RELATIONSHIP BETWEEN CO-WORKER, LEADERSHIP, CAREER DEVELOPMENT, AND EMPLOYEE ENGAGEMENT IN HEALTHCARE SECTOR

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Abstract

Employee engagement has emerged as an important management-focused activity to perform in a dynamic business environment. Engaged employees are expected to be able to help organizations in all sectors including the healthcare support industry to achieve their business objectives. This study attempts to examine the relationships between co-workers, leadership, career development, and employee engagement among healthcare support companies in Kuala Lumpur Headquarters. A quantitative method was used whereby questionnaires were provided to participants. Data acquired was examined using the Statistical Package for Social Science (SPSS) software. Inferential analyses, specifically regression, and correlation, were used to examine the relationship between the variables. A total of one hundred-five employees responded to the survey.

The results showed that leadership and career development influence employee engagement.

Keywords: Employee engagement, co-worker, leadership, career development.

Abstrak

Penglibatan pekerja telah muncul sebagai aktiviti tertumpu pengurusan yang penting untuk dilaksanakan dalam persekitaran perniagaan yang dinamik. Pekerja yang terlibat dijangka dapat membantu organisasi dalam semua sektor termasuk industri sokongan penjagaan kesihatan untuk mencapai objektif perniagaannya. Kajian ini cuba mengkaji hubungan antara rakan sekerja, kepimpinan, pembangunan kerjaya dan penglibatan pekerja dalam kalangan syarikat sokongan penjagaan kesihatan di Ibu Pejabat Kuala Lumpur. Kaedah kuantitatif telah digunakan di mana soal selidik telah disediakan kepada peserta. Data yang diperolehi diperiksa menggunakan perisian Statistical Package for Social Science (SPSS). Analisis inferensi, khususnya regresi dan korelasi, digunakan untuk mengkaji hubungan antara pembolehubah. Seramai seratus lima pekerja menjawab tinjauan tersebut.

Keputusan menunjukkan bahawa kepimpinan dan pembangunan kerjaya mempunyai pengaruh terhadap penglibatan pekerja.

Kata kunci: Penglibatan pekerja, rakan sekerja, kepimpinan, pembangunan kerjaya

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Abbreviation	Descriptions of Abbreviation
CD	Career Development
CW	Co-workers
EE	Employee Engagement
H	Hypothesis
LS	Leadership
MOH	Ministry of Health
SET	Social Exchange theory
SPSS	Statistical Package for Social Science

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The success of a business depends on employee engagement since it increases performance, productivity, quality, and retention. Today, more than ever, organizations rely on the power, commitment, and engagement of their employees to endure and succeed in the twenty-first century. The significance of employee engagement in enhancing organizational effectiveness has been widely recognized by scholars such as (Mann and Harter, 2016; Ruck et al., 2017). According to (Khodakarami, 2019) this is primarily because engaged employees are more productive, more profitable, safer, and healthier.

According to Jeevitha (2020), with an increase in employee diversity and firms entering new markets, organizations must maintain employee engagement to retain the most talented employee. When employees are actively involved in their work, employees are more likely to experience job satisfaction and motivation, leading to the effective retention of highly skilled individuals and a competitive advantage. True employee engagement is the emotional commitment employees have to the company and its goals. Healthcare employee experience pride and ownership in their job performance and team. Engaged healthcare employee care, give discretionary effort, and go the extra mile. Examples include making eye contact with patients, escorting patients, listening to patients, rounding patients, washing hands, making fewer mistakes, and prioritizing patients. Engaged employees, it has been found in research, are more loyal to their employers and offer important competitive advantages, such as higher production and lower employee turnover. (Kundar & P., 2021)

In line with the article from star newspaper the healthcare industry is anticipated to perform better this year, with hospitals benefiting from the increase in both domestic and international patient visits. (The Star,2023). After the article was published, it was followed by another article, which asserted to lessen the risk of Artificial intelligence displacement, parents should urge their kids to consider employment in the healthcare industry. According to forty percent of respondents in a recent MLIV Pulse survey by Bloomberg, elementary-aged kids would benefit the most from pursuing a profession in healthcare. Interpersonal interaction is frequently required in the medical industry, but generative Artificial intelligence systems like ChatGPT are now making this difficult. According to demographic trends, nurses or doctors might be more responsible for the younger generation. Since of the aging population, economists anticipate a considerable increase in demand for healthcare employees. (The Star,2023)

According to Glassdoor's research from 2016 (Why is Employee Engagement So Important, 2016) fifty percent of employees are confident that employees can seek out a comparable position within six months, rendering to a Gallup study on employee engagement in over one hundred and twenty-five organizations, companies that invest in employee engagement can expect earnings to grow two points six times faster than companies with low employee engagement. These low-engagement companies experienced a thirty-two-percent decline in operating income and an eleven-percent decline in earnings per share growth (Juan and Yao, 2017). Topmost talent is highly desirable in society. Engaged employees are directly impacted by several things. According to the Work Institute (2019), on employee engagement, the United States incurs an annual financial loss above eleven billion dollars because of employee turnover. Based on a recent survey conducted by Qualtrics, it has been observed that

Malaysia exhibits a comparatively greater level of employee engagement with other countries worldwide. The level of employee engagement in engagement activities in Malaysia is a significant area of concern, as indicated by the findings of Jian et al. (2020). The study revealed that a mere eleven percent of employees demonstrated active involvement, while eight percent displayed no involvement, leaving the majority of eight one percent with a lower level of engagement. (Jian et al., 2020).

Based on the facts, it can be concluded that there is considerable scope for enhancing employee engagement in Malaysia. Enhancing employee engagement within a business facilitates a comprehensive comprehension of individual duties and fosters collaborative efforts among employees to effectively pursue organizational objectives (Mansor et al., 2018). Hence, Human Resource managers are continuously developing imaginative, creative, and efficient strategies to foster employee engagement positively during this arduous period.

Employee engagement refers to the collective mindset inside a workplace that motivates all employees to consistently exert their utmost effort, demonstrating a strong commitment to the goals and values of the firm (Chanana and Sangeeta, 2020).

1.2   Problem Statement

During the pandemic, hospitals are facing an unprecedented level of pressure to provide healthcare services of exceptional quality while operating within constrained resource capacities. Even after the abatement of the pandemic, the enduring consequences on the financial state of hospitals and their employees will persist. In the current challenging situation, hospitals are required to exert additional efforts to effectively engage their workforce. (Garud et al. in 2022).

Based on the survey results provided by Mental Health America, highlights the immense pressure healthcare employees are facing while dealing with the ongoing pandemic. The survey collected responses from one thousand one hundred nineteen healthcare employees, revealing several key findings. Firstly, a staggering ninety-three percent of healthcare employees reported experiencing stress. Moreover, seventy-seven percent expressed frustration, further emphasizing the challenges employees are encountering. Furthermore, seventy-six percent reported exhaustion and burnout, and seventy-five stated that employees were overwhelmed. This is likely a result of the continuous demands and high-stress environment employees are facing. Furthermore, sixty- three percent reported work-related dread, indicating the negative feelings associated with their profession during this pandemic. (Lagasse, 2020)

Before the pandemic, many employees experienced chronic distress and disengagement, with forty-two percent of physicians experiencing some level of burnout. Based on recent labor force projections suggest that the number of occupational categories, for example, healthcare employees, is expected to grow significantly, and a global healthcare worker shortage is predicted to occur within the next ten to twenty years. More than half of government doctors, medical assistants,

nurses, pharmacists, dentists, and allied healthcare employees in the United States are willing to strike, and seven out of ten are contemplating quitting their jobs. cited by (Dubina et al., 2021; Smith S et al. 2022)

On the other hand, in Malaysia Kuala Lumpur in a recent survey, all government healthcare personnel in Malaysia report significant levels of anger and discontent with the public healthcare system, including physicians. Almost ninety-five percent of government healthcare employees who responded to a Code Blue poll conducted online this month believe that Malaysia's public healthcare system is currently in "crisis". Government healthcare employees are dissatisfied due to issues such as inadequate financing, understaffing, and outdated infrastructure. Numerous employees are concerned about the dearth of resources and their increasing workload, which impacts the quality of patient care. "Immediate reforms are required to address these systemic issues and restore confidence in Malaysia's public health care system." The Code Blue survey, titled "Dissatisfaction Among Health Care Professionals and Employees in Malaysia's Health Service," sought to determine if government healthcare employees were dissatisfied with their jobs and what types of workplace issues employees encountered. Most respondents were personnel of the Ministry of Health (MOH). According to the survey, a significant number of MOH employees were dissatisfied with their employment, citing issues such as a heavy workload, insufficient resources, and a lack of career advancement opportunities. In addition, the survey revealed that these obstacles have an impact not only on the health of healthcare professionals but also on the quality of treatment provided to patients. More than 1,400 government healthcare employees are either considering a walkout or are hesitant to do so. The fact that more respondents are willing to resign than participate in a strike suggests that the government may have trouble retaining public healthcare

professionals. Industrial action enables employees to remain in the service if their demands are met, as opposed to those who quit without specifying what could be done to retain them. This suggests that workplace discontent in the public health service, particularly with the Minister of Health, is shared across seniority and profession and is not limited to junior and contract physicians, who conducted a one-day strike in the middle of 2021. Even after COVID-19 highlighted the negative effects of a persistently underfunded healthcare system, Malaysia has exhausted its healthcare workforce by failing to invest in public healthcare infrastructure and personnel. (Code Blue, 2023)

One of the main factors that contribute to the loss of trust is a sense of detachment. In contrast to their headquarters counterparts, the frontline employee does not engage in regular interactions with corporate managers or leadership, resulting in a lack of transparency and conversation that may foster mistrust. Indeed, a mere fifty-five percent of frontline employee report experiencing a sense of connection to their headquarters, while fifty-one percent hold the perception that employees are regarded as less significant compared to their counterparts at the headquarters. A significant proportion of frontline employees, specifically forty-three percent, hold the belief that there is a lack of career advancement within their present position. Furthermore, a majority of fifty-four percent intend to transition to a different frontline role to reward themselves with enhanced learning opportunities within the upcoming year. To mitigate the risk of talent attrition, businesses must ensure that all employees are afforded ample opportunities for upskilling, irrespective of their work, be it remote, frontline or office based. C-suite executives acknowledge the presence of disparities in career advancement. According to a survey, a mere two-thirds (sixty-six percent) of executives hold the belief that frontline employees possess an equal number of

career advancement opportunities compared to knowledge employees. It is imperative for leaders to proactively engage in initiatives aimed at fostering the advancement and expansion of their frontline workforce. This sentiment is similarly anticipated within the prospective labor force. (Christine,2022)

Corresponding to Gallup research, employee engagement is declining, falling from thirty-six percent in 2020 to thirty-four percent in 2021 and thirty-two percent in 2022. Meanwhile, the engaged-to-actively-disengaged employee ratio is flattening, declining from 2.6:1 in 2020 to 1.8:1 in 2022. It is evident that to effectively engage and retain employees, companies should offer them ample opportunities to acquire knowledge and develop skills that will enhance their job performance and facilitate their future professional advancement. (Harter, 2022)

Limited research has been conducted on the topic of employee engagement in healthcare support organizations for those who are under managerial, executive, and non-executive management at the headquarters, where employees have also been impacted during the pandemic. Employees have the impression that their co-workers at the headquarters are more important than employees on-site. The objective of this study was to examine the various elements that influence employee engagement at a healthcare support organization located in Kuala Lumpur.
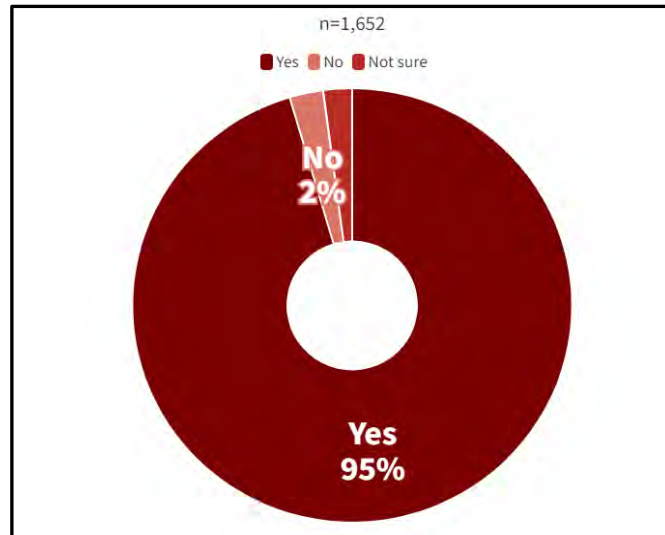
Figure 1.2 Employee dissatisfaction survey at government health service.

As shown in figure 1.2, almost ninety-five percent of government healthcare employee who responded to a Code Blue poll was dissatisfied, followed by three percent of employee are not sure and two percent was satisfied with the current healthcare system.

1.3   Research Objective

The researcher has been elevated to attain the following objective.

1. To identify the relationship between co-worker relationships and employee engagement at the workplace.

2. To identify the relationship between leadership style and employee engagement at the workplace.

3. To identify the relationship between career development and employee engagement at the workplace.

4. To examine which variable has the most impact on employee engagement.

1.4   Research Question

1. Is there a relationship between co-worker relationships and employee engagement at the workplace?

2. Is there a relationship between leadership and employee engagement in the workplace?

3. Is there a relationship between career development and employee engagement at the workplace?

4. Which of the variables has the most impact on employee engagement?

1.5   Significance of the Study

The primary objective of this study is to examine the various factors that contribute to employee engagement, specifically at healthcare support organizations in Kuala Lumpur. The data utilized in this study was obtained through a survey conducted on a sample of one hundred and five employees. The participants were selected from different levels of employment, namely managerial, executive, and non-executive positions, drawn from various departments located at the Kuala Lumpur headquarters. The survey was designed in a straightforward format to facilitate participants' completion within a limited time frame.

1.6   Scope of the Study

This study was conducted to find out more about the variables affecting employee engagement among employees working in one of the healthcare support organizations in Kuala Lumpur. Employees, key personnel, and future researchers all rely on this research. The main objective of the study was to examine the level of employee engagement. Each of these variables has a significant impact on employee

engagement. Therefore, the results presented in this study will help to understand the factors that contribute to high levels of employee engagement.

Employee engagement surveys are used to measure the level of employee engagement in this organization. This study is to assess employees' levels of engagement by measuring the factors that influence engagement within the organization. Employee engagement is important because it offers a forum for open feedback, a chance to establish two-way communication, and involves employees in the development process by giving them a voice, even though there are no universal factors that influence employee engagement.

Moreover, the implementation of this proposed action plan has the potential to enhance employee engagement within the organization. To accurately evaluate the level of employee engagement, a comprehensive assessment must be conducted. The assessment will provide management with valuable insights regarding the organization's engagement, enabling management to identify both its strengths and areas for improvement. To enhance employee engagement and foster a positive work environment, organizations have the option to implement a comprehensive company-wide engagement strategy or focus on specific action areas within each department or section. This research paper explores the potential benefits and considerations associated with both approaches, aiming to provide insights into the most effective means of promoting employee engagement within a corporate setting. By examining the advantages and limitations of each strategy, organizations can make informed decisions regarding the most suitable approach to cultivate a highly engaged workforce. Once the identification of necessary changes has been accomplished, the subsequent step involves the establishment of priorities, allocation of resources, and

formulation of an implementation plan. The assessment of engagement within the organization will enable us to identify areas of best practice. The present study aims to investigate the phenomenon of high engagement levels within a specific area. By conducting a thorough analysis of the available data, valuable insights can be gained regarding the strategies and practices employed by this part to achieve such commendable engagement levels. The goal is to extract these best practices and subsequently implement them across the entire organization, thereby fostering a culture of enhanced engagement throughout. Without a doubt, the feedback obtained from engagement surveys provides management with valuable and actionable data that can be utilized to foster organizational growth. Moreover, the implementation of this action plan has the potential to enhance employee engagement, contingent upon the evaluation of their current level of engagement. Without a doubt, the feedback obtained through engagement surveys will provide management with practical and valuable information that can be utilized to foster the growth and development of the business.

The researcher administers surveys on employee engagement to establish a baseline dataset to conduct comparative analyses. To conduct a comparative analysis of the organizational structure utilized in this study with other structures within the same organization, it is imperative to examine the specific outcomes and juxtapose them against organization-specific data. The utilization of benchmarking techniques will facilitate the identification of company-specific issues. If the data suggests that a mere twenty percent of our employees express satisfaction with their prospects for career advancement, it would be prudent to compare these figures with those of other companies to ascertain whether this is a common observation or an area that necessitates enhancement. Consequently, this can facilitate the formulation of an

appropriate resolution by management and human resources personnel to address this issue. Additionally, this research will prove to be valuable for senior executives. The characteristics will contribute to an enhanced comprehension of their workforce, hence reducing the likelihood of employee attrition. Furthermore, senior executives can utilize these characteristics as a method of motivating employees. By understanding their employees better, top management can identify and implement effective strategies to enhance employee motivation and job satisfaction. This can lead to improved productivity and overall organizational success. Additionally, by utilizing these factors, top management can create a positive work environment that fosters employee loyalty and engagement, ultimately reducing turnover rates in the company.

Besides, the study can assist in retaining the staff, which will lead to a decrease in the turnover rate and reduced costs for the organization in terms of recruiting new employees. The process of recruiting a new employee necessitates spending money to provide training for the newly hired employee. Moreover, this study can serve as a valuable reference for researchers interested in conducting a comprehensive review of the topic. Additionally, the study can provide insights into the specific factors that contribute to employee satisfaction and engagement, allowing organizations to implement targeted strategies to improve overall employee well-being. Also, by understanding the key drivers of employee retention, organizations can develop effective retention programs and initiatives to ensure long-term commitment and loyalty from their workforce.

1.7 Definition of Key Terms

Employee Engagement

Human resource development scholars define the term as an "active, positive, work-related psychological state operationalized by the maintenance, emotional intensity, and direction of cognitive and behavioral energy" (Shuck et al., 2017).

Co-worker

The term co-worker relationship" refers to the relationship between individuals working for a firm or organization, regardless of whether they are in the same position in the hierarchy or not or may be lower or higher (Bunk & Magley, 2011).

Leadership

A leader is an individual who occupies a position of authority or higher within an organizational structure exemplified by various individuals within an organization, such as the chairman, top management, department heads, and supervisors, and possesses the capacity to exert influence over others while exercising a significant level of control. (Xie et al., 2018).

Career development

It classifies as "a series of activities undertaken by a person during his life that led to the discovery, stabilization, achievement, and fulfillment of one's career." (Akyuz,2017).

1.8 The Organization of the Thesis

This research paper comprises five chapters as follows:

Chapter one of this research paper encompasses several key components. These include the background of the study, problem statement, research objective, research question, scope of the research, significance of the study, definition of key terms, and organization of the study.

Chapter two of this study presents a comprehensive literature review of the variables relevant to the research. Subsequently, an examination of the theories employed in the study and the subsequent construction of the framework will be presented.

Chapter three comprises several key components including the conceptual framework, hypothesis, research design, population and sampling technique, instrument development, response format, questionnaire design, data collection, statistical analysis procedures, and a concluding summary. In the subsequent section.

Chapter four examines an analysis of the study's findings, wherein the outcomes derived from the gathered data are presented and subsequently evaluated.

Chapter five contains the findings that have been evaluated, together through a discussion of their limitations and future suggestions, which have also been reviewed.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter provides a summary of the critical principles of employee engagement as well as the components of the variables which are co-worker relationship, leadership style, and career growth. This chapter also describes the variables affecting employee engagement among employees in the Healthcare support sector and defines the dependent and independent variables. Furthermore, the proposed theoretical framework will be established. The theories that have been established based on the relationship between the variables are also explained.

2.2 Employee Engagement

According to Aktar (2017), there is evidence to suggest that Employee Engagement can have a positive impact on several aspects of individual work outcomes, including employee work experience and quality of work. Furthermore, it is also suggested that Employee Engagement can contribute to organizational outcomes such as increased productivity and overall organizational development. The term "Employee Engagement" is frequently used interchangeably with "work engagement" in academic literature. When individuals employed by an organization have a strong connection with their work, they exhibit a heightened level of commitment and involvement. This engagement prompts them to invest their physical, emotional, and cognitive resources to effectively demonstrate their performance.

The cognitive dimensions of employee engagement encompass the perceptions and beliefs held by employees towards the organization, working circumstances, and

leadership. The physical dimension involves the employees' physical vitality in carrying out their responsibilities within the organizational context. Meanwhile, the emotional dimension encompasses the subjective experiences and sentiments of employees towards the organization and its leadership. (Nabil et al. 2019).

Numerous empirical investigations have demonstrated a correlation between organizational effectiveness and employee engagement. The relationship between organizational and employee engagement outcomes is advantageous, as it enhances profitability and motivates efforts to improve financial performance (Choo, Mat, & Al-Omari, 2013).

According to (Wyatt's, 2017) survey, a total of nine hundred forty-six companies across twenty countries were examined, revealing that employees with high levels of engagement demonstrate a twofold increase in the likelihood of being classified as top performers compared to their counterparts. According to the findings of Luthans and Peterson (2019), employees who exhibit high levels of engagement with their work and organization are more inclined to exhibit strong performance and attain success, in addition to responding positively to their managers.

In contrast, it has been argued that fostering employee engagement can contribute to the retention of high-performing employees within the organization (Macauley, 2015). Moreover, research suggests that employee engagement can also facilitate the development of more creative and innovative employees, thereby promoting organizational development (Bakker & Albrecht, 2018). Employees that are engaged demonstrate robust emotional, logical, and behavioural connections to their employment and the firm they work for. Employees in this context exhibit a range of positive emotions, including pride, congruence with corporate principles, job

satisfaction, and happiness with the overall company. Additionally, they demonstrate high levels of enthusiasm and inspiration in their work. In summary, the engaged employee is the pinnacle of an ideal employee. Healthcare leaders and policymakers should prioritize the strategic objective of enhancing employee engagement across all healthcare businesses. Healthcare leaders must prioritize the strategic objective of enhancing employee engagement across all healthcare businesses. (Salsabil 2022),

2.3 Co-worker

According to (Avci, Nilgün, 2017) The support of the team and co-workers does have an impact on employee wellbeing. formal and informal workplace assistance from coworkers is a valuable resource (Ng and Sorensen (2008). Employees are better able to handle organizational issues when they feel supported by their coworkers (Singh et al, 2019).

2.3.1 Relationship between coworker and employee engagement

Employees' moods can be improved by a supportive colleague since they will be more driven to complete the task. Co-worker relationships are those between individuals that engage with one another as a team inside an organization or business, whether they are in the same position in the hierarchy or not (maybe lower or higher) (Bunk & Magley, 2011). Receiving support from co-workers during times of stress, colleague mutual affirmation, peer feedback beyond professional requirements, and eventually a peer friendship relationship that goes beyond work-related problems are characteristics of mutual peer relationships (Kram & Isabella, 1985).

According to (Wickramasinghe and Widyaratne,2012), a supportive team and trusting interpersonal interactions have a higher likelihood of boosting employee engagement.

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Cited from the previous study conducted, there is a significant influence of teamwork and peer support on employee engagement. (M. Umair Mughal.2020.)

2.4   Leadership

According to Ganesan et al. (2017), leadership style is the primary determinant of employee engagement, followed by communication, work-life balance, and pay and benefits. In addition, the conduct of a leader is expected to catalyze fostering employee motivation and enhance work efficiency, thereby significantly contributing to the establishment of a conducive and positive working environment (Dari, Jabeen, & Papastathopoulos, 2018).

2.4.1   Relationship between leadership and employee engagement

The framework proposed by Carasco-Saul et al. (2015) elucidated the connections between leadership and employee engagement. The study emphasized that transformational leadership plays a crucial role in enhancing employee engagement by fostering optimism, responsibility, meaningfulness, and innovative actions. This, in turn, has a direct impact on various aspects of the employee's professional life, including knowledge acquisition, customer relationship management, career satisfaction, performance levels, and intention to leave the organization, which is negatively affected. In addition to involving staff members at work, leaders must be deliberate in carving out time to get to know everyone by showing an interest in them outside of the workplace (Tracy, 2017). Leaders must establish regular touchpoints with their employees weekly. Ideally, leaders should engage in daily interaction with every employee.

The objective is to establish and sustain a continuous and reciprocal channel of communication with every employee. According to a previous study, transformational leaders could motivate employees to exceed anticipated performance levels by fostering meaningful engagement and cultivating trust. In the context of a dynamic business environment, it has been suggested that leaders' focus and attention contribute to fostering meaningful engagement. Furthermore, the willingness of leaders to openly share constructive feedback has been found to enhance employees' trust in both the leader and the organization. (Pradhan & Pradhan, 2016).

According to a MetLife survey, ninety-three percent of workers stated that the most critical factor in creating alignment with company values was trustworthy leadership (Hseih and Wang,2015). Employee engagement is largely influenced by leadership, and authentic leaders are likely to inspire most of their workforce because they uphold strong moral standards and cultivate open-mindedness and trust in their interactions with subordinates.

In these situations, the establishment of employee trust serves as the intermediary factor in the association between leadership and employee engagement. According to (Popli and Rizvi, 2016), not only is there a strong positive relationship between transformational leadership and employee engagement, but there is also a positive relationship between transactional leadership and employee engagement, particularly for young employees in the early stages of their careers.

Highly engaged employees not only trust their employer, but they also can improve how they work, feel valued, and have clear job goals and a sense of team membership. They can perform effectively in their job because they have a supportive supervisor and adequate resources and equipment. (Salsabil, 2022)

2.5   Career development

According to (Jail,2014), career development can be defined as the process of making personal advancements to accomplish individual career goals. (Mondy and Martocchio ,2016). Career development is a structured methodology employed by organization s to guarantee the availability of individuals possessing the appropriate qualifications and experience at the required time.

2.5.1   Relationship between leadership and employee engagement

Based on a study conducted allowing employees to cultivate their professional paths is likely to enhance levels of employee engagement. This implies that effective management of employees' career development will result in heightened levels of employee engagement. According to Alias et al. (2016). According to Khan et al. (2015), a wide range of organizations can implement career development programs to support their employees in effectively strategizing their career paths, as it is widely believed that employees respond favorably to opportunities for career growth and progression.

Based on research conducted by scholars, enabling employees to cultivate their professional paths has been found to positively impact employee engagement. Effective management of employees' career development has the potential to enhance employee engagement (Alias et al.,2016). Moreover, research done by (Jia-Jun, Z., and Hua-Ming, S.,2022) stated career development has a positive effect on affective commitment, which in turn affects employee engagement.

2.6   Related theory

The present study utilized the Social Exchange Theory as a theoretical framework, as previously used by Mansor et al. (2021). This theory is widely recognized and frequently employed in the investigation of employee engagement. Blau (1964) introduced the Social Exchange Theory, which explores the concept of "reciprocity." This theory claims that when organizations demonstrate care, kindness, and fairness toward their employees, the employees are likely to reciprocate by exhibiting positive behaviors toward the organization (Memon et al., 2020). The notion of employee engagement originated from scholars who aimed to comprehend the favorable behaviors and outcomes that arise from the positive psychology movement (Anthony-McMann et al., 2017).

According to the social exchange theory formulated by Alan Saks, individuals engage in a continuous process of assessing and reassessing their interpersonal relationships based on the potential advantages they offer. The establishment of a mutual relationship fosters the development of loyalty, commitment, and trust over a cycle. This is supported by Blau's assertion that corporate commitment and employee engagement are interconnected (Sugandini et al., 2018). According to Leshabari et al. (2008), an enhanced work environment facilitates optimal utilization of workers' abilities, competence, knowledge, and available resources, leading to improved performance and the delivery of high-quality services. According to the social exchange perspective, employees demonstrate their gratitude for the investments and support provided by the organization by reciprocating with good behaviours towards the organization. There has been scholarly discourse surrounding the notion that employees possess a tendency to respond in a similar manner, cited by Snape and Redman (2010).

The application of this notion of mutual benefit to the workplace provides a valuable and perceptive outlook on relationships and their impact on employee engagement. According to Ghasempour Ganji et al. (2021), the provision of adequate resources and support by an organization leads to an increase in employee engagement.

The concept of social exchange theory pertains to the evolution of interpersonal relationships within a professional context, when associations with colleagues transform to become reliable, trustworthy, and characterized by a mutual dependence, contingent upon the adherence of each team member to principles of reciprocity or repayment. An illustration of this phenomenon can be observed in the comprehensive employment package provided to employees, encompassing aspects such as monetary and non-monetary, and career development opportunities. As a result, employees may experience a sense of obligation to reciprocate the organization's investment. According to the study conducted by Mansoor, F., and Hassan, Z. et al. in 2016,

According to Young (2018), it is argued that human resources (HR) have the potential to provide mentorship and support to managers in order to enable them to effectively facilitate the necessary interactions among their team members. Interactions among colleagues hold significant importance within the professional setting as they cultivate commitment and cultivate a positive organizational atmosphere. Saks (2011) offered a comprehensive elucidation of workplace involvement by employing Kahn's (1990) conceptualization and integrating insights from Social Exchange Theory. The research conducted by the author illustrates the various strategies that an organization can utilize in order to sustain elevated levels of motivation, fulfil its obligations, and capitalize on enhanced employee engagement.

Previous research has demonstrated the influence of social exchange theory on organizational behaviour, particularly in situations where employees have devoted a significant portion of their lives to their work. Ibrahim et al. (2021) argue that it is imperative to provide incentives, such as instruction and opportunities for promotion, to individuals in recognition of their achievements. The concept in question was formulated based on empirical investigations that examined the impact of perceived justice, human resource development and identification, and ethical atmosphere on employee engagement and satisfaction (O'Connor and Crowley-Henry, 2019). According to Ibrahim et al. (2021), the social exchange theory is considered the most effective framework for understanding social exchanges between individuals and organizations in relation to behaviour and outcomes. The theory was developed with the purpose of investigating advancements in this area. The Social Exchange Theory is frequently employed in many studies to forecast individuals' behaviour (Uddin et al., 2019). According to (Wushe &Shenje ,2019), the model provides researchers with a theoretical framework to comprehend the factors influencing workers' decision to engage in their profession. Based on the tenets of the Social Exchange Theory, it may be posited that individuals within an organization are more likely to exhibit a sense of engagement and commitment when they perceive their leaders to be displaying genuine care and concern for them (Malik et al., 2017). Based on the tenets of Social Exchange Theory, positive internal communication within an organization between superiors and employees is posited to elicit favourable perceptions among employees, therefore leading to their participation in various cognitive, behavioural, and emotional aspects (Siddiqui & Sahar, 2019).

According to Social Exchange Theory, individuals who exhibit high levels of engagement in their work and organization tend to demonstrate stronger feelings of

attachment to their company, as seen by a greater degree of affective commitment. According to Mokhtar et al. (2021), employees who exhibit high levels of normative commitment and low levels of continuation commitment demonstrate a heightened sense of obligation to remain with a company for an extended duration.

2.7   Summary

This chapter provides an overview of employee engagement and its components, including co-worker relationships, leadership style, and career growth. It discusses the variables that affect employee engagement in the healthcare support sector and defines the dependent and independent variables. The chapter also presents the proposed theoretical framework and explains the theories that have been established based on the relationship between the variables. It highlights the importance of employee engagement for organizational effectiveness, including increased productivity and improved financial performance. The chapter also discusses the impact of co-worker relationships, leadership style, and career development on employee engagement. It cites previous studies that have found a positive relationship between these factors and employee engagement. The chapter concludes by introducing the Social Exchange Theory as a framework for understanding employee engagement.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter defines the researcher's strategies and methodologies employed to address the research inquiries. The study provided a comprehensive account of various aspects, including the research design, the intended population, the sampling technique, and sample size, the methods and instruments used for data collection, the assessment of research quality in terms of reliability and validity, the approach to data analysis and presentation, as well as the ethical considerations considered.

3.2 Research Framework

This study has formulated a framework based on the literature review presented in the preceding chapter and recommendations derived from multiple studies. In this study, it consists of three independent variables and one dependent variable.
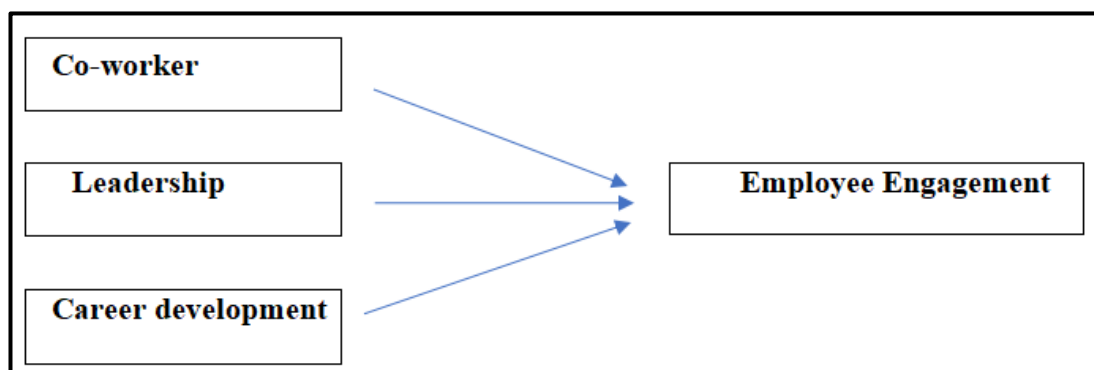
Figure 3.2 Research Framework

Referring to figure 3.2 shown above Firstly, the aspects of consideration include co-worker relationships, leadership styles, and career development. The present study considers employee engagement as a dependent variable. In summary, the study

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variables established a correlation and subsequently incorporated it into the theoretical framework to derive the findings in alignment with the objectives of the present study.

3.3   Hypotheses Development

Below are the generated hypotheses that are hereby anticipated to test the relationship between co-worker, leadership style, and career development that contributes to employee engagement.

Table 3.3 Hypothesis development table

No	Hypothesis	Source
H1	There is a significant relationship between co-worker and employee engagement among the employee in healthcare support organization.	Makera et al., 2019
H2	There is a significant relationship between leadership sand employee engagement among the employee in a healthcare support organization.	Fadillah Ismail et al., 2021
H3	There is a significant relationship between career development and employee engagement among the employee in a healthcare support organization.	Jia-jun & Hua-Ming, 2022

Table 3.3 referred on the hypothesis developed. The provided hypotheses highlight potential relationships between certain factors and employee engagement within a healthcare support organization. These hypotheses are based on the following sources.

H1: Co-worker Relationships and Employee Engagement

There is a suggested significant relationship between co-worker relationships and employee engagement among employees in a healthcare support organization. This implies that interaction with colleagues may influence employee engagement. Supported by Makera et al.'s study in 2019.

H2: Leadership and Employee Engagement

There is a proposed significant relationship between leadership style and employee engagement within a Healthcare support organization. This indicates that the leadership approach employed could impact employee engagement levels. This hypothesis is based on research by Fadillah Ismail et al. in 2021.

H3: Career Development and Employee Engagement

There is an indicated significant relationship between career development opportunities and employee engagement among employees in a Healthcare support organization. This suggests that offering growth and advancement prospects may affect employee engagement. Supported by (Jia-Jun & Hua-Ming's,2022).

These hypotheses collectively emphasize that co-worker relationships, leadership style, and career development opportunities might play crucial roles in influencing employee engagement levels in healthcare support organizations. The hypothesis was adopted in these studies. However, the validity of these hypotheses would require a thorough examination of the corresponding studies and their methodologies.

3.4 Research Design

The study design for employee engagement among the workforce in the healthcare support business is explained in this section. According to (Zikmund, 2003), the research design serves as the fundamental blueprint for a study and outlines the techniques and tactics used for data collection, analysis, and evaluation. According to (Sekaran and Bougie, 2016), the research design describes the plans and methods used in the study to formulate the research questions, identify the information needed for analysis, identify the data or information to be collected, and select the appropriate

method for data analysis. Descriptive research methods were used in this study. The chosen design was deemed suitable for the study as it effectively elucidates the relationship between causes and effects while minimising the influence of extraneous environmental factors.

This study was conducted using a quantitative research methodology. (Saunders et al.,2012) define a quantitative methodology as an analytical approach that yields numerical data through the utilisation of collected data for the purpose of investigation. According to (Zikmund et al.,2010), the quantitative method is a purposeful approach employed to comprehend models through empirical investigation, whether utilising traditional or computational mathematical techniques.

The research methodology was using specific procedures and methods to collect accurate and appropriate information for the study. This chapter will elaborate on how the researcher carried out the study, which is co-worker relationship, leadership style, and career development that determine employee engagement among the employee in the Healthcare support sector. This chapter contains the research design, data collection methods, sample design, research instrument, construct measurement, data processing and data analysis.

3.5   Research Instrument

The online Questionnaire distribution method has been implemented in conducting this research. It is cost saving by using a questionnaire survey and the best method to approach employee due to flexible working implemented by the company. Besides that, fixed alternative kind of questionnaire survey allows respondents to answer efficiently and time conserving. There are two parts to the questionnaire. Part A comprises questions related to the demographic profile. The purpose of demographic

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questions is to acquire basic information about the respondents such as gender, age, marital, level of education, and year of experience. At the same time, part B's questions are related to the dependent and independent variables of this research.

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Part A: Dependent Variable

Table 3.5 Employee engagement instrument

My organization is committed to support its employees success.	(Wambui, W. A. A., 2019).
I can see myself working in this organization as long as there is opportunity to grow.	
My organization provides healthy environment to all its employees.	
I enjoy much freedom in performing my duties in the organization.	
My organization involves me in decision making.	
I feel like I will be able to reach my full potential in the organization.	

The list from table 3.5 are the questions related to an employee engagement instrument from a source (Wambui, W. A. A. 2019). These statements are used to measure different aspects of employee engagement within an organization. Employee engagement refers to the emotional commitment and connection that employees have towards their workplace, which can impact their motivation, productivity, and overall satisfaction. Employee's Engagement questions to investigate a different part of

employee engagement to further evaluate employee engagement in the Healthcare support sector.

Part B Independent Variable

Table 3.5.1 Co-worker instrument

My co-workers positively affect my job experience in this organization.	
My co-workers and I cooperate well with each other as a team in this organization.	(Hain & Francis, 2004)
I feel fortunate that I have good co-worker relationships in this organization.	
My co-workers positively affect my mood in this organization.	

The list shown in Table 3.5.1, questions are related to a co-worker instrument source from (Hain & Francis, 2004), used to assess the quality of co-worker relationships within an organization. This instrument is intended to measure the degree to which employees perceive cooperation and relationships with their colleagues and how these dynamics contribute to an employee's engagement within the organization.

Table 3.5.2 Leadership instrument

In my organization, leaders generate high levels of motivation and commitment to the workforce.	
My Managers/ Supervisor communicate the goals and priorities of the organization.	(Sarah Burnet,2019)
I have trust and confidence in my supervisor.	
My manager/supervisor/team leader treats me with respect.	

These above questions from table 3.5.2, related to leadership instrument by (Sarah Burnet,2019) to assess the leadership and management qualities that impact employee perceptions and engagement which influence by job satisfaction, motivation, and commitment.

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Table 3.1.3 Career development instrument

I believe my organization provide opportunities for promotion.	(Wambui, W. A. A. 2019).
I believe my organization provide equal opportunity for career development.	
I believe my organization support work-life balance.	
I believe my organization defines goal achievement through career development.	

Following above table 3.5.3 questions related to career development instrument by (Wambui, W. A. A. 2019). Evaluate employee perceptions of career growth and development opportunities within the organization influence employee engagement.

3.6   Population & Sampling

According to (Sekaran and Bougie,2003) the target population is defined as the entire group who the researcher wants to study. The study's target respondents are employees in the healthcare support organization at Bangsar South, Kuala Lumpur's for this study, the overall headcount of the organization was three thousand and eight headcounts.

This study involved three primary stages, with the initial step consisting of population identification. The second step involves the identification of the sample size, while the final step entails the selection of the sample. The determination of the sample size was conducted utilizing the (Krejcie and Morgan,1970) table, which is a recognized method for determining sample sizes based on known populations. In addition, the employed sampling design utilizes a proportionate stratified sampling approach. In the given scenario, the aggregate population count amounts to 400. The researcher opted to select the employees located at the headquarters in Kuala Lumpur. The study population was represented by a sample size of 105 out of a total of 400. However, a larger sample size of 150 was utilized to account for the potential non-response of

questionnaires from individual employees under various circumstances. The process of selecting suitable individuals from the population for inclusion in a study is commonly referred to as sampling (Sekaran and Bougie, 2013). This study employs convenience sampling as the sampling method.

3.7 Data Collection

Table 3.7 Data Collection

Questionnaires distribution by level	Total
Management	50
Executive	50
Non-executive	50
Total Distributed	**150**
Total Returned	**105**
Response Rate (%)	**70**

This is because although the questionnaire was disseminated, no participants were guaranteed for the study. Due to employee availability and personal interests, the researcher was able to recruit participants from both organizations mentioned.

Next, the researcher opted to employ a larger sample size of 150 participants to account for potential non-response bias resulting from the inability to retrieve completed questionnaires from specific employees under various circumstances. The approach employed involves the random selection of individuals from a pool comprising all divisions, namely managerial, executive, and non-executive, excluded housekeeping staff at the site. The researcher reached out to the respective department heads to distribute the questionnaire utilizing an electronic tool, specifically WhatsApp. Additionally, the researcher shared the questionnaire via email with individuals who possessed an email address.

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The outcome of the process the researcher received 105 questionnaires in total, which represents a response rate of seventy percent within the provided. Respondents were given two weeks to complete the questionnaire to complete the questionnaire. Respondents assured that all the information given will always remain confidential and used for the study only. To validate that every question had an answer, every questionnaire that was received was checked accordingly. According to (Saunders et al.,2012), a sample size of one hundred five samples is sufficient to adequately represent a sizable population.

3.8   Data Analysis

The utilisation of the SPSS (Statistical Package for the Social Sciences) software is used for the purpose of conducting data analysis. The software known as SPSS serves as a comprehensive tool for managing the entire process of analysis, encompassing various stages such as study planning, data collection, investigation, reporting, and implementation. The data and information acquired in this study were inputted into the Statistical Package for the Social Sciences (SPSS), and a range of analyses offered by SPSS were conducted, including descriptive analysis. The demographic profile data of the respondents was examined using descriptive analysis. The descriptive analysis involved the evaluation of various pieces of information and data, including gender, age, marital status, educational attainment, and years of experience. The researcher will employ inferential analysis to analyse and interpret the information and data collected from the respondents. In this study, the data and the relationship between the dependent variable and independent variables are analysed and interpreted using Pearson's correlation analysis and multiple regression analysis.

3.9 PILOT STUDY

Prior to conducting the research, a pilot study will be conducted using a pre-test instrument (Polit, Beck, & Hungry, 2001). The pilot test allows the researcher to examine the survey instruments, identify any errors in the survey instrument, validate the research instrument, and validate the proposed methodology (Baker, 1994). Polit et al. (2001) argue that the utilization of a scaled-down version of the sample is sufficient for conducting a pilot study. According to Baker (1994), 10 percent to 20 percent of the precise study sample size should be required to conduct the pilot study. The initial phase of this research involved a pilot study conducted with a sample size of 22 participants. Each participant was provided with a set of questionnaires, which were distributed in a random manner. The data obtained from the pilot test will be subjected to analysis using the Statistical Package for the Social Sciences (SPSS) software. To demonstrate the suitability of the variables for the comprehensive study, it is necessary for the researcher to attain a reliability value exceeding 0.70. Following input from the responders, the questionnaire is revised and changed to remove any objectionable or difficult-to-understand terms or words.

3.10 Reliability Analysis

Table 3.10 Pilot Test-Reliability

Variable	No. of items	Cronbach's Alpha
Independent Variable		
Career Development	4	0.962
Co-worker relationship	4	0.959
Leadership Style	4	0.952
Dependent Variable		
Employee Engagement	6	0.958

All the Cronbach's Alpha values for both the Independent and Dependent Variables are quite high, indicating strong internal consistency among the items within each variable. Generally, Cronbach's Alpha values above 0.7 are considered acceptable, and values above 0.8 are considered good. In your case, all the variables have excellent internal consistency with values above 0. 95, which is a very positive sign for the reliability of the scales used in the study.

3.11 Summary

This research investigates the relationships between employee engagement (dependent variable) and co-worker, leadership styles, and career development, (independent variables) in the healthcare support industry. online questionnaire was distributed to 150 employees working within a healthcare support organization in the Bangsar South region of Kuala Lumpur. A pilot study was carried out and the results demonstrate high reliability and consistency in the measurement instruments used in the study with Cronbach Alpha readings of above 0.8.

CHAPTER FOUR

FINDINGS & DISCUSSION

4.1 Introduction

Chapter four presents the findings and discussions of results. The descriptive statistics from demographic profiles such as age, gender, marital status, job position and year of service, are breakdown into frequencies and percentages. Next, Pearson correlation is used to identify the correlations between the three independent variables coworker, leadership, career development and employee engagement (dependent variable). Finally, multiple regression analysis was used to indicate influence of the independent variables against employee engagement.

4.2 Respondents' Frequency Analysis

Table 4.2 Respondent's Frequency Analysis

Frequency of Respondents' Demographic Profile (n=105)

Demographic Characteristic	Category	Frequency	Percent(%)
Gender	Male	55	52.4
	Female	50	47.6
Age	21 -30	32	30.5
	31- 40 years	39	37.1
	41-50 years	24	22.9
	51and above	10	9.5
Marital Status	Single	39	37.1
	Married	61	58.1
	Divorced	5	4.8
Education Level	SPM	25	23.8
	STPM / Diploma	18	17.1
	Bachelor's Degree	49	46.7
	Master's Degree	13	12.4
Job Position	Executive	48	45.7
	Non-Executive	35	33.3
	Managerial	22	21

Work Experience	Less than 1 year	9	8.6
	1 to 3 years	14	13.3
	3 to 5 years	16	15.2
	5 to 10 years	34	32.4
	More than 10 years	32	30.5

Table 4.2 presents the frequency and proportion of gender distribution among the respondents, as collected by the researcher for this study. Out of the total respondents gathered by the researcher (50), 55 percent (27) were male, while 45 percent (23) were female. In terms of gender distribution, the number of male respondents exceeds that of female respondents.

Out of the one hundred and five respondents in the study, a significant proportion of 39 individuals, accounting for 37.1 percent of the total sample, belonged to the age bracket of 31-40 years. This age group emerged as the largest segment within the study population. The age group ranging from 21 to 30, including 32 respondents or 30.5 percent of the total respondents, represents the second-largest demographic. This is followed by the age group ranging from 41 to 50, which includes 24 respondents or 22.9 percent of all respondents. Lastly, the youngest cohort, aged 51 and above, comprised 51 respondents, accounting for 16.2 percent of the whole sample.

Out of the whole sample, 39 individuals, accounting for 37.1 percent of the respondents, reported being single. The marital status of the sample population is indicated by a total of 61 individuals, accounting for 58.1 percent of the entire sample. Out of the whole sample, a proportion of 4.8 percent is accounted for by five individuals who have been identified as divorced. In contrast, the number of respondents who are married exceeds the number of respondents who are single, but respondents who are divorced exhibit the lowest count.

The majority of respondents possess a bachelor's degree, including 49 individuals, or 46.7 percent of the overall respondent population. The educational attainment level

known as SPM ranks second in terms of representation in this study, with a total of 25 respondents, accounting for 23.8 percent of the sample. Following closely behind is the STPM/Diploma level, which is represented by 18 respondents, constituting 17.1 percent of the sample. Out of the total of twenty-four respondents, 7.6 percent possess a Postgraduate Degree, while only 13 respondents (12.4%) fall into this category.

The findings of this study reveal that a significant proportion of the participants hold executive-level positions. Specifically, out of the total number of respondents (48), this group constitutes 45.7 percent of the sample. The non-executive level respondents in the study comprise a total of 35 individuals, accounting for 33.3 percent of the overall respondent population. In this study, it is worth noting that the Manager/Managerial Role level was represented by a total of 22 respondents, accounting for 21.0 percent of the sample.

In relation to the duration of work experience among the respondents, a majority of them, comprising 34 individuals (32.4%), have accumulated five to ten years of work experience. This is followed by 32 respondents (30.5%) who have accumulated more than ten years of work experience. The participants in this study have reported work experience ranging from 3 to 5 years, accounting for 16 respondents (15.2%) of the total sample. The next largest group consists of individuals with work experience ranging from one to three years, comprising 14 respondents (13.3%) of the total sample. Conversely, the group with work experience less than one year represents the smallest cohort in this study, with only nine respondents (8.6%) of the total sample.

4.3   Descriptive Analysis for the Variable

Table 4.3 Descriptive Analysis for Variable

Variable	Mean	Std. Deviation
	Statistic	Statistic
Coworker	3.8548	.85470
Leadership skill	3.6143	.90805
Career development	3.3238	1.00415
Employee engagement	3.5206	.90868

According to Sekaran and Bougie (2010), the mean, which represents the average value of the data set, is the most widely used indicator of central tendency. Descriptive statistics were also employed to describe and comprehend the characteristics and aspects of their distribution (Gouwakinnou et al., 2019). The five-point Likert scale was utilized in this study, and the interpretation of Nik et al., (2010)level of score was used. Scores of less than 2.33 are considered low level, 2.33 to 3.67 are considered moderate level, and 3.67 and above are considered high level. The mean and standard deviation of the variables utilized in this study are shown in Table 4.3. The are shown in the table above, with the mean ranging from 3.8548 to 3.5206 and the standard deviation ranging from 0.85470 to 1.00415.

4.4   Reliability Analysis

Table 4.4 Reliability Analysis Results Independent & Dependent variable

Variable	No. of items	Cronbach's Alpha
Independent Variable		
Co-worker	4	0.929
Career Development	4	0.871
Leadership Style	4	0.857
Dependent Variable		
Employee Engagement	6	0.836

The researcher can create a predictable and consistent study result using reliability analysis. The Cronbach's alpha measurement generally indicates the reliability of the questionnaire's questions. When the coefficient of Cronbach's alpha is close to one, the items on the scale have superior internal consistency (George & Mallery, 2003). In table 4.4 the coefficient alpha value for career development is 0.871, the coefficient alpha value for coworker & team relationships is 0.929, the coefficient alpha value for leadership style is 0.857, and the coefficient alpha value for employee engagement, which is one of our dependent variables, is 0.836. The overall alpha coefficient was 0.904. In conclusion, the internal reliability test reveals that all dependent and independent variable dimensions have coefficient alpha values between 0.8 and 0.9, which is very good reliability, and that the overall result has excellent reliability when the value is 0.90 or above. According to Zikmund et al. (2010), Cronbach's alpha coefficient of 0.8 to no more than 0.9 indicates very good reliability. As a result, items within all the variables have a good reliability for this study.

4.5 Pearson's Correlation Analysis

The purpose of conducting Pearson's Correlation analysis is to examine the correlation between the independent variables, relationship with co-workers, leadership, and career development with the dependent variable employee engagement. The findings from the analysis have been shown.

Table 4.5 Correlation

Correlations Among Variables (n=one hundred and five)

		Employee Engagement
CW	Co-workers	.592**
	Sig. (2-tailed	.000
LS	Leadership	.815**
	Sig. (2-tailed	.000
CD	Career Development	.900**
	Sig. (2-tailed	.000

**. Correlation is significant at the 0.01 level (2-tailed).

Pearson's correlation analysis results are displayed in Table 4.5, with correlations of four variables: coworker, leadership skill, career development, and employee engagement. Based on a sample size of N=one hundred and five, the table provides Pearson correlation coefficients and their associated significance levels (two-tailed). The correlation coefficient between coworker relationships and employee engagement is 0.592. The correlation is positive and statistically significant at the 0.01 level (p < 0.01), showing a moderately positive relationship between these two variables. The correlation coefficient between leadership skills and employee engagement is 0.815. The correlation is positive and statistically significant at the 0.01 level (p < 0.01), suggesting a strong positive relationship between these two variables. The correlation coefficient between career development and employee engagement is 0.900. The correlation is positive and statistically significant at the 0.01 level (p < 0.01), indicating a strong positive relationship between these two variables.

Therefore, Independent variables are significantly correlated with each other at the 0.01 level, and the strengths of the relationships range from moderate to very strong. This suggests that coworker & team relationships, leadership skills, and career

development all positively relate to the dependent variable value of employee engagement.

4.6   Multiple Regression Analysis

Table 4.6 Regression Analysis

Model	Beta(b)	Sig
Co-worker	0.074	0.133
Leadership skill	0.288	.000
Career Development	0.651	.000

As shown in table 4.6, In this perspective, beta (b) values represent the regression coefficients or the effect size of each variable on the outcome being analyzed. The significance level (Sig) indicates the probability of obtaining the observed results by chance alone. In most cases, a significance level of 0.05 or lower (often denoted as 0.05 or .05) is considered statistically significant, suggesting that the relationship between the variable and the outcome is unlikely to be due to random chance.

From the given data, it seems that Leadership skill and career development have a statistically significant impact on the outcome being analyzed (Sig = .000 indicates a significance level of less than 0.001), while co-worker has a smaller effect size and is lower level significant (Sig = 0.133).

4.7   Summary of Hypothesis

Table 4.7 Summary of Hypothesis

Hypothesis	Description	Result
H1	There is a significant relationship between co-worker relationship and employee engagement among the employee in healthcare support organization.	Rejected
H2	There is a significant relationship between leadership style and employee engagement among the employee in a healthcare support organization.	Accepted
H3	There is a significant relationship between career development and employee engagement among the employee in a healthcare support organization.	Accepted

As per table 4.7 shown as following:

Hypothesis one, there is no significant relationship between co-worker and employee engagement. Hence, it was rejected.

Therefore, it can be said that the employees in healthcare support don't have to be in a group, they can accomplish work independently. It is similar with previous studies the findings of this study indicate team and co-worker relationship is not a good factor of employee engagement in the correlation between team and co-worker relationship and employee engagement in Federal University of Technology, Nigeria. (Makera et al., 2019)

Hypothesis two Leadership Skill a moderate positive effect on the outcome variable in the regression model and indicates that this effect is highly statistically significant. So, it was accepted.

The significant level enforced that employees in healthcare feel valued and connected with their superior were engaged at work. The similar result found in Ashfaq et al., 2021 impact of ethical leadership on employee engagement: role of self-efficacy and Organizational Commitment has a positive connection between employee and leader eventually had a good impact in engaged level among employees.

Hypothesis three Career Development has indicated a strong positive effect on the outcome variable in the regression model. This indicates that this effect is highly statistically significant. Thus, it was accepted.

With career development carried out regularly in the Bukit Tinggi City Government environment, employees are proud of the work they do hence it shows the positive relationship between career development. Cited by Robianto et al., 2020.

4.8 Summary of finding

The data utilized in this study was obtained through a survey conducted on a sample of 150 employees. These employees were selected from three distinct levels of employment, namely managerial, executive, and non-executive positions. The respondents were drawn from various departments headquartered at the Kuala Lumpur headquarters. The analysis and generation of results were conducted using SPSS version 21.0. This analysis conducted by Demographic factor has revealed a range of demographic groups that are more likely to experience higher levels of employee engagement, co-worker, leadership, and Career development. Women respondents are more likely to have higher levels of engagement in the workplace compared to men. Divorced individuals are more likely to be engaged in the workplace, and good leadership is the factor that has the greatest impact on their engagement.

Single individuals prioritize co-work relationships and career development in order to remain engaged in the firm. Master's degree respondents tend to be more engaged, which is one of the reasons why the majority of managerial positions are positively correlated with employee engagement, Co-worker Relationships and Leadership, and Career development. Non-executive positions tend to have less association with the organization. Respondents with less than one year of experience and those with more than ten years of experience have higher mean scores across all categories.

The independent variables career development, coworker, leadership style, employee engagement) show good to very good internal consistency, with a coefficient alpha value between 0.8 and 0.9 indicating good reliability.

The internal reliability test shows good coefficient alpha values for all dependent and independent variables, indicating excellent reliability. This indicates the importance of reliability analysis and strong internal consistency in questionnaire items, enhancing credibility in research findings.

Regression coefficients and significance level (Sig) indicates the probability of observed results by chance. Leadership Skill and Career Development have a statistically significant impact on the outcome (Sig =.000), while Coworker has a low significant effect (Sig = 0.133).

CHAPTER FIVE

DISCUSSION

5.1   Introduction

This chapter aims to provide a comprehensive conclusion to the study by summarizing the findings and presenting recommendations for future researchers. Furthermore, it should be noted that this paper assists in identifying the factors that have a significant relationship in promoting employee engagement levels among healthcare support employees.

5.2   Recapitulation of study

The primary objective of this research is to examine the various factors that contribute to employee engagement, specifically within the healthcare support sector in Kuala Lumpur. The tests conducted via SPSS include reliability tests, descriptive analysis tests, correlation tests, and multiple regression tests.

From overall review of this studies, the researcher conclude that coworker has less influence in employee engagement. The healthcare support employees can accomplish work independently without being in a group.

Where else leadership moderate positive effect of employee engagement. This indicates that employees feel valued and connected to their superiors. The moderate positive effect of leadership skills on the outcome variable suggests that employees perceive value and a sense of connection with their superiors. This underscores the

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significance of strong leadership in fostering engagement and a positive work environment.

Career development has a strong positive effect on the outcome variable, indicating that it is highly statistically significant. To conclude Career development has a strong positive effect on the outcome variable, indicating that it is highly statistically significant. This implies that offering robust career development opportunities, such as training, advancement pathways, and skill enhancement, is crucial in enhancing employee engagement levels.

Overall, the findings emphasize the importance of a holistic approach that considers various factors contributing to employee engagement. Organizations should aim to cultivate an environment where employees can thrive both individually and collaboratively, guided by effective leadership and ample opportunities for growth.

5.3 Limitation

Although current research presents important theoretical and practical implications, however, there are several limitations that could be enhanced from this research if, a similar study was to be conducted in the future. Due to the nature of the research questions, this research was based on quantitative questions. The quantitative approach collects data in a much-limited direction and the results are more to numerical description rather than human perception. Thus, the researcher was unable to reflect much on the feeling of respondents towards employee engagement.

Besides that, the sample of the research emphasizes entirely the corporate department in the healthcare sector. The selection of respondents for this research is limited as the researcher aims to study the corporate department in the healthcare. Due to this limitation, the researcher was unable to obtain the full perspective of other divisions present in the healthcare sector that could have been valuable for further understanding of this research.

Lastly, this research concentrates substantially on the internal factors that affect the employee engagement in the healthcare sector. As a consequence, the respondents associate their engagement mainly with the internal factors while responding to the survey. As of that, the researcher was unable to attain a wider approach of the research.

5.4   Recommendation

The current research can be interpreted as one of the first advancements in the research of determining employee engagement in healthcare support organizations. However, the researcher would like to bring forward a few recommendations that need to be considered by the future researcher if a similar study were to be conducted. The study reveals that various demographic factors, including gender, age, marital status, education, job position, and working experience, significantly impact employee engagement in healthcare support. Career development and leadership are crucial factors that significantly influence employee retention and engagement for employees in healthcare support. Therefore, the organization should be investing more in career development opportunities and cultivating effective leadership practices, organizations can not only retain their employees but also foster a motivated and

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engaged workforce. Since career development and leadership are crucial factors that significantly influence employee retention and engagement. Employers can enhance these practices by providing clear career paths, personalized development plans, regular training programs, mentorship and coaching, job rotation and cross-training, promotion from within, recognition and rewards, effective communication, empowerment, leading by example, feedback and recognition, coaching and development, conflict resolution, inclusive leadership, and development opportunities for leaders.

Clear career paths outline opportunities for advancement, skill development, and growth within the organization, helping employees visualize their future within the company. Personalized development plans are created based on employees' skills, strengths, and career goals, demonstrating the organization's investment in their individual growth. Regular training programs, workshops, and courses help employees acquire new skills and stay relevant in their roles. Mentorship and coaching programs pair experienced employees with those seeking guidance, encouraging open communication and knowledge-sharing between mentors and mentees. Job rotation and cross-training provide opportunities for employees to experience different roles and departments, broadening their skill set and perspective.

Promoting from within reinforces the notion that career advancement is achievable through hard work and dedication. Recognition and rewards for employees who demonstrate growth and progress in their roles can include promotions, salary increases, or additional responsibilities. Effective communication fosters trust and

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engagement, while empowerment encourages delegating responsibilities and providing autonomy. Strong leaders set the tone for the organization, demonstrate values and behaviours expected from employees, and provide constructive feedback and recognition for a job well done.

Investing in leadership development programs ensures managers have the skills to lead effectively and create a positive workplace culture. By focusing on robust career development opportunities and effective leadership practices, employers can create an environment where employees feel valued, engaged, and motivated to stay and contribute to the organization's success.

The quantitative research method was one of the appropriate ways in addressing the purpose and intent of this study, however, the use of a mixed methodology could serve significant reliability and validity of the research results (Lewis, 2015).

Hence, to discover comprehensive statistical explanations along with qualitative observations of employee engagement strategies, it is recommended to consider mixed methodology research.

Respondents from all levels of staff in the healthcare support sector are highly recommended to be included for the future research. The current research centralized purely on the corporate department of the healthcare. According to Baranski, Lindberg, Gilligan, Fisher, Canada, Heerwagen, Kampschroer, Sternberg & Mehl (2023) employees from different department have different personality. It is recommended to the future researcher to obtain different divisions of healthcare while researching so that various perceptions can be obtained.

Lastly, this research did not weigh the external factors that could affect employee engagement in the healthcare sector. The external factors could have been included in this study as well in order to understand the entire potential factors that contribute to the employee engagement in the healthcare sector. Hence it is recommended for the future researcher to not limit the research to only internal factors, instead to conduct the research considering both internal and external factors.

5.5   Conclusion

In summary, this study has successfully achieved its research objectives by investigating the correlation between three independent variables co-worker relationships, leadership, and career development - and the dependent variable of employee engagement. The study focused on employees in the health care support sector based in Headquarters, Kuala Lumpur. A total of three variables were tested, and the findings indicate that only one variable, co-worker, exhibits a weak significant relationship with employee engagement. However, the other two variables, namely leadership and career development, demonstrate a significant relationship with employee engagement. The outcome is a crucial determinant in the discourse and serves as a basis for the proposed suggestion.

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Appendix A

Dear Sir/Madam,

This research aims to evaluate the determinants of employee engagement in healthcare support industry. The survey will be treated with utmost confidentiality and used strictly for academic purpose. The survey will only take about 10 minutes to complete and your participation is much appreciated. Thank you for your time and cooperation.

QUESTIONNAIRE

Part A: Demographic Information

Please tick (√) the most appropriate answer for the following items:

1. Gender:
   □ 1. Male
   □ 2. Female

2. Age
   □ 1. 21-30
   □ 2. 31-40
   □ 3. 41-50
   □ 4. 51 and above

3. Marital Status:
   □ 1. Single
   □ 2. Married
   □ 3. Divorced

4. Education level:
   □ 1. SPM
   □ 2. STPM/Diploma
   □ 3.Bachelor's Degree
   □ 4. Master's Degree

5. Job Position:
   □ 1. Executive
   □ 2. Non-executive
   □ 3. Managerial

6. Work Experience
   □ 1. Less than 1 year
   □ 2. 1 to 3 years
   □ 3. 3 to 5 years

□ 4. 5 to10 years
□ 5. More than 10 years

Part B: Factors that are influencing employee engagement.

The following set of statement is contributing factors of employee engagement. Using the following scale, please circle only one answer that best reflects your opinion about the statement.

Strongly Disagree (SD)	1
Disagree (D)	2
Neither Agree nor Disagree (N)	3
Agree (A)	4
Strongly Agree (SA)	5

B1	Co-worker	SD	D	N	A	SA
CW1	My co-workers positively affect my job experience in this organization.	1	2	3	4	5
CW2	My co-workers and i cooperate well with each other as a team in this organization.	1	2	3	4	5
CW3	I feel fortunate that i have good co-worker relationship in this organization.	1	2	3	4	5
CCW4	My co-workers positively affect my mood in this organization.	1	2	3	4	5
B2	**Leadership Style**	**SD**	**D**	**N**	**A**	**SA**
LS1	In my organization, leaders generate high levels of motivation and commitment to the workforce.	1	2	3	4	5
LS2	My Managers/ Supervisor communicate the goals and priorities of the organization.	1	2	3	4	5

LS3	I have trust and confidence in my supervisor.	1	2	3	4	5
LS4	My manager/supervisor/team leader treats me with respect.	1	2	3	4	5

B3	Career Development	SD	D	N	A	SA
CD1	I believe my organization provides opportunities for promotion.	1	2	3	4	5
CD2	I believe my organization provide equal opportunity for career development.	1	2	3	4	5
CD3	I believe my organization support work-life balance.	1	2	3	4	5
CD4	I believe my organization defines goal achievement through career development.	1	2	3	4	5

Part C: Employee Engagement

Please circle only one answer that best reflects your opinion on employee retention in your company.

Strongly Disagree (SD)   1
Disagree (D)   2
Neither Agree nor Disagree (N)   3
Agree (A)   4
Strongly Agree (SA)   5

C1	Employee Engagement	SD	D	N	A	SA
EE1	My organization is committed to support its employees success.	1	2	3	4	5
EE2	I can see myself working in this organization as long as there is opportunity to grow.	1	2	3	4	5

EE3	My organization provides healthy environment to all its employees.	1	2	3	4	5
EE4	I enjoy much freedom in performing my duties in the organization.	1	2	3	4	5
EE5	My organization involves me in decision making.	1	2	3	4	5
EE6	I feel like I will be able to reach my full potential in the organization.	1	2	3	4	5

Thank you again for your participation. Your time and opinions are greatly appreciated!

Appendix B

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	105	100.0
	Excluded[a]	0	.0
	Total	105	100.0

Reliability Statistics

Cronbach's Alpha	N of Items
.937	24

Frequencies

Statistics

Age

N	Valid	105
	Missing	0

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21-30	32	30.5	30.5	30.5
	31-40	39	37.1	37.1	67.6
	41-50	24	22.9	22.9	90.5
	51 and above	10	9.5	9.5	100.0
	Total	105	100.0	100.0	

Frequencies

Statistics

Age

N	Valid	105
	Missing	0

70

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
	21-30	32	30.5	30.5	30.5
	31-40	39	37.1	37.1	67.6
Valid	41-50	24	22.9	22.9	90.5
	51 and above	10	9.5	9.5	100.0
	Total	105	100.0	100.0	
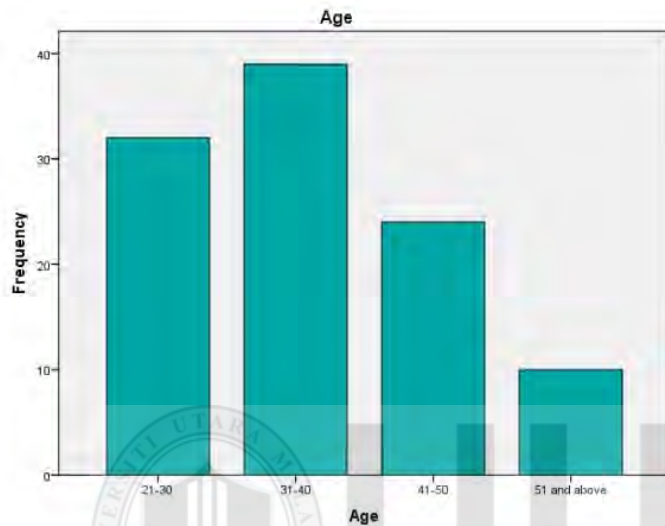
Frequencies

Statistics

Gender

N	Valid	105
	Missing	0

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
	Male	55	52.4	52.4	52.4
Valid	Female	50	47.6	47.6	100.0
	Total	105	100.0	100.0	

Gender
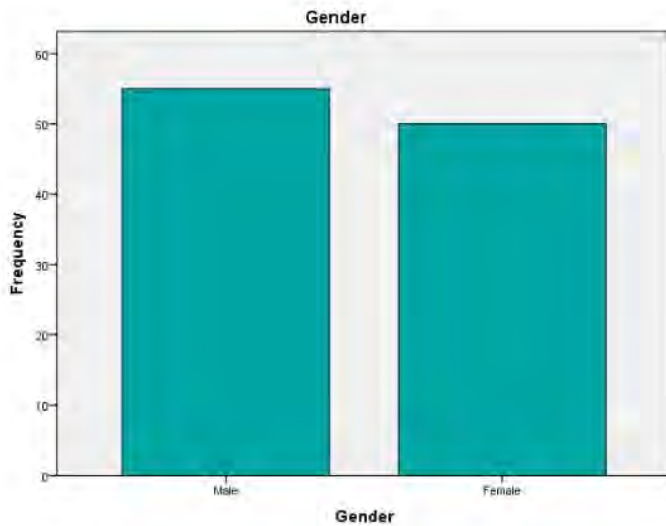
Frequencies

Statistics

Marital Status

N	Valid	105
	Missing	0

Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	39	37.1	37.1	37.1
	Married	61	58.1	58.1	95.2
	Divorced	5	4.8	4.8	100.0
	Total	105	100.0	100.0	

Marital Status
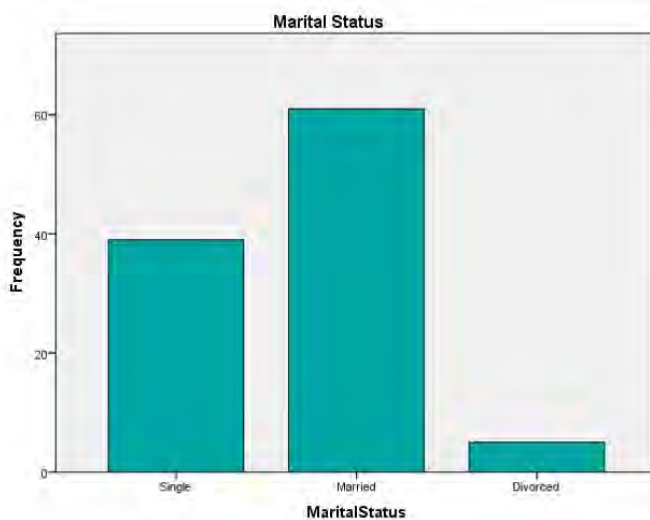
Frequencies

Statistics

Education level

N	Valid	105
	Missing	0

Education level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SPM	25	23.8	23.8	23.8
	STPM/Diploma	18	17.1	17.1	41.0
	Bachelor's Degree	49	46.7	46.7	87.6
	Master's Degree	13	12.4	12.4	100.0
	Total	105	100.0	100.0	
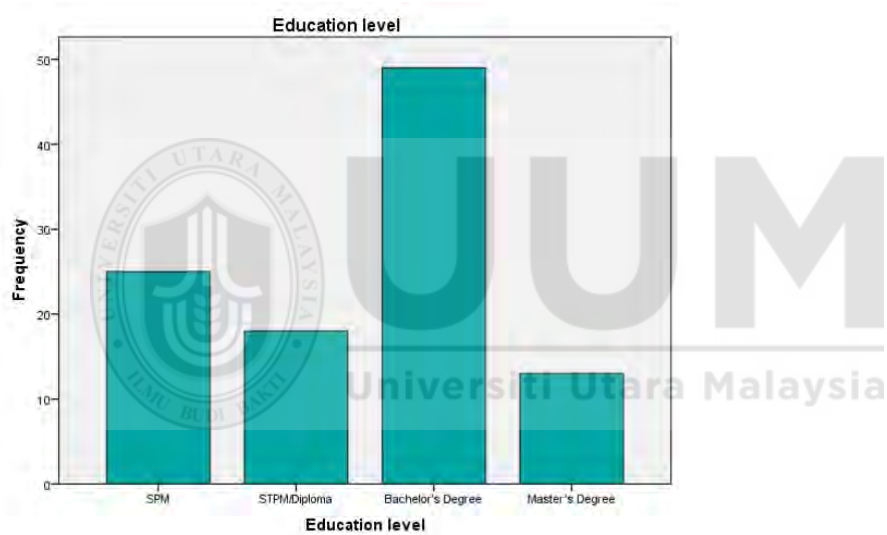
Frequencies

Statistics

Job Position

N	Valid	105
	Missing	0

JobPosition

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Executive	48	45.7	45.7	45.7
	Non-executive	35	33.3	33.3	79.0
	Managerial	22	21.0	21.0	100.0
	Total	105	100.0	100.0	
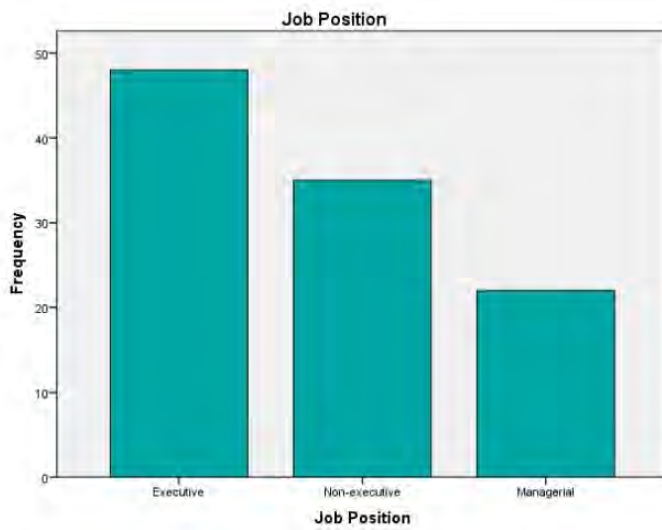
Frequencies

Statistics

Work Experience

N	Valid	105
	Missing	0

Work Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	9	8.6	8.6	8.6
	1 to 3 years	14	13.3	13.3	21.9
	3 to 5 years	16	15.2	15.2	37.1
	5 to10 years	34	32.4	32.4	69.5
	More than 10 years	32	30.5	30.5	100.0
	Total	105	100.0	100.0	

Work Experience

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	105	100.0
	Excludedᵃ	0	.0
	Total	105	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.937	24

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	105	100.0
	Excludedᵃ	0	.0
	Total	105	100.0

Reliability Statistics

Cronbach's Alpha	N of Items
.904	4

Item Statistics

	Mean	Std. Deviation	N
CW	3.8548	.85470	105
LS	3.6143	.90805	105
CD	3.3238	1.00415	105
EE	3.5206	.90868	105

Reliability
Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	105	100.0
	Excluded[a]	0	.0
	Total	105	100.0

Reliability Statistics

Cronbach's Alpha	N of Items
.904	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
CW	10.4587	6.985	.623	.929
LS	10.6992	5.985	.837	.857
CD	10.9897	5.679	.802	.871
EE	10.7929	5.795	.893	.836

Reliability

 Scale: ALL VARIABLES

 Case Processing Summary

		N	%
Cases	Valid	105	100.0
	Excludedª	0	.0
	Total	105	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.904	4

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
14.3135	10.528	3.24462	4

Correlations

		CW	LS	CD	EE
CW	Pearson Correlation	1	.666**	.501**	.592**
	Sig. (2-tailed)		.000	.000	.000
	N	105	105	105	105
LS	Pearson Correlation	.666**	1	.734**	.815**
	Sig. (2-tailed)	.000		.000	.000
	N	105	105	105	105
CD	Pearson Correlation	.501**	.734**	1	.900**
	Sig. (2-tailed)	.000	.000		.000
	N	105	105	105	105
EE	Pearson Correlation	.592**	.815**	.900**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	105	105	105	105

**. Correlation is significant at the 0.01 level (2-tailed).

Regression

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	CD, CW, LS[b]	.	Enter

a. Dependent Variable: EE
b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.930[a]	.865	.861	.33932

a. Predictors: (Constant), CD, CW, LS

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	74.243	3	24.748	214.938	.000[b]
	Residual	11.629	101	.115		
	Total	85.872	104			

a. Dependent Variable: EE
b. Predictors: (Constant), CD, CW, LS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.217	.161		1.348	.181
	CW	.079	.052	.074	1.515	.133
	LS	.288	.063	.288	4.594	.000
	CD	.590	.049	.651	12.077	.000

a. Dependent Variable: EE

Regression

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	CD, CW, LS[b]	.	Enter

a. Dependent Variable: EE
b. All requested variables entered.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.930[a]	.865	.861	.33932

a. Predictors: (Constant), CD, CW, LS
b. Dependent Variable: EE

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	74.243	3	24.748	214.938	.000[b]
	Residual	11.629	101	.115		
	Total	85.872	104			

a. Dependent Variable: EE
b. Predictors: (Constant), CD, CW, LS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.217	.161		1.348	.181
	CW	.079	.052	.074	1.515	.133
	LS	.288	.063	.288	4.594	.000
	CD	.590	.049	.651	12.077	.000

a. Dependent Variable: EE

Residuals Statistics^a

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.2519	4.9980	3.5206	.84491	105
Residual	-.75923	.81098	.00000	.33439	105
Std. Predicted Value	-2.685	1.749	.000	1.000	105
Std. Residual	-2.238	2.390	.000	.985	105

	N	Minimum	Maximum	Mean	Std. Deviation
	Statistic	Statistic	Statistic	Statistic	Statistic
CW	105	2.00	5.00	3.8548	.85470
LS	105	1.00	5.00	3.6143	.90805
CD	105	1.00	5.00	3.3238	1.00415
EE	105	1.00	5.00	3.5206	.90868
Valid N (listwise)	105				

Descriptives

	Gender			Statistic	Std. Error
EE	Male	Mean		3.4242	.11732
		95% Confidence Interval for Mean	Lower Bound	3.1890	
			Upper Bound	3.6595	
		5% Trimmed Mean		3.4226	
		Median		3.1667	
		Variance		.757	
		Std. Deviation		.87007	
		Minimum		1.67	
		Maximum		5.00	
		Range		3.33	
		Interquartile Range		1.00	
		Skewness		.288	.322
		Kurtosis		-.526	.634
	Female	Mean		3.6267	.13389
		95% Confidence Interval for Mean	Lower Bound	3.3576	
			Upper Bound	3.8957	

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			Statistic	Std. Error
CTR		5% Trimmed Mean	3.6556	
		Median	3.6667	
		Variance	.896	
		Std. Deviation	.94675	
		Minimum	1.00	
		Maximum	5.00	
		Range	4.00	
		Interquartile Range	1.67	
		Skewness	-.238	.337
		Kurtosis	-.314	.662
	Male	Mean	3.6682	.11678
		95% Confidence Interval for Mean — Lower Bound	3.4340	
		95% Confidence Interval for Mean — Upper Bound	3.9023	
		5% Trimmed Mean	3.6869	
		Median	3.7500	
		Variance	.750	
		Std. Deviation	.86610	
		Minimum	2.00	
		Maximum	5.00	
		Range	3.00	
		Interquartile Range	1.25	
		Skewness	-.193	.322
		Kurtosis	-.741	.634
	Female	Mean	4.0600	.11329
		95% Confidence Interval for Mean — Lower Bound	3.8323	
		95% Confidence Interval for Mean — Upper Bound	4.2877	
		5% Trimmed Mean	4.1194	
		Median	4.1250	
		Variance	.642	
		Std. Deviation	.80108	
		Minimum	2.00	
		Maximum	5.00	
		Range	3.00	
		Interquartile Range	.50	
		Skewness	-1.122	.337
		Kurtosis	.960	.662
LS	Male	Mean	3.4955	.10962
		95% Confidence Interval for Mean — Lower Bound	3.2757	
		95% Confidence Interval for Mean — Upper Bound	3.7152	
		5% Trimmed Mean	3.5000	
		Median	3.2500	
		Variance	.661	
		Std. Deviation	.81293	
		Minimum	1.75	

		Statistic	Std. Error
	Female		
	Maximum	5.00	
	Range	3.25	
	Interquartile Range	1.00	
	Skewness	.416	.322
	Kurtosis	-.324	.634
	Mean	3.7450	.14061
	95% Confidence Interval for Mean Lower Bound	3.4624	
	95% Confidence Interval for Mean Upper Bound	4.0276	
	5% Trimmed Mean	3.8083	
	Median	4.0000	
	Variance	.988	
	Std. Deviation	.99423	
	Minimum	1.00	
	Maximum	5.00	
	Range	4.00	
	Interquartile Range	1.25	
	Skewness	-.887	.337
	Kurtosis	.324	.662
Male	Mean	3.2455	.12093
	95% Confidence Interval for Mean Lower Bound	3.0030	
	95% Confidence Interval for Mean Upper Bound	3.4879	
	5% Trimmed Mean	3.2311	
	Median	3.0000	
	Variance	.804	
	Std. Deviation	.89687	
	Minimum	1.75	
	Maximum	5.00	
	Range	3.25	
	Interquartile Range	1.00	
	Skewness	.385	.322
	Kurtosis	-.494	.634
CD **Female**	Mean	3.4100	.15743
	95% Confidence Interval for Mean Lower Bound	3.0936	
	95% Confidence Interval for Mean Upper Bound	3.7264	
	5% Trimmed Mean	3.4361	
	Median	3.5000	
	Variance	1.239	
	Std. Deviation	1.11319	
	Minimum	1.00	
	Maximum	5.00	
	Range	4.00	
	Interquartile Range	2.00	

		Skewness	-.167	.337
		Kurtosis	-1.064	.662

Descriptive Analysis

		Employee engagement		
		Mean	Std. Deviation	Std. Error
Gender	Male	3.4242	0.87007	0.11732
	Female	3.6267	0.94675	0.13389
Age	21-30	3.4115	0.90398	0.1598
	31-40	3.5128	1.00684	0.16122
	41-50	3.5278	0.68219	0.13925
	51 and above	3.8833	1.03354	0.32683
Marital	Single	3.6197	0.8893	0.1424
	Married	3.4208	0.90911	0.1164
	Divorced	3.9667	1.0301	0.46068
Education	SPM	3.3867	0.95709	0.19142

	STPM/Diploma	3.3148	0.73629	0.17354
	Bachelor's Degree	3.5782	0.9123	0.13033
	Master's Degree	3.8462	0.99875	0.277
job position	Executive	3.5799	0.90245	0.13026
	Non-executive	3.2429	0.7758	0.13113
	Managerial	3.8333	1.02611	0.21877
working experience	Less than 1 year	4.2963	0.80268	0.26756
	1 to 3 years	3.0833	0.6529	0.1745
	3 to 5 years	3.2917	0.88924	0.22231
	5 to10 years	3.3627	0.84135	0.14429
	More than 10 years	3.776	0.9519	0.16827

		Co-worker		
		Mean	Std. Deviation	Std. Error
Gender	Male	3.6682	0.8661	0.11678
	Female	4.06	0.80108	0.11329
Age	21-30	3.75	0.97757	0.17281
	31-40	3.8141	0.90815	0.14542
	41-50	3.9375	0.61348	0.12523
	51 and above	4.15	0.73786	0.23333
Marital	Single	3.9295	0.87349	0.13987
	Married	3.8033	0.85892	0.10997

	Divorced	3.9	0.7624	0.34095
Education	SPM	3.57	0.77567	0.15513
	STPM/Diploma	3.6111	0.97853	0.23064
	Bachelor's Degree	3.9949	0.82363	0.11766
	Master's Degree	4.2115	0.76271	0.21154
job position	Executive	3.9896	0.84261	0.12162
	Non-executive	3.5643	0.76539	0.12937
	Managerial	4.0227	0.93194	0.19869
working experience	Less than 1 year	4.5833	0.43301	0.14434
	1 to 3 years	3.6429	0.81284	0.21724
	3 to 5 years	3.3594	0.86588	0.21647
	5 to10 years	3.7721	0.88414	0.15163
	More than 10 years	4.0781	0.75519	0.1335

		Leadership		
		Mean	Std. Deviation	Std. Error
Gender	Male	3.4955	0.81293	0.10962
	Female	3.745	0.99423	0.14061
Age	21-30	3.5313	0.92838	0.16412
	31-40	3.5769	0.97696	0.15644
	41-50	3.625	0.69938	0.14276
	51 and above	4	1.00684	0.32914
Marital	Single	3.7628	0.92826	0.14864
	Married	3.541	0.87937	0.11259
	Divorced	3.35	1.12639	0.50374
Education	SPM	3.55	0.86301	0.1726
	STPM/Diploma	3.4306	0.77082	0.18168
	Bachelor's Degree	3.3613	0.89137	0.12734
	Master's Degree	3.9808	1.19662	0.33188
job position	Executive	3.651	0.91055	0.13143

	Non-executive	3.4214	0.67729	0.11448
	Managerial	3.8409	1.16891	0.24921
working experience	Less than 1 year	4.4444	0.64684	0.21561
	1 to 3 years	3.1607	0.84698	0.22637
	3 to 5 years	3.3594	0.79566	0.19891
	5 to10 years	3.4706	0.83204	0.14269
	More than 10 years	3.8594	0.95025	0.16798

		Career Development		
		Mean	Std. Deviation	Std. Error
Gender	Male	3.2455	0.89687	0.12093
	Female	3.41	1.11319	0.15743

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Age	21-30	3.2266	1.03246	0.18251
	31-40	3.3333	1.10372	0.17674
	41-50	3.3229	0.76783	0.15673
	51 and above	3.6	1.03246	0.34801
Marital	Single	3.4359	1.02873	0.16473
	Married	3.2418	0.98633	0.12629
	Divorced	3.45	1.15109	0.51478
Education	SPM	3.29	0.96469	0.19294
	STPM/Diploma	3.0556	0.77439	0.18252
	Bachelor's Degree	3.3776	1.06204	0.15172
	Master's Degree	3.5577	1.15539	0.32045
job position	Executive	3.3021	1.05179	0.15181
	Non-executive	3.1	0.83622	0.14135
	Managerial	3.7273	1.06321	0.22668
working experience	Less than 1 year	4.0833	0.95197	0.31732
	1 to 3 years	2.8929	0.85324	0.22804

	3 to 5 years	3.125	0.83166	0.20792
	5 to10 years	3.2794	0.95696	0.16412
	More than 10 years	3.4453	1.11575	0.19724