

THE RELATIONSHIP BETWEEN MOTIVATION AND EMPLOYEE ENGAGEMENT AMONG ADMINISTRATIVE STAFF IN HIGHER PRIVATE EDUCATION INSTITUTIONS

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ABSTRACT

Employee performance has always become a topic of interest among researchers and practitioners. This is due to the understanding that the performance of employees will have an impact towards organizational performance. Moreover, employee performance has been further associated with various factors and discussed from numerous perspectives. In relation to employee performance, employee engagement has gain researchers' interest due to its benefits towards individual and organizational performance. Previous studies indicate that, higher engagement will contribute to a greater achievement for both employees and employers. In addition, studies have been conducted to identify factors that contributes to the development of employee engagement. Thus, this study will examine the relationship between motivation and employee engagement among administrative staff in Higher Private Education Institutions. Results of the study are presented in the final section. Apart from that, implications of findings are further discussed which includes suggestions for researchers and practitioners for future references.

Keywords: *Employee engagement, Motivation, Administrative staff*

Employee engagement

As of late, there has been a lot of enthusiasm for employee engagement. Employee engagement has caught the consideration of business professionals, scholarly scientists and governments (Yalabik et al., 2013; Jennifer and Wefald, 2016). Many have guaranteed that employee engagement predicts workers results, authoritative achievement, and money related execution (for example complete investor return) (Bates, 2004; Baumruk, 2004; Harter et al., 2002; Richman, 2006; Yalabik et al., 2013). Simultaneously, it has been accounted for that employee

engagement is on the decay and there is an extending withdrawal among workers today (Bates, 2004; Richman, 2006).

Employee engagement has turned into a generally utilized and famous term (Robinson et al., 2004). In any case, a large portion of what has been expounded on employee engagement can be found in expert diaries where it has its premise practically speaking as opposed to hypothesis and exact research. As verified by Robinson et al (2004), there has been shockingly minimal scholastic and observational research on a subject that has turned out to be so well known.

Furthermore, employee engagement has been characterized from numerous points of view and the definitions and measures frequently solid like other better known and set up builds like hierarchical responsibility and authoritative citizenship conduct (Robinson et al., 2004). Frequently it has been characterized as enthusiastic and scholarly duty to the association (Baumruk, 2004; Richman, 2006; Shaw, 2005) or the measure of optional exertion displayed by workers in their employments (Frank et al., 2004).

In the scholastic writing, various definitions have been given. Kahn (1990, p. 694) characterizes individual engagement as "the saddling of association individuals' selves to their work jobs; in engagement, individuals utilize and communicate physically, intellectually, and genuinely during job exhibitions." Personal separation alludes to "the uncoupling of selves from work jobs; in separation, individuals pull back and guard themselves physically, psychologically, or sincerely during job exhibitions" (p. 694). Along these lines, as indicated by Kahn (1990, 1992), engagement intends to be mentally present when possessing and playing out an authoritative job. Rothbard (2001) likewise characterizes engagement as mental nearness yet goes further to express that it includes two basic parts: consideration and ingestion. Consideration alludes to "subjective accessibility and the measure of time one spends contemplating a job" while assimilation "signifies being fascinated in a job and alludes to the force of one's emphasis on a job."

Motivation and Administrative Staff at Private Higher Education Institutions

Administrative staff therefore have a major role to play in ensuring effectiveness in higher education in the education sector. In every Higher Education Institution (HEI) therefore, the quality of education is contingent on the performance of administrator staff (Rasheed et al., 2010; Shah, Ur-Rehman, Akhtar, Zafar & Riaz, 2012). To maximise the performance of administrator staff in HEI, it is necessary to determine their motivation level as studies have shown that employees' performance in HEI is positively correlated to performance (Rasheed et al., 2010; Shah et al., 2012; Afull-Broni, 2012; Asim, 2013). This implies that performance will increase as motivation is enhanced, it will contribute to performance improvement. Moreover, this is also an evident for the industrial sector (Uzonna, 2013; Zameer, Ali, Nisar & Amir, 2014).

As discussed in previous section, various research has been conducted regarding employees' motivation. Besides that, there are numerous definitions of motivation in the literature such as 'the psychological feature that stimulates an organism to action toward a desired goal, and elicits controls and sustains certain goal directed behaviours' (Wigfield, 2004). Motivation has also been defined as the psychological process that gives behaviour purpose and direction (Kreitner, 1995); a predisposition to behave in a purposive manner to achieve specific, unmet needs (Buford, Bedeian, & Lindner, 1995); an internal drive to satisfy an unsatisfied need (Higgins, 1994).

In the 1950's therapist Frederick Herzberg proposed a hypothesis of inspiration that spotlights at work and on nature where work is done (Tyner, 2007). Herzberg examined

different components identifying with the activity and their connection to worker inspiration and presumed that they can be isolated into cleanliness elements and inspiration factors (Tyner, 2007; Mahmood and Mahmood, 2010). Cleanliness factors, which identify with the work setting and not the substance of the work, incorporate satisfactory wages, agreeable and safe working conditions, reasonable organization arrangements, and employer stability (Van Herpen et al., 2003; Tyner, 2007). These elements don't really propel workers to exceed expectations however will affect the representative's exhibition and their nonappearance might be a potential wellspring of worker disappointment (Tyner, 2007).

Numerous individuals feel that a decent pay is one of the most significant activity factors, much more significant than employer stability and the opportunity to utilize one's brain and capacities (Tyner, 2007; Mahmood and Mahmood, 2010). Compensation and security, two of the cleanliness variables distinguished by Herzberg, make it workable for representatives to fulfil the physiological and security needs recognized by Abraham Maslow in his hypothesis of necessities. Notwithstanding, the nearness of cleanliness elements is probably not going to rouse representatives to work more enthusiastically. Inspiration factors, which identify with the substance of the work itself, incorporate accomplishment, acknowledgment, contribution, obligation, and headway (Tyner, 2007). The nonappearance of inspiration components may not bring about disappointment, however their quality is probably going to persuade workers to exceed expectations.

The objective of this study is to identify the relationship between motivation and employee engagement. As this study is focusing on private higher education, it helps to improve our knowledge on several factors. First, it identifies important institutional practices related to employee motivation. Next, it explores the associations between institutional practices and initial employee engagement outcomes. These contributions help clarify the role of the new private higher education and discern the practices and performance of its institutions.

Methodology

In this investigation, quantitative research was utilized as a methodology because of the reality of measurement in the gathering and examination of the information and the reason to make a speculation of the information. In addition, regarding the sampling frame, that is known as “a list of all elements in the population from which the sample is drawn”. Another researcher stated it as “a researcher operationalised the population by developing a specific list that closely approximately all elements in the population” (Neuman, 2007). Thus, for the sampling frame, respondents who work as administrative staff at Kolej Universiti Islam Antarabangsa Selangor (KUIS) and Universiti Selangor (UNISEL) were selected as respondents for data collection.

Pilot test

The questionnaires were distributed to the administrative staff of Kolej Universiti Islam Antarabangsa Selangor (KUIS) for the purpose of pilot testing. As this is preliminary stage, the convenience sampling was used. Questionnaires were distributed to the administrative staff by meeting them individually. Out of 50 questionnaires, 30 usable responses were received. During the pilot study, the factor analysis was made to analyse the underlying pattern of correlations among variables and to give an overview of the relationship among these variables (Stangor, 2011). Schumacker and Lomax (2004) stated that researcher could explore the number of factors exist; whether the factor is correlated; and which observed variable appear to best measure each factor. The value of factor loading is between 0 and 1, which the higher

factor loading include that the variable is more strongly with the factor. With regards to this study, the low factor loading, less than 0.5 was deleted.

The objective of the pilot study conducted prior to the actual study was to ensure the reliable and valid instrument to be used for the actual study. For those reasons, several statistical testing's using the Statistical Package for Social Sciences (SPSS) version 24.0 was run to analyze the data. The measurement of reliability is through Cronbach's Alpha value.

Reliability Coefficient for the Pilot Test

Part	Variables	No. of Items	Cronbach's Alpha (CA)
C	Motivation	12	.825
D	Employee Engagement	11	.729

* Cronbach's Alpha Significant Level = (>.5)

Results and Discussions

The main idea of this section is to analyse the relationship between motivation and employee engagement. The primary strategy for examination in this study is Structural Equation Model (SEM). The relationship between these two variables can be examined in structural model evaluation by examining the Beta value (β), T statistics (t-value) and P value. Therefore, a summary of the findings for testing relationship between motivation and employee engagement for this study is presented in the following table.

Findings on Testing the Relationship between Motivation and Employee engagement

	Beta Value (β)	Standard Deviation (STDEV)	T Statistics	P Value	Results
Motivation -> Employee Engagement	0.795	0.037	21.571	0.000	Supported

* *p-value is significant at 0.01*

The relationship motivation and employee engagement among administrative staff in Higher Private Education of Selangor is strong positive significant with the value ($\beta = 0.795$, $t = 21.571$, $p = 0.000$).

In conclusions, results from this study shows that motivation has a strong effect towards employee engagement. From this knowledge, it implies that motivation is important towards increasing employee engagement. Employees' motivation is known as a factor that will influence their act and behavior at work. Highly motivated employee will drive their behavior into the state of engagement. As a result, the performance and productivity of these employees will increase and improve organizational performance as well.

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