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**TITLE: THE EFFECT OF WORK ENVIRONMENT ON EMPLOYEE
ENGAGEMENT IN PUBLIC ORGANISATION**

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**THE EFFECT OF WORK ENVIRONMENT ON EMPLOYEE ENGAGEMENT IN
PUBLIC ORGANISATION**

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ABSTRACT

THE EFFECT OF WORK ENVIRONMENT ON EMPLOYEE ENGAGEMENT IN PUBLIC ORGANISATION

DARWIN ROBIN ANAK ALAN

The purpose of this study is to determine how the three different types of working environments such as physical, psychological, and social affect employee engagement. 86 employees from a public organisation in Kapit were given survey questionnaires as part of a quantitative approach. Multiple Regression and the Spearman Correlation Test were used to analyse the gathered data. The findings show that employee engagement is positively impacted by all three types of work environments, with psychological being the most important component. The study also looks at the ramifications of these findings and offers suggestions for improving employee engagement strategies based on the workplace.

ABSTRAK

KESAN PERSEKITARAN KERJA TERHADAP PENGLIBATAN PEKERJA DI DALAM ORGANISASI AWAM

DARWIN ROBIN ANAK ALAN

Tujuan kajian ini adalah untuk mengenal pasti bagaimana tiga jenis persekitaran kerja iaitu fizikal, psikologi dan sosial mempengaruhi penglibatan pekerja. Seramai 86 orang kakitangan dari sebuah organisasi awam di Kapit telah diberikan borang soal selidik sebagai sebahagian daripada pendekatan kuantitatif. Ujian Regresi Berganda dan Ujian Korelasi Spearman telah digunakan untuk menganalisis data yang dikumpul. Dapatan kajian menunjukkan bahawa penglibatan pekerja dipengaruhi secara positif oleh ketiga-tiga jenis persekitaran kerja, dengan persekitaran kerja psikologi menjadi komponen yang paling penting. Kajian ini juga meneliti implikasi daripada penemuan tersebut dan memberikan cadangan untuk menambah baik strategi penglibatan pekerja berdasarkan persekitaran kerja.

CHAPTER 1: INTRODUCTION

1.1 INTRODUCTION:

The purpose of this research is to investigate the effect of the work environment on employee engagement in the public organisation. In Chapter 1: Introduction, the research background highlights the main concept and issues related to the research topic. Following this, the general and specialized objectives are developed as research hypotheses, research questions and the problem statement tackles the research gap. A conceptual framework will be designed to determine the study's independent and dependent variables. The significance of the study will be discussed, emphasizing its contributions to the body of knowledge, national development policy, bridging research and practice, and enhancing organisational effectiveness. At the same time, the limitations section will address challenges encountered during the research process. The definition of terms section will provide definitions for important terminology utilized in the study, both conceptual and operational. Finally, the chapter summary will encapsulate the main points of Chapter 1. This chapter is essential since it gives a summary of the study, highlighting the main factors, significant terminology, and objectives of the research.

1.2 RESEARCH BACKGROUND

In today's competitive global landscape, Employee engagement has become a crucial component of organisational success and efficacy, especially in public enterprises. Employee engagement is the degree of dedication, drive, and participation a person demonstrates to accomplish organisational objectives (Anitha, 2014). Organisations with highly engaged employees experience higher productivity, improved service quality, and reduced turnover rates (Sibanda & Ncube, 2014). This engagement is crucial for individual employee performance and provides a foundation for broader organisational resilience and sustainability. One of the primary determinants of employee engagement is the work environment, which encompasses physical, psychological, and social dimensions (Kamanja et al., 2019). The physical work environment encompasses tangible elements such as office layout, lighting, temperature, noise levels, and equipment arrangement. These factors significantly influence employee comfort, focus, and overall satisfaction (Judeh, 2021; Lucio, 2023). A well-designed and ergonomically optimized workspace can not only enhance productivity but also reduce physical strain and workplace stress, contributing to greater job satisfaction.

Employee engagement is significantly influenced by the psychological and physical aspects of the work environment. This dimension involves elements such as recognition, organizational justice, career development opportunities, and emotional support from supervisors and peers (Kamanja, 2020; Patil et al., 2023). Employees who feel valued, supported, and fairly treated are more likely to exhibit higher levels of motivation, loyalty, and commitment to organizational goals (Abualruz et al., 2024). Conversely, neglecting these psychological aspects may lead to workplace stress, dissatisfaction, and decreased engagement.

The social work environment, on the other hand, emphasizes interpersonal relationships, teamwork, and the quality of communication between employees and management (Mohd et al., 2016; Dent, 2024). Positive social dynamics foster trust,

collaboration, and a sense of belonging, creating a supportive workplace culture. Research has shown that employees who experience strong social connections at work are more likely to stay motivated, resolve conflicts effectively, and contribute positively to team outcomes (Atiku et al., 2024).

However, despite the well-documented importance of these factors, public sector organizations often face unique challenges in cultivating an optimal work environment. Issues such as bureaucratic processes, limited resources, and non-competitive incentives can impede efforts to create conducive physical, psychological, and social work conditions (Kamanja et al., 2019; Duque et al., 2020). These challenges raise questions about whether these environmental factors independently or collectively have a significant impact on employee engagement.

Therefore, the purpose of this study is to conduct a more comprehensive examination of the effect of the work environment, which includes physical, psychological, and social factors, on employee engagement in public sector organisations. The findings of this study are expected to provide practical insights and strategic recommendations for management teams in organisation to design and develop more effective workplace interventions, fostering higher levels of employee engagement and ultimately improving organisational performance.

1.3 PROBLEM STATEMENT

The work environment is widely acknowledged as a crucial factor influencing employee engagement. An advantageous work environment, including physical, psychological, and social aspects, significantly impacts employees' motivation, satisfaction, and productivity. A large number of studies have demonstrated this affirmative correlation. For instance, Judeh (2021) emphasizes that well-designed physical workspaces, such as proper lighting and ergonomic layouts, enhance employee focus and efficiency. Similarly, Patil et al. (2023) highlights the importance of psychological safety in fostering employee commitment and reducing workplace stress, while Mohd et al. (2016) underlines the value of positive social interactions and teamwork in creating a sense of belonging among employees. Collectively, these findings suggest that organizations prioritizing improvements in their physical, psychological, and social work environments can cultivate a more engaged workforce, ultimately boosting organizational performance.

Despite the compelling evidence supporting the role of the work environment, contrasting perspectives challenge its overall significance in fostering employee engagement. Dent (2024) stated that other factors, such as intrinsic motivation, job design, and external economic pressures, may overshadow the importance of workplace conditions in certain contexts. Furthermore, Kamanja et al. (2019) reported that even when organizations make substantial investments in improving their work environments, issues like inadequate leadership, unclear career pathways, and systemic organizational inefficiencies may continue to hinder engagement. Such findings raise questions about whether the working environment alone is sufficient to drive employee engagement or whether additional factors play a more dominant role.

In the public organisation, particularly in regions like Kapit, Sarawak, these challenges are further magnified. Employee engagement in the public sector often lags behind that of the private sector due to bureaucratic constraints, limited resources, and less competitive incentives. Research has shown that disengagement in the public sector employees adversely impacting productivity and service delivery, making it critical to identify and address the underlying causes. Some studies, such as Abualruz et al. (2024), suggest that psychological well-being and empowerment are key mediators, while others emphasize the need for supportive leadership and effective communication channels (Duque et al., 2020).

Given these contrasting perspectives and the unique challenges faced by the public sector, this study aims to investigate the effect of the work environment on employee engagement, focusing on physical, psychological, and social aspects. By examining these relationships in the context of public sector employees in Kapit, Sarawak, this research seeks to provide empirical evidence to clarify the conflicting viewpoints. Ultimately, the findings will contribute to the development of actionable strategies to enhance employee engagement and improve public sector performance.

1.4 RESEARCH OBJECTIVES

1.4.1 Main Objective

- To examine the effect of work environment on employee engagement in public organisation.

1.4.2 Specific Objective

- To identify the effect of the physical work environment on employee engagement in public organisation.
- To identify the effect of the psychological work environment on employee engagement in public organisation.

- To identify the effect of the social work environment on employee engagement in public organisation.
- To determine the dominant factor that is positively affecting employee engagement in public organisation.

1.5 RESEARCH QUESTIONS:

- i. How does the physical work environment impact employee engagement in public organisation?
- ii. How does the psychological work environment impact employee engagement in public organisation?
- iii. How does the social work environment impact employee engagement in public organisation?
- iv. What is the dominant factor that is positively affecting employee engagement in public organisation?

1.6 RESEARCH HYPOTHESES:

The hypotheses of this research are as follows:

Ha1: The physical work environment has a significant positive relationship with employee engagement in public organisation.

Ha2: The psychological work environment has a significant positive relationship with employee engagement in public organisation.

Ha3: The social work environment has a significant positive relationship with employee engagement in public organisation.

Ha4: There is one dominant factor that is positively affecting employee engagement in public organisation.

1.7 CONCEPTUAL FRAMEWORK

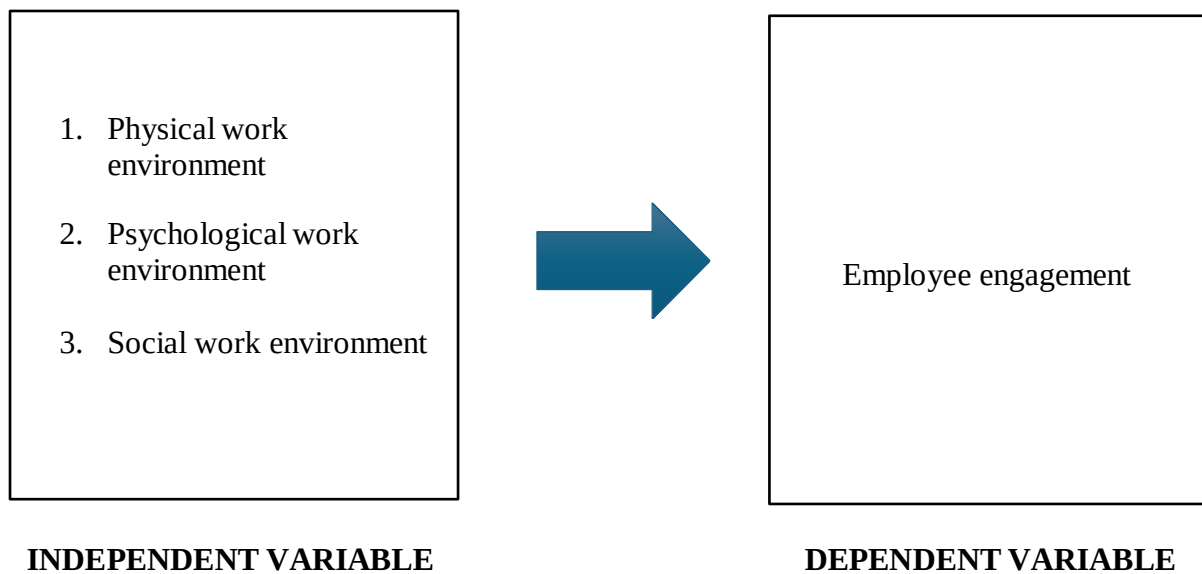


Figure 1: conceptual framework

Diagram 1 above shows the conceptual framework of the effect of the work environment on employee engagement in the public organisation. In this conceptual framework, two types of variables are separated into two boxes, one for independent variables and the other box for dependent variables. The independent variables consist of 3 elements that the researchers will focus on from the work environment which are the physical work environment, psychological work environment, and social work environment. Besides that, the dependent variable focuses on employee engagement.

1.8 DEFINITION OF TERMS

1.8.1 Work environment

1.8.1.1 Conceptual Definition

Workplace processes, methods, structures, or environments that positively affect employee productivity are referred to as the work environment. Policies, rules, culture, resources, work relationships, the location of duties, and other internal and external elements of the workplace all affect how employees perform their jobs. (Ismail and Ahmad, 2020).

1.8.1.2 Operational Definition:

The physical, psychological, and social surroundings of Kapit public organization in Kapit, Sarawak, as viewed by employees, including team dynamics, emotional support by coworkers, and infrastructure quality, are referred to as the work environment in this study.

1.8.2 Employee engagement

1.8.2.1 Conceptual Definition:

An emotional and physical relationship between employees and the organisation is a source of employee engagement (Tanwar and Kumar, 2019). According to Bakker and Albrecht (2018), engaged employees are proactive, vivacious, and extremely motivated.

1.8.2.2 Operational Definition:

Survey results are used in this study to gauge employee engagement by evaluating their motivation, sense of inclusion, and readiness to go above and above in their positions in Kapit public organization.

1.8.3 Physical work environment

1.8.3.1 Conceptual Definition:

The physical work environment, as defined by Farmahini and Faharani (2014), and Akob et al. (2020), is everything that surrounds employees and can have an impact on how well they accomplish the duties that are allocated to them. Examples of this include having air conditioning (AC) and enough lighting.

1.8.3.2 Operational Definition:

Based on this research target audience, the physical work environment in this study relates to the state of Kapit public organization buildings, including workplace layout, ergonomics, and available resources.

1.8.4 Psychological work environment

1.8.4.1 Conceptual Definition:

The psychological work environment refers to the extent to which employees find their working conditions appealing, as evidenced by improvements in accountability and employee participation in decision-making, for instance, which increase employee commitment to their jobs. It discusses how relationships within and between the workplace have an impact on worker performance (Kamanja, 2020).

1.8.4.2 Operational Definition:

Employee views of emotional support, stress management, and inclusive decision-making in public offices are used to assess the psychological work environment for the study.

1.8.5 Social work environment

1.8.5.1 Conceptual Definition:

The social work environment is defined as a degree of social support, teamwork, management style, and interpersonal relationships that employees experience at work (Kamanja, 2020).

1.8.5.2 Operational Definition:

The interpersonal dynamics, teamwork opportunities, and management styles seen in a public organisation in Kapit, Sarawak, are the main topics of this study's social work environment.

1.9 SIGNIFICANT OF RESEARCH

1.9.1 Body of knowledge

This study makes a substantial contribution to our knowledge of how social, psychological, and physical work settings affect employee engagement. Although the effects of physical work surroundings, such as lighting, ergonomic design, and spatial layout, on employee performance have been extensively studied, less is known about how they affect engagement. Similar to this, psychological environments, which include stress management, empowerment, and support for mental health are essential for creating a favourable emotional bond between workers and their jobs. By meeting workers' needs for belonging and teamwork, social settings that promote cooperation, trust, and interpersonal interactions also increase employee engagement (Atiku et al., 2024).

This study closes gaps in the literature by concentrating on these three aspects of the workplace and offers thorough insights into how they all affect employee engagement. The findings highlight the significance of combining physical, psychological, and social aspects to improve employee satisfaction and productivity, and they are especially pertinent in quickly evolving workplace environments like hybrid work models.

1.9.2 National development of Policy

Supportive work environments that foster employee engagement are intimately related to the goals of economic growth and national productivity. Higher levels of involvement are a result of policies that support inclusive and safe workplaces, which guarantee a driven staff that can spur innovation and accomplish company objectives. For example, companies can satisfy national priorities such as Malaysia's Shared Prosperity Vision 2030 by prioritising team-building activities (social), mental health assistance (psychological), and ergonomic

workplace designs (physical). These tactics are crucial for creating a workforce that is robust and capable of thriving in cutthroat international marketplaces (Atiku et al., 2024)

This study provides policymakers with practical suggestions for creating workplace frameworks that match employee engagement tactics with more general economic objectives, highlighting the significance of designing spaces that comprehensively attend to workers' physical, psychological, and social needs.

1.9.3 Bridging Practice and Research

By providing methods to raise employee engagement through improvements in the physical, psychological, and social work environments, this study acts as a link between theoretical investigation and real-world implementation. While psychological assistance, such as stress management programs and mental health initiatives, promote resilience and job satisfaction, physical elements, such as workspace ergonomics and resource availability, can be adjusted to reduce weariness and boost attention. Furthermore, fostering a strong social work environment through cooperative projects, candid communication, and team-building activities strengthens the bonds between coworkers and the organization.

Organisations may apply these insights to develop all-encompassing interventions that prioritise employee engagement and well-being, ensuring that workplace initiatives satisfy both organisational and personal objectives. This alignment between theoretical knowledge and practical strategies ensures long-term sustainability and higher worker productivity.

1.9.4 Improving the Efficiency of Organisations

Organisation that invests in improving their physical, psychological, and social work environments stand a better chance of achieving higher levels of employee engagement, which in turn spurs innovation, productivity, and lower turnover rates. For instance, a collaborative

Culture promotes social connections, mental health support improves psychological well-being, and a well-designed workstation increases physical comfort. All these elements work together to create a more committed and driven staff that can overcome obstacles and do better work.

Moreover, in order to create resilient teams and preserve competitive advantages in ever-changing market contexts, this research offers a framework for organisations to apply focused strategies addressing these characteristics. The study emphasises the significance of a holistic approach to workplace engagement and effectiveness by stressing the interdependence of physical, psychological, and social factors.

1.10 LIMITATION OF RESEARCH

In conducting a study on the effect of work environment on employee engagement, many limitations were encountered in the process of conducting the study. Among the limitations of research faced is the lack of resources. In doing research, it is very important to look at and read previous studies that may be used as a reference, however, the lack of resources that are previous studies related to this topic makes it quite difficult to make references. In addition, the limitation of research is that many past studies are conducted or carried out in private organizations compared to public organisations. Although there are still previous studies that have been conducted or survey data obtained through the public sector, the data is still quite limited and requires more other sources.

In addition, the participants involved in the research may experience some limitations in providing information or feedback to maintain the good name and image of the organization. Participants may think twice before responding to the questionnaire. Last but not least, the diversity in terms of age of the participants may be a limitation of the research. This is because much younger respondents are easy to understand the issues raised, unlike much older

respondents may need a more detailed explanation about the purpose of the study and the issues of the study being conducted.

1.11 CHAPTER SUMMARY

This chapter explores various essential components of the study. It begins by presenting the background, detailing the context and challenges associated with factors of work environment such as physical, psychological, social work environment influencing employee engagement. The research problem is articulated, emphasizing the gaps in understanding the impact of work environment on employee engagement. The study's primary aim is to determine whether work environment factors specifically in three variables have a positive, and negative, on employee's engagement. A hypothesis is proposed, suggesting a positive relationship between these three selected variables in work environment and can bring employee engagement. The conceptual framework positions the factors influencing physical, psychological, and social work environment as independent variables and employee engagement as the dependent variable, offering a systematic perspective to examine these relationships.

The chapter also discusses the study's significance, highlighting its contributions to body knowledge, national development policy, bridging research and practices, and enhancing organizational effectiveness. Additionally, limitations such as the scarcity of previous studies focusing on employee performance and potential biases in participant responses are acknowledged. Finally, the conceptual and practical definitions of important terminology, such as physical, psychological, and social work environments and employee engagement are provided at the end to guarantee uniformity. This comprehensive overview establishes a solid foundation for the subsequent chapters of the research.

CHAPTER 2: LITERATURE REVIEW

2.1 INTRODUCTION

Chapter 2: Literature Review will highlight past studies that are related to the current research topic. This chapter's discussion will primarily focus on issues related to the topic, related theory or model, as well as previous similar findings related to this study. Lastly, a chapter summary is done to summarize the whole of Chapter 2. This chapter is significant to determine the whole ideas for this study because it broadens the information and knowledge about the study area.

2.2 DISCUSSION OF ISSUES RELATED TO TOPIC AND PAST FINDINGS

The work environment is a significant factor influencing employee engagement and overall organizational effectiveness. Research indicates that a supportive work environment enhances employees' motivation, satisfaction, and productivity. The work environment comprises three main aspects: physical, psychological, and social work environments, which interact to create either a positive or negative impact on employee engagement.

2.2.1 Work Environment

The operational, cultural, and physical circumstances in which workers carry out their duties are all included in the work environment, which has a direct impact on worker engagement and output. In addition to making sure that workers feel at ease and appreciated, a well-organised and encouraging workplace encourages them to coordinate their efforts with company objectives (Judeh, 2021). According to research, organisations that have inclusive policies, effective systems, and clear processes encourage greater levels of dedication and job satisfaction from the employees, which enhances engagement (Lucio, 2023). Furthermore,

employees who are employed in environments that encourage cooperation and well-being are more likely to be loyal and proactive, highlighting the crucial connection between workplace culture and employee engagement (Dent, 2024).

2.2.1.1 Physical Work Environment

The Physical work environment is synonymous with the Tangible elements like office design, lighting, temperature, noise levels, and ergonomics are all part of the physical work environment. According to Judeh (2021), factors including workspace design, air quality, and lighting intensity have significant impacts on workers' concentration and performance. Despite ergonomically sound and comfortable workspaces increasing employee well-being and productivity, poorly designed workspaces can cause stress, dissatisfaction, and decreased engagement (Lucio, 2023). According to Kamanja et al. (2019), employees who operate in environments with sufficient infrastructure and resources are more likely to remain motivated since these factors make it more straightforward for them to complete responsibilities effectively.

2.2.1.2 Psychological Work Environment

The psychological work environment refers to emotional support, fairness, opportunities for growth, and recognition within the workplace. According to Kamanja (2020), employees develop in environments where they are supported and feel appreciated. A sense of commitment and belonging is fostered by psychological safety, which encompasses open communication, equity, and recognition (Patil et al., 2023). Additionally, Abualruz et al. (2024) emphasise that empowerment and emotional support lower stress levels and increase engagement at work. Employees are more likely to be devoted and loyal to their organisations if they feel emotionally safe and supported.

2.2.1.3 Social Work Environment

The social work environment encompasses interpersonal relationships, teamwork, and the quality of interactions between employees and management. Employee engagement is strongly impacted by the collaboration, trust, and morale that are fostered by positive social dynamics. According to Mohd et al. (2016), a collaborative and encouraging work environment motivates employees to perform further than their scope of responsibilities. In a similar vein, Dent (2024) reported that good leadership, teamwork opportunities, and open communication raise employee motivation and happiness, which subsequently effect improves job performance. Organisations that try to foster good social relationships at work see increased employee engagement and decreased attrition.

2.2.2 Employee Engagement

Employee engagement, which has a significant impact on an organisation's performance, is the level of a person's enthusiasm and dedication to their work. A positive work atmosphere is necessary to promote this engagement. For instance, a positive work environment boosts employees' dedication and ability to strive for success, which leads to improved performance, according to a study looking at how the workplace environment affects employee task performance (Zhenjing et al., 2022). Furthermore, studies show that companies with supportive and healthy work environments are more sustainable and have greater employee engagement rates (Osborne and Hammoud, 2017). Thus, improving employee engagement and, in turn, organisational success requires fostering a favourable work environment.

2.3 DISCUSSION OF RELATED THEORY/MODEL

Two key theories provide a framework for understanding the relationship between the work environment and employee engagement: the Job Demands-Resources (JD-R) Model and Herzberg's Two-Factor Theory.

2.3.1 Job Demands-Resources (JD-R) Model

The JD-R model posits that every job has demands (e.g., workload, stressors) and resources (e.g., support, infrastructure) that can influence employee engagement. If not matched with adequate resources, job expectations including heavy workloads or unfavourable working circumstances can result in burnout and disengagement (Bakker & Albrecht, 2018). Employee engagement is increased by employment resources, such as teamwork, appropriate physical surroundings, and psychological support. Offering workers a well-designed workspace, emotional support, and opportunities for collaboration, for example, can lessen job stress and boost motivation, which in turn improves performance and happiness.

2.3.2 Herzberg's Two-Factor Theory

Herzberg's Two-Factor Theory divides the variables affecting job satisfaction into motivators and hygienic elements. Physical work conditions, salary, and job security are examples of hygiene variables that maintain employee's satisfaction but rarely encourage engagement. Employee engagement is directly increased by motivators like achievement, recognition, and growth opportunities (Anitha, 2014). According to the theory, psychological support and recognition (motivators) promote greater levels of engagement and commitment, while an organised physical work environment (hygiene component) avoids dissatisfaction

Organizations must address both factors to create a balanced work environment that promotes employee satisfaction and performance.

2.4 PAST RESEARCH RELATED TO INDEPENDENT VARIABLE AND DEPENDENT VARIABLE

2.4.1 Physical Work Environment and Employee Engagement

Research highlights that a well-planned physical workspace improves employee engagement and satisfaction. According to Duque et al. (2020), noise reduction, proper lighting, and ergonomic workplaces all greatly increase employee engagement and productivity. In contrast, poorly maintained physical, lead to discomfort, stress, and disengagement (Dias et al., 2020). Additionally, Lucio (2023) emphasised the importance of temperature, ventilation, and air quality in preserving employee concentration and well-being.

Effective task performance is also directly impacted by physical infrastructure. According to Kamanja et al. (2019), contemporary office layouts with the appropriate technologies promote a productive and comfortable work environment. The physical environment is therefore a key component of employee engagement methods since it raises employee satisfaction and reduces burnout.

2.4.2 Psychological Work Environment and Employee Engagement

The psychological work environment significantly shapes employees' emotional well-being and commitment. According to Abualruz et al. (2024), involvement is positively impacted by possibilities for advancement, emotional support, and acknowledgment. Employees are more satisfied with their jobs and more devoted to their organisations whenever they are acknowledged and supported.

Another important factor is psychological safety. According to Patil et al. (2023) mentioned that open communication, equity, and trust inside a company lower stress and promote a positive attitude towards work. In addition to improving employee well-being, companies that place a high priority on psychological safety also foster creativity and teamwork.

Moreover, resilience and empowerment are key moderators between psychological stressors and employee engagement. Studies have shown that employees who perceive their organization as empathetic and supportive are more likely to be proactive and committed to their roles.

2.4.3 Social Work Environment and Employee Engagement

High employee engagement requires teamwork, trust, and collaboration, all of which are fostered in a supportive social work environment. Employee morale and productivity are greater in workplaces with strong interpersonal interactions and collaborative cultures, according to Mohd et al. (2016). In order to develop these kinds of circumstances such as effective leadership and communication are very important.

Dent (2024) emphasised the importance of interpersonal connections in raising commitment and job satisfaction. Employees who have strong connections with their supervisors and coworkers are more inclined to support the organisation's goals. Additionally, organisations that implement structured team-building activities report fewer conflicts and more harmony in the workplace (Atiku et al., 2024).

Social support is particularly crucial in mitigating workplace stress and fostering a sense of belonging. Employees who perceive their teams as cohesive and collaborative are more likely to go beyond their formal roles, contributing to organizational success.

2.5 CHAPTER SUMMARY

The research on work environments and how it affects employee engagement in the public sector was evaluated in this chapter. Three independent variables, which are the physical, psychological, and social work environments as well as their relationship to the dependent variable, employee engagement, were the main topics of discussion. Two theories, which are the Job Demands-Resources Model and Herzberg's Two-Factor Theory, were explored to provide a theoretical framework for understanding the study. Past research findings further supported the significant relationship between these variables, emphasizing the need for organizations to create a supportive and balanced work environment to enhance employee satisfaction, commitment, and performance. This review sets the foundation for the next chapter, which will discuss the research methodology adopted for this study.

CHAPTER 3: METHODOLOGY

3.1 INTRODUCTION

Chapter 3: Methodology will provide a thorough explanation of the methodology utilised to gather and examine the data for this study. The study's chosen research design is covered first, then the population is defined, the sample selection procedure is described, and the sampling technique is used. After that, the chapter will discuss how the research instrument was developed, considering the physical, psychological, and social aspects of the workplace. A pilot study will also be conducted to evaluate the validity and reliability of the instrument. The study's ethical issues will be covered, guaranteeing that moral principles are followed through the investigation. The chapter will also explain the methods for gathering and analysing data, detailing how information will be obtained and processed to produce insightful conclusions. The important points will then be summarised in chapter topics discussed in Chapter 3, with a focus on the importance of research design, the reliability and validity of the instrument's evaluations, and the methodological rigor used in the gathering and analysis of data. This chapter ensures transparency and clarity in the chosen research approach and provides a crucial basis for understanding how the study is carried out.

3.2 RESEARCH DESIGN

This research adopts a quantitative methodology to explore the relationship between three types of work environments affecting employee engagement. Rana et al., (2021) stated that gathering and analysing numerical data to address scientific research questions is the quantitative technique. Quantitative approaches are used to summarise, average, discover trends, forecast, assess correlations, and apply findings to larger populations. This method requires standardising the questionnaire, selecting respondents at random from the research

population, and using statistical methods to examine correlations between variables. Survey research, which falls under the non-experimental design category, was selected as the research design for this study. The dependent variable in this case is employee engagement, which is influenced by the physical, psychological, and social aspects of the workplace. These variables will be evaluated among the sampled respondents using quantitative methods. Survey questionnaires will be distributed to participants who are currently employed by the Kapit Public organisation, in order to collect data.

This approach makes it possible to collect data from a large sample size in an effective manner, which makes statistical analysis and systematic evaluation easier. To ensure the validity and reliability of the data, a pilot study will be carried out before the primary investigation to improve the survey and resolve any possible problems. All things considered, this strategy will allow for a methodical examination of how various work environments impact employee engagement, advancing our knowledge of their efficacy in corporate contexts.

3.3 POPULATION, SAMPLE & SAMPLING PROCEDURE:

3.3.1 Population

The target population for this research includes 115 employees currently working in the one of Kapit public organisation. The total population size for this study is 115 employees.

3.3.2 Sample

Using Krejcie and Morgan's (1970) sample size table, the sample size was determined to be 86 participants with a confidence level of 95% and a margin of error of 5%. This sample is representative of the larger population of Kapit's public organisation employees in Kapit. The sample size table can be referred to in **Table 1** below:

Table 1: Sample Size Table

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	26	140	103	340	181	1000	276	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384
Note: "N" is Population Size "S" is Sample Size.									

3.3.3 Sampling Procedure

Convenience Sampling, one of the non-probability sampling methods, was employed in this study. This method involves selecting participants based on their accessibility and availability, which allows for quick and cost-effective data collection, especially when time or access to the full population is limited. Although it does not provide every individual with an equal chance of being selected, convenience sampling is widely used in exploratory research to obtain initial insights efficiently. The data gathered from readily available individuals can still offer valuable patterns and trends relevant to the research objective.

3.4 INSTRUMENT

The survey questionnaire is the research instrument utilised in this investigation. Reputable sources, such as earlier studies, are consulted and updated to verify that the questionnaire's content aligns with the study's goals. There are four sections in this questionnaire: Section A is about demographics; Section B is about the physical work environment; Section C is about the psychological work environment; Section D is about the social work environment; and Section E is about employee engagement. There are eight questions in total each except section D which has 6 questions. One variable will be the focus of each section; for example, section B will concentrate more on the physical work environment.

Table 2: Summary of Adapted Instruments

Section	Variable	Number of Items	Type of Instrument	Source
B	Physical work environment	8	Adapted	Kamanja, 2020
C	Psychological work environment	8	Adapted	Kamanja, 2020
D	Social work environment	6	Adapted	Kamanja, 2020
E	Employee Engagement	8	Adapted	Kamanja, 2020

A five-point Likert scale, with 1 representing "strongly disagree" and 5 denoting "strongly agree," is used to score the responses. The relevance and reliability of the questionnaire items are guaranteed by their adaptation from validated instruments used in earlier research. The scale of the answer can be seen in Table 3 below

Table 3: The Five-Point Likert Scale (Degree of Agreement)

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	2	3	4	5

3.5 PILOT STUDY

Thirty randomly chosen Malaysian public organisation employee participated in a pilot study that was carried out in advance of the main investigation. This pilot study's main goal was to evaluate the validity and reliability of the research tool, especially the questionnaire before distributing it to the real target audience. The pilot test fulfills several vital functions. First, it makes sure that the questionnaire is easy to read, comprehend, and efficiently gathers the data that participants are supposed to provide. Researchers can find any ambiguities or unclear items that might cause erroneous answers during the main study by testing the questionnaire on a smaller, representative sample. This procedure enables modifications to be made to enhance the instrument's validity and clarity, improving the overall quality of the information gathered. Second, carrying out a pilot study offers a chance to assess the questionnaire's dependability.

The measurement tool's stability and consistency in this case, the questionnaire are referred to as reliability. To make sure the questionnaire items accurately measure the dimensions of interest, researchers can compute measures of internal consistency (such as Cronbach's alpha for scales) by examining the responses from the pilot sample. In the end, the pilot study helps to minimise any problems and guarantees that the primary study runs

smoothly using a proven and trustworthy research tool. It is a crucial stage in the research process that enhances the reliability and validity of the conclusions drawn from the latter stages of data collecting and analysis.

3.6 VALIDITY & RELIABILITY

3.6.1 Validity

Validity in this study refers to the questionnaire's capabilities to evaluate the research's purpose and hypothesis, and research questions. Internal and external validity are the two categories of validity. External validity relates to the study's generalisability or transferability, whereas internal validity refers to the investigation's rigour, including the study design. As part of a pilot study to verify the questionnaire's validity, thirty randomly chosen respondents who are currently working for the organisation are invited to fill out the survey and provide feedback. In addition, the researcher complies with the supervisor's instructions and consults them for approval of the questionnaire's design and content before finalising it.

3.6.2 Reliability

Reliability in this study refers to the questionnaire's stability and consistency, which allows us to produce comparable research results if the questionnaire is utilised again in a related event. A statistical test like Cronbach's Alpha is used in external consistency processes to assess the questionnaire's reliability. According to Table 4 below, the reliability test's alpha value (α) needs to be at least 0.70 for research purposes for the questionnaire's consistency to be deemed acceptable.

Table 4: Cronbach's Alpha Rule of Thumb

Cronbach's alpha	Internal consistency
$\alpha \geq 0.9$	Excellent
$0.9 > \alpha \geq 0.8$	Good
$0.8 > \alpha \geq 0.7$	Acceptable
$0.7 > \alpha \geq 0.6$	Questionable
$0.6 > \alpha \geq 0.5$	Poor
$0.5 > \alpha$	Unacceptable

Adopted from StatisticHowTo.com

Table 5: Reliability Test Results

Section	Variables	Cronbach's Alpha
B	Physical work environment	0.717
C	Psychological work environment	0.893
D	Social work environment	0.822
E	Employee Engagement	0.824

3.7 ETHICS OF THE STUDY

As it shows that we as researchers respect everything, including the surroundings that were included in our examination, ethics are among the most crucial aspects of every study. From the beginning of the research until its conclusion, it is our responsibility as researchers to follow the study's ethics.

3.7.1 Permission

In research ethics, to avoid any unintended situations later, it is crucial to have the consent of the respondents before beginning any research, particularly when it involves human connection. The researcher included a consent form at the start of the surveys because this study involves human participation. This allows the researcher to use the subjects' data for academic reasons and obtain their consent to participate in the study. Participants in this study must be willing to engage voluntarily to prevent coercion. Additionally, individuals have the option to stop answering the questionnaire at any time, even if they are almost halfway finished.

3.7.2 Confidentiality

The information gathered from the respondents should be kept private. The data obtained from the survey questionnaire in this study will only be used for this research and will not be shared with any other parties. The ethical problem gives participants peace of mind that their personally identifiable information is shielded from unauthorised parties, which is essential to the successful completion of the data collection procedure. The purpose of anonymity in this study is to safeguard the participants' identities.

3.8 DATA COLLECTION PROCEDURE

Data collection is the systematic method of gathering observations or measurements that help researchers gain firsthand knowledge of the variables we were studying is known as data collection. There were two stages to the data gathering process: the pilot study, which came before the actual data collection, and the actual data collection.

3.8.1 Before Actual Data Collection (Pilot Study)

Thirty respondents who are working in organisation are chosen for pilot research to offer input on the questionnaire's layout. This feedback aids researchers in determining if the wording, fonts, sizes, and structure of the questionnaire are acceptable and understandable to participants. At this point, ensuring understanding and clarity helps minimise the possibility of errors in the study's final findings. Additionally, the pilot study assesses the questionnaire's dependability as a research tool. Measurement stability and consistency are referred to as reliability. The Cronbach's Alpha coefficient, represented by the symbol α , is widely used technique to evaluate reliability. It is commonly accepted that a Cronbach's Alpha value of at least 0.70 indicates strong internal consistency among the questionnaire items.

This statistical metric guarantees that the inquiries in the targeted constructs or variables are consistently measured by the questionnaire with minimal variability. Researchers can improve the questionnaire by carrying out a pilot study and examining participant comments to make sure it successfully gathers the needed data and satisfies reliability requirements. The overall research findings and conclusions are strengthened by this iterative process, which improves the quality and validity of the data gathered during the primary study.

3.8.2 During Actual Data Collection

This study involved 86 participants from one of public organisation in Kapit, Sarawak. The questionnaire will be gathered and the data entered SPSS once the respondent has completed answering it. Following data entry, the SPSS reverse code will be used to convert all the questionnaire's negative statements into beneficial ones.

3.9 DATA ANALYSIS PROCEDURE

The main instrument used in this study to analyse the data gathered from respondents is IBM Statistical Package for the Social Sciences (SPSS) software, version 29.0. The collected data is thoroughly analysed using IBM SPSS, with an emphasis on important statistical metrics that shed light on the connections between the variables being examined. For every item in the questionnaires, researchers can use the program to compute descriptive statistics like mean, standard deviation, and frequency distributions. These metrics aid in finding patterns in the data and offer a thorough summary of participant replies. Additionally, SPSS makes it easier to create visual representations using graphs and charts. In addition to improving the way results are presented, these visual aids provide intuitive insights into the distribution and trends seen in data. Researchers can successfully convey intricate data patterns to their audience by utilising SPSS's capabilities.

In addition, the study uses both descriptive and inferential statistical analysis. The process of the descriptive analysis entails organising and summarising the data to characterise the study sample. Frequencies and percentages are examples of descriptive statistics calculated with SPSS that give a general picture of participant demographics and response distributions. This step establishes the framework for comprehending the data set's fundamental characteristics. Inferential analysis, which goes beyond descriptive statistics, uses sample data to generate conclusions and judgements about the broader population. Evaluating whether the data distribution is normal is the first stage in inferential analysis. Normality tests are performed by SPSS to ascertain whether the data complies with a curve with normal distribution.

The Pearson correlation test is used to determine whether the data is regularly distributed. With a focus on the impact of work environment type on employee engagement within an organisation, this test assesses the direction and strength of linear correlations

between variables. If the data does not satisfy the normalcy requirements, the Spearman correlation test is employed. Even in the case of a skewed data distribution, this non-parametric test offers insights by assessing the monotonic relationship between variables. The strength and direction of the relationship between independent and dependent variables are measured by the correlation coefficient that is obtained from these tests. A stronger relationship is indicated by a higher coefficient value, whereas a weaker or insignificant connection is suggested by a lower value. Statistical charts are used to visualise and analyse these data. Figures produced by SPSS, improving the impact and clarity of study findings. Figure 2 below illustrates how different coefficient values correspond to varying relationship strengths:

Figure 2: Coefficient Value (r) and Direction and Strength of Correlation

<u>Correlation Coefficient Value (r)</u>	<u>Direction and Strength of Correlation</u>
-1	Perfectly negative
-0.8	Strongly negative
-0.5	Moderately negative
-0.2	Weakly negative
0	No association
0.2	Weakly positive
0.5	Moderately positive
0.8	Strongly positive
1	Perfectly positive

Adopted from Ratnasari et al. (2016)

Here, we can determine whether our research hypothesis can be accepted or not (Ha1: The physical work environment has a significant positive relationship with employee engagement in public organisation. Ha2: The psychological work environment has a significant positive relationship with employee engagement in public organisation. Ha3: The social work environment has a significant positive relationship with employee engagement in public organisation)

3.10 CHAPTER SUMMARY

To sum up, Chapter 3: Methodology offers a comprehensive framework for carrying out and evaluating the study. In order to guarantee scientific rigour and improve the validity and dependability of the study findings, this chapter addresses important topics such as research design, sample techniques, instrument validity, ethical issues, and data processing methodologies. It provides a fundamental framework for analysing and extrapolating significant findings from the data analysis that follows the effect of the work environment on employee engagement.

CHAPTER 4: FINDINGS

4.1 INTRODUCTION

This chapter explore the analyzed survey data obtained through Google Forms questionnaires. SPSS software will be used to examine respondent profiles in order to determine the frequency and percentage distribution of each component. Descriptive and inferential analysis will be the two main conclusions drawn from the analysis. By providing a concise synopsis of the features included in the dataset, descriptive analysis seeks to provide a clear picture of the data gathered. Inferential analysis, on the other hand, aims to draw conclusions and hypotheses from the data to gain a deeper understanding of the connections and ramifications of the results. This chapter's importance stems from its capacity to carefully examine the collected data, guaranteeing accurate and reliable study findings. The study intends to provide thorough insights that significantly add to the corpus of current knowledge in the topic by utilising analytical techniques and methodologies.

4.2 RESPONDENT DEMOGRAPHIC BACKGROUND

86 respondents in all participated in this study, offering a range of demographic backgrounds for analysis. This encompasses factors including age, race, gender, years of job experience, and the greatest degree of education acquired. Together with visual aids like bar charts, the gathered data is displayed using frequency and percentage tables. These demographic specifics help put the respondent pool in context and shed light on the study's diversity and representation. Understanding the traits of the participants and how they could affect the research's results or conclusions is made easier by analysing these variables.

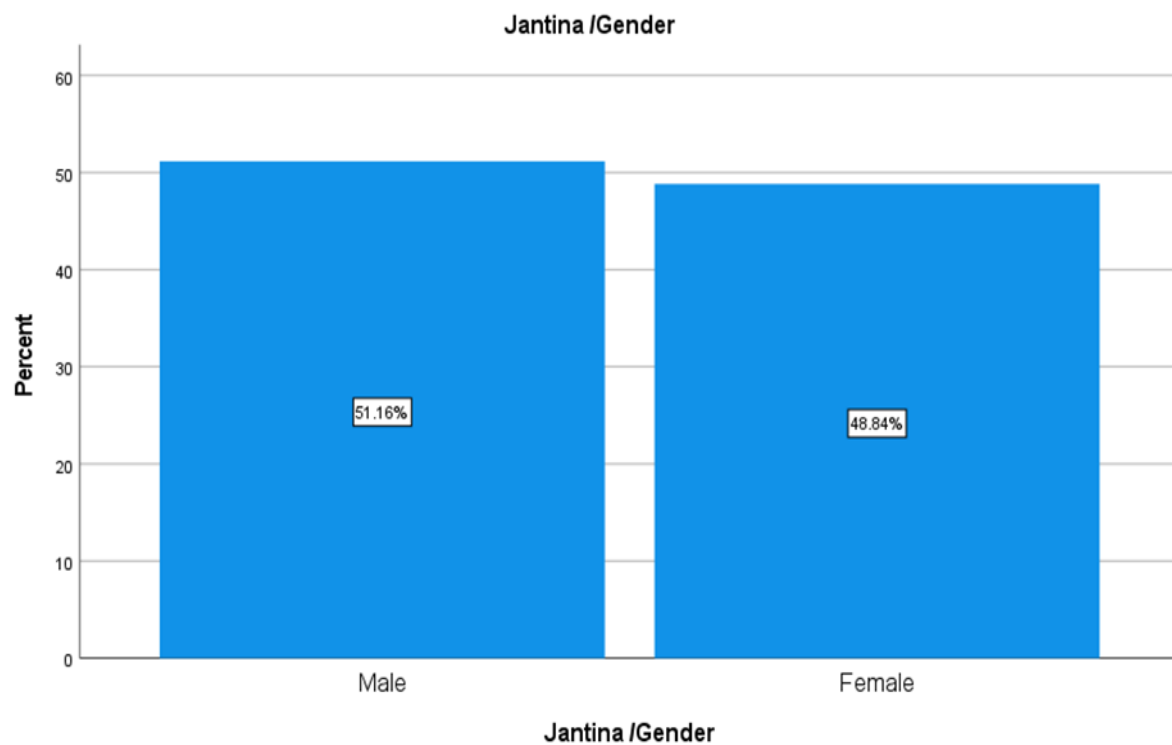
4.2.1 Gender

Based on Table 6 and Figure 3 below, out of 86 respondents, majority are male which consist of 44 respondents (51.2%) while female respondents consist of 42 respondents (48.8%).

Table 6: Distribution of Respondents by Gender in Table Form

Jantina /Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	44	51.2	51.2	51.2
	Female	42	48.8	48.8	100.0
	Total	86	100.0	100.0	

Figure 3: Distribution of Respondents by gender in Bar Graph



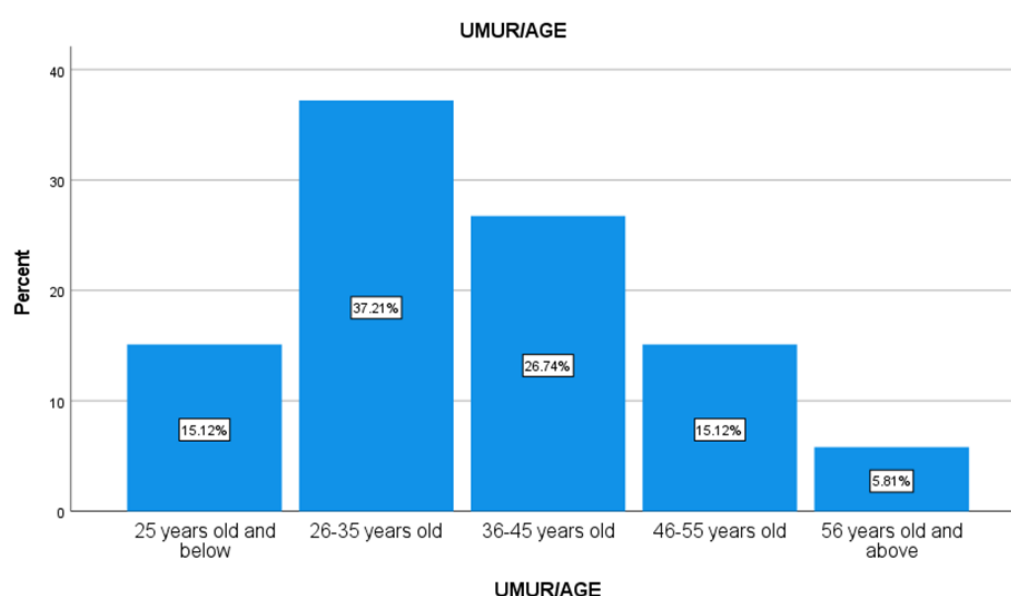
4.2.2 Age

According to Table 7 and Figure 4, of the 86 respondents, the majority are in the age range of 26-35 years old, comprising 32 respondents (37.21%); next in line are those aged 36-45 years old, comprising 23 respondents (26.74%); 25 years and below, comprising 13 respondents (15.12%) which are also same total respondents for 46-55 years old. and finally, those aged 56 years and above, comprising 5 respondents (5.81%).

Table 7: Distribution of Respondents by Age in Table Form

AGE					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25 years old and below	13	15.12	15.1	15.1
	26-35 years old	32	37.21	37.2	52.3
	36-45 years old	23	26.74	26.7	79.1
	46-55 years old	13	15.12	15.1	94.2
	56 years old and above	5	5.81	5.8	100.0
	Total	86	100.0	100.0	

Figure 4: Distribution of Respondents by Age in Bar Graph



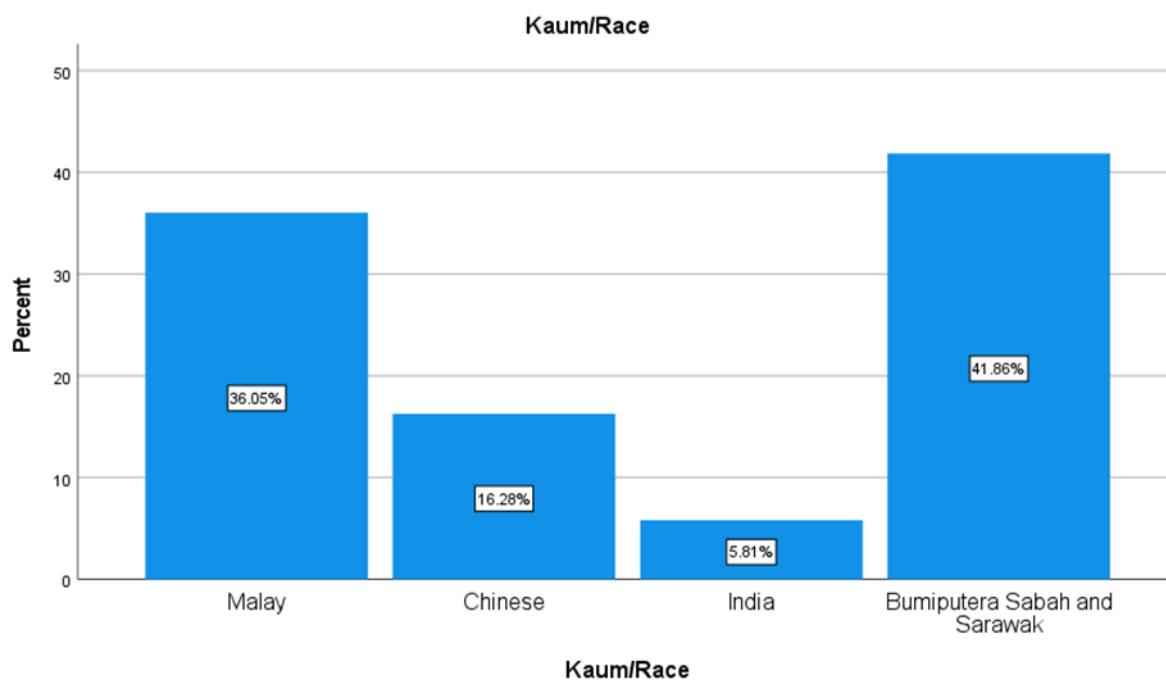
4.2.3 Race

According to Table 8 and Figure 5, of the 86 respondents, the majority are (Bumiputera Sarawak and Sabah, such as Iban, Bidayuh, etc.) including 36 (41.86%), followed by Others which is Malay, comprising 31 (36.05%). There are 14 respondents (16.28%) who are Chinese and 5 respondents (5.81%) who are Indian.

Table 8: Distribution of Respondents by Race in Table Form

		Race			Cumulative Percent
		Frequency	Percent	Valid Percent	
Valid	Malay	31	36.05	36.0	36.0
	Chinese	14	16.28	16.3	52.3
	India	5	5.81	5.8	58.1
	Bumiputera Sabah and Sarawak	36	41.86	41.9	100.0
	Total	86	100.0	100.0	

Figure 5: Distribution of Respondents by Race in Bar Graph



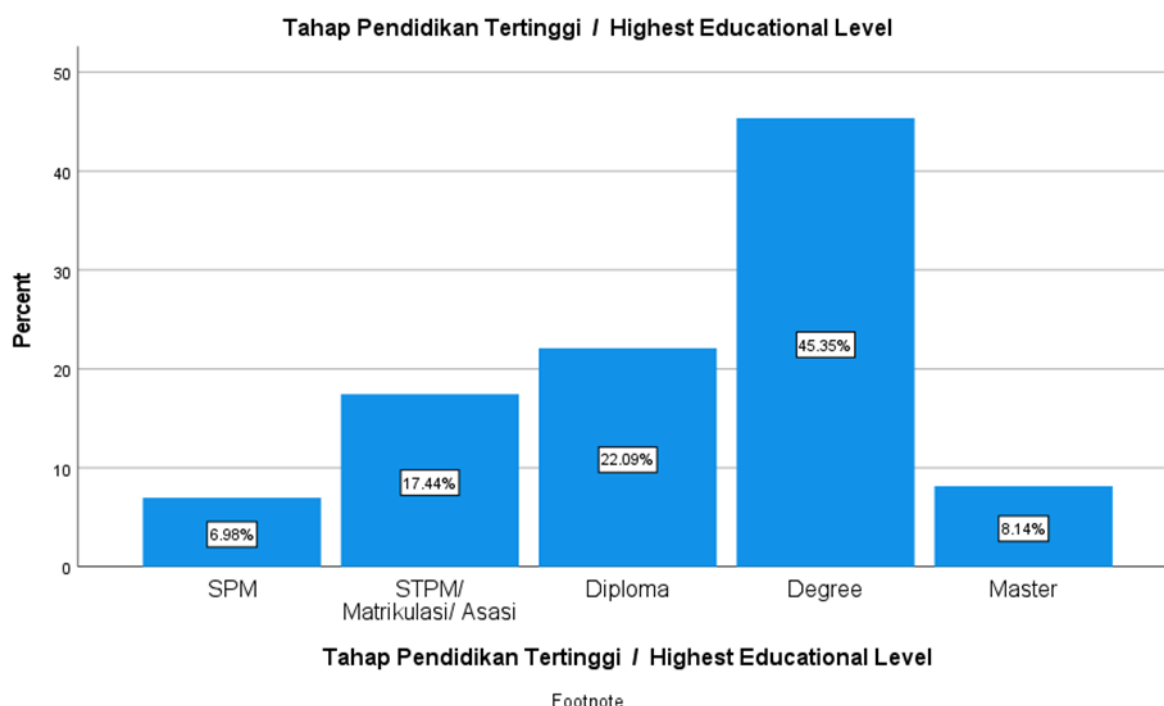
4.2.4 Highest Educational Level

According to Table 9 and Figure 6, of the 86 respondents, the majority have a bachelor's degree, comprising 39 respondents (45.35%); next in line are those who have a diploma, comprising 19 respondents (22.09%); STPM/Matriculation/Foundation holder, comprising 15 respondents (17.44%). Next is who have a master, comprising 7 respondents (8.14%) and finally, who have a SPM, comprising 6 respondents (6.98%).

Table 9: Distribution of Respondents by Highest Educational Level in Table Form

Highest Educational Level					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SPM	6	6.98	7.0	7.0
	STPM/ Matrikulasi/ Asasi	15	17.44	17.4	24.4
	Diploma	19	22.09	22.1	46.5
	Degree	39	45.35	45.3	91.9
	Master	7	8.14	8.1	100.0
	Total	86	100.0	100.0	

Figure 6: Distribution of Respondents by Highest Educational Level in Bar Graph



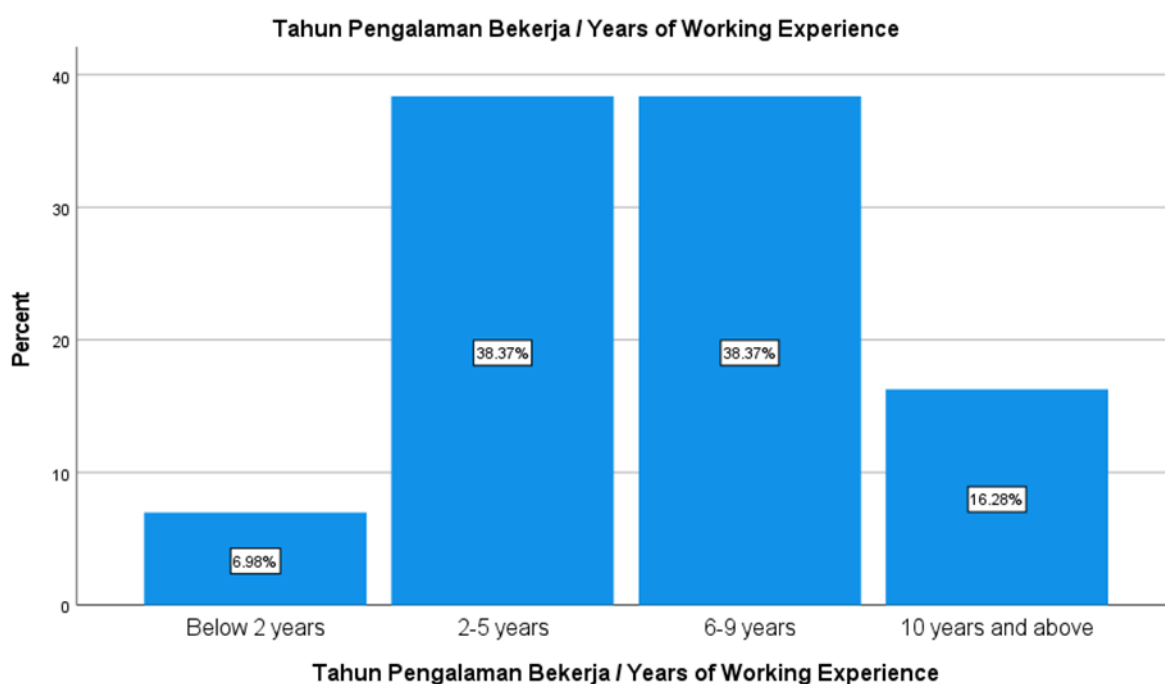
4.2.5 Years of Working Experience

According to Table 10 and Figure 7, of the 86 respondents, the majority respondents have 2-5 years and 6-9 years of working experience which comprises 33 respondents (38.37%); next in line are those who have working experience 10 years and above, comprising 14 respondents (16.28%). Finally, those who have working experience below 2 years, comprising 6 respondents (6.98%).

Table 10: Distribution of Respondents by Years of Working Experience in Table Form

		Years of Working Experience			Cumulative Percent
		Frequency	Percent	Valid Percent	
Valid	Below 2 years	6	6.98	7.0	7.0
	2-5 years	33	38.37	38.4	45.3
	6-9 years	33	38.37	38.4	83.7
	10 years and above	14	16.28	16.3	100.0
	Total	86	100.0	100.0	

Figure 7: Distribution of Respondents by Years of Working Experience in Bar Graph



4.3 MAIN FINDINGS

4.3.1 Descriptive Analysis

Using a pictorial approach or numerical metrics, descriptive analysis is used to summarise the characteristics of data collection. In this study, descriptive analysis is used to summarize findings obtained which are Physical Work Environment, Psychological Work Environment, Social Work Environment and Employee Engagement by using table form.

4.3.1.1 Physical work environment

The descriptive analysis of Physical Work Environment that we can see in Table 11 below consists of each of the statements in the questionnaire, the data received using Five Point Likert Scale in percentage form, the mean and its standard deviation for each statement in the section. The analysis table of percentage illustrated majority of the respondents respond positively ("Agree") towards Physical Work Environment. This data explains that majority of the respondents are satisfied with the physical conditions of their workplace while the others (minority) might have experienced slight discomfort or dissatisfaction.

Table 11: Descriptive Analysis for Physical work environment

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	S.D
I think that the workspace in the office is adequate.	5.8%	10.5%	10.5%	30.2%	43%	3.93	1.215
I feel that workplace machines and tools are readily available	4.7%	10.5%	15.1%	33.7%	36%	3.86	1.160

I believe that the superiors provide health and safety measures for employees	3.5%	5.8%	9.3%	43%	38.4%	4.07	1.015
I believe that the superiors provide me with safety training	5.8%	5.8%	4.7%	34.9%	48.8%	4.15	1.133
I find that accidents occur frequently in this organization	27.9%	18.6%	10.5%	25.6%	17.4%	2.87	1.493
I am confident that wellness programs are provided to employees	4.7%	1.2%	8.1%	34.9%	51.2%	4.27	0.999
I find that welfare programs are provided to employees.	4.7%	2.3%	7%	34.9%	51.2%	4.27	1.022
I feel that the work environment is unsafe	37.2%	16.3%	11.6%	23.3%	11.6%	2.57	1.476

4.3.1.2 Psychological work environment

Each item in the questionnaire, the data obtained using a five-point Likert scale in percentage form, the mean, and its standard deviation for each statement in the section make up the descriptive analysis of the psychological work environment shown in Table 12 below. According to the percentage analysis table, most respondents gave the psychological work environment a positive response ("Agree"). According to these statistics, most respondents are

content with the psychological aspects of their employment, however the minority may have felt a little uncomfortable or unsatisfied.

Table 12: Descriptive Analysis for Psychological work environment

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	S.D
I receive sufficient support from my superiors	3.5%	1.2%	9.3%	31.4%	54.7%	4.33	0.951
My superiors provide me with adequate resources to perform my work	5.8%	4.7%	5.8%	38.4%	45.3%	4.13	1.104
I am satisfied with the job benefits provided	7%	5.8%	3.5%	31.4%	52.3%	4.16	1.187
I feel safe and secure working for the administration	7%	3.5%	12.8%	27.9%	48.8%	4.06	1.172
I am satisfied with the leadership in the administration	10.5%	3.5%	8.1%	27.9%	50%	4.02	1.292
Employees are recognized for better performance	2.3%	4.7%	8.1%	32.6%	52.3%	4.28	0.966
Employees are given the opportunity to be	27.9%	7%	4.7%	32.6%	27.9%	3.26	1.610

involved in decision-making							
I receive sufficient information regularly regarding my work	16.3%	4.7%	4.7%	36%	38.4%	3.79	1.448

4.3.1.3 Social work environment

Each item in the questionnaire, the data obtained using a five-point Likert scale in percentage form, the mean, and its standard deviation for each statement in the section make up the descriptive analysis of the social work environment shown in Table 13 below. According to the percentage analysis table, most respondents gave the social work environment a positive response ("Agree"). According to these statistics, most respondents are content with the social aspects of their employment, however the minority may have felt a little uncomfortable or unsatisfied.

Table 13: Descriptive Analysis for Social Work Environment

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	S.D
I have a good working relationship with my superior	0%	2.3%	14%	31.4%	52.3%	4.35	0.794
My superior is a pleasant person to work with	3.5%	5.8%	14%	36%	40.7%	4.06	1.033

I am happy working with my colleagues	1.2%	1.2%	10.5%	33.7%	53.5%	4.37	0.812
We work together as a team in the department	1.2%	1.2%	9.3%	31.4%	57%	4.42	0.804
I feel a sense of well-being when working with my colleagues	2.3%	0%	9.3%	34.9%	53.5%	4.37	0.841
I have someone at work whom I can confide in	2.3%	1.2%	10.5%	32.6%	53.5%	4.35	0.891

4.3.1.4 Employee engagement

Each item in the questionnaire, the data obtained using a five-point Likert scale in percentage form, the mean, and its standard deviation for each statement in the section make up the descriptive analysis of the employee engagement shown in Table 14 below. According to the percentage analysis table, most respondents gave the employee engagement a positive response ("Agree"). According to these statistics, most respondents are content with the employee engagement aspects of their employment, however the minority may have felt a little uncomfortable or unsatisfied.

Table 14: Descriptive Analysis for Employee engagement

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	S.D
I take pride in being part of this organization	2.3%	5.8%	16.3%	33.7%	41.9%	4.08	1.020
I would recommend this organization as an excellent place to work	4.7%	7%	16.3%	34.9%	37.2%	3.93	1.115
This organization motivates me more than I would experience in a similar role elsewhere	9.3%	4.7%	9.3%	36%	40.7%	3.90	1.274
I am given opportunities for professional growth and development	2.3%	3.5%	11.6%	38.4%	44.2%	4.20	0.931
My superior serves as a good role model for employees	14%	3.5%	5.8%	31.4%	45.3%	3.90	1.389
My superior acknowledges and appreciates my performance	1.2%	3.5%	7%	34.9%	53.5%	4.36	0.853
I seldom consider looking for a job in another place	25.6%	5.8%	12.8%	32.6%	23.3%	3.26	1.504

I intend to remain in this organization until retirement	23.3%	4.7%	18.6%	24.4%	29.1%	3.36	1.471
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4.3.2 Inferential Analysis

4.3.2.1 Normality Test

Table 15: Normality Test

Tests of Normality						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Physical Work Environment_Total	.142	86	.000	.963	86	.014
Psychological Work Environment_Total	.161	86	.000	.899	86	.000
Social Work Environment_Total	.175	86	.000	.882	86	.000
Employee Engagement_Total	.191	86	.000	.909	86	.000

a. Lilliefors Significance Correction

Based on the normality test above, $p < 0.05$, meaning that the distribution of data is not normal. Therefore, the data will proceed with Spearman Correlation Test for analysis.

4.3.2.2 Spearman Correlation Test

The Spearman Correlation Test was used to ascertain the relationship between each work environment, the aspect and employee engagement, based on the results of the normalcy test. The purpose of this test is also to determine whether the hypotheses can be accepted.

- a) The first Spearman Correlation Test is to determine the relationship between Physical Work Environment and Employee Engagement.

Table 16: Correlation between Physical work environment and Employee Engagement

Correlations			IV	DV
Spearman's rho	Physical Work Environment	Correlation Coefficient	1.000	.372**
		Sig. (1-tailed)	.	.000
		N	86	86
	Employee Engagement	Correlation Coefficient	.372**	1.000
		Sig. (1-tailed)	.000	.
		N	86	86

**. Correlation is significant at the 0.01 level (1-tailed).

Hypothesis:

H01: There is no relationship between physical work environment and employee engagement

Ha1: There is a positive relationship between physical work environment and employee engagement

Based on the results shown in Table 16, the Spearman Correlation value between Physical Work Environment and Employee Engagement is $r = 0.372$ with a significance value of $p = 0.000$ ($p < 0.01$). This indicates that there is a weak positive and significant relationship between Physical Work Environment and Employee Engagement. Hence, Ha1 is accepted, which means that the Physical Work Environment has a significant positive relationship with Employee Engagement among employees in public organisations.

b) The second Spearman Correlation Test is to determine the relationship between Psychological Work Environment and Employee Engagement.

Table 17: Correlation between Psychological work environment and Employee Engagement

Correlations			IV	DV
Spearman's rho	Psychological Work Environment	Correlation Coefficient	1.000	.402**
		Sig. (1-tailed)	.	.000
		N	86	86
	Employee Engagement	Correlation Coefficient	.402**	1.000
		Sig. (1-tailed)	.000	.
		N	86	86

**. Correlation is significant at the 0.01 level (1-tailed).

Hypothesis:

H01: There is no relationship between psychological work environment and employee engagement

Ha1: There is a positive relationship between psychological work environment and employee engagement

Based on the results shown in Table 17, the Spearman Correlation value between Psychological Work Environment and Employee Engagement is $r = 0.402$ with a significance value of $p = 0.000$ ($p < 0.01$). This indicates a moderate positive and significant relationship between Psychological Work Environment and Employee Engagement. Therefore, Ha2 is accepted, showing that the Psychological Work Environment significantly contributes to increasing employee engagement in public organisations.

- c) The second Spearman Correlation Test is to determine the relationship between Social Work Environment and Employee Engagement.

Table 18: Correlation between Social work environment and Employee Engagement

Correlations			IV	DV
Spearman's rho	Social Work Environment	Correlation Coefficient	1.000	.392**
		Sig. (1-tailed)	.	.000
		N	86	86
	Employee Engagement	Correlation Coefficient	.392**	1.000
		Sig. (1-tailed)	.000	.
		N	86	86

**. Correlation is significant at the 0.01 level (1-tailed).

Hypothesis:

H01: There is no relationship between social work environment and employee engagement

Ha1: There is a positive relationship between social work environment and employee engagement

As shown in Table 18, the Spearman Correlation value between Social Work Environment and Employee Engagement is $r = 0.392$ with a **significant value of $p = 0.000$ ($p < 0.05$)**. This result indicates a **weak positive and significant relationship** between Social Work Environment and Employee Engagement. Thus, **Ha3 is accepted**, meaning that the Social Work Environment also plays a significant role in enhancing the engagement level of employees in public organisations.

4.3.2.3 Multiple Regression Test

Multiple Regression Test was carried out to identify which factors among Physical Work Environment, Psychological Work Environment, and Social Work Environment have the most significant influence towards Employee Engagement. This test was conducted after correlation analysis to further examine the extent to which these independent variables predict the dependent variable. The result from the regression analysis is presented using model summary, ANOVA, and coefficients table.

Hypotheses:

H03: None of the factors are significant in affecting employee engagement

Ha3: There is one dominant factor that is positively affecting employee engagement

Table 19: Model Summary Table

Model Summary ^d				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.290 ^a	.084	.073	6.17312
2	.482 ^b	.232	.214	5.68581
3	.531 ^c	.282	.255	5.53423

a. Predictors: (Constant), Physical Work Environment

b. Predictors: (Constant), Physical Work Environment, Psychological Work Environment

c. Predictors: (Constant), Physical Work Environment, Psychological Work Environment, Social Work Environment

d. Dependent Variable: Employee Engagement

Table 19 shows the Model Summary of the multiple regression analysis conducted to identify the influence of Physical Work Environment, Psychological Work Environment, and Social Work Environment on Employee Engagement. Among the three models tested, **Model 3 was selected** because it yielded the **highest R Square value of 0.282**, compared to Model 1 ($R^2 = 0.084$) and Model 2 ($R^2 = 0.232$). This indicates that **28.2% of the variance in Employee Engagement** can be explained by the combination of all three independent variables. As Model 3 demonstrates the best fit, all further analysis and interpretation in the ANOVA and Coefficients sections will be based on Model 3 only. This is to ensure consistency and to reflect the model with the strongest explanatory power.

Table 20: Anova Table

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	294.929	1	294.929	7.739	.007 ^b
	Residual	3201.025	84	38.107		
	Total	3495.953	85			
2	Regression	812.697	2	406.348	12.569	.000 ^c
	Residual	2683.257	83	32.328		
	Total	3495.953	85			
3	Regression	984.478	3	328.159	10.714	.000 ^d
	Residual	2511.475	82	30.628		
	Total	3495.953	85			

a. Dependent Variable: Employee Engagement

b. Predictors: (Constant), Physical Work Environment

c. Predictors: (Constant), Physical Work Environment, Psychological Work Environment

d. Predictors: (Constant), Physical Work Environment, Psychological Work Environment, Social Work Environment

From the ANOVA table above, the p-value is < 0.05 , so we reject the null hypothesis. This means that there is one dominant factor among the work environment elements (physical, psychological, or social) that significantly affects employee engagement. This also shows that the regression model presented earlier is statistically significant and can be used to explain the variation in employee engagement.

Table 21: Coefficients Table

Coefficients ^a											
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations		
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part
1	(Constant)	19.400	4.214		4.603	<.001	11.019	27.780			
	Physical Work Environment	.386	.139	.290	2.782	.007	.110	.662	.290	.290	.290
2	(Constant)	13.038	4.194		3.109	.003	4.696	21.381			
	Physical Work Environment	.181	.138	.136	1.313	.193	-.093	.455	.290	.143	.126
	Phychological Work Environment	.391	.098	.415	4.002	<.001	.197	.585	.465	.402	.385
3	(Constant)	6.498	4.929		1.318	.191	-3.307	16.304			
	Physical Work Environment	.129	.136	.097	.953	.343	-.141	.400	.290	.105	.089
	Phychological Work Environment	.330	.098	.351	3.358	.001	.135	.526	.465	.348	.314
	Social Work Environment	.386	.163	.238	2.368	.020	.062	.711	.379	.253	.222

a. Dependent Variable: Employee Engagement

Based on the coefficients table above (Model 3), Psychological Work Environment has the greatest impact on employee engagement, with the highest standardized beta value of 0.351, followed by the Social Work Environment ($\beta = 0.238$) and Physical Work Environment ($\beta = 0.097$). Therefore, the psychological work environment is the most dominant instead of another factor.

4.3.2.4 Summary of Hypotheses

Table 22: Summarization of Hypotheses Testing Table

Type of analysis test	Hypotheses	Result
Spearman Correlation	Ha1: There is a positive relationship between physical work environment and employee engagement	Reject null hypotheses (accept alternative hypotheses) (Ha1) rho = 0.392; p < 0.05 (0.000)
Spearman Correlation	Ha2: There is a positive relationship between Psychological work environment and employee engagement	Reject null hypotheses (accept alternative hypotheses) (Ha2) rho = 0.402; p < 0.05 (0.000)
Spearman Correlation	Ha3: There is a positive relationship between social work environment and Employee engagement	Reject null hypotheses (accept alternative hypotheses) (Ha3) rho = 0.372; p < 0.05 (0.000)

Multiple Regression	Ha3: There is one dominant factor that is positively affecting Employee engagement	Reject null hypotheses Most dominant factor = Psychological work environment (Beta value = 0.351)
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4.4 CHAPTER SUMMARY

In summary, the descriptive analysis revealed that most respondents concurred that the physical, psychological, and social aspects of the workplace have a significant impact on employee engagement. According to the research, most workers in government agencies are aware of and impacted by these workplace variables. Additionally, all three independent factors demonstrated a substantial positive link with employee engagement, according to the Spearman Correlation analysis. The results of the correlation test confirmed every hypothesis put forth in this investigation. Finally, the Psychological Work Environment was determined to be the most significant factor driving employee engagement based on the Multiple Regression Test.

CHAPTER 5: DISCUSSION, RECOMMENDATIONS AND CONCLUSIONS

5.1 INTRODUCTION

This chapter is divided into six sections. The first section provides a discussion of findings and summary of the research conducted in this study. The next section discusses the implications of the study from theoretical, policy, and practical perspectives. The fourth section offers recommendations for the organization and suggestions for future research. The fifth section addresses the limitations encountered by the researcher during the study. Finally, the chapter concludes with a summary. This chapter is crucial as it not only encapsulates the overall findings of the study but also highlights its implications and offers recommendations related to the research topic.

5.2 DISCUSSION OF FINDINGS

5.2.1 Discussion of Research question 1 and hypotheses 1

Research Question 1: How does the physical work environment impact employee engagement in public organisations?

Hypotheses 1: The physical work environment has a significant positive relationship with employee engagement in public organisation.

The study's results showed a **moderate but statistically significant positive relationship** between employee engagement and the physical work environment ($r = 0.372$, $p < 0.01$), supporting the assumptions. This suggests that, although to a limited degree, elements like ergonomic design, lighting, workstation arrangement, safety, and cleanliness do affect employees' sense of involvement at work. Standing alone, a cosy and practical physical setting can improve focus and lower stress, but it doesn't seem to be enough to significantly increase intrinsic motivation or deeper commitment,

This finding is consistent with the theory put forward by Gabriel et al., (2017) that although a physical workplace, particularly one that is well arranged and visually appealing, enhances employee performance, it frequently serves more as a functional need than as a motivating factor. Their work, which is based on the Job Embeddedness idea, contends that physical settings facilitate involvement rather than acting as direct catalysts. Furthermore, according to Duque et al. (2020), the physical workplace only has a greater influence when combined with organisational and social support like chances for autonomy or collaboration. According to their research on "New Ways of Working," physical environments that promote connection among staff members have a more significant effect on engagement. These findings suggest that although physical conditions are important, they **must be strategically aligned with other elements of the work environment** to effectively promote employee engagement in public sector contexts.

5.2.2 Discussion of Research question 2 and hypotheses 2

Research Question 2: How does the psychological work environment impact employee engagement in public organisation?

Hypotheses 2: The psychological work environment has a significant positive relationship with employee engagement in public organisation.

The psychological work environment had the **most significant relationship with employee engagement** ($r = 0.402$, $p < 0.01$) among the three factors examined. This suggests that a number of elements, including autonomy, recognition, emotional safety, perceived organisational support, and justice, significantly influence how motivated and willing individuals are to put out effort in their jobs. People are more inclined to approach their work with enthusiasm and meaning when they feel appreciated, supported, and psychologically secure.

Perceived organisational support (POS) has both direct and indirect effects on employee engagement, mediated by organisational identification and moderated by fairness and justice, according to Dai and Qin's (2016) study. Workers are more emotionally committed in their work and in line with organisational objectives when they feel that their employers are supporting them. Similarly, Imran et al. (2020) discovered that POS promotes work engagement through the psychological mechanisms of thriving and flourishing, indicating that when employees feel growth and meaning at work, they are more likely to be involved. Psychological empowerment is a vital technique for increasing intrinsic drive in public companies, since structural rigidity frequently limits financial rewards.

This is further echoed by Chompukun and Vanichbuncha (2025), who argue that a **positive psychological work environment** not only strengthens engagement but also reduces turnover intentions by promoting feelings of empowerment and purpose. Taken together, these findings strongly reinforce the importance of cultivating a supportive, fair, and empowering psychological climate to achieve sustainable employee engagement.

5.2.3 Discussion of Research question 3 and hypotheses 3

Research Question 3: How does the social work environment impact employee engagement in public organisation?

Hypotheses 3: The social work environment has a significant positive relationship with employee engagement in public organisation.

This two-variable shown that **a moderately significant positive correlation** between employee engagement and the social work environment was identified in this study ($r = 0.392$, $p < 0.01$). Interpersonal interactions, such as peer collaboration, supervisor support, teamwork, and communication, are crucial in creating a sense of belonging and shared purpose in the workplace, even though they are not as powerful as psychological factors. Because of these social dynamics, workers feel emotionally secure and connected, which motivates them to put in more effort and be more committed to the company.

Supporting evidence is provided by Tolling et al. (2021), who show that social support networks have a favourable impact on employee engagement and retention, particularly when mediated by organisational involvement. Strong social ties can mitigate the effects of work-related stress and lessen withdrawal symptoms, according to their study. Furthermore, social components are important mediators between physical settings and job engagement, according to Duque et al. (2020). This means that socially inclusive and collaborative locations frequently maximise the physical workplace's potential. The social component serves as a crucial supplement to psychological and environmental elements, even though it might not be the only element that significantly influences participation. This implies that as part of a larger engagement strategy, public sector organisations should spend money on developing inclusive team structures, mentorship, and supportive supervision.

5.2.4 Discussion of Research question 4 and hypotheses 4

Research Question 4: What is the dominant factor that is positively affecting employee engagement in public organisations?

Hypotheses 4: There is one dominant factor that is positively affecting employee engagement in public organisation.

Based on the multiple regression analysis, it is evident that the **psychological work environment is the most dominant predictor** of employee engagement, with a standardised beta value of $\beta = 0.351$. the multiple regression analysis clearly shows that the psychological work environment is the most significant predictor of employee engagement. This outperforms both the physical work environment ($\beta = 0.097$) and the social work environment ($\beta = 0.238$), demonstrating that the most important factors influencing meaningful engagement are employees' views of psychological safety, support, fairness, and empowerment. These findings emphasise the importance of internal emotional and cognitive assessments above relationship or environmental circumstances.

The importance of perceived organisational support in forging an emotional connection between workers and the company, which raises engagement levels, is highlighted by Dai and Qin (2016). Additionally, their model identifies organisational justice as a crucial modulator, demonstrating how equitable treatment increases the impact of POS. In a similar vein, Imran et al. (2020) discovered that psychological factors especially those that allow workers to flourish and discover purpose to have a far greater influence than social or physical factors. Additionally, psychological empowerment at work motivates workers to take charge, feel accountable, and pursue personal development which it is all crucial elements of engagement, according to Chompukun and Vanichbuncha (2025).

Collectively, these findings imply that the psychological component promotes involvement from the inside out rather than just enhancing social and physical circumstances. Therefore, organisations in the public sector that want to cultivate a dedicated, efficient workforce should give top priority to creating policies and leadership techniques that improve workers' emotional and psychological health. Recognising contributions, advancing equity, and fostering involvement in decision-making are all parts of this.

5.3 RESEARCH SUMMARY

This **chapter 1** introduces the research topic by addressing the issue of employee engagement and how many elements of the workplace specifically, social, psychological, and physical factors have an impact on it. The chapter outlines the research challenge and points out knowledge gaps, especially in Malaysian public agencies. In addition to outlining the goals, research questions, and hypotheses, it provides a conceptual framework that distinguishes between the dependent variable (employee engagement) and the independent factors (physical, psychological, and social work environments). The chapter also discusses the importance in advancing organisational practice, policymaking, and scholarly understanding. Lastly, it addresses research limitations such resource scarcity, a paucity of public-sector studies, and participant reluctance while offering conceptual and operational definitions of important words.

A thorough analysis of the research on how the workplace affects employee engagement is given in **Chapter 2**. It starts by examining the physical, psychological, and social aspects of the workplace and how each affects worker performance and conduct. The Job Demands-Resources (JD-R) Model and Herzberg's Two-Factor Theory are two more pertinent theoretical frameworks that are introduced in this chapter. These theories aid in the explanation of how different aspects of the workplace can behave as stresses or motivators. The results of previous studies are combined to show that the study's framework is empirically supported. A summary at the end of the chapter emphasises how important it is to have a supportive and balanced

workplace to improve employee engagement.

The quantitative research design used for the study is described in this **chapter 3**. Using convenience sampling, information was gathered from 86 respondents out of the 115 employees of the Kapit public administration Office. The study instruments a structured questionnaire, had been divided up into sections that corresponded to each variable and was modified from Kamanja (2020). To make sure the instrument was valid and reliable, a pilot study was carried out. Google Forms was used for data gathering, while SPSS version 29.0 was used for data analysis. Descriptive statistics, Spearman correlation, and multiple regression were among the statistical tests used to find correlations and the main factor affecting employee engagement.

The findings of the statistical analysis are presented and explained in **Chapter 4**. According to descriptive analysis, most respondents admit that aspects of their workplace affect their level of participation. All three independent variables which is physical ($r = 0.372$), psychological ($r = 0.402$), and social work environments ($r = 0.392$) have a substantial positive association with employee engagement, according to Spearman correlation analysis. The most significant predictor, according to multiple regression analysis, was the psychological work environment ($\beta = 0.351$), which was followed by the social ($\beta = 0.238$) and physical ($\beta = 0.097$) work environments. The chapter analyses results from empirical, theoretical, and practical viewpoints and provides graphic representations.

The study's results are summarised in the **chapter 5**, which also assesses them in light of current theory and literature. It confirms that although engagement is positively impacted by all three aspects of the workplace, the psychological aspect has the most impact. Theoretical (supporting JD-R and Herzberg), policy (highlighting psychological support systems), and practical (improving employee well-being) perspectives are used to explain the significance of these findings. It is suggested that public organisations promote psychological empowerment for

their employees and create a balanced work environment. Limitations including the chapter's narrow scope and possible response bias are also covered. Finally, a summary of the study and recommendations for additional research are included at the end.

5.4 IMPLICATION

The word "implication" describes the importance of this study and the potential effects of its conclusions on organisational policy, future research, and real-world initiatives. The implications are discussed in this section from three main angles: theoretical, policy, and practical.

5.4.1 Theoretical Implication

This study confirming how the physical, psychological, and social aspects of the workplace can improve employee engagement, this study adds to the theoretical underpinnings of organisational psychology and human resource development. The study, which is based on the Job Demands-Resources (JD-R) Model, emphasises how psychological resources like support, autonomy, and acknowledgement greatly increase employee engagement in the job. The results show that the psychological work environment has the biggest impact, which is consistent with the JD-R view that organisational and human resources improve motivation and reduce task demands. This is consistent with the findings of Dai and Qin (2016), who discovered that through organisational identification and fairness, perceived organisational support increases engagement.

Additionally, the study supports Herzberg's Two-Factor Theory, which makes a distinction between motivators (such psychological fulfilment) and hygiene factors (like physical circumstances). Even though there was only a slight positive correlation between involvement and the physical work environment, it is nonetheless crucial as a hygienic measure to avoid

discontent. Psychological factors, on the other hand, act as genuine motivators that increase intrinsic involvement. The finding by Gabriel et al., (2017) that aesthetic and ergonomic design can foster emotional attachment, but only when combined with more profound psychological motivators, is supported by this differential.

This study not only strengthens current theoretical frameworks but also broadens their applicability by utilising these models in the little-studied field of Malaysian public administration. By placing environmental factors in the context of resource-constrained and bureaucratic public sector settings, like rural Sarawak, it provides a localised contribution to engagement theory. This study not only corroborates established theories, such as Herzberg's Two-Factor Theory and the Job Demands-Resources (JD-R) model, but also emphasises the necessity of including other human aspects, such as motivation and personality traits, into forthcoming theoretical frameworks. Employee engagement is multifaceted, and relying solely on environmental factors may overlook the individual's internal drivers, especially in diverse public sector contexts.

5.4.2 Policy Implication

The study highlights the need for more thorough workplace engagement rules, particularly in public sector organisations, from a policy perspective. Organisational policies should place a high priority on mental health programs, inclusive leadership techniques, and equitable communication channels to promote a positive psychological environment, since psychological elements are the most important predictors of participation.

Despite its moderate role, the social environment cannot be disregarded. As part of engagement frameworks, policies that promote collaboration, interpersonal relationships, and peer support like mentorship programs or community-of-practice initiatives which can be formalised. The findings complement the suggestions made by Duque et al. (2020), who call for

the integration of organisational and social support systems at the policy level to enable "new ways of working."

Engagement policies must be data-driven and adaptable to internal evaluations in order to achieve this. This guarantees the application of economical tactics that correspond with actual staff requirements, enhancing not only engagement but also productivity and retention.

5.4.3 Practical Implication

This study provides practitioners with practical insights for customising engagement tactics, particularly for administrators and HRD officers. The most important element turned out to be the psychological work environment, which emphasised the value of employee autonomy, recognition procedures, and sympathetic leadership. These results are consistent with those of Christian, Garza, and Slaughter (2011), who proposed that when engaged workers feel that their jobs are important and psychologically safe, they become more proactive and productive.

Furthermore, research like Gabriel et al. (2017) emphasise the symbolic importance of the physical environment in exhibiting organisational care, even though the link was weaker. Enhancements like improved lighting, designated break places, or customised workstations can quietly reaffirm staff loyalty and contentment. In the meantime, relational dynamics can be improved by social support mechanisms like peer recognition, frequent team-building exercises, or cooperative decision-making, all of which indirectly promote engagement. Practically speaking, this means that a balanced strategy is required, investing in social and psychological capital in addition to tangible advancements.

Public institutions may maximise employee engagement, improve performance, and lower turnover by operationalising these findings objectives that are becoming increasingly important in industries with limited resources and a service-oriented orientation. However it's

also critical to think about how realistically these suggestions might be applied in public sector contexts, where execution may be hampered by bureaucracy, severe regulations, and constrained finances. It might be necessary for the organisation to take a slow, methodical approach, beginning with affordable programs like communication training or peer support systems before introducing more extensive psychological interventions.

5.5 RECOMMENDATION

Actionable recommendations based on the research findings are presented in this section. Three important stakeholders are the focus of the recommendations: policymakers, upcoming researchers, and public sector organisations. Every suggestion is supported by the study's empirical findings and consistent with its theoretical ramifications.

5.5.1 Organisations

The development of a psychologically supportive workplace culture should be a top priority for public sector organisations, especially public organisation in Sarawak, as the psychological work environment has been found to be the most significant element influencing employee engagement. This entails encouraging open communication, praising worker efforts, and offering forums for staff involvement in decision-making. To guarantee that emotional safety and justice are continually upheld, managers should also receive training in empathic leadership and dispute resolution.

Furthermore, it is important to consider social factors including peer support, teamwork, and supervisor-employee interactions. To strengthen a collaborative environment, regular team-building exercises, peer mentorship programs, and participative management techniques might be implemented. Organisations should nevertheless provide safe, comfortable, and well-equipped working environments even though physical aspects were the least important since they indirectly affect employee happiness and the perception of organisational care.

5.5.2 Future Researchers

Future researchers are urged to broaden this investigation by adding further factors that could regulate or mediate the association between the work environment and engagement, such as leadership style, organisational fairness, or work-life balance. Richer insights into employee motivations and attitudes, which are frequently not fully captured in quantitative surveys, may also be provided via qualitative techniques like focus groups and interviews.

It is additionally suggested that comparable research be done in other public sectors, such as healthcare, education, or local governments, to see if the prevailing elements hold true in each of these domains. Lastly, establishing causal links between workplace variables and long-term involvement may be facilitated by a longitudinal approach.

5.5.3 Policymakers

Federal and state policymakers ought to think about include engagement-focused components in their plans for civil service reform. Beyond pay raises or performance bonuses, public employees' psychological health needs to be considered. Government departments should create policies requiring equitable treatment, anti-bullying laws, mental health services, and employee feedback systems.

In addition to improving worker well-being, investing in employee engagement also improves accountability, productivity, and public service delivery are necessary and which are critical components of good governance.

5.6 LIMITATIONS OF THE STUDY

Although this study offers insightful information about how aspects of the workplace affect employee engagement, it must be noted that it has several limitations.

In the Kapit public organisation, the study was carried out exclusively in a single public organisation. The findings might not accurately reflect the larger Malaysian public sector or other states, albeit providing helpful context-specific insights. To improve external validity, future studies should expand the sample to include different departments, industries, and regions.

Response bias can have been introduced using self-administered surveys and convenience sampling. Instead, then responding with their actual opinions, respondents might have done so based on social desirability. Furthermore, even if the sample size of 86 participants is statistically adequate, it might not be large enough for broader generalisation.

The solely quantitative approach of this study restricts our ability to fully comprehend the emotional experiences and introspective thoughts of the employees. Subtle but significant facets of involvement, such motivation, identity, or organisational loyalty, can have gone unnoticed in the absence of qualitative feedback.

The three aspects of the work environment such as physical, psychological, and social were the exclusive focus of the study. Researchers didn't look at other important factors including organisational culture, work-life balance, job security, and leadership quality. In more intricate ways, these elements may interact with the workplace to influence employee engagement levels.

5.7 CHAPTER SUMMARY

The entire study, from Chapter 1 to Chapter 5, is summed up in Chapter 5, including its main findings, discussion and conclusion the findings. It offers suggestions on how future scholars and organisations might enhance the study. The findings' theoretical, policy, and practical ramifications are also covered in the chapter, emphasising their importance and possible influence in these domains.

APPENDICES

Bahagian A: Demografi / *Section A: Demographic*

Jantina /*Gender* *

☐ Lelaki/Male

☐ Perempuan/Female

UMUR/*AGE* *

☐ 25 tahun dan ke bawah /25 years old and below

☐ 26–35 tahun/ 26-35 years old

☐ 36–45 tahun/ 36-45 years old

☐ 46–55 tahun/ 46-55 years old

☐ 56 tahun dan ke atas/ 56 years old and above

Kaum/*Race* *

☐ Melayu / Malay

Appendix 1(Example question from section A)

Bahagian B: Persekitaran kerja
fizikal / *Physical work environment*

Saya berpendapat bahawa ruang
kerja di pejabat adalah mencukupi. (*I
think that the workspace in the office
is adequate.*) *

- ☐ Strongly Disagree / Sangat Tidak Bersetuju
- ☐ Disagree / Tidak Bersetuju
- ☐ Neutral / Neutral
- ☐ Agree / Bersetuju
- ☐ Strongly Agree / Sangat Bersetuju

Saya rasa bahawa mesin dan
peralatan di tempat kerja mudah
didapati. *

(*I feel that workplace machines and
tools are readily available.*)

- ☐ Strongly Disagree / Sangat Tidak Bersetuju

Bahagian C : Persekitaran kerja
psikologi / *Psychological work
environment*

Saya menerima sokongan yang
mencukupi daripada pihak atasan
saya. (*I receive sufficient support
from my superiors*) *

- ☐ Strongly Disagree / Sangat Tidak Bersetuju
- ☐ Disagree / Tidak Bersetuju
- ☐ Neutral / Neutral
- ☐ Agree / Bersetuju
- ☐ Strongly Agree / Sangat Bersetuju

Pihak atasan saya menyediakan
sumber yang mencukupi untuk saya
menjalankan kerja saya. *

(*My superiors provide me with
adequate resources to perform my
work*)



Appendices 3 (Example question from section C)

Bahagian D : Persekitaran kerja
sosial / *Social work environment*

Saya mempunyai hubungan kerja
yang baik dengan pihak atasan saya.
*(I have a good working relationship
with my superior)*

- ☐ Strongly Disagree / Sangat Tidak Bersetuju
- ☐ Disagree / Tidak Bersetuju
- ☐ Neutral / Neutral
- ☐ Agree / Bersetuju
- ☐ Strongly Agree / Sangat Bersetuju

Pihak atasan saya merupakan
seorang yang menyenangkan untuk
bekerjasama.
*(My superior is a pleasant person to
work with)*

- ☐ Strongly Disagree / Sangat Tidak Bersetuju

Appendices 4 (Example question from section D)

Bahagian E : Penglibatan Pekerja
/ *Employee engagement*

Saya berasa bangga menjadi
sebahagian daripada organisasi ini.
*(I take pride in being part of this
organization)*

*

- ☐ Strongly Disagree / Sangat Tidak Bersetuju
- ☐ Disagree / Tidak Bersetuju
- ☐ Neutral / Neutral
- ☐ Agree / Bersetuju
- ☐ Strongly Agree / Sangat Bersetuju

Saya akan mencadangkan
organisasi ini sebagai tempat kerja
yang sangat baik.
*(I would recommend this organization
as an excellent place to work)*

*

- ☐ Strongly Disagree / Sangat Tidak Bersetuju

Appendices 5 (Example question from section E)



Fakulti Sains Kognitif & Pembangunan Manusia

**BUKU LOG
PENYELIAAN PROJEK TAHUN AKHIR**

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Tajuk PTA:	THE EFFECT OF WORK ENVIRONMENT ON EMPLOYEE ENGAGEMENT IN PUBLIC ORGANISATION
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Appendix 6

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