

**UNIVERSITI TEKNOLOGI MARA
FACULTY OF ADMINISTRATIVE SCIENCE & POLICY STUDIES**



**EXAMINING THE LINK BETWEEN EMPLOYEE ENGAGEMENT, JOB
SATISFACTION AND ORGANIZATIONAL COMMITMENT AMONG NON-
ACADEMIC STAFF IN UiTM CAMPUS SAMARAHAN AND CAMPUS
SAMARAHAN 2**

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FEBRUARY 2024

ABSTRACT

This study delves into the complex interplay between employee engagement, job satisfaction, and organizational commitment among non-academic staff at UiTM Campus Samarahan and Campus Samarahan 2. The study on employee engagement, job satisfaction, and organizational commitment identifies gaps supported by evidence from literature reviews, encompassing theoretical, population, knowledge, and empirical gaps. The primary objective is to clarify the degree to which these elements are interconnected and impact the dynamics of the workplace. This cross-sectional study included 190 non-academic staff from UiTM Cawangan Sarawak Campus Samarahan and UiTM Cawangan Sarawak Campus Samarahan 2. The participants were selected by stratified random sampling. The instrument was used for data collection using a self-administered survey questionnaire distributed physically to non-academic staff members at both UiTM campuses. The questionnaire consisting of four parts: socio-demographic background, work engagement - work and well-being (UWES-9), job satisfaction survey (JSS) and organizational commitment questionnaire (OCQ) whereby the data were analysed through descriptive analysis, Pearson Correlation and simple linear regression and analysis of variance (ANOVA). The findings reveal significant correlations between heightened employee engagement and job satisfaction, leading to a positive impact on organizational commitment. Moreover, our research has shown that there is no significant relationship between vigor and organizational commitment. Next, our results indicate that the coefficient for pay satisfaction is not statistically significant. Lastly, there is no significant difference in organizational commitment of non-academic staff at UiTM Campus Samarahan and Campus Samarahan 2 based on length of service. Our study challenges the commonly accepted ideas and emphasizes the importance of understanding how employee engagement, job satisfaction and organizational commitment interact in different organizational settings. Further research is needed to explore the specific factors causing these differences in our study.

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CHAPTER 1

INTRODUCTION

1.1 Chapter Review

This chapter focuses on the background of study which is on the relationship between employee engagement and employee job satisfaction and organizational commitment among non-academic employees. The scope of study is focusing on non-academic staff in UiTM Campus Samarahan and Campus Samarahan 2. Section 1.1 discusses on the Chapter Review, Section 1.2 is the Introduction, Section 1.3 explains the Problem Statement, Section 1.4 states the Research Questions, Section 1.5 is on Research Objectives. Section 1.6 additionally is about the Scope of Study and Section 1.7 explains about the Significance of Study. In addition to that, Section 1.8 is about the Definition of Terms and concepts and finally Section 1.9 is on Chapter Summary.

1.2 Introduction

Employee engagement and job satisfaction is critical to the organization's long term growth. Employees are an important aspect of an organization's processes to achieving success. While researchers are concerned with the changes that happen within the workplace, gaining an understanding of what drives their employees to achieve organizational success has been a concern with a goal of increasing productivity (Ervin, 2022). Employee engagement is "the level of commitment and involvement an employee has towards their organization and its values". Thus, the higher a percentage of engaged employees an organization has, the more success the organization will experience. Employee engagement has become a dominant force used by many private and public establishments to gain a competitive advantage over their competitors. Engaged employees are strong organizational assets in maintaining a competitive edge over business rivals (Ogunleye, 2020).

On the other hand, job satisfaction is defined in the literature as the level of commitment that individual employees feel in relation to their overall performance within the organization (Van Scheers & Botha, 2014, as cited in Ogunleye, 2020). Job satisfaction

CHAPTER 2

LITERATURE REVIEW & CONCEPTUAL FRAMEWORK

2.1 Chapter Review

This chapter provides a review of the literature on the link between employee engagement, job satisfaction and organizational commitment among non-academic staff in UiTM Campus Samarahan and Campus Samarahan 2. The presentation of this chapter begins with employee engagement, job satisfaction, organizational commitment, and generational cohorts. Next, it focuses on employee engagement and organizational commitment followed by job satisfaction and organizational commitment, then the length of service and organizational commitment. Following the review of relevant literature, the conceptual framework is discussed in detail in relation to the conceptual definition. Finally, hypotheses are proposed to support the research questions and research objectives of this study.

2.1.1 Employee Engagement

Employee engagement is defined distinctly among different academics, businesses, and countries. The idea of employee engagement was first put forth by Kahn (1990), who defined it as the harnessing of organization members' identities to their job duties, as well as their physical, mental, and emotional self-employment and expression. According to Kahn (1990, 1992), there is a dynamic, dialectical link between the person who invests personal resources (physical, cognitive, emotional, and mental) into their job role and the work role that allows them to express themselves. Employee engagement, on the other hand, was described by May et al. (2004) as the level of commitment that each person of the organization shows to their work, which includes not just cognition but also the adaptable use of emotions and behaviors. Employee engagement was defined by Wellins & Concelman (2005) as a combination of dedication, loyalty, productivity, and ownership. Meanwhile, employee engagement was defined by Cha (2007) as the employee's keen