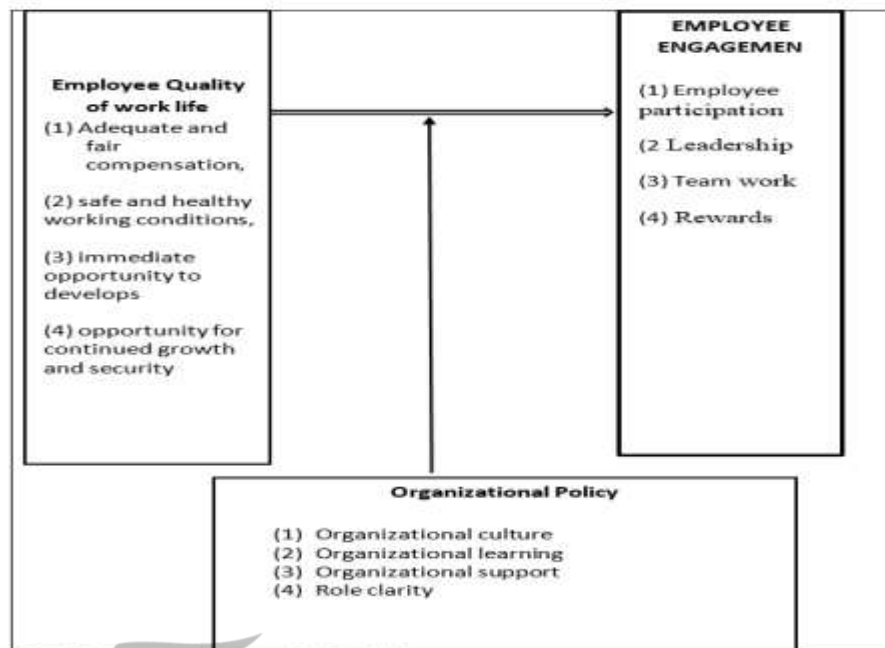


Figure 3 : Theoretical Framework

Sources : (European Journal of Economics and Business Studies, August 2018 Vol 4 No 2)

## 2.5 Hypothesis Development

H1 : There is a significant relationship between the engagement of employee and the Company's policy and procedures

H2 : There is a significant relationship between the engagement of employee and reactions of a Company

H3 : There is a significant relationship between factors that affects the employee engagement against the policies and procedures in a Company

## 2.6 Summary Of Chapter 2

The important themes, such as the Company's policies and procedures, employee conduct, best practise and appalling policies and processes, and organisational reactions, have been touched on in this chapter. In Chapter 3, the technique for the research topic will be elaborated on and explored further.

## CHAPTER 3 : RESEARCH METHODOLOGY

### 3.1 Introduction

The researcher will go through the strategies utilised to investigate the dependent and independent variables in this study in further detail in this chapter. This chapter also covered study design, demographics, and sampling methodologies. The most common way of data collection is through survey questionnaires. This chapter also covers the data analysis and, most importantly, the conclusion. The fundamental purpose of this study is to see if there is a link between employee engagement and the rules and procedures of the company.

### 3.2 Research Design

The design of a research subject determines the kind of research, such as experimental, survey research, correlational, semi-experimental, and review, as well as its sub-types, such as experimental design, research problem, and descriptive case study. The three main types of research designs are data gathering, measurement, and analysis. The sort of research difficulty that a company is facing will drive the study design, not the other way around. You'll decide which tools to use and how to use them throughout the research design process.

A well-designed study lowers data bias and increases trust in the accuracy of the information gathered. In experimental research, the targeted outcome is usually a design with the least margin of error. Significant factors include an appropriate objective statement, data gathering and analysis procedures, data analysis technique, research methodology, probable research objections, research settings, scheduling, and analytical measurement. If the research design is proper, the study will be successful. Successful research questions yield trustworthy and unbiased facts. It will also create a survey that meets all of the design's major criteria.

### **3.3 Study Population and Sampling Procedure**

According to Foote et al., the term "sample population" refers to the group of people chosen by the researcher to participate in the study (2005). This study group is distinguished by the presence of employees from diverse companies. Employees from diverse organisations will make up the sample population, and two sampling procedures will be used: probability sampling and non-probability sampling.

Probability sampling is a sampling method in which a researcher selects samples from a larger population using a method based on probability theory. A participant must be picked at random if he or she is to be considered a probability sample.

The most fundamental concept of probability sampling is that every member of your population has an equal chance of getting selected. Each individual has a one-in-a-hundred probability of getting chosen from a population of 100 people. Probability sampling ensures that a population representative sample is acquired. Based on the feedback, management will be able to evaluate whether or not employees in that organisation are pleased with the change. Probability sampling is a method of selecting a small group of people (a sample) at random from a large population and anticipating that their replies will be representative of the total population.

In contrast, non-probability sampling is a sort of sample selection in which the researcher chooses samples based on subjective judgement rather than random selection. It's a more accepting mindset. This sampling approach is mostly responsible for the researchers' competency. It is frequently utilised in qualitative research and is carried out through observation. Non-probability sampling, in contrast to probability sampling, is a type of sampling in which not every person of the population has an equal chance of taking part in the study. Everyone in the population has an equal chance of being chosen. Non-probability

sampling is beneficial for exploratory inquiries, such as a pilot survey (deploying a survey to a smaller sample compared to pre-determined sample size). Researchers use this strategy when random probability sampling is not feasible due to time or financial restrictions.

### **3.4 Data Collection Method**

In this study, the researcher will utilise a questionnaire as the research tool, which will include a series of questions and prompts to obtain information from respondents. In surveys, open-ended, closed-ended, or a combination of open-ended and closed-ended questions are common. Researchers can now collect both qualitative and quantitative data, depending on their goals.

It is also a low-cost means of gathering data. Both the respondent and the researcher save time, energy, and money. A questionnaire can be used to conduct a survey for very little money. While administering a questionnaire, the researcher is solely responsible for the expense of paper printing and delivery. You don't have to make an extra effort to see every single respondent. As a result, conducting the research is relatively inexpensive.

#### **3.4.1 Primary Data**

Primary data is information gathered by the researcher, such as surveys, questionnaires, and experiments, to aid in understanding and solving the study problem. Primary data is information gathered directly from own experience. This is the information obtained by the researcher in order to meet the goals of a specific research project. Primary data collection is a simple process that may be tailored to a company's specific needs. Despite the fact that it takes time, it provides vital first-hand information in a variety of business situations, such as a company's policies and procedures. Primary data refers to the original data from the original source.

### **3.4.2 Secondary Data**

Secondary data is used to supplement data generated by large government agencies, healthcare facilities, and other organisations in company record keeping. The data is then pulled from a variety of data formats. Secondary data is information gathered for a different cause that is relevant to your research. Furthermore, the data is gathered by someone other than the researcher. Secondary data is information that has been passed down from generation to generation. This is not the first time it has been utilised in this manner. That is why it is referred to as secondary. Secondary data sources aid in the interpretation and analysis of main data. They may go into considerable detail about original sources and frequently utilise them to promote a certain argument or point of view.

### **3.5 Operationalisation and Measurement**

In this study, questionnaires are used to collect data and feedback from respondents. The researcher analysed the responses of the respondents to the questions addressed in the questionnaires using Likert Scales of 5 major points. A variety of rating measures have been developed to directly assess attitudes (i.e. the person knows their attitude is being studied). The Likert scale is the most commonly used scale (1932). The Likert scale, in its most basic form, is a five (or seven) point scale that allows people to indicate their level of agreement or disagreement with a particular argument. A likert scale (usually) provides five possible responses to a statement or question, allowing respondents to indicate their level of agreement or feeling about the topic or statement on a positive-to-negative scale.

Part A of the surveys will inquire about employment type, gender, age, and job title, while Parts B and C will ask about other topics. Part B, on the other hand, will focus on various policy and procedure types (Best Practices - employee friendly). Part C questions will also focus on employer-friendly legislation and practises.

Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
(1)	(2)	(3)	(4)	(5)

Likert Scale – Five points

PART AND DESCRIPTION	SCALE	SOURCE
<b>Part A</b> Demographic Characteristic : <i>Employment type, Gender, Age, Job Title and Gross Salary.</i>	Nominal	
<b>Part B</b> Policies and Procedures (Employee Friendly)	<b>LIKERT SCALE</b> 1 - Strongly Disagree 2 - Disagree 3 - Undecided 4 - Agree 5 - Strongly Agree	(Anitha, 2014)
<b>Part C</b> Policies and Procedures (Company's preferences)	<b>LIKERT SCALE</b> 1 - Strongly Disagree 2 - Disagree 3 - Undecided 4 - Agree 5 - Strongly Agree	(European Journal of Economics and Business Studies, August 2018 Vol 4 No 2)

Table 3.1 Measurement of Variable (Questionnaires)

### 3.6 Data Analysis Techniques

Data analysis is a multi-step procedure that involves gathering, cleaning, and organising data. These procedures are required to prepare data for Company use, and they frequently require the use of data analysis tools. Data analysis, often known as data analytics, is the science of studying raw data in order to draw intelligent conclusions from it. After acquiring the data, the researcher will do a Reliability Analysis, Descriptive Analysis, Frequency Distribution Analysis, Correlation, and Multiple Regression.



### 3.6.1 Reliability Analysis

Reliability analysis can be used to analyse the properties of measuring scales and the components that make up the scales. The Reliability Analysis approach generates scale item correlation data as well as a range of commonly used scale reliability indicators. Intraclass correlation coefficients can be used to create inter-rater reliability estimates. The Cronbach's alpha test is used to determine the consistency of Likert scale multiple-question surveys. Some aspects could be difficult to assess. As a result, the Cronbach's alpha test determines if the test procedure adequately analyses the variable.

Cronbach's Alpha	Internal Consistency
< 0.6	Poor
0.6 to < 0.7	Moderate
0.7 to < 0.8	Good
0.8 to < 0.9	Very Good
$\geq 0.9$	Excellent

Table 3.2 : Cronbach's Alpha Interpretation

### 3.6.2 Descriptive Statistical Analysis

Descriptive statistics are used to describe the essential characteristics of a study's data. I'll provide a brief overview of the sample and data. They serve as the cornerstone for almost all quantitative data analysis, as well as simple graphical analysis.

Level	Mean Score
Low	1.00 – 2.33
Moderate	2.34 – 3.67
High	3.68 – 5.00

Table 3.3 : Mean Score Level

### 3.6.3 Person's Correlation Coefficient

The Pearson correlation coefficient is a statistic used to determine how closely two sets of data are related. Pearson's "r," the Pearson product-moment correlation coefficient (PPMCC), the bivariate correlation, or simply the correlation coefficient are all names for the correlation coefficient. It's a normalised measure of covariance with a constant value between -1 and 1. It is a normalised measure of covariance with a result that is always between -1 and 1. It is the ratio of the covariance of two variables to the product of their standard deviations.

The metric, like covariance, may only indicate linear correlations between variables and eliminates many other types of interaction or connection. For the age and gender of a sample of employees from a corporation, for example, a Pearson correlation coefficient of significantly greater than 0 but less than 1 could be projected (as 1 would represent an unrealistically perfect correlation).

r	Strenght of Relationship
< 0.20	Almost negligible
0.20 – 0.39	Low correlations, definite but small relationship
0.40 – 0.69	Moderate correlation with substantial relationship
0.70 – 0.89	High correlation; marked relationship
>0.9	Very high correlation; very dependable relationship

Table 3.4 : Correlation Strenght

### 3.6.4 Multiple Regression Analysis

Multiple regression is a statistical approach for studying the relationship between several independent variables and a single dependent variable. The goal of multiple regression analysis is to predict the value of a single dependent variable using known independent variables. The weights assigned to each predictor value reflect how much influence it has on the overall estimate.

### **3.7 Summary of Chapter 3**

This chapter describes the researcher's methodology for assessing the dependent and independent variables. In addition, this Chapter 3 discussed the study design, population, and sampling technique. The most typical way of data collection is through a set of survey questionnaires.



## CHAPTER 4 : RESULTS AND DISCUSSION

### 4.1 Introduction

The findings that were gathered via the questionnaire distributed were analyzed using the methods used in order to measure the dependent and independent variables that been used in this study in order to generate solutions and conclusions for the issues raised in the previous chapters. To interpret the outcomes or findings, the precise numerical data was used to create relevant diagrams such as bar charts, and data tables. To determine the validity and reliability of the questionnaires as a whole, they were placed through a reliability test. The data values were calculated using the mean and standard deviation from the data collected.

In an addition, this chapter also explain the data analysis, significantly the conclusion. This research main goal is to determine the relationship between the employee behavior and company's policies and procedures.

### 4.2 Sample Characteristics

To identify characteristics of a sample in my survey, there are many factors to consider of my samples. The first five main characteristics were focused which are on Employment Type, Age, Gender, Job Title and Gross Salary. All of this five characteristics must be proportional to that of the population. Furthermore, by using the online submission of Questionnaires the data collections become more fast and easy to obtained.

### 4.3 Factor Analysis

Factor analysis is a way to condense the data in many variables into a just a few variables. Due to that, the main five characteristics such as Employment Type, Age, Gender, Job Title

and Gross Salary need to be match with the variables elements that have been set out which are salary increment every year based on KPI (5% - 10%), Flexible working hours, Fix Annual Bonus or Ex-Gratia, Medical Card or Staff Insurance, Proper Job Descriptions and Staff allowances (Overtime, Travelling, Fuel and Telephone). To determine the validity and reliability of the questionnaires as a whole, they were placed through a reliability test. The data values were calculated using the mean and standard deviation from the data collected.

### **PART A : Demographic Characteristic**

1) *Employment type*

Permanent	(100%)	Part-Time	( - )
Full-Time	( - )		

2) *Gender*

Male	(37.5%)
Female	(62.5%)

3) *Age*

Below 20	( - )	41 – 50	(12.5%)
20 – 30	( - )	51 and above	(12.5%)
31 – 40	(75%)		

4) *Job Title*

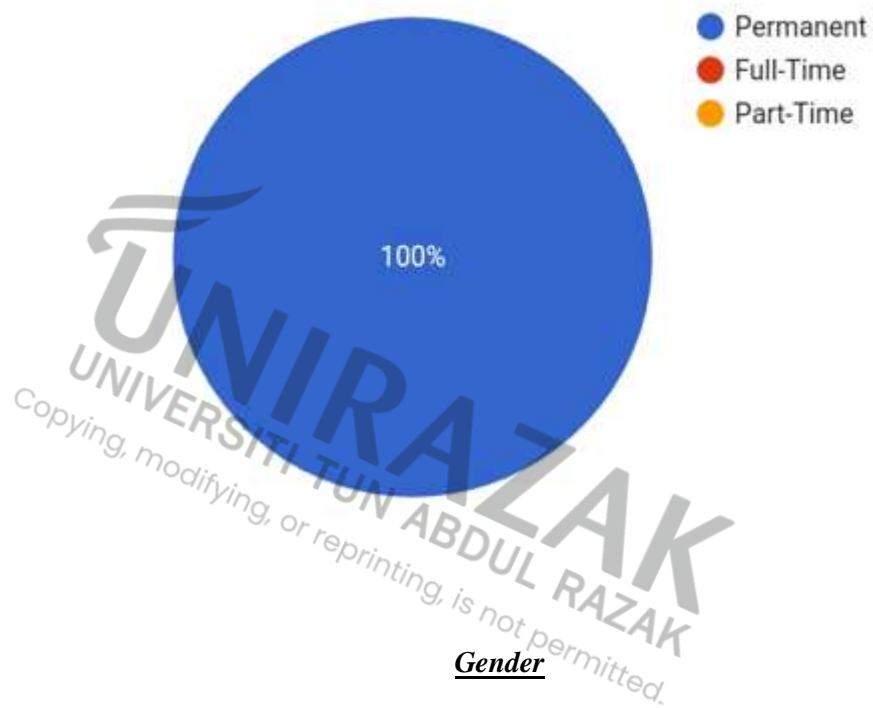
Supporting staff	(12.5%)	Manager	(50%)
Clerical	( - )		
Executive	(37.5%)		

5) *Gross Salary*

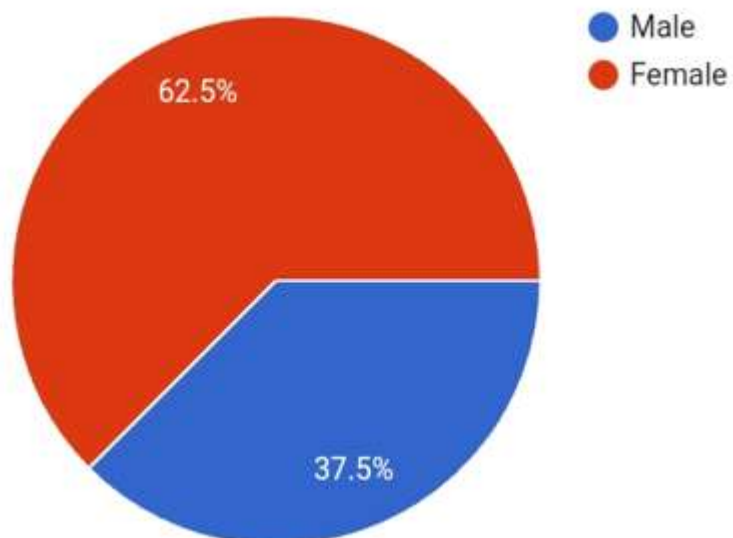
RM1,000 – RM3,000	( - )	RM4,501 – RM6,000	( - )
RM3,001 – RM4,500	(50%)	RM6,001 and above	(50%)

Figure 4 : Data collections from the respondents (Part A)

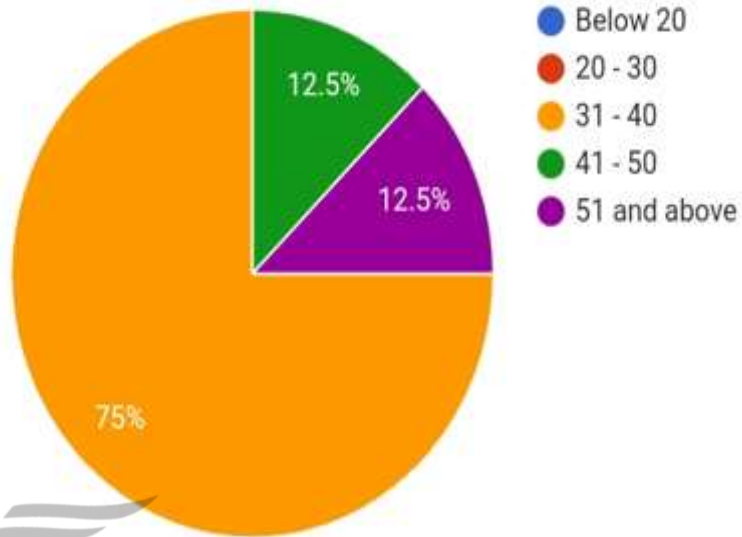
Employment type



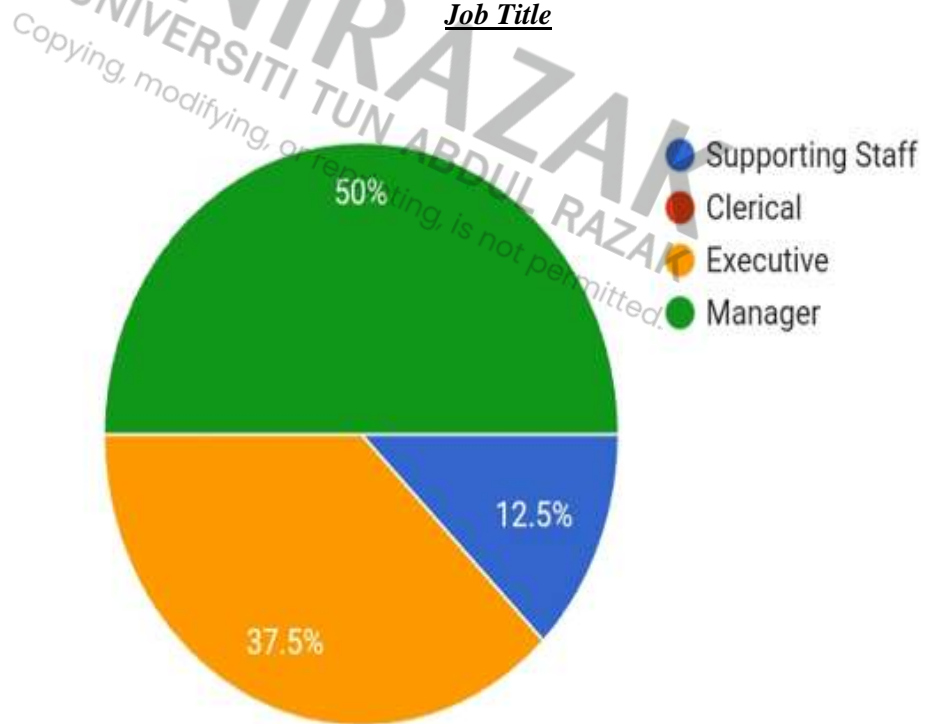
Gender



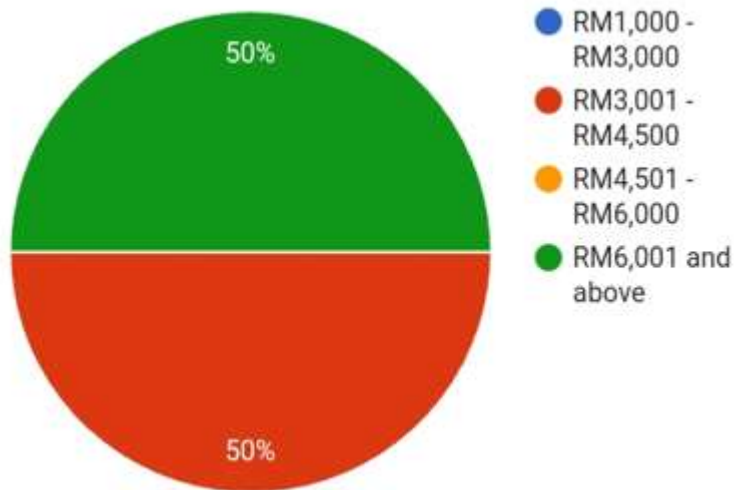
Age



Job Title



### Gross Salary



From the data collection from the respondents as per the above figures 4 shown that the percentages for the each of the elements can be easily obtained. The five elements which are employment type, gender, age, job title and gross salary have different percentages based on the respondents answers and preferences.

In the Employment type in the respondents answers that they are all working as permanent staff. From this sample it shown that all of the respondents have a stability position in the Company that there are working in. None of the respondents working as part timer.

While for the Gender types from the sample the respondents tick for Male is 37.5% while for Female is 62.5%. Surprisingly from the study, the female workers more higher than the men. It is also shown that nowadays female workers also become competitive and able to build their own career.



Furthermore, from the above results the Age range participated in this study also varies where 31 years old to 40 years (75%), 41 years old to 50 years old (12.5%) while 51 years and above (12.5%). We can see the largest percentage stated is for those ages around 31 years old to 40 years old. In this ages, of course it is the time for the career development of the respondents.

For Job title elements the data collections also varies where the higher percentage is for those working at Manager Level (50%), the second place is Executive Level (37.5%) and last but not least the Supporting Staff Level is 12.5%. From this study we noted that the Managerial position is the highest and from there we know that the respondents are answering this study professionally and determine.

Nevertheless, the last element as stated from the above Figure 1 is Gross Salary. Suprisingly, the data collections based from the respondents answers only involved two type of salary range which is RM6,001 above and RM3,001 to RM4,500. Both gross salary range hold same percentage which is 50% respectively. We can see from this study that Malaysia's employer based from the respondents gave salary range start from RM3,001 up to RM6,001 and above.

### **PART B : Policies and Procedures**

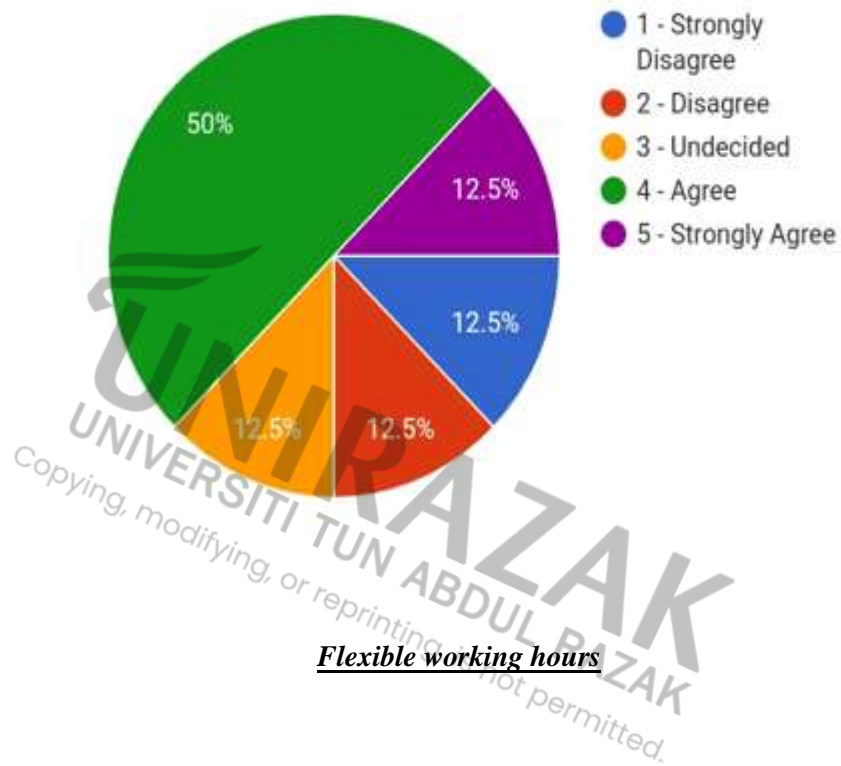
Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
1	2	3	4	5

<b>Policies and Procedures (Employee Friendly)</b>						
		<b>%</b>				
		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>B1</b>	Salary increment every year based on KPI (5% - 10%)	12.5	12.5	12.5	50	12.5
<b>B2</b>	Flexible working hours	-	-	37.5	37.5	25
<b>B3</b>	Fix Annual Bonus or Ex-Gratia	-	12.5	37.5	37.5	12.5

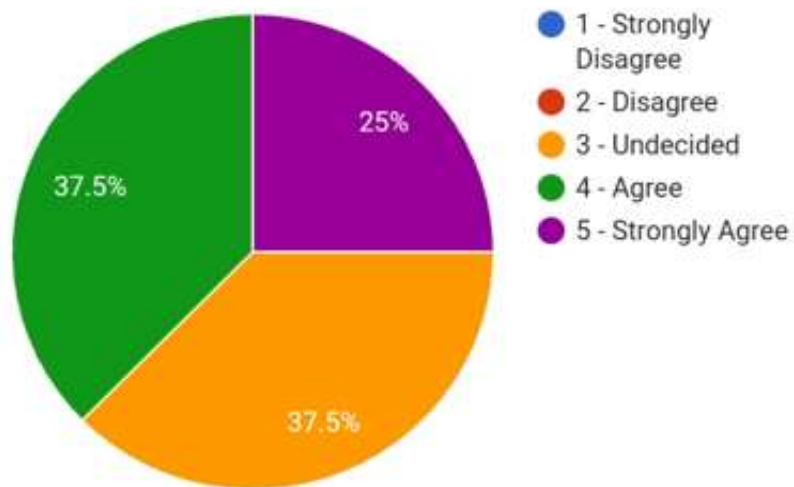
<b>B4</b>	Medical Card or Staff Insurance	-	12.5	12.5	25	50
<b>B5</b>	Proper Job Descriptions	-	-	-	75	25
<b>B6</b>	Staff allowances (Overtime, Travelling, Fuel and Telephone)	-	-	25	62.5	12.5

Figure 5 : Data collections from the respondents (Part B)

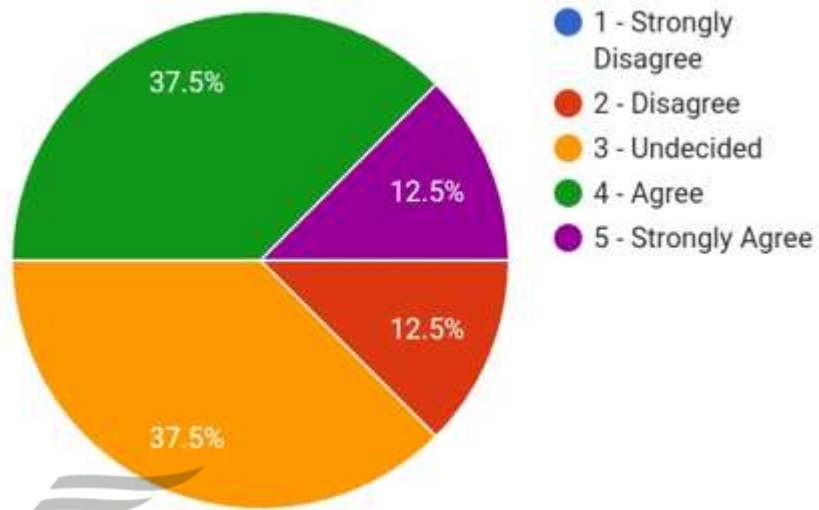
**Salary increment every year based on KPI (5% - 10%)**



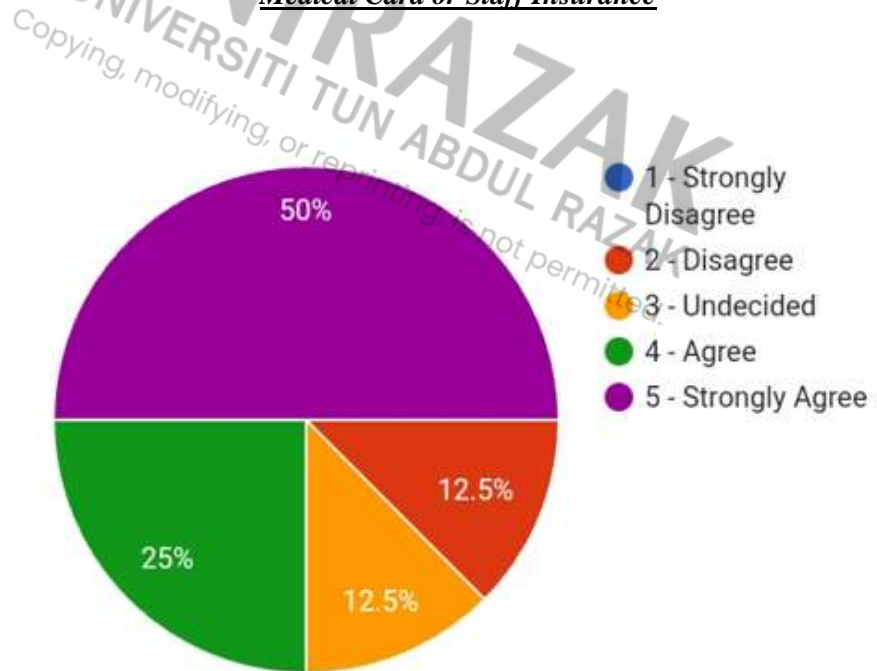
**Flexible working hours**



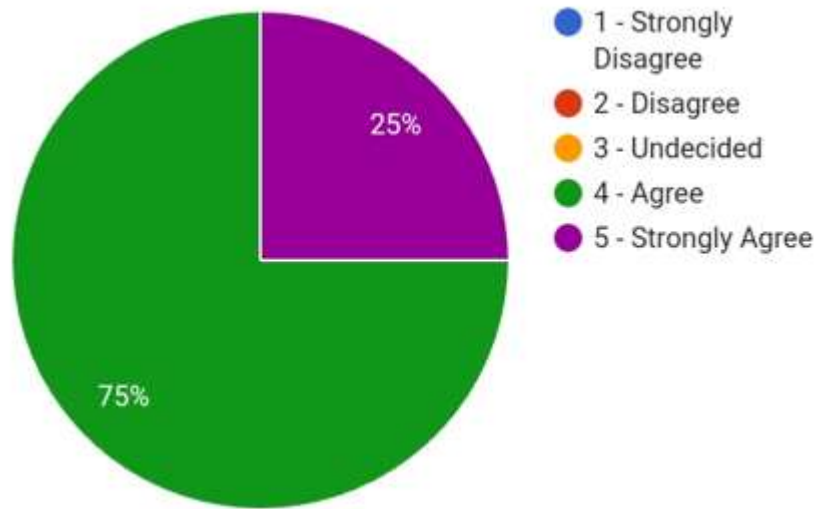
*Fix Annual Bonus or Ex-Gratia*



*Medical Card or Staff Insurance*

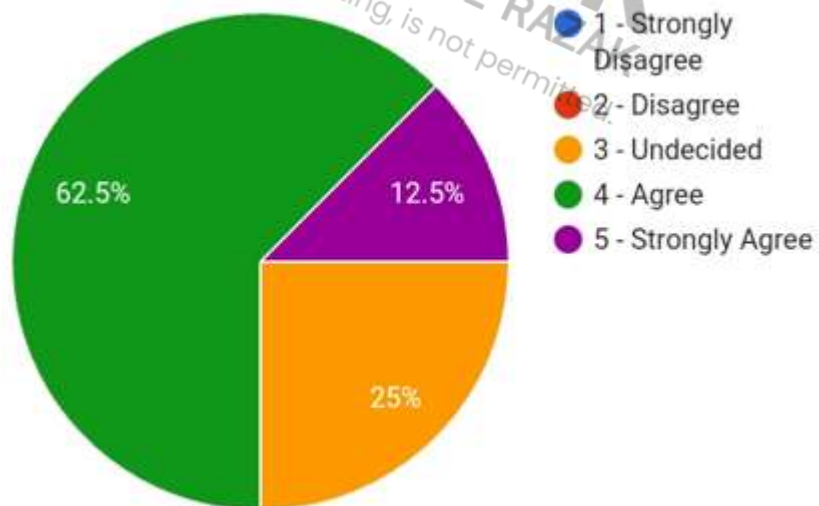


Proper Job Descriptions



Staff allowances (Overtime, Travelling, Fuel and Telephone)

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From the above data collection as stated in Figure 5 it was clearly shown that the Questionnaires was responded accordingly by the respondents with different answers where also derive to varies percentage for each of the variable elements as per the above table. We can see there are Six elements affected in this study which are Salary increment every year based on KPI (5% - 10%), Flexible Working Hours, Fix Annual Bonus or Ex-Gratia, Medical Card or Staff Insurance, Proper Job Descriptions and lastly for Staff Allowance (Overtime, Travelling, Fuel and Telephone).

From the data collection on Salary increment every year based on KPI (5% - 10%) the respondents answers from scale 1 to 5 in varies percentages and values. The scale 1 is for “Strongly Disagree”, scale 2 for “Disagree”, scale 3 for “Undecided”, scale 4 for “Agree” and last but not least scale 5 for “Strongly Agree”.

The highest percentage under the Salary increment every year based on KPI (5% - 10%) is 50 % which in at the scale 4 (Agree). The others remaining percentages for scale 1, 2, 3 and 5 all are under the same percentage which is 12.5% respectively. This give us a clear picture that most of the respondents is Agree that their employer did offered salary increment every year based on KPI at rate at least 5% - 10%.

For the flexible working hours the response only choose three scales which are scale no 3, 4 and 5. Under scale 3 (Undecided) the data contributed a percentage of 37.5%, and for scale 4 (Agree) is 37.5% and last but not least the respondent choose scale 5 (Strongly Agree) by 25%. From this study, it shown that most of the respondents are in uncertainty and Agree on the implementation on the flexible working hours in their Company.

Next for the Fix Annual Bonus or Ex-Gratia the respondents answers on scale number 2, 3, 4 and 5. In scale 2 the percentage collected is 12.5%, while in scale 3 is 37.5, next in scale 4 is 37.5% and lastly scale 5 is 12.5%. The biggest percentages are sharing the same number

which is 37.5% for scale 3 and 4 and the lowest percentage is under scale 5 which is 12.5%. This varies answers shown that the respondents' employers are not fix given their employee Bonus and Ex-Gratia and that's why the respondents tick according to their real situation.

Furthermore under the Medical Card or Staff Insurance from the date collection study explained that the answers also varies. Under scale 2 the percentage is 12.5%, in scale 3 is 12.5%, in scale 4 is 25% and lastly scale 5 is 50%. We can see the biggest percentage on the respondents answer is on scale 5 which stand for "Strongly Agree". It is very positive impact in a Company where most of the employer did provide Medical Card and Staff Insurance to their employees.

Nevertheless, under the proper Job Descriptions the respondents only answers 2 scale which is under scale 4 and 5. In scale no 4 the percentage is 75% while for scale 5 is 25%. The 75% under the scale 4 explained that the respondents agree that their employer do practised a proper Job Decriptions for their employee. A proper Job Descriptions will allow the employees to work efficiently and systematically and from there the Company's goal can be fulfilled and achieved.

Lastly, under the staff allowances (Overtime, Travelling, Fuel and Telephone) there are only 3 scales involved which are scale 3, 4 and 5. The largest percentage was contributed under scale 4 (Agree) by 62.5%, while under scale 3 is 25% and under scale 5 is 12.5%. Again a very positive response obtained from the study where mostly of the respondents are agreed that their employers are paid the staff allowance included Overtime, Travelling, Fuel and Telephone.

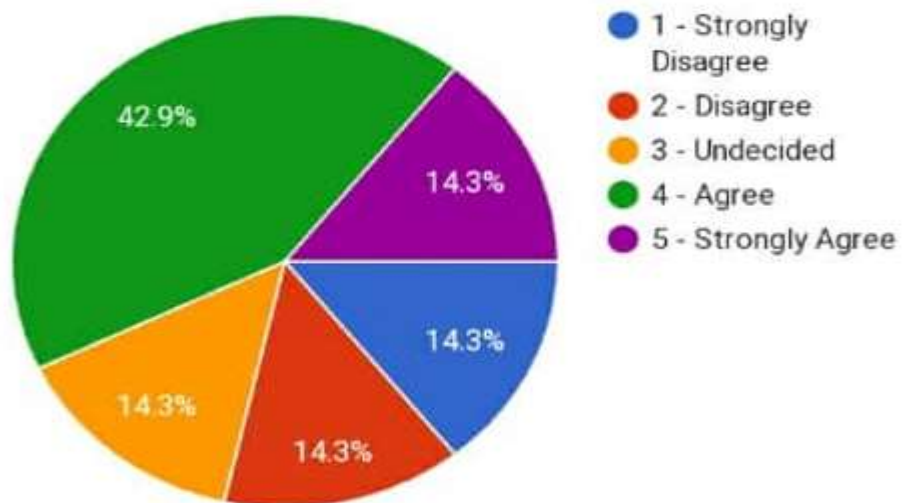
**PART C : Policies and Procedures (Company's preferences)**

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

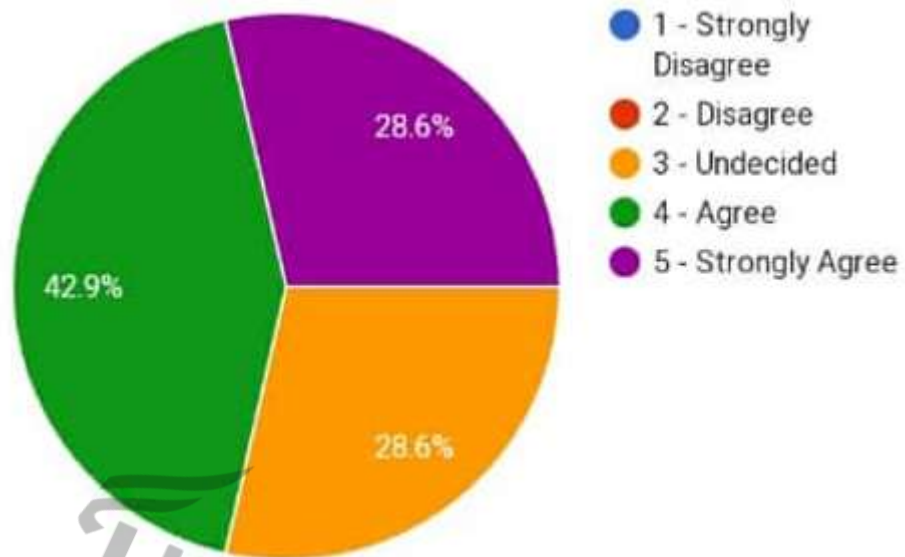
Policies and Procedures (Company's preferences)		%				
		1	2	3	4	5
<b>C1</b>	No standardization rate of salary increment as it will depends on Company's decision	14.3	14.3	14.3	42.9	14.3
<b>C2</b>	Fixed working hours (8.30 am – 5.30 pm)	-	-	28.6	42.9	28.6
<b>C3</b>	Annual bonus or ex-gratia will be declared depends on Company's decision (if any)	-	14.3	28.6	50	7.1
<b>C4</b>	No Medical card or Staff Insurance offered	14.3	14.3	7.1	35.7	28.6
<b>C5</b>	Job Descriptions can be changed by the Company without prior notice to the employee	7.1	14.3	14.3	50	14.3
<b>C6</b>	No allowances offered (Overtime, Travelling, Fuel and Telephone)	21.4	-	21.4	50	7.1

**Figure 3 : Data collections from the respondents (Part C)**

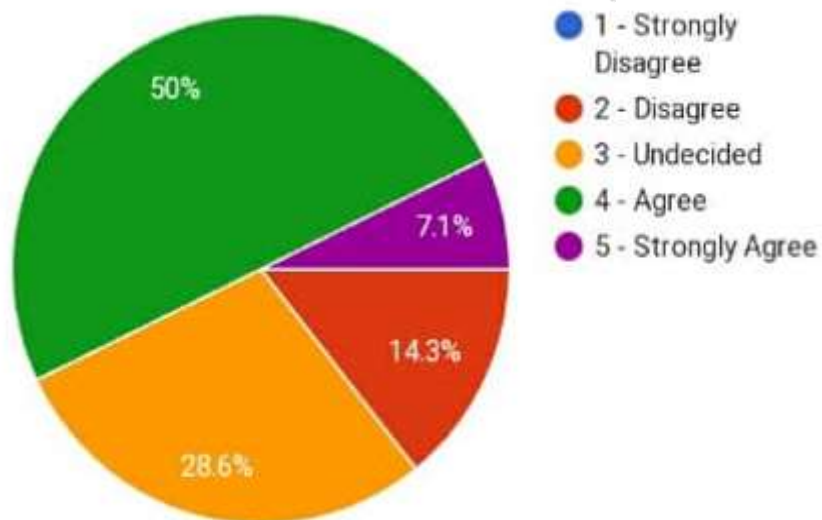
**No standardization rate of salary increment as it will depends on Company's decision**



Fixed working hours (8.30 am – 5.30 pm)

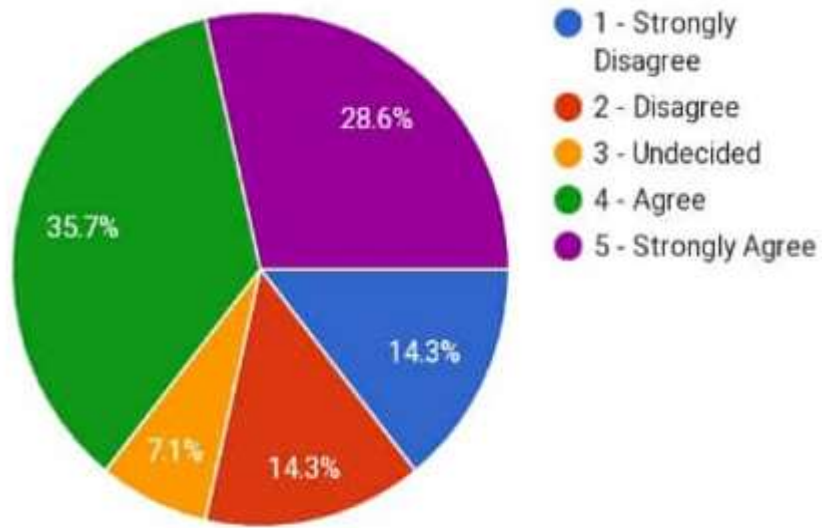


Annual bonus or ex-gratia will be declared depends on Company's decision (if any)

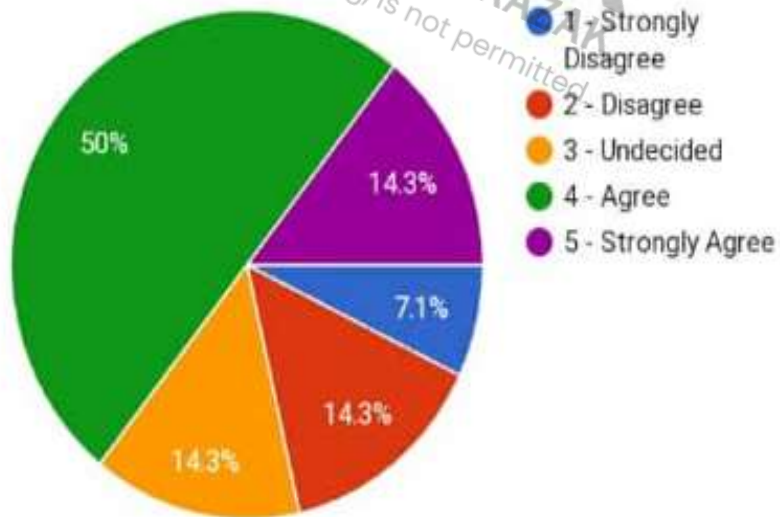




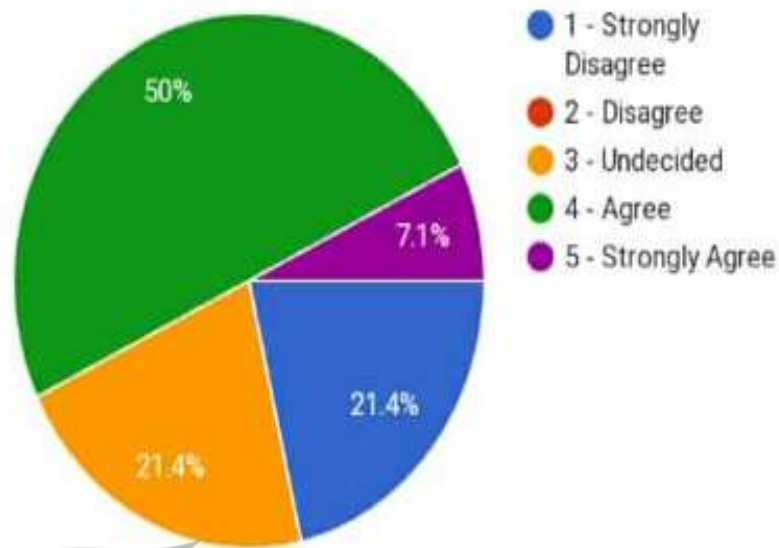
No Medical card or Staff Insurance offered



Job Descriptions can be changed by the Company without prior notice to the employee



*No allowances offered (Overtime, Travelling, Fuel and Telephone)*



From the above data collection as stated in Figure 3 it was clearly shown that the Questionnaires was responded in varies answers where also contributed to different percentage for each of the variable elements as per the above table. We can see there are Six elements affected in this study which are No Standardization rate of salary increment as it will depends on Company decision, Fixed working hours (8.30 am – 5.30 pm), Annual Bonus or Ex-Gratia will be declared depends on Company’s decision (if any), No Medical Card or Staff Insurance Offered, Job Decsriptions can be changed by the Company without prior notice to the employee and lastly, No allowance offered (Overtime, Travelling, Fuel and Telephone). There are five variable scale as scale 1 is for “Strongly Disagree”, scale 2 for “Disagree”, scale 3 for “Undecided”, scale 4 for “Agree” and last but not least scale 5 for “Strongly Agree”.

The first element which is under No Standardization rate of salary increment as it will depends on Company decision was answered by the respondents in varies ways start from scale 1 by 14.3%, scale 2 by 14.3%, scale 3 by 14.3%, scale 4 by 42.9% and scale 5 by 14.3%. It's a negative view responded on this element as the 42.9% respondents agreed that their employer do not have standardization rate of salary increment as it will depends on the Company's decision. This shown that most of the respondents have issue with their management or employer as there is no guarantee for them to benefit the Salary Increment.

The second element is on Fixed working hours (8.30 am – 5.30pm) the data collection on this only involved 3 scale which are scale 3, 4 and 5. The biggest percentage will be under scale 4 by 42.9% and while for scale 3 and 5 are scoring same percentage of 28.6% respectively. Again, scale 4 is the highest percentage which mean the respondents are agreed that their working hours is Fixed 8.30am – 5.30pm.

The third is Annual bonus or Ex-Gratia will be declared depends on Company's decision. From the table it shown that the percentages are varies as in scale 2 by 14.3%, scale 3 by 28.6%, scale 4 by 50% and scale 5 by 7.1. From this data collection the respondents are agreed that their employer declared the Annual Bonus or Ex-Gratia depends on Company's decision.

Next is No Medical Card or Staff Insurance Offered where the respondents tick all scale start from scale 1 up to scale 5. In scale 1 by 14.3%, scale 2 by 14.3%, scale 3 by 7.1%, scale 4 by 35.7% and lastly scale 5 by 28.6%. From the study it shown that most of the responndent agree and strongly agree that No Medical Card or Staff Insurance offered by their employer.

In Job Descriptions can be changed by the Company without prior notice to employee element also shown that the respondents' asnwars are varies. Scale 1 by 7.1%, scale 2 by 14.3%, scale 3 by 14.3%, scale 4 by 50% and scale 5 by 14.3%.From here we see the respondents agree

that in their Company their employer do change the employee Job Description without prior notice. The additional works given by the employer when there is no further notice given to their employee will make the employee will felt dissapointed where this situation will force the employee to resign from the Company.

Last but not least is on the No Allowance Offered by the Company as for example on Overtime, Travelling, Fuel and Telephone element. From the study, the results obtained from the respondents also varies as the percentages in the scale not consistent. In scale 1 by 21.4%, scale 2 Nil, scale 3 by 21.4%, scale 4 by 50% and scale 5 by 7.1%. Overall, it is to tell us that most of the respondents were agree that their employer didn't offered any allowance such as Overtime, Travelling, Fuel and Telephone. But, 21.4% of the respondent strongly disagree with it which meant their employer did offer them an allowance.

#### **4.4 Reliability Analysis of the Instruments**

After conducted this survey, I found that the varies respond really help me out to understand the real situation happened in the each of the Company of the respondents. All the respondents were pick randomly and all of them are employed. It make all the data collection become reliable and valuable for me. From there I found that the answers from the respondents really shown the most exact picture of subject matter of this study.

Furthermore, all the elements stated in my questionnaire mostly happened in most of the Company. That's why the respondents can easily tick and answer it as they really familiar with the subject matter.

#### **4.4.1 : Regression Analysis**

From the survey I found that the relationship between numerous independent variables and a single dependent variable all are connected and linked. Furthermore, the answers were reflected due to the varies variables factors. For an examples the women respondents mostly opted flexibility on working hours this is because they are allow to choose what time there are prefer to come to work in order to suit with their needs as mostly of them are mothers and needs to manage their household chores or send their childrens first before come to work. By doing this in the Company, the women worker will felt more efficient when they come to the office as their family matters all run smoothly. That is why based from my analysis I found that each of the variable really connected each to another as mostly of the factors really happened in a Company.

#### **4.5 Hypothesis Testing**

From the survey, I also do the hypothesis testing where after a respondent give an answer the summary and report will automatically generated as I conduct my survey via online. All the answers will counted accumulately accordance to the each element and scale in the survey. When all the data are collected the system will auto generate a pie chart and summary based from the answers of the respondents.

From the summary after the survey we can easily extract an information from each of the elements and see how the answers of the respondents really valuable for this study. Furthermore, the varies answers from the respondents give us a clear picture that not all employer offered same with one another as employer have their own preferences. As overall, we found that there are significant relationship between the engagement of the employee and the Company's policy and procedures, relationship between the behavior of employee and reactions of a Comapny and factors that affect the employee behavior against the policies and

procedures in a Company. The respondents answers really valuable for me as a researcher as from there I found the general of overall view and idea on the real situation in different Company in Malaysia.

#### **4.6 Discussion**

Eventhough the survey has been conducted, there is always a challenge on it. We can obtained the data collection so easily from certain group of sample but we unable to get the exact answer. Meaning to say, the data collection that we obtained only give us a general view of the study unless all of the community participate on the survey then only we can get a good data collection.



## CHAPTER 5: CONCLUSIONS

This chapter will discuss the outcomes or results derived from Chapter 4. All data collected was analyzed to assess the objective reliability, importance of the variables as well as the prominent factors which contribute towards the hypothesis. All results were auto analyzed and then it was summarized accordingly. In addition, the research implications help to demonstrate the need of researching solutions to the recognized problem as well as the study's relevance to other parties. The limits of the analysis have also been identified and investigated. The questionnaires also involved asking the respondents if there was any positive outcome due to good practice of the policies and procedures implemented in a Company and how to handle if otherwise imposed by the employer. Finally, practical recommendations were made, and the study came to a close with research ideas for the future researches.

### 5.1 Recap of Major Findings

Based from the study even all the respondents have answered the questionnaires but we can't guarantee that they are answer it sincerely or otherwise. If they are answer according to their real experience than the data obtained is accurate if not then the data collected is not relevant. We don't have a mechanism tool to check the accuracy of the respondents answers. So, whatever the answers given by the respondents all are gather together and based on it we come out with a summary and conclusion.

### 5.2 Implications of the Study

From this study, it's really help us at least to get some general view that the good or bad policies and procedures implemented in a Company do affect the employee directly. Both parties either the employer and employee needs to identify what is good for both so that risk

of staff turnover can be reduce and overcome. Furthermore, the employer also need to apply the “Best-Practise” methods in their policies and procedures so that the working environment become good for both and from there the Company’s objective and goal can easily be achieved.

### **5.3 Limitations of the Study**

The limitation from the study is the limited respondents answers. Where, the answer only obtained from a group of respondents only even the respondents are from others background it was not enough as we need more respondents to participate so that varies answers obtained contribute to a good conclusion of the study.

### **5.4 Recommendation for Future Research**

My recommendation for future research is the survey should be conducted widely in the social medias platforms such as facebook, instagram, or maybe via online website. As currently my research only limit to Malaysian respondents maybe in the future the study can be conducted globally so that we can see how outside people react on this and help us to get more data so that we can conclude something else based on it.



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# APPENDICES

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**APPENDIX A : QUESTIONNAIRES**



**GRADUATE SCHOOL OF BUSINESS**

**MASTER OF BUSINESS ADMINISTRATION**

**TITLE : EMPLOYEE ENGAGEMENT AGAINST THE POLICIES AND  
PROCEDURES SET IN A COMPANY**

Dear respondent,

This research is being conducted to look into the relationship between employee engagement and company policies and procedures. Your participation is crucial to the study's success. All responses will be kept private and confidential and no individual respondent will be identified. The following questions have no right or wrong answers. You will be questioned about employee engagement as well as policies and procedures. Please take a few minutes out of your busy schedule to complete the questionnaires, as your participation is extremely important to our research. To complete this questionnaire, I require your sincere participation. The information gathered in this survey will only be used for academic and research reasons. Thank you for taking part in this study.

**Siti Ruwenna Awang**

MBA Candidate

Universiti Tun Abdul Razak

s.ruwenna203@ur.unirazak.edu.my

## PART A : Demographic Characteristic

Please tick your answer.

- 1) *Employment type*
- |           |     |           |     |
|-----------|-----|-----------|-----|
| Permanent | ( ) | Part-Time | ( ) |
| Full-Time | ( ) |           |     |
- 2) *Gender*
- |        |     |  |  |
|--------|-----|--|--|
| Male   | ( ) |  |  |
| Female | ( ) |  |  |
- 3) *Age*
- |          |     |              |     |
|----------|-----|--------------|-----|
| Below 20 | ( ) | 41 – 50      | ( ) |
| 20 – 30  | ( ) | 51 and above | ( ) |
| 31 - 40  | ( ) |              |     |
- 4) *Job Title*
- |                  |     |         |     |
|------------------|-----|---------|-----|
| Supporting staff | ( ) | Manager | ( ) |
| Clerical         | ( ) |         |     |
| Executive        | ( ) |         |     |
- 5) *Gross Salary*
- |                   |     |                   |     |
|-------------------|-----|-------------------|-----|
| RM1,000 – RM3,000 | ( ) | RM4,501 – RM6,000 | ( ) |
| RM3,001 – RM4,500 | ( ) | RM6,001 and above | ( ) |

**PART B : Policies and Procedures (Employee Friendly)**

Please tick the appropriate answer. You may only to choose one (1) answer for each question.

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

Policies and Procedures (Employee Friendly)						
		1	2	3	4	5
<b>B1</b>	Salary increment every year based on KPI (5% - 10%)					
<b>B2</b>	Flexible working hours					
<b>B3</b>	Fix Annual Bonus or Ex-Gratia					
<b>B4</b>	Medical Card or Staff Insurance					
<b>B5</b>	Proper Job Descriptions					
<b>B6</b>	Staff allowances (Overtime, Travelling, Fuel and Telephone)					

**PART C : Policies and Procedures (Company's preferences)**

Policies and Procedures (Company's preferences)						
		1	2	3	4	5
<b>C1</b>	No standardization rate of salary increment as it will depends on Company's decision					
<b>C2</b>	Fixed working hours (8.30 am – 5.30 pm)					
<b>C3</b>	Annual bonus or ex-gratia will be declared depends on Company's decision (if any)					
<b>C4</b>	No Medical card or Staff Insurance offered					
<b>C5</b>	Job Descriptions can be changed by the Company without prior notice to the employee					
<b>C6</b>	No allowances offered (Overtime, Travelling, Fuel and Telephone)					



**APPENDIX B**

**APPROVAL PAGE**

**TITLE OF PROJECT PAPER:           EMPLOYEE ENGAGEMENT AGAINST THE  
POLICIES AND PROCEDURES SET IN A  
COMPANY**

**NAME OF AUTHOR                :       SITI RUWENNA AWANG**

---

The undersigned certify that the above candidate has fulfilled the conditions of the project paper prepared in partial fulfilment for the degree of Master of Business Administration.

**SUPERVISOR**

Signature : \_\_\_\_\_

Name        :

Date         :

**ENDORSED BY**

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Dean

Graduate School of Business