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**DETERMINANTS OF EMPLOYEE ENGAGEMENT IN
HONDA MALAYSIA SDN.BHD.**

**AYUNI ASMA BINTI ABDULLAH
818791**



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**Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business,
Universiti Utara Malaysia,
in Partially of the Requirement for the Master of Human Resource Management**



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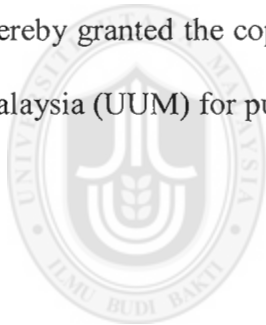
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ABSTRACT

Engaged employees will say positive things about the company, give extra effort, and are more likely stay with their company. Therefore, it is not surprising that most of organizations have invested substantially in policies and practices that foster engagement and commitment in their workforce. This study examined the relationship between rewards & recognition, career development, flexible working hours and employee engagement. 158 survey questionnaires were collected and used for data analysis in this study. Descriptive and inferential statistics were employed to analyse data. The findings showed that there were significant and positive correlations between rewards & recognition, career development, flexible working hours and employee engagement. Findings also indicated that career development was the most dominant determinant of employee engagement in Honda Malaysia Sdn. Bhd. (“HMSB”). The research findings will help to gain a better understanding and insight into what drives employee engagement in HMSB.

ABSTRAK

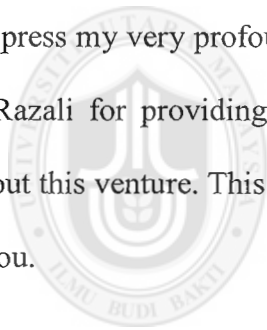
Keterlibatan pekerja dapat membuahkan hasil yang positif di mana pekerja akan lebih positif terhadap organisasi, berusaha lebih gigih, dan dijangka akan lebih setia dengan organisasi. Oleh itu, tidak menghairankan bila ada organisasi yang banyak melabur dan memberikan perhatian terhadap polisi dan amalan yang dapat meningkatkan keterlibatan dan komitmen dalam pekerjaan. Kajian ini dijalankan bagi mengenalpasti perhubungan di antara ganjaran dan pampasan, pembangunan kerjaya, waktu kerja anjal dan keterlibatan pekerja. 158 borang soalselidik dikutip dan digunakan untuk analisis data. Dapatan menunjukkan terdapat perhubungan yang signifikan dan positif di antara ganjaran dan pampasan, pembangunan kerjaya, waktu kerja anjal dan keterlibatan pekerja. Dapatan kajian juga menunjukkan pembangunan kerjaya sebagai faktor yang paling signifikan terhadap keterlibatan pekerja di Honda Malaysia Sdn. Bhd. ("HMSB"). Dapatan kajian ini diharap dapat memberi pemahaman yang lebih baik terhadap faktor-faktor yang mempengaruhi keterlibatan pekerja di HMSB.

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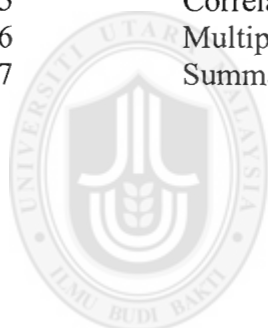
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CHAPTER 1

INTRODUCTION

1.1. Introduction

Nowadays, employee engagement has become a top business priority for business leaders. It fuels organizations during times of economic growth and, more critically, when market conditions are uncertain and volatile. They know that having a high-performing workforce is essential for growth and survival. They recognize that a highly engaged workforce can increase innovation, productivity, and bottom-line performance while reducing costs related to hiring and retention in highly competitive talent markets.

Therefore, a positive relationship between the organization and employees must develop to fulfil the continually changing needs of both parties. At the minimum, the organization expects an employee to perform consistently the tasks assigned to them and at the standards set for them, and to follow the rules that have been established to govern the workplace. They often expect more to their employees to take initiative, continue to learn new skills, and be responsive to business needs. At the minimum also, employees expect their organization to provide fair pay, recognize their contributions, offer career opportunities and make them feel more fulfilled in their personal and professional lives. In other words, employee engagement has emerged as a critical driver of the organization, and it practically affects the employee morale, productivity, retention and also individual satisfaction (Sanborn & Oehler, 2014).

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