

# Perceived Organizational Support and Employee Engagement in Fast Food Service Industry

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**Abstract:** Developing employee engagement concept is crucial nowadays which organization has been focused on. An organization has to pay more attention on maintain and enhance the employee engagement for the better performance in the organization. Employees and employers have been found to benefit from perceived organisational support (POS). The aim of the study is determining the level of perceived organizational support and to determine the level of employee engagement. This study also attempts to understand how perceived organizational support could be related to the employee engagement in the fast-food service industry. Quantitative study had been used in this study by distributing questionnaire survey to the respondent that focused on employees at operational level in fast food service industry in Johor Bahru area. A total of 140 questionnaires had been distributed to the respondents with a response rate of 85%. The data collected had been analysed using both descriptive and correlation analysis. The study found that both POS and employee engagement are at the high level. This study also found that there is a positive correlation between perceived organizational support and employee engagement among the employee at operational level in fast-food service industry

**Keywords:** Perceived Organizational Support, Service Sector, Employee Engagements

## 1. Introduction

Perceived organizational support can be associated with how well employee perceived that their commitment in the organization been valued by the organization. Good support from the manager of the organization brings positive outcomes to the employee's satisfaction and job performances. From the support given to the employee, this will results in an employee engagement. When employee engagement is higher, the organization's goals could be achieved as the employees are eager about their job and committed to the work (Gallup, 2007). Understanding how the perceived organizational support

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(POS) brings a good outcome to the organization depending on the process of support given. Report on “2020 Employee Experience Trends: Malaysia”, in 2020 stated that among the sources of employee engagement are clear connection between the job and the company’s goals, been given a feedback, and been appreciation for their hard work.

Services sector has been acknowledged as crucial and part of the growth of any country. Economic Report 2019/2020 stated that service sector is expected to expand to 6.2 percent in 2020, up from 6.1 percent at year 2019, bringing it the economy's fastest-growing sector. Services are extremely important not only in a country's growth, but also in gaining access to social services and achieving a variety of other objectives such as poverty reduction (Ngoma & Ntale, 2014). Despite of the Covid-19 pandemic, the worldwide market for Fast Food and Quick Service Restaurants is anticipated to grow at a Compound Annual Growth Rate (CAGR) of 4.9 percent from 2020 to 2027 with an estimation US\$ 260.1 million in 2020 to a revised US\$ 363.4 million by the year 2027. According to The Future of Foodservice to 2023 Malaysia report, in between 2016 and 2018, the valuation of Malaysia's benefit sector increased at a Compound Annual Growth Rate of 5.0 percent. If the population begins to migrate to urban areas, there are less options to increase outlet footprints, growth has depended heavily on growing purchases. Until 2023, future growth is foreseen to slow to a Compound Annual Growth Rate of 4.3 percent. In addition, the fast-food industry is categorized under restaurant business which serve service to the customer. In order to increase the progress, the fast-food service industry under the service sector needs to ensure that the employees show a high level of engagement towards their organizations.

Previous study found that Malaysians are more committed than their international counterparts. According to a recent research by Qualtrics in Global Trends Report E-book (2020) the average employee engagement rate in Malaysia is 54 percent, which reflect that the level of employee engagement is at a moderate level. This reflect that the level of employee engagement needs to be enhanced.

Previous study revealed that employee engagement could be influenced by how organization perceived support were given to them (Loi *et al.* 2006). With high practices of perceived organizational support, employees are more pleased within job roles and feel more committed and engaged. There is also a lack of study that has been conducted between perceived organizational support and employee engagement in the fast-food service industry. Therefore, this study aim is to identify the relationship between perceived organizational support and employee engagement in the fast-food service industry.

Therefore, to achieve the research objectives the level of perceived organizational support among the employees in the service sector and the level of engagement among the employees in the service sector are measured. Consequently, the relationship between perceived organizational support and employee engagement in the service sector is identified.

The study has been conducted at Johor Bahru area and the respondent were the employee which focuses on operational level because high engagement at this level will affect the goals of organization based on the performance of employees. This research is being conducted based on objectives of the study which is to determine the relationship between perceived organizational support and employee engagement in fast-food service industry in Johor Bahru area.

This study focused on how the perceived organizational support related to the employee engagement in the service sector. The result of this study might help the organization to enhance the employee engagement in the service sector by enhancing perceived organizational support among the employees. Furthermore, this study as well can improve the awareness of the management in the organization on how perceived support can influence to the engagement of employees. This study will also add to the body of knowledge in Perceived Organizational Support (POS) and Employee Engagement.

## 2. Literature Review

This section of literature review describes Perceived Organizational Support (POS) and Employee Engagement among the employees in fast food service industry. This study will also focus on the relationship between Perceived Organizational Support (POS) and Employee Engagement.

### 2.1 Engagement

Engagement is defined by Schaufeli *et al.* (2001), as “a fulfillment, pleasant, work-related frame of intellect indicated as vigor, commitment, and absorption.” Engagement may express many kinds of meaning and understanding. Engagements develop by the energy exist in individual toward the job role, and the feel of commitment in their role performances. It shows that engagement related to an emotional involvement or commitment in psychological state. For instance, the digital revolution of the communication strategy using social media engages students in schools or in higher education across the country. Students are more into their state of being engaged with the new digital revolution to new engaging experiences. How it makes in experiences of engaging is one that can pull and keep our attention for the time being. Although the concept is different, they tend to expose the same pattern in which engagement involved in a task or some job creates positive results in having better engagement experiences.

Audas and Willms (2001), discovered two components of the construct which are behavioural and psychological. In psychological terms of engagement where this concept relates aspects for example sense of belonging, having a connection with teachers and valuing school outcomes personally. On the other hand, Kahn (1990), defined engagements to be psychologically occurring when employing and performing an organizational job. This concludes that employees who do their job efficiently mostly contribute by having meaningful resources. Maslach and Leiter (1997) described engagement as “a consistent positive emotional state marked by high levels of activity and enjoyment”. Thus, positive experiences will influence the emotions of an individual.

### 2.2 Employee Engagement

Employee engagement defines the commitment, satisfaction and passion of individuals. For example, Wellins and Concelman (2005), stated that engagement is “a combination of commitment, loyalty, productivity and ownership”. Employee engagement is influenced by the commitment of an individuals to achieve their job role. It also refers to a degree of the mental and emotional interconnection employees believe toward their job, team members and their company. Kahn (1990) proposed employee engagement as concept of motivational that multidimensional in nature which indicates the synchronized expression of an employee’s physical, emotional and cognitive energy in job performances. It happens when the employees are valued by the management of the organization. Better experiences lead to high employee engagement. Gallup (2002), categorized employees into three example such as the engaged employees, employees who do not engage and employees strongly disengaged.

### 2.3 Theory of Employee Engagement

Previous study by Gallup Organizations stated employee engagements relates to an individual’s commitment, satisfaction and excitement for work (Gallup, 2002). Further, employee engagement is a passionate, enthusiastic work-related state characterized by vigour, dedication and absorption (Schaufeli *et al.*, 2006). Leiter and Maslach, (1998) proposed that employees’ engagement can be associated with a person feeling in performing a job, in order to enhance feeling of job efficacy

towards a job.. Employee who are likely engage able to improve the organization's success and competitive effectiveness.

(a) *Vigor*

Vigor is defined as having a lot of energy, mental fortitude, willpower, and throwing in a lot of effort at job (Rayton and Yalabik, 2014). When it comes to work, vigor describes as an individual to having a lot of energy and stamina, as well as a desire to put in effort. It shows how ambitious employees are about their employment and as well as how much discretionary effort they dedicate to their work. The feeling of excited when wake up in the morning just to be able go to work and complete the job show how much this characteristic related to the employee engagement.

(b) *Dedication*

Dedication is defined as having a sense of importance from one's work, as well as being excited and proud of it, as well as being inspired and challenged by it. A person who had high sense of dedication would have a high sense of responsibility, passionate, motivated, high dignity and very committed to his/her own work (Schaufeli *et al.*, 2001). When employees perform their job, they feel content and enthusiasm for their job. The willingness and feel of responsibility the employee feel toward their job. They intend to demonstrate a greater degree of energy and go beyond if needed. Showing the commitment to accomplish the work produces engagement align to the concept of employee engagement.

(c) *Absorption*

The absorption can be referred to how people being completely focused and enthusiastically absorbed in one's activity, during which time goes swiftly and the person has difficulty distancing himself from it (Schaufeli *et al.*, 2001). Absorption can also be associated with a sense of isolation from one's surroundings, a high level of focus on work, and a lack of conscious awareness of the amount of time spent on the job (Rayton & Yalabik, 2014). If individuals contribute their energy and time to what they love to do, they will not care on how much the energy is given or the cost of time because eventually what they did will benefit the organization's success. It is proven by Rich *et al.* (2010) in which highly engaged individuals are more likely to spend and give their hands, heads, and hearts in their performance no matter how much time has passed. The employee could be able to accomplish a lot with any level of focus and determination.

## 2.4 Perceived Organizational Support (POS)

Perceived organizational support defines the employee's perception towards their organization in concerning and valued the employees. It is important for organizations to care and treat their employees because if this perceived organizational support is applied the employees feel that they are concerned enough and enhance their commitment toward organization. For example, previous study shown that perception of highly organizational support could make employees less stressed at workplaces and could increase the tendency to return to work as quickly as possible after an injury (Eisenberger *et al.*, 2016).

Perceived organizational support results in improving a sense of duty in employee's behavior to assist organizations achieve their goals and their anticipation that boosted performance would be rewarded. When the employees discover stress, they are more likely to begin to change in their behavior as well as their commitment to the work (Cropanzano *et al.*, 2003; Meyer *et al.*, 2002). Thus, we acknowledge that perceived organizational support is concern with both eternal experiences as well as a lasting experience that offer a more whole view of the concept and characteristic in work

environments. Sustaining perceived organizational support could be associated to overall impressions of how workers feel supported and respected by their company.

## 2.5 Theory of Perceived Organizational Support

Eisenberger *et al.*, (1986), and Eisenberger and Stinglhamber, (2011) define perceived organizational support theory as employees' perception on how company valued and cared about well-being of their employees. Specifically, some treatment employees receive from the organization consist of their righteousness, manager support and organizational bonus and positive work environments. In result, those treatments lead employees to be more effective in their commitment to their job role, and better performance of work as well as minimizing their consideration of quitting from the organization. POS, according to social exchange theory (Blau, 1964) outlines how workers who perceive the company to be more helpful are expected to return their transactions as more emotive, and they are more emotionally committed to the company.

### (a) *Employee contributions*

Previous study stated that Perceived Organizational Support (POS) in employee's global expectation as a measure to the organization on how organization appreciate participation and cares the well-being of their employees (Eisenberger *et al.*, 1986), relates positively to various factors (Eisenberger *et al.*, 2011; Rhoades & Eisenberger, 2002). Employees do believe when an organization is able to concern and care of their employees, thus this indicate how much the organizations could achieve competitive advantages. The employee commitment in work and the manager and coworker relationship is the attribution of employee in perceived organizational support. Equivalently, offering welfare could enhance the perceived organizational support as employee retrieval and in addition are specialized to employee need (Gouldner, 1960).

### (b) *Social exchange*

Perceived organizational support in social exchange proposes that employees with high support from the organization intend to produce positive behavior and attitude towards their work. As a result, POS is able to encourage workers to be completely dedicated in accomplishing their work and to go above and beyond to engage in organizational innovation initiatives. Actions expressing with a strong esteem for employees attributed to the organization or the supervisor are shown to develop a sense of duty, therefore help to improve behaviour of employees (Wayne & Green, 1993). The correlation between POS and organizational commitment to work behaviour can be generally viewed in the concept of social exchange (Blau, 1964). Meaning that POS is assumed to symbolize the worker's view that the organization has considered or benefitted them for the effort of their work performances (Rhoades *et al.*, 2002). As a result, employees are way more dedicated to the organization and are potentially to engage in return to benefit the organization. Somehow, perceived organizational support corresponds to the trust of employees who have faith in the organizations to repay the social exchange for example rewarding the employee.

### (c) *Self-enhancement*

Self-enhancement is defined as a positive self-view instead of negative self-view. Employee's self-enhancement proposes as employees attend to be more committed to their work when the organizations perceive support. Perceived organizational support expected to fulfill socio emotional demands such as approval, esteem, affiliation and emotional support. As a result, it leads to organizational identity. Eisenberger and Stinglhamber (2011), stated two strategies which are social exchange and self-enhancement are the core of why greater POS cause positive results for organizations individuals.

## 2.6 Previous Studies on the Relationship between POS and Employee Engagement

According to the literature review to the relationship of Perceived Organizational Support and Employee engagement. It can illustrate that there is an association between these two variables. According to Blau (1964) and Gouldner (1960), organizational support theory states that perceived organizational support claims that employees who get support from their employers are more committed to their jobs and a decreased rate of employee turnover (Rhoades & Eisenberger, 2002). Furthermore, Usmani and Jamal (2013) believe that organizational justice has a substantial impact on workers' workplace behaviours and attitudes, resulting in a favourable or negative organizational outcome.

According to Saks (2006), employee engagement is impacted by a number of elements, including work features, perceived support given by the organization and supervisor, incentives and recognition, procedural fairness, and fair treatment. It proved the employee engagement may be influenced by the support organization itself. Similar to the study, Rhoades, *et al.* (2001) also reached the same conclusion that perceived organizational support (POS), claiming that workers with a greater POS are more involved in their work and firms. Moreover, Maslach and Leiter (1997) found similar results with Saks in terms of the association between incentives, recognition and employee engagement. Organizational support has a significant positive forecasting influence on knowledge employees' job participation. Thus, the following hypothesis is formulated.

H1: Perceived organizational support is positively related to employee engagement.

### **3. Research Methodology**

#### **3.1 Introduction**

This study used quantitative method in order to achieve objectives of this study. Respondents were the employees that worked in the fast-food service industry. A set of questionnaires had been distributed to respondents by answering the questionnaires. This section discussed the research method, sampling and population, data collection, instrument and data measures. Sampling method in this study is a simple random sampling used.

#### **3.2 Research Design**

This study used quantitative research methods. According to Babbie (2010), quantitative approaches concerned with assembling numerical data and generalizing it across set of people or describing a phenomenon.

#### **3.3 Population and Sampling**

To identify the relationship of perceived organizational support (POS) and employee engagement, Johor Bahru was chosen as the population of this study. Johor Bahru fast food restaurant had been chosen as a target population to conduct a study on perceived organizational support with employee engagement. The population of this study has been focused on the employees at operational level who work in the fast-food industry. The study had been conducted in the Johor Bahru area. The total population in Johor Bahru is around 838,842 total people. The target of the population is 300 respondents based on Krejcie and Morgan table.

#### **3.4 Data Collection**

The data used in the study consists of both primary data and secondary data. Data collection is used to collect the primary data and questionnaire which examine as the instrument of research in this study. Data collection consists of two forms which are primary research and secondary research. These two characteristics are the source for the researcher to achieve the objectives of the study. Respondents are

allowed to answer the questionnaire survey based on their experiences with a scale rating. The study targeted 300 respondents to answer the questionnaires survey to achieve relevant data.

### 3.5 Research Instrument

The research instrument used in this study by using a questionnaire survey method. In this study, the quantitative research method has been utilized using a questionnaire method as the instrument research of the study with a multiple of questions. The goal is to collect relevant data to achieve the objective of the study. A questionnaire allows for the collection of feedback from big number of people in a timely and cost effective way. Thus, using questionnaires as a research instrument allowed to reduce any cost from this study, the faster way to get information from respondents as well as the larger area of the collection of data can be collected. In this study, perceived organizational support (POS) was measured with the eight-item of POS (Rhoades *et al.*, 2001) using five-point Likert-type scale from 1 (strongly disagree) to 5 (strongly agree) had been used. Employee engagement is measured by Utrecht Work Engagement Scale (UWES) by Schaufeli *et al.* (2001).

### 3.6 Pilot Study

The pilot study has been carried out among 15 respondents. The pilot study is conducted to achieve the reliability and validity of the data. Besides, to analyze the reliability of the pilot test, Cronbach's Alpha had been used in this study.

### 3.7 Data Analysis

For this study, data obtained from the questionnaire survey were examined using SPSS software to interpret the data and variables of this research.

#### (a) Descriptive analysis

Descriptive analysis described sample data collection from questionnaire survey method. Descriptive analysis is utilized to analyze the mean, average, frequency distribution, medium and percentage of the demographic background data for section A in questionnaire form. It is used to analyze the level of engagement and level of perceived organizational support.

#### (b) Correlation analysis

Correlation study, is used to identify if two or more variables are related (Creswell, 2002). Meanwhile, correlation is also useful as it is a statistical test used to find patterns between two variables. The statistical examination of the research topic can be performed by a progression or sequence of the study employing a standard test for correlation that provides a result labelled "r". The Spearman or Pearson correlation coefficient (r) will be used to measure the relationship between perceived organizational support and employee engagement. Correlation coefficients are used to measure how strong a relationship is between independent variable and dependent variable.

### 3.8 Reliability and Validity

In this study the researcher applied Cronbach's alpha using IBM SPSS software. Using this element to measure the data, it is a common measure of reliability of the data. Having a rating scale used in a questionnaire survey, this kind of measurement is appropriate to the study to identify the reliability of the data. Cronbach's alpha brings out an easier way for the researcher to measure if the score is reliable or not. Basically, Cronbach's alpha results in a range from 0 to 1 to clarify the reliability of the score. Sometimes, the number could be negative which shows that there must be an error with the data. Below is the table of interpretation of Cronbach's Alpha use in this study.

#### 4. Results and Discussion

This section present the findings and analysis of data collected using questionnaire which was collected from the respondents in research study and discussion based on the finding.

##### 4.1 Return Rate

A total of 140 questionnaires were distributed and a total of 120 sets of questionnaires were returned back which reflects the questionnaires response rate of 85%.

##### 4.2 Reliability Analysis

###### (a) Pilot test

**Table 1: Pilot test**

| Variable                         | Cronbach's Alpha | N-items in Scale | N-Respondents |
|----------------------------------|------------------|------------------|---------------|
| Perceived Organizational Support | 0.722            | 8                | 15            |
| Employee Engagement              | 0.829            | 17               | 15            |

Table 1 shows reliability of pilot test for this research. Cronbach's Alpha value of perceived organizational support is 0.722 while the value of employee engagement is 0.829. The Cronbach's Alpha value of both variables was considered acceptable and good. Therefore, the result was reliable and can be accepted.

###### (b) Reliability test

**Table 2: Reliability Test**

| Variable                         | Cronbach's Alpha | N-items in Scale | N-Respondents |
|----------------------------------|------------------|------------------|---------------|
| Perceived Organizational Support | 0.838            | 8                | 120           |
| Employee Engagement              | 0.903            | 17               | 120           |

Table 2 shows the results of the actual reliability test of this research. The Cronbach's Alpha value for perceived organizational support is 0.838 while Cronbach's Alpha value for employee engagement is 0.903 which reflects a good reliability of score.

##### 4.3 Demographic Background

This section analyses the demographic information which consist of gender, age, ethnic, working experiences and education level. The data was analyzed using the frequency and percentage.



**Table 3: Demographic Analysis**

|                     |                                       | Frequency | Percentage (%) |
|---------------------|---------------------------------------|-----------|----------------|
| Gender              | Male                                  | 55        | 45.8           |
|                     | Female                                | 65        | 54.2           |
| Age                 | Below 20 years old                    | 26        | 21.7           |
|                     | 20 – 29 years old                     | 73        | 60.8           |
|                     | 30 – 39 years old                     | 19        | 15.8           |
|                     | 40 – 49 years old                     | 2         | 1.7            |
|                     | 50 years and above                    | 0         | 0              |
| Ethnic              | Malay                                 | 104       | 86.7           |
|                     | Chinese                               | 4         | 3.3            |
|                     | Indian                                | 6         | 5.0            |
|                     | Others                                | 6         | 5.0            |
| Working Experiences | Less than 1 year                      | 28        | 23.3           |
|                     | 2 years                               | 35        | 29.2           |
|                     | 3 – 5 years                           | 38        | 31.7           |
| Education Level     | More than 6 years                     | 19        | 15.8           |
|                     | Primary                               | 2         | 1.7            |
|                     | Secondary                             | 55        | 45.8           |
|                     | STPM/Matriculation/Diploma/Foundation | 37        | 30.8           |
|                     | Bachelor Degree                       | 20        | 16.7           |
|                     | Master                                | 3         | 2.5            |
|                     | PhD                                   | 3         | 2.5            |

Table 3 above shows that majority of the respondent for this were females (54.2%) and fall at the age range between 20 to 29 years old with 104 respondents (86.7%). Besides, the respondent majority were Malay. Majority have working experiences between 3 to 5 years in fast food industry and possess a secondary level education (45.8%).

#### 4.4 Descriptive Analysis

##### (a) Perceived organizational support

**Table 4: Perceived Organizational Support (POS)**

|  | Mean  | Standard Deviation | Level    |
|--|-------|--------------------|----------|
| My organization values my contribution to its well-being.                      | 3.96  | 0.715              | High     |
| My organization appreciate any extra effort from me.                           | 3.94  | 0.77               | High     |
| My organization did not ignore any complaint from me.                          | 3.83  | 0.876              | High     |
| My organization really cares about my well-being.                              | 4.01  | 0.794              | High     |
| Even if I did the best job possible, the organization will not fail to notice. | 3.85  | 0.857              | High     |
| My organization cares about my general satisfaction at work.                   | 3.80  | 0.805              | High     |
| My organization shows a very little concern in me.                             | 3.10  | 0.883              | Moderate |
| My organization takes pride in my accomplishments at work.                     | 3.93  | 0.758              | High     |
| Total Average Score  | 3.803 | 0.807              | High     |

Table 4 shows perceived organizational support demonstrate that the respondents agreed that their organization really cares about their well-being which indicates the highest mean. From the observation of the data, the lowest mean of perceived organizational support is “my organization shows a very little concern in me” with mean score of 3.10. In overall, POS had a total mean of 3.803 and standard deviation of 0.807 which reflects a high level. Thus, the level of POS was high among employees.

(b) *Employee engagement*

**Table 5: Employee Engagement**

|   | Mean         | Standard Deviation | Level       |
|---|--------------|--------------------|-------------|
| At my work, I feel bursting with energy.                                  | 3.96         | 0.76               | High        |
| The work that I do, I find it full of a meaning and purpose.              | 4.05         | 0.684              | High        |
| Time will pass quickly when I’m working.                                  | 4.18         | 0.718              | High        |
| At my workplace, I feel strong and vigorous.                              | 3.88         | 0.724              | High        |
| I am enthusiastic about my job.   | 3.83         | 0.816              | High        |
| During working, I forget everything else around me.                       | 3.67         | 0.999              | Moderate    |
| My job inspired me.   | 3.89         | 0.765              | High        |
| The moment I get up in the morning, I feel like going to work.            | 3.52         | 0.996              | Moderate    |
| I feel very happy when I’m working intensely.                             | 3.83         | 0.958              | High        |
| The work I do, I am very proud about it.                                  | 3.93         | 0.73               | High        |
| I am immersed in my work.   | 3.73         | 0.796              | High        |
| I can continue working for very long periods at a time.                   | 3.62         | 0.963              | Moderate    |
| For me, my job is challenging.  | 4.03         | 0.859              | High        |
| I get carried away when I’m working.                                      | 3.79         | 0.829              | High        |
| At my work, I am very resilient, mentally.                                | 3.80         | 0.856              | High        |
| It so difficult to detach myself from my job.                             | 3.70         | 0.866              | High        |
| I always persevere at my work, even when there are things do not go well. | 3.75         | 0.946              | High        |
| <b>Total Average Score</b>  | <b>3.832</b> | <b>0.839</b>       | <b>High</b> |

Table 5 shows the level of employee engagement among employees. Measured using 17 in the questionnaire, the result shows that employee engagement that related to “time will pass quickly when they working” highest mean while lowest mean of employee engagement is “the moment I get up in the morning, they feel like going to work”, with a mean of 3.52. Overall, the level of work engagement is high with total mean 3.832 and 0.839 of standard deviation.

4.5 Normality Test

**Table 6: Tests of Normality**

|                                  |  | Kolmogorov-Smirnov |     |       | Shapiro-Wilk |     |       |
|----------------------------------|--|--------------------|-----|-------|--------------|-----|-------|
|                                  |  | Statistic          | df  | Sig.  | Statistic    | df  | Sig   |
| Perceived Organizational Support |  | 0.085              | 120 | 0.034 | 0.969        | 120 | 0.007 |
| Employee Engagement              |  | 0.067              | 120 | 0.200 | 0.984        | 120 | 0.168 |

Table 6 shows the significance level of the data by Kolmogorov-Smirnova and Shapiro-Wilk. The table shows that perceived organizational support variable shows a significant value of 0.034 which is

$p < 0.05$  while employee engagement variable shows a significant value of 0.200 which is  $p > 0.05$ . In conclusion, the data shown is not normal. Thus, Spearman’s rho correlation test is recommended for both variables in order to achieve the objective of this study.

#### 4.6 Correlation Analysis

Correlation analysis has been conducted in this study in order to illustrate the strength and linear relationship between two variables.

**Table 7: Correlation analysis between perceived organizational support and employee engagement**

|                   |  |                            | Perceived<br>Organizational Support | Employee<br>Engagement |
|-------------------|--|----------------------------|-------------------------------------|------------------------|
| Spearman’s<br>rho | Perceived<br>Organizational<br>Support | Correlation<br>Coefficient | 1.000                               | .538**                 |
|                   |  | Sig. (2-tailed)            | .                                   | .000                   |
|                   |  | N                          | 120                                 | 120                    |
|                   | Employee<br>Engagement                 | Correlation<br>Coefficient | .538**                              | 1.000                  |
|                   |  | Sig. (2-tailed)            | .000                                | .                      |
|                   |  | N                          | 120                                 | 120                    |

Table 7 indicates the correlation analysis between the perceived organizational support and employee engagement. As we can see that the result shows the value of Spearman’s rho correlation coefficient at  $r = 0.538$  with a significant value of  $p < 0.01$ . The data shows that there is a positive and moderate relationship between perceived organizational support and employee engagement. This indicate that the hypothesis of this study was accepted with perceived organizational support is positively related to employee engagement

#### 4.7 Discussion on Findings of the Study

This section further discussed the major findings of the study. Besides that, limitation of this research and recommendation for future research also been interpreted in this chapter.

*(a) Research objective 1: To determine the level of perceived organizational support among the employees in the fast-food service sector.*

First objective of this study is to determine the level of perceived organizational support among the employees in the fast-food service sector. Based on the findings, it shows that perceived organizational support was high level with total mean score of 3.803. This shows that the level of POS among employees in the fast-food service sector in Johor Bahru is high. This reflects that employee in this sector believe that their organization value their contribution and care about their well-being.

*(b) Research objective 2: To determine the level of engagement among the employees in the fast-food service sector.*

Second objective of this study is to determine the level of engagement among the employees. Based on the finding shows that level of engagement was high with a total mean score of 3.832. This shows that the level of work engagement among employees in the fast-food service sector in Johor Bahru is high. This reflects that employee in this sector are engaged in their work, are very enthusiastic about their work, have high level of energy and completely immersed in their task.

This study confirmed the previous findings where employees that are engaged have a lot of energy and are enthusiastic about their jobs. Kahn (1990), stated that employees who are engaged, will determine the work role and will consider the job activity, or the work itself. Besides, employees who are engaged are highly active, self-efficacious persons who have control over events that affect their life (Schaufeli *et al.*, 2001).

(c) *Research objective 3: To determine the relationship between perceived organizational support and employee engagement in the fast-food service sector.*

The third research objective of this study is to determine the relationship between perceived organizational support and employee engagement in the fast-food service sector. Based on data analysis shows that there was a highly significant positive relationship between two variables of perceived organizational support and employee engagement. This study was compatible Eisenberger *et al.* (2016), which illustrate employee engagement is influenced by perceived organizational support (POS). Based on POS theory, if employee perceived that they had a high support from the organization, for example organization effort from employees, employees will then give greater effort to achieve organization goal.

In addition, Chandani *et al.* (2016) suggested that to improve the engagement, organizations need to focus on opportunities, improving employee decision making, and increasing commitment in organizations for employee. In order to do that, organization need to support their employees so that employee will be more engaged with the tasks provided and take part to achieve organization goal.

## **5. Conclusion**

This study examined the relation between perceived organizational support and employee engagement. The literature confirms that employees feel more motivated and energized when their organization paying more attention to the employees. On the other hand, employees who are not committed to the organization could be a challenge to an organization. The literature contained in this study clearly emphasize how important perceived organizational support to the employee engagement. Finding from this research shows that there is a positive correlation between perceived organizational support and employee engagement among the employees. In conclusion, this study has achieved the objectives of the study which are to determine the level of perceived organizational support, to determine the level of employee engagement and to identify the relationship between perceived organizational support and employee engagement in the service sector.

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