RELATIONSHIP BETWEEN PSYCHOLOGICAL NEED SATISFACTION AND WORK ENGAGEMENT AMONG FITNESS CENTER WORKERS IN KELANTAN

By

IZZAH ATIRAH BINTI AZIAN (H20A1171)
MUHAMMAD SYAFIQ ADLI BIN ZULKFLI (H20A1314)
NUR SYAZWANI AB RAHMAN (H20A1586)
NOR UMIRATUL SYUHADA BINTI AMIRRUL NIZAM (H20A1396)

Bachelor of Entrepreneurship (Wellness) With Honours

A report submitted in partial fulfilment of the requirements for the degree of
Bachelor of Entrepreneurship (Wellness) With Honours

Faculty of Hospitality, Tourism and Wellness
UNIVERSITY MALAYSIA KELANTAN

2022/2023

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ACKNOWLEDGEMENT

First, we would like to express our profound gratitude to everyone who has helped us in our quest to complete this research. In general, we would like to express our gratitude to University Malaysia Kelantan for providing us with the chance to carry out our research. We can complete a subject requirement for the Bachelor of Entrepreneurship by conducting this research (Wellness). We acquired a great deal of knowledge and experiences throughout the process, both in terms of academics and personality.

Next, we would also like to express our gratitude towards our supervisors, Dr. Nor Dalila binti Marican for her patience in guiding us throughout this research. Without the support and guidance, it will be possible for us to do this paperwork. Also, the encouragement helped us a lot in accomplishing this research.

Additionally, we would like to express our gratitude and admiration for the work of our group members, Muhammad Syafiq Adli bin Zulkfli, Nur Syazwani Ab Rahman, Nor Umiratul Syuhada binti Amirrul Nizam, and Izzah Atirah binti Azian, who gave their all to complete this study. It won't be feasible to finish on time without everyone's time, effort, passion, and support. Finally, a particular thank you to our family for their help from other sources. In spite of the challenges, we had in carrying out this research, their prayers and support have been our main sources of strength.

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SYMBOLS AND ABBREVIATIONS

SDT   **Self- Determination Theory**

SPSS   **Statistical Package Social Science**

ABSTRACT

In order to create a productive, hospitable, and comfortable work environment for the fitness center employees to continue to provide the best and highest-quality devotional service while working at the fitness center, it is crucial that employees at the fitness center satisfy their psychological needs and are engaged in their work. The personnel on duty, as the fitness center employees are referred to, is crucial to the development of the fitness center. Psychological satisfaction variables including autonomy, competence, and relatedness are typically influencing factors on the level of work engagement among fitness center staff. The objective of this study was to investigate the connection between Fitness Centre Employees' Psychological Need Satisfaction and Work Engagement.

Keywords: Work engagement, autonomy factors, competency factors, relatedness factors.

ABSTRAK

Untuk mewujudkan persekitaran kerja yang produktif, mesra dan selesa bagi pekerja pusat kecergasan untuk terus memberikan perkhidmatan bakti yang terbaik dan berkualiti tinggi semasa bekerja di pusat kecergasan, adalah penting pekerja di pusat kecergasan memenuhi keperluan psikologi mereka. dan terlibat dalam kerja mereka. Kakitangan yang bertugas, seperti yang dirujuk oleh pekerja pusat kecergasan, adalah penting untuk pembangunan pusat kecergasan. Pembolehubah kepuasan psikologi termasuk autonomi, kecekapan dan perkaitan lazimnya mempengaruhi faktor pada tahap penglibatan kerja dalam kalangan kakitangan pusat kecergasan. Objektif kajian ini adalah untuk menyiasat hubungan antara Kepuasan Keperluan Psikologi Pekerja Pusat Kecergasan dan Penglibatan Kerja.

Kata kunci: Penglibatan kerja, faktor autonomi, faktor kompetensi, faktor perkaitan.

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CHAPTER 1

INTRODUCTION

1.1 INTRODUCTION

This chapter provides an overview of the studies on the relationship between employees' work engagement and psychological need satisfaction in fitness centres. Additionally, the historical background of the study will be taken into account in order to present the psychological desire for job fulfilment. This section works together on the study's backdrop and problem statement. To provide a preliminary summary of the goal of this study, research questions and research objectives are also listed in this chapter. The study's importance and scope are also covered in this chapter, along with the definitions of the terms used to describe each piece of data. The summary of chapter 1 concluded this chapter.

1.2 BACKGROUND OF STUDY

Wellness is the holistic combination of physical, mental, and spiritual well-being, to invigorate the body, engage the mind, and nurture the spirit. The wellness industry encompasses more than just the latest diet or supplement trend on social media, it is the

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pursuit of activities, choices and lifestyles that contribute to holistic health. Psychological needs are part of wellness because it includes emotional wellness. The wellness industry is a growing industry. This industry is growing year by year. With the expansion of the wellness industry has come an explosion of job opportunities in various companies. According to McCain (2022), the global wellness industry is expected to grow 5.5% annually from 2021-2030.

Most of the wellness industry in Malaysia operates from 9 am to 11 pm every Monday to Friday. There are many workers involved in the wellness industry in this world. Among the wellness sectors involved are TCM centers, fitness centers and spas. According to Mion (2017) a fitness center is a place where people can go for health, entertainment, and social interaction while engaging in physical activity, sports, and other physical activities. Among the jobs available in the wellness industry are spa therapists, personal trainers, wellness consultants and others. Therefore, the welfare of workers in the wellness industry must also be maintained in terms of physical or mental health. Employees are very important for an organization to survive and succeed in an industry. Employees play a role as the main driving force of the organization to ensure that an organization develops. For example, employees at the fitness center give a high commitment when carrying out their duties to satisfy customers to ensure that the fitness center can survive in the wellness industry.

Garg and Rastogi (2019) stated that psychological well-being is always linked to feelings of worry about physical, mental, as well as work, and an individual's life satisfaction. A person's desire for fulfillment might be entirely internal, as in the case of the need for pleasure, or it can arise through interactions with their environment, as in the case of the need for social approval, justice, or job satisfaction. The means by which these needs are satisfied

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seem to change over time because of changes in a person's social environment, and the outcomes of satisfying these wants also to evolve with time. The fulfilment of fundamental psychological needs in the setting of the workplace have drawn a lot of attention from researchers (Ryan and Deci, 2017).

The fulfilment of fundamental psychological needs is necessary for self-motivation, wellbeing, and productive work Ryan and Deci (2017). The satisfaction of fundamental psychological needs is necessary for self -motivation, well-being, and productive work. Positive behavior or a positive mental state at work that delivers positive effects in the workplace is classified as work engagement. Employees with a high level of work engagement are enthusiastic, committed, and completely absorbed in their work. The idea of job engagement falls into the history of positive psychology, a branch of psychology that places an emphasis on welfare enhancement rather than the identification or treatment of mental disease. High work engagement in the workplace will cause the company's productivity to increase. The result of this productivity can contribute to the national economy.

Therefore, Kyriazoglou and John (2015) explain that employers or managers must take care of the welfare of employees in terms of physical or mental. Employees who have sufficient psychological needs in the workplace will make the employee more motivated when doing tasks. This is because with a positive state of mind at work will make the work results also be positive. For example, an employee at the fitness center who carries out his duties with a positive state of mind will cause his positive energy to reach the customers causing the atmosphere in the fitness center to become harmonious. Employee engagements are very important for every workplace. This is because providing sufficient psychological

needs of employees will cause employee motivation to increase and will lower the turnover rate for the organization. Employees that are highly engaged in their work are enthusiastic, committed, and absorbed in their task.

Each employee has unique requirements and desires that their leaders must meet in order to keep them pleased. Leaders now need to think about what they can offer for their workers' psychological and mental health. Employers can gain from attending to the requirements of and engaging their staff. Employees who are highly engaged will be able to boost business profitability. Additionally, a lot of people are now more than eager to look for work elsewhere if their psychological demands are not addressed. There are also companies that state that keeping staff is more difficult than finding them. A study from Raziq and Maulabakhsh (2015) found that working in an environment where employees' needs are met would boost the probability that they would stay with their company. Meeting an individual's needs is one of the best ways that businesses can ensure that employees are satisfied with their roles. Because of this, taking care of employee's psychological needs is very important for companies in order to reduce the company turnover rate.

1.3 PROBLEM STATEMENT

Employee Engagement Facts for 2022 (He, G. 2022, November 7). Statistics on employee engagement show how emotionally and psychologically committed employees are to their company. This paper is based on data from surveys and studies. Leadership is enhanced when they realize this truth. Employees that are passionate about their jobs and their employers are engaged. Professionals that care about the expansion of the business are motivated to succeed. 73% of workers are reportedly considering leaving their jobs, according to this source. According to a Joblist study from 2021, even people who are not actively seeking a new job are up to 73% eager to leave their current job if the perfect offer

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comes along. Interestingly, shifting occupations is mostly driven by a desire for more money. About 74% of younger workers would be prepared to accept a pay decrease in order to win their ideal position, and 23% of job seekers wouldn't require a pay increase. A healthy work-life balance and maintaining positive relationships with coworkers are crucial for employee retention. The majority of businesses prioritise money over workplace culture, although one of the finest things a business can do to boost profits is to increase employee well-being. Employees are more engaged and excited to work when they feel appreciated.

Improving employee health behaviours is one of the gains made in the wellness sector of the workplace. Any health programme aims to alter and enhance employee behaviour. Their team members can lower their health risks and develop healthy habits that will improve all aspects of their lives by enhancing workplace behaviours. According to research, wellness initiatives can motivate workers to quit smoking, eat better, exercise more, and handle stress better. Employees' general well-being has been demonstrated to improve as a result of wellness programmes' ability to aid in the reduction and better management of depressive symptoms.

Work involvement in the wellness industry is indeed a lot of issues that always come out because the wellness industry is a newly developing industry. Indeed, the newly developing industry will go through various branches to make the industry successful by having the involvement of many laborers. A true statement about the wellness industry although this industry has the involvement of the public to follow in order to obtain a healthy

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lifestyle by doing various healthy activities and healthy nutrition, but despite that the involvement of work in this industry lacks the support of the public due to factors that are not clear due to that Work involvement in the wellness industry is very little studied. The study found that the average work engagement in the wellness industry received less support due to financial factors involving less than satisfactory wages. in addition, the job designationis also uncertain causing the public to have less faith in the discipline of the job.

The first problem faced by employees and employers is the mental health problem known as Depression. Depression is known as an emotional disorder that often happens to everyone, especially employees and employers. This is because the fitness industry has just developed and therefore various challenges and tests are faced by employees and employers. Depression can occur when employees don't feel like they belong at the fitness center. This will cause employees to feel sad and lack confidence to work there. This will cause the turnover rate to increase (Segal, 2022). Employers feel they are less confident to show trust to employees. This is because employers are less confident that this fitness economy can continue due to the lack of public support, and this affects the thinking of employers because they feel less confident to face employees. Here it is clear that the problem of depression affects the relationship between employers and employees.

A newly developing industry such as the fitness industry leaves many issues that are not good for employers and employees because achieving success is not easy and there are too many challenges that leave an emotional wellness impact on employees and employers, which is the problem of stress. Workplace stress occurs when there is a heavy workload, job insecurity, conflict with colleagues or bosses, and unbalanced work schedules (Better Health Channel, 2012). In addition, employees who are not given freedom or are being controlled

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can also cause stress. This can affect the emotional well-being of employees and result in reduced work quality. The above situation also leaves a burden on employers because they have to find opportunities or think of ways to solve the problems faced by employees in their company, employers also have to face various challenges in order to maintain the quality of employees and the good name of the company, but if employers and employees do not give agreement with each other it will cause emotional and psychological pressure on both parties.

The last is the problem of Anxiety. According to the American Psychiatric Association (2020), anxiety is a disease that usually occurs in someone who worries about something, but if this disease is not controlled, it really affects the health of employees. In this case, focusing on employees and employers will raise concerns about not acquiring skills or knowledge about the tasks that employees need to perform as in fitness workers. Worrying about tasks they don't understand but have to do causes them to experience health problems like this anxiety. This will cause accidents, and the risk of accidents at work increases. Employers are forced to deal with the problems brought by these employees, employers should be responsible in training employees before being assigned or looking for employees who are fully trained for the job so as not to cause any concerns and problems to any party.

In this solution, if people don't want any of the above problems to happen, the employer is the party that should play a big role in creating a harmonious work environment, for example Stress problems. Employers should be responsible for providing a positive aura to employees. For example, an employer who is easy-going with employees, an employer who is easy to understand employees, an employer who is easy to tolerate employees and make it easy for employees to complete the tasks they are responsible for, thus employees can also create a better and positive work atmosphere which can be seen where both These

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parties need each other. Therefore, it is the Employer who plays a major role in every matter in the company. If the employer is positive, then the employee is positive.

1.4 RESEARCH OBJECTIVE

1.4.1 GENERAL OBJECTIVE

To identify the relationship between psychological needs and work engagement among workers in wellness industries.

1.4.2 SPECIFIC OBJECTIVES

I. To identify the relationship between autonomy factor and work engagement among fitness center workers.

II. To identify the relationship between competency factor and work engagement among fitness center workers.

III. To identify the relationship between relatedness factor and work engagement among fitness center workers.

1.5 RESEARCH QUESTIONS

I. What is the relationship between autonomy factor and work engagement among fitness center workers?

II. What is the relationship between competency factor and work engagement among fitness center workers?

III.   What is the relationship between the relatedness factor and work engagement among fitness center workers?

1.6 SIGNIFICANCE OF STUDY

1.6.1 Benefit to industry sectors

The fitness business can reap a number of benefits from the adoption of this study. One of the advantages is that parties involved in the fitness sector can learn about and pinpoint whatever flaws there may be, then make adjustments to account for them. Work involvement among the fitness center's employees at different levels is crucial for every management in the sector because a fitness center cannot function effectively without its employees. As a result, every fitness center management needs quality, knowledgeable, skilled, qualified, and caring employees about the fitness center industry because they are the primary backbone that will move or determine the success of a fitness center. This will help improve or perfect the improvement process to further strengthen the deficiencies in the fitness field. As a result, the business can experience an uptick in sales and profitability.

1.6.2 Benefit to academic

It can also serve as a student's reference in their research. In general, sources can also be thought of as a collection of reference resources for use in scientific research in any discipline. The published material produced can also be a reference for students at University Malaysia Kelantan or at other institutions. The output of this research needs to be adapted to

current developments through the production of e-books to ensure that every layer of society can access books electronically in addition to obtaining them face to face by the lecture.

1.6.3 Benefit to community

In this way, the community will also gain. One of them is that the community learn more about the fitness center industry and the connections between the variables that influence the level of employee engagement at the fitness center. Employment prospects in the community, particularly in the fitness center sector, will also be more plentiful attributed to the fitness center industry. Every community member interested in entering the field of fitness can join any organization that can teach or share knowledge and skills about fitness center for free or paid for those who can because skilled, knowledgeable, and qualified workers are essential in the operation of a fitness center so that clients can receive the highest quality goods and services.

1.7 DEFINITION OF TERMS

1.7.1 Psychological Need

Psychological needs are those that are necessary for mental health but are not biological need. It may be totally internal, as in the case of the need for pleasure, or it may be produced as a result of interactions between a person and their surroundings, as in the case of the need for social acceptance, justice, or job satisfaction.

1.7.2 Work Engagement

Work engagement is characterized as positive behavior or a positive mental state at work that produces favorable results in the workplace. High work engagement employees are enthusiastic, committed, and fully absorbed in their work.

1.7.3 Autonomy

Autonomy is the idea that an individual has free will and is voluntarily endorsing their behavior. People must feel in charge of their own actions and objectives. People's feelings of self-determination are greatly aided by their sense of being able to take immediate action that will lead to genuine change.

1.7.4 Competence

Competence refers to the experience of mastery and being effective in one's activity. People must learn new talents and become proficient at various tasks. People are more inclined to take actions that will forward their goals when they believe they possess the necessary talents for success.

1.7.5 Relatedness

Refers to the need to feel connected and a sense of belonging with others. The feeling of being appreciated by others. In workplaces where interpersonal relationships and social interaction are highly valued by both employers and employees, psychological relatedness has been found to be crucial. According to the concept of psychological connection, each employee in a company needs to establish positive relationships with one another that include cooperation, trust, and compassion.

1.8 SUMMARY

In conclusion, this chapter has elaborated on the introduction of relationship between psychological need satisfaction and work engagement among workers in fitness center. This chapter describes the background of the study which includes the definition of psychological need satisfaction at the workplace and work engagement. The problem statement of this study is also described which includes three problems namely autonomy, competency, and relatedness factor. This section also states the objectives of the study and the research questions for the study of psychological need satisfaction and work engagement among workers in fitness center.

CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

This chapter will review the previous articles based on this study of independent variables and dependent variable. By doing this, researchers can evaluate and analyze more in order to find the fine understanding for the study. In this chapter, this study focuses on the relationship between psychological need satisfaction and work engagement among workers in fitness center. As has been stated in the introduction, the issues that contribute to autonomy, competency, and relatedness factor. The autonomy, competency and relatedness factor has been classified as independent variables, while work engagement is the dependent variables. The result will show that the relationship between independent variables and dependent variable are linked with one another. Moreover, if there are more issues similar like autonomy, competency, and relatedness factor. It will influence the rise of work engagement among workers in fitness center.

2.2 WORK ENGAGEMENT

Sonnentag et al., (2010) defined work engagement as a high level of personal interest in one's job and encompasses traits like motivation, alertness, and willingness to put up extra effort to accomplish objectives. Besides that, work engagement is also defined as a condition of high energy, high motivation, high levels of commitment, and intense concentration on

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one's work (Schaufeli and Bakker, 2010). Employees must be enthusiastic, committed, and fully engaged in their everyday tasks (Bakker, 2017) . Work engagement is greatly desired in modern public and commercial businesses as it has been linked to high levels of innovation, task performance, corporate citizenship behavior, and client happiness (Bakker et al., 2014). The mix of passion, dedication, and interest that motivates excellent work performance is today known as work engagement (Leiter, 2019).

Bakker et al., (2014), further explored that people that are fully involved in their professional activities exhibit high levels of energy, are excited about their jobs, and are highly motivated. Most studies have used a between-person method, demonstrating that working environment, personal attributes, and behavioral techniques all influence an individual's mean degree of job engagement. But studies over the last ten years have shown that people's levels of work engagement can change over time and in different contexts. Reina-Tamayo et al., (2017) have found that demanding two-hour work periods are when employees are most engaged. Besides that, employees who are interested in their job have more commitment to and concentrate on their tasks (Christian et al., 2011) and better financial results (Xanthopoulou et al., 2010).

Employees who find that their work is worthwhile and meaningful enough to add value and importance to achievement at work, bring their physical, cognitive and emotional selves into this work, exhibiting positive work engagement. Meaningfulness is thought to fulfil psychological demands for affiliation and purpose, which further encourages work engagement (Wang and Xu, 2019). Work involvement such as a disciplined trainer with a good vision can provide an example or inspiration to other trainers as well as novice gym members (Doğan, 2015). This is because, employee can learn to be better trainers and can

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deepen their knowledge about being a disciplined trainer from trainers who are more experienced in the gym world (Doğan, 2015). The work engagement of work that has good employees, has a positive attitude and is highly motivated such as a trainer at the gym center can bring something good where a trainer like this can further develop the gym center from there, it can see the development of the gym center, the income grew due to the attraction of many customers who came non-stop to follow or participate in the gym center (Shkoler and Kimura, 2020).

Those who have high work engagement will dedicate themselves to the job. Refers to Sun and Bunchapattanasakda (2019), employees will feel rationally engaged when working can result in cash, expertise, personal growth, and other benefits. They will put in more effort when doing a task. When employees know that their work means something to the company, they will feel more motivated to continue their work. Employees that are engaged show great levels of energy and mental toughness, and they frequently give their all to the work they that are given. Sun and Bunchapattanasakda (2019) state that meaningfulness is often influenced by the nature of the job which is duty, role andinteraction of duties. Furthermore, engaged employees will often recognize the value and challenges of their profession, and they show enjoyment and pride in it, which improves performance (Yang et al., 2019). The result of high motivation will cause the quality of the job to increase. According to Khusanova et al., (2021) employees that are highly engaged typically understand the importance and challenges of their work, and they show passion and pleasure in it, which improves performance.

2.3 AUTONOMY FACTOR

Autonomy is about a person's ability to act on his or her own values and interests. Taken from ancient Greek, the word autonomy means self-governance. Modern political thought and bioethics often stress that individual autonomy should be promoted and respected. According to Deci and Ryan (2017), the desire for people to self-organize their experiences in order to make sure that their actions are congruent with their sense of self is referred to as the need for autonomy. Autonomy in the workplace means giving employees the freedom to work in a way that suits them. It should be highlighted that the measuring of autonomy support across domains has received minimal attention (Hagger et al., 2007). When a person has the freedom to choose without being constrained by anything and consequently feels responsible for their actions, it is pleasant (Deci and Ryan, 2000). With autonomy at work, employees get to decide how and when their work should be done.

According to Sia & Appu (2015), the freedom a person has at work matters more for their creative output. The advantage of having the ability to work can make it easier for employees to make accurate and rational decisions. The freedom given to employees will make them free to think of brilliant ideas to contribute to the economy and development of the company. The crucial contrast between autonomy as it pertains to problems of free will and independence (Coggon & Miola, 2011). Autonomy is the subjective feeling of being able to choose and carry out decisions independently (Wertenbroch et al., 2020). Managers should give freedom to employees in making decisions in each task. This is so that employees can be satisfied with their level of autonomy and make a positive contribution to the company.

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Pankowski (2022) states that employees who have greater freedom to make decisions at work are more content and effective than those who have less control. When employees are allowed the freedom to work or solve a problem on their own self, the employee is more likely to come up with a unique solution that requires their own thought process (Jerath, 2018). As a result, there will be a stronger level of employee loyalty, better performance, a decrease in attrition, and more money.

Manager also play an important role to fulfil employees' autonomy needs. According to Deci and Ryan (2017), basic psychological needs fulfilment is an emotional construct that is influenced by the social context and how it is viewed. Leaders' actions are what essentially determine how motivated and productive their teams are (Gilbert and Kelloway, 2014). Leaders with an autonomy-supportive style typically acknowledge the opinions of their employees, promote self-initiative, provide opportunities for contribution and refrain from using rewards or penalties to influence behaviour. In addition, strategies were presented on how leaders might support the need for autonomy of their followers when workplace activities and decisions are delegated by the company or manager (Forner et al., 2020). Blais and Brière (2002) stated that employees who feel their superiors respect their autonomy have better physical and mental health, decreased absenteeism, and more job satisfaction. The fulfilment of a worker's basic psychological needs drives a wide range of additional positive work-related outcomes, including well-being, commitment, and performance (Forner et al., 2020). Employees are more likely to be autonomously motivated when managers foster autonomy, competence, and relatedness (Van den Broeck et al., 2016). Therefore, managers should encourage employees to make decisions freely as a sign that they support autonomy among employees to create a good workplace environment.

2.4 COMPETENCY FACTOR

Competency is the capability to apply or use the set of related knowledge, skills, and abilities required to successfully perform critical work functions or tasks in a defined work setting. According to Deci and Ryan (2017), competency satisfaction is the perception of ability and efficiency when carrying out duties. Competencies are frequently used as the foundation for skill standards, which outline the degree of knowledge and skills necessary for success in the workplace. Additionally, competence indicates employees' need to feel productive, successful, and skilled at their jobs (Van den Broeck et al., 2016). Competencies can also be used as prospective assessment criteria for judging the attainment of competency standards. Competence is a measure of both proven skills and proven knowledge. Competence symbolizes the desire for employees to feel effective, successful, and skilled at their jobs, and this need is met when employees can utilize their skills and achieve mastery of their responsibilities (Van den Broeck et al., 2010).

Stanley (2017) stated that all virtues that call for self-control also call for skill because self-control demands skill. When people can confidently complete activities and learn new skills to enable mastery in the future, the requirement for competence is met (Van den Broeck et al., 2016). By giving maximally difficult yet attainable work goals, recognizing progress, utilizing people's strengths, and providing genuine, non-judgmental support, it can assist to increase people's self-confidence in their own skills (Forner et al., 2020). Through the skills acquired at work it can create quality employees. Since each employee possesses a unique skill, they will seek to make sure that these skills can be used and used effectively in the workplace. Competence satisfaction enables individuals to adapt to complex and changing settings employees can fulfil its psychological needs (Broeck et al., 2010). Challenges are

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common for new employees, and they must be presented in order to generate employees who are efficient and skilled enough to overcome them (Mishra, Boynton, & Mishra, 2014). It makes sense for the organization to invest time and money to develop staff competences if the employee competency rate affects employee performance (Kolibáčová, 2015).

Competence always has a purpose or objective, which serves as the impetus for the attributes or motivations that drive an activity to produce a certain result (Parashakti et al., 2020). Through high competence it can increase employee motivation towards their work. For example, employees who successfully achieve competency will be more dedicated to doing their tasks so that they will achieve new skills from each of their tasks. Achmad (2017) stated that one of the most important factors in an individual performing well is their competency. Competence also acts as a roadmap for the group as a whole in accomplishing established organizational goals. Employees with a high level of competence will be more motivated than other employees and contribute more to the company.

2.5 RELATEDNESS FACTOR

According to Howard E.A. Tinsley, Diane J. Tinsley, (2004), relatedness refers to the desire to feel loved, connected to others, and meaningfully involved with the broader social world. Relatedness also refers to the need to feel connected and a sense of belongingness with others (Baard et al., 2004). Employees can socialize with colleagues and bond as colleagues. This can increase the level of relatedness in the workplace. Acting with the intention of pursuing affiliative ties and a sense of belonging with individuals in one's environment is defined as the need for relatedness (Van den Broeck et al., 2008). Friends who provide support and encouragement can also increase relatedness between them. By

strengthening the relationship among employees, they can show affection between them as colleagues. A person's need to feel warmth, purpose, and connection with important persons is referred to as relatedness (Deci and Ryan 2017). Therefore, employees at the workplace will feel loved and feel connected to others. High relatedness in the workplace can create a harmonious atmosphere among the employees because of the love between them as colleagues.

Employees who feel important and loved at work will feel more motivated to come to work. A worker's desire for relatedness is met when they feel that they belong to the group, have people who care for them, and can care for others (Ryan and Deci, 2017). According to Enwereuzor (2021), employees with a strong feeling of belonging may consider the collective goals of the organization and its members to be more important, and as a result, they may be more motivated to assist in guaranteeing the achievement of the corporate goals. The urge for relatedness is fulfilled when employees create close ties at work and perceive themselves as members of the group (Van den Broeck et al., 2016). This is because a harmonious work atmosphere will affect a person's emotions. Therefore, relationships are closely related to work engagement.

Deci and Ryan (2014) urge further research into how managers can perform their unique tasks in ways that require assistance rather than obstruction. Leaders who support employee relatedness will be able to create positive employees in the workplace. Leaders establish opportunities for team socialization in order to foster the formation of sincere and supportive connections among team members (Moreau and Mageau, 2012). Leaders who enable relatedness satisfaction foster high-quality motivation where employees voluntarily and personally endorse their work actions (Forner et al., 2020). In reaction to the satisfying

of their need for relatedness or affiliation, employees with a strong desire for relatedness or affiliation are more likely to generate autonomous motivation for work (Parfvonova, 2009).

2.6 HYPOTHESIS

According to literature review, it shows the issues that affect work engagement among fitness centers are autonomy factor, competency factor, and relatedness factor. The issue is known as an independent variable, while work engagement among fitness centers is a dependent variable. Basically, the hypothesis is to summarize the study on the research question, of how to determine, evaluate and identify the relationship between the three independent variables and dependent variables. So, based on the study, the hypothesis that will be investigate for this research are:

The relationship between autonomy factor and work engagement can be influenced on workers in the fitness center. So, it is very crucial to understand the relationships that related between the concepts of autonomy factor and work engagement (Christian et al., 2012; Crawford et al., 2010). Therefore, a study from Wu et al. (2018) stated that competence is positively related to work engagement. There hasn't always been a strong correlation between work engagement and autonomy (De Lange, De Witte, & Notelaers, 2008; Weigl et al., 2010); while increased work engagement has not always accompanied more autonomy (Mauno, Kinnunen, & Ruokolainen, 2007).

2.6.1 RELATIONSHIP BETWEEN AUTNOMY FACTOR AND WORK ENGAGEMENT AMONG FITNESS CENTER WORKERS.

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Autonomy support in the workplace concerns the general interpersonal encouragement for employees to be considered as separate individuals capable of self - determination (Deci, Connell, & Ryan, 1989). A significant body of research has indicated that autonomy-supportive environments promote self-motivation (Ryan and Deci, 2017). In this research, the concept of autonomy factor is one of the aspects that must be considered, because it can increase work engagement.

Work engagement increases when employees have freedom in carrying out their tasks. Scheidt (2021) stated that employees who are empowered to make choices, and who are held accountable for their results, are more productive and happier than those who are not. Additionally, a study by Jerath (2018) found that freedom at workplace is positively related with work engagement. This makes employees determine which performance goals they see as most beneficial to their company. Even if it is just a little freedom, it will have an impact on the company's work engagement. A study conducted by Salanova, Liorens and Cifre (2019) found that freedom at work is related to work engagement.

Employees who can perform their tasks with high confidence can increase work engagement in the workplace. Employees who are confident in their actions make them eager to continue their tasks. SDT identifies the social-contextual variables, such as a leader's interpersonal style, that are associated with high-caliber motivation at work (Deci et al., 2017). A study conducted by Ryan and Deci (2006) found that self -determination at work is related with work engagement. Additionally, a study conducted by Forner et al., (2020) found that self-determination is positively related with work engagement. The result of this can cause employee engagement among employees to increase because every task that is done is based on the employee's own self-determination.

Work motivation is the psychological drive that generates goal-directed complicated cognition and action processes (Shkoler, 2020). A study conducted by Khan (2013), revealed that there is a positive relationship between motivation and employee engagement. Another study by Engidaw (2021), found that motivation is related to work engagement. Additionally, research conducted by Tuin (2020) found that work motivation is positively related to work engagement.

Hypothesis 1

There is a significant relationship between autonomy factor and work engagement among fitness centers.

2.6.2 RELATIONSHIP BETWEEN COMPETENCY FACTOR AND WORK ENGAGEMENT AMONG FITNESS CENTER WORKERS.

According to a study by Haruna & Marthandan (2017), foundational competencies have a big impact on work engagement. Competency is important to create fast and quality work results. Through high competence employees can perform tasks quickly and efficiently. Therefore, competency is very important to apply in every company. Employee competency development yields a highly favorable organizational consequence (Nazim and Mukherjee, 2013). The relationship between competency factor and work engagement also has an effect and influenced workers in the fitness center (C. Lu, Yang, & Wu 2019). Creating an engaging work environment requires a key set of leadership behaviors. In other words, the ability to create engagement is a competency.

In other words, skills competencies have a positive correlation with work engagement, which can increase the level of work engagement. Based on Akkermans et al., (2013) found that skills of competencies also demonstrate that personal resources act as mediators in the motivational process, meaning that job resources can activate personal resources. Research by Savitri, Nuraini, & Mardhatillah, (2016) explained that motivation is one of the key elements in enhancing employee quality. The vigor and devotion dimensions are first affected by perceived abilities linked to job engagement in workers with horizontal education mismatch. The study by Wardani & Fatimah (2020) also showed reveals that a significant factor affecting work engagement is the intellectual component of skills abilities. This is supported by unidirectional data, which show that if people with horizontal education mismatches have strong intellectual abilities competences, they also have high levels of job engagement.

A study by Wibowo (2012) stated that competence is the ability to do or complete a job or task using knowledge and the work ethic required for the position. While the other three are hidden and challenging to develop, knowledge is visible, can be evaluated, and can be ingrained in one's life via the proper training and development activities. There is evidence from several research that there is a beneficial association between work engagement and knowledge. Research by Haruna (2017) showed that the combination of information, skills, personal characteristics, and attributes that make up competence results in greater performance. A study by Van Rooij (2012) mentions that competence describes the knowledge, skills, and ability required to function effectively in every work environment.

One potential factor that is related with work engagement is proficiency, which includes individual job proficiency, team member proficiency, and organization member

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proficiency. There is evidence from several research that there is a beneficial association between work engagement and proficiency. Research by Bakker and Demerouti (2014) showed that the association between work engagement and proficiency is good, as shown by several research studies. These factors are connected to sources of work engagement such social support from coworkers and managers and skill diversity. A study by Bakker and Demerouti (2008) found that one potential justification for such attention is the beneficial relationship between work engagement. Moreover, a study by Griffin, Neal, Parker (2007) discovered that one of the subscales of job performance that created is proficiency.

Hypothesis 2

There is a significant relationship between competency factor and work engagement among fitness centers.

2.6.3 RELATIONSHIP BETWEEN RELATEDNESS FACTOR AND WORK ENGAGEMENT AMONG FITNESS CENTER WORKERS.

The relationship between the relatedness factor and work engagement also influenced workers in the fitness center. Relatedness represents the feeling of acceptance and connection that one feels with other people engaged in the activity and a commitment to share experiences as a way of connecting to others in the community (Baumeister and Leary, 1995). Besides that, they also provide encouragement and develop relationships to meet the need for relatedness are likely to support positive health behavior change. Employee motivation and the desire to perform their tasks successfully can be affected by their sense of relatedness at work, which can also lower turnover rates (Ishii et al., 2018).

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Saks, 2011 asserts that during the past ten years, interest in work engagement and involvement has grown significantly. A study conducted by Saks (2011) found that there is a relationship between employee engagement and workplace interaction. It should be stressed, nevertheless, that this study will concentrate on work engagement rather than employee engagement. Work engagement refers to an individual's relationship with their employment, whereas employee engagement refers to an individual's relationship with both their job and the organization (Schaufeli, 2017). According to Macey and Schneider (2008), a person is more likely to have a positive and energizing work experience when dispositional traits like positive affectivity and proactive personality interact. They contend that the possibility of meaningful work combining with dispositional affect to predict employee engagement is convincing.

Social contacts are crucial for wellbeing, and wellbeing positively affects employee engagement. Higher employee engagement levels were associated with lower business costs, better performance results, lower staff unemployment and absenteeism, and fewer safety issues (Gallup, 2015). According to Cornelissen, 2016, in collaborative team settings or between senior and junior employees, social interaction can result in knowledge and productivity spillover, especially in low-skilled jobs and occupations. For instance, Mas and Moretti (2009) discovered that when employees were paired with quicker, more experienced coworkers, production increased. A study conducted by Mas and Moretti (2009) found that the employees who are content with the relationships they have at work in general are likely to be more loyal to the company. Sias (2005) mentions that the leaders may stimulate the growth of more positive relationships and greatly influence and improve employee satisfaction by promoting informal contacts, such as after-hours social gatherings.

Additionally, research conducted by Sias (2005) found that growth of more positive relationships is positively related to work engagement.

Hypothesis 3

There is a significant relationship between the relatedness factor and work engagement among fitness centers.

2.7 CONCEPTUAL FRAMEWORK

Self-Determination Theory (SDT) SDT is a general theory of human motivation that emphasizes a person's behaviour. SDT consists of three behaviours namely autonomy, relatedness, competence. SDT defines motivation as psychological energy directed towards a specific goal. Therefore, SDT has emphasized the importance of the quality of motivation in addition to its quantity. SDT will make a person have high confidence when wanting to do a task. SDT is closely related to work engagement because employees who have high self-consistency will make them motivated at work. The result of that will make their work more quality. Therefore, employers must ensure that the mental health of their employees is always guaranteed.

Toward completing the analysis, a conceptual framework will be used as a tool for gathering data in this research. Thus, this framework is also useful in describing the relationship between psychological need satisfaction and work engagement within the research. The conceptual framework for this study is shown in figure 2.7.2 below.
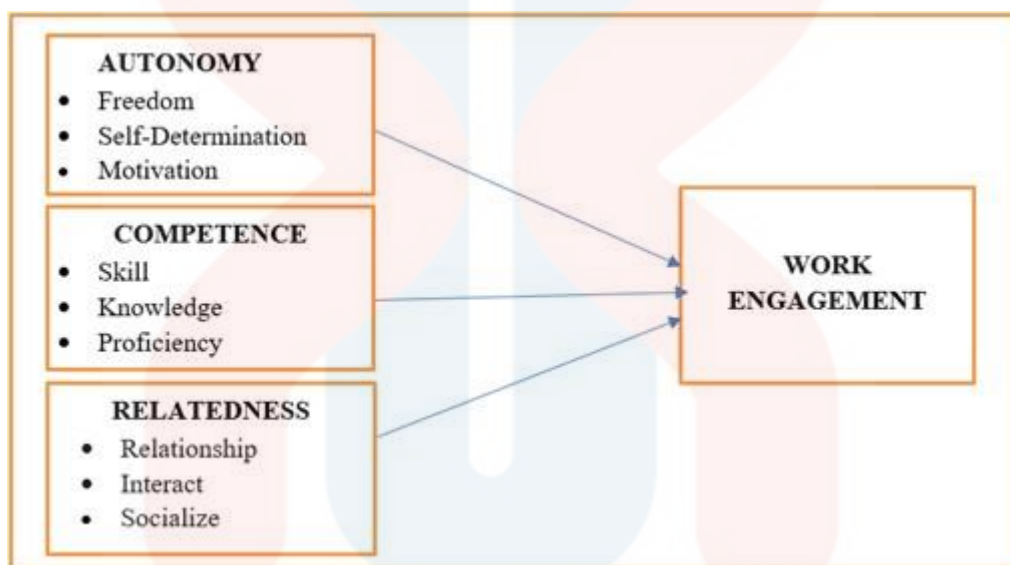
Figure 2.7.1: Conceptual Framework

2.8 SUMMARY

In short, this chapter defined, analyzed and classified the factors that led to work engagement among fitness center issues based on previous studies. Moreover, the chapter also discusses the hypothesis of this study. Last but not least, the conceptual framework is one of the key points in chapter 2, that has been identified according to the research issues and the previous research study that related.

CHAPTER 3

METHODOLOGY

3.1 INTRODUCTION

This chapter will elaborate on the methodology of this study. This chapter includes the research design, study population and sample size, sampling method, data collection procedure, research instrument, and data analysis. This chapter starts with establishing observation, data collection, and the sample size from the chosen population of study. Next, this chapter clarifies how to run the survey by using the method and data collection based on the objectives of the research. Research methodology is a large degree approach, which will include the population target of the study and also how to provoke feedback. Purposefully, according to Kassu Jilcha Sileyew (2019), methodology is a chapter on how to describe the performance of the research over the study periods.

3.2 RESEARCH DESIGN

A research design is a set of parameters for collecting and analyzing data with the goal of balancing relevance to the study goal with economy and method. According to Akhtar (2016), research design is the plan, structure, method, and inquiry concaved to ensure that the search question is answered, and variance is controlled. Therefore, the research design used in this study is quantitative research. Quantitative research analysis is a systematic approach of gathering and assessing information from various sources. Quantitative analysis relies on mathematical, statistical, and computational techniques to provide results.

Therefore, in this research, researcher used a quantitative research approach to study the relationship between psychological need satisfaction and work engagement among workers in fitness center. Thus, the quantitative research approach uses a cross-sectional study design to measure the relationship between work engagement and independent variables, namely autonomy, competency and relatedness. According to Oxford Fajar (2013), this quantitative method can be developed by questionnaire survey or face to face interview. Because it uses a large-scale research survey this study uses quantitative methods and questionnaires because it can spread the survey through an online platform.

3.3 POPULATION

The target population refers to workers in the gym which have been targeted by the researcher to obtain data to achieve the adjective of the study (Krejcie & Morgan, 1970). For this study, the target population involves communities in Kelantan.

3.4 SAMPLE SIZE

Sample size is a term used in a group of people selected from the general population to consider representative of the actual population for the study. Sample size is often an important step and decision faced by researchers. The number of individual samples or observations used in a survey or experiment is referred to as the sample size.

The study sample size was determined based on Krejcie & Morgan (1970) who used a fixed formula for population estimation. According to Serapi (2010), the community population in Kelantan is about 1,459,994 people. Therefore, the sample size is 384 Kelantan communities selected to answer the questionnaire.

3.5 SAMPLING METHOD

Sampling is the practice of selecting an adequate number of objects from a population so that researchers can evaluate the sample and comprehend its characteristics. The sampling method, according to Shona McCombes (2019), is the selection of a group of individuals from a statistical population in order to estimate attributes of the entire population. Compared to surveying the entire population, sampling is less expensive, faster, and can yield information when it is difficult to sample the entire population. According to Kirtley (2021), the researcher takes into consideration the quantity of measurements that must be performed on a person to generate a reliable estimate of the target phenomena. The focus of the sampling strategy is on characteristics of populations that the researchers have chosen.

There are two categories of sampling methods: non-probability sampling and probability sampling methods. Probability sampling is the process of selecting a sample from a population using the randomization principle, also referred to as random selection or chance. Probability sampling is more difficult, takes longer, and costs more money than non-probability sampling. The effectiveness of the researchers is greatly impacted by this sample strategy. It is carried out through observation and is often used in qualitative research.

```
                                    ┌──────────────────────────────────┐
                                    │ Probability                      │
                                    │    • Simple random sampling      │
                                    │    • Stratified sampling         │
                                    │    • Cluster sampling            │
                                    └──────────────────────────────────┘

┌──────────────────────┐
│  Sampling methods    │
└──────────────────────┘
                                    ┌──────────────────────────────────┐
                                    │ Non-probability                  │
                                    │    • Purposive sampling          │
                                    │    • Quota sampling              │
                                    │    • Convenience sampling        │
                                    └──────────────────────────────────┘
```
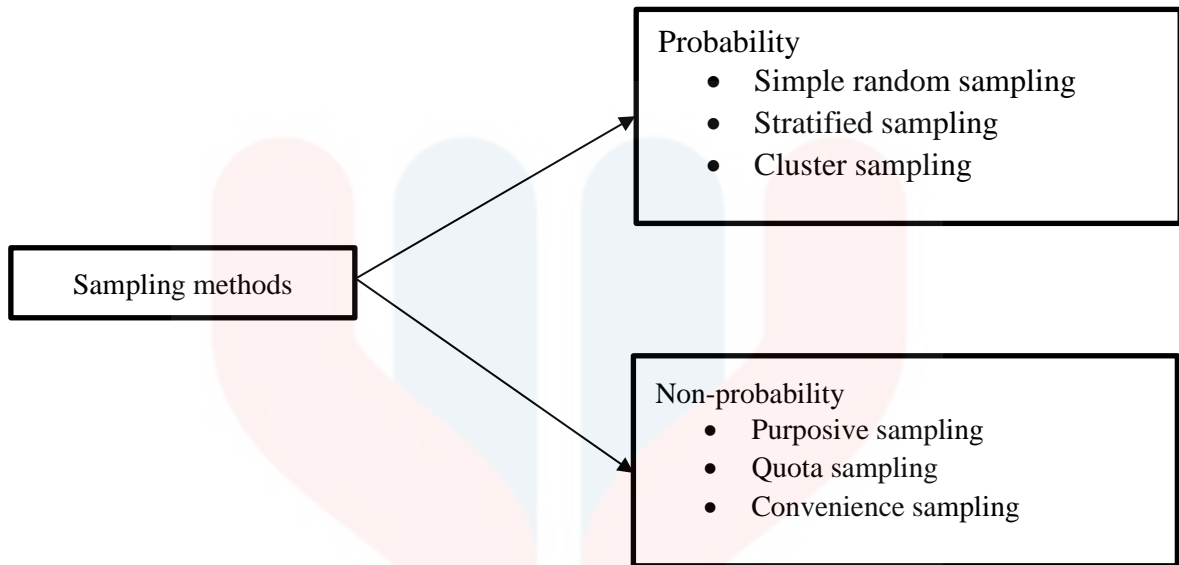
Figure 3.5.1: Sampling Techniques

The researcher used non-probability sampling in this study. Researchers used a convenience sampling. According to Etikan et al (2016) convenience sampling is a type of non-probability sampling in which members of the target population meet certain practical criteria in the study. Such as easy availability, accessibility at a certain time, or readiness to participate is included for the research purpose. This sampling is used to collect the data from workers in Fitness Center.

In this study, researchers will use this method to find out the specific research objectives that exist in the respondent population. The respondents consisted of fitness center workers in Kelantan. Before the respondents answer the questionnaire, the researcher will carefully explain the purpose of the research so that the respondents are aware of its contents. Employees at the fitness center filled out a questionnaire to provide information to the researcher. Questionnaires will be given to respondents who know about psychological need satisfaction and work engagement.

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The purpose of this sampling method is to create a conclusion about the relationship between psychological need satisfaction and work engagement. The data from respondents will be collected using a questionnaire that will be given by the researcher to the respondents in the field study. Accurate research findings can help researchers to identify the relationship between psychological need satisfaction and work engagement.

3.6 DATA COLLECTION PROCEDURE

Data collection is the methodical process of gathering and analysing information on pertinent factors in order to answer specific research questions, test hypotheses, and evaluate outcomes (Muhammad, 2016). Primary data and secondary data are the two methods for gathering data. Primary data is one type of data collection strategy and is obtained specifically for the job at hand. It is the unprocessed data gathered throughout the research process. Additionally, because the researcher is aware of the source of the data and that it was acquired by the researcher, it is a reliable technique of gathering data. While data secondary is a research technique that makes use of data that has previously been collected. In this study, the researcher used primary data that had been collected in the study field.

A questionnaire was used in this study to obtain information from the respondents. The questionnaire is divided into 3 parts. Part A involves questions regarding the respondent demographic segmentation, and it has six questions to answer. In this part, the questions are based on the characteristics about the population for example: age, area, gender, and what is employment status. Meanwhile, part B discusses the variables suggested used in this study. It focuses on all of the independent variable (Autonomy, Relatedness, and Competence). The last part content the discussion about the dependent variable (Work Engagement).

3.7 RESEARCH INSTRUMENT

The purpose of the research instrument is to serve as a tool for measuring and analysing the data gathered for this topic study by researchers (Pritha Bhandari, 2020). In addition, a research tool contains five methods for conducting the survey: questionnaires, observation, in-person interviews, experiments, and group discussions. Each of the instruments requires a detailed and extended examination to highlight its benefits and drawbacks. Additionally, researchers need to decide if a quantitative or qualitative approach will be taken to their study. Susan Farrell (2016) claims that a quantitative inquiry structure is a closed ended one that will be accomplished by assigning number values to its responses. In addition to employing a qualitative open-ended inquiry format and text data format (Susan Farrell, 2016). Nevertheless, we decided to use the quantitative approach of research to create questionnaires as the research instrument.

Basically, there are three sections in questionnaires, section A for demographic questions. That consists of age, area, gender and what is employee status. Next, section B and section C will be discussing topics that relate to dependent variables and independent variables of study. Dependent variable (section B) topics apply on work engagement. While independent variables (section C) develop questions about autonomy, competence and time relatedness. Generally, this data collection method will be applied in dwi-languages, which are English and Malay, accessible for respondents' understanding. The measurement of likert code from the scale 1 to 5 which is strongly satisfied to strongly dissatisfied to measure employees satisfaction and communication between employees in the fitness center.

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3.8 DATA ANALYSIS

As a guide for individuals who are interested in the fundamentals of data analysis, the study claims that data analysis is something that combines mathematics and necessitates a more in-depth study in order to know something (Brandt, 2014). Additionally, it has been suggested that the study of data analysis is beneficial for those working in the fields of science and engineering because they require a basic knowledge of the statistical techniques used to analyze experimental data and solve problems (Brandt, 2014). We employed a variety of methodologies for this data analysis in order to collect all the data required to provide a more robust justification for the project's title. We employ a Pearson correlation among them.

In this study the Pearson correlation method used is aimed at obtaining the required data analysis. This method was chosen because there are several forms of coefficients that are dominant and are used to obtain data (Jacob Benesty, 2009). The coefficients used are intended to identify between independent variable and dependent variable which is work engagement among fitness centers.

Statistical Package for the Social Sciences (SPSS) is the official name of the programme that we use to analyze the data. A popular software package for finding information and data is called SPSS (Frey, 2017). Utilizing SPSS has the benefit of being a particularly suited tool for processing social science research data. They include those in the medical, educational, and marketing industries. Additionally, this software is excellent for learning statistical data. Because this programme accurately analyzes the data, it may be used to produce accurate data about society. It can also create independent variables that will be

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closely related to dependent factors.

3.8.1 DESCRIPTIVE ANALYSIS

A set of data, which could be a sample of the complete population or a representative sample, can be described using descriptive statistics, which are a collection of straightforward descriptive coefficients. Measures of variability include minimum and maximum variables, standard deviation, variance, and measures of central tendency.

To identify and explain the characteristics of a certain data set, this study makes use of descriptive statistics, which offer a concise description of the data and sample size. The most well-known descriptive statistics are those that use the centre, mean, median, and mode measurements and are applied to practically all levels of mathematics and statistics. People use descriptive statistics to distil complex quantitative insights from big data sets into easily understood nuggets of information.

3.9 SUMMARY

This chapter went through the analysis that was going to be done for this study. Population and sample analysis are also listed in the research methodology, until further discussion. In this analysis, in terms of questionnaires, the quantitative approach was chosen, which was then distributed to the respondent.

CHAPTER 4

RESULTS AND DISCUSSION

4.1 INTRODUCTION

This chapter describe the result and finding which are based on the analysis data collected from the questionnaire. The purpose of this study was to examine the connection between workers at a fitness center autonomy, competence, and relatedness to work engagement. A questionnaire was used to collect information from 160 fitness center employees in Kelantan. According to the Pearson Correlation Coefficient data, relatedness, competence, and autonomy all had significant relationships with p 0.01 each. In this research, autonomy, competency, and relatedness are used as independent variables related to the dependent variable's perception of work engagement among workers in fitness center. A series of questions were distributed to 160 members of the target community using Google Forms. The survey data was analyzed using SPSS. The study's key findings are significant and justify the hypothesis.

4.2 DEMOGRAPHIC CHARACTERISTICS

Descriptive analysis was used to analyze the demographic profile of the respondents. Results are reported either as mean (M), standard deviation (SD), frequency (n) and percentage (%). A total of 160 respondents answered the survey with no missing data found. Table 4.1 shows the descriptive statistics of the demographic profile of the respondents.

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Variable	*Characteristics*	*n*	*%*
Gender	Male	93	58.1
	Female	67	41.9
Age		M: 25.70	STD: 3.629
	18-22 years old	22	13.8
	23-27 years old	99	61.88
	28-32 years old	29	18.13
	33-38 years old	10	6.3
Marital Status	Divorced	5	3.1
	Married	35	21.9
	Single	120	120
Race	Chinese	3	1.9
	India	2	1.3
	Malay	155	96.9
Religion	Buddha	3	1.9
	Hindu	1	.6

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	Islam	**155**	**96.9**
	Kristian	**1**	**.6**
Educational Field	Bachelor of Health and Fitness	**37**	**23.5**
	Bachelor of Health Entrepreneurship	**30**	**18.5**
	Diploma in Sports and Recreation Management	**29**	**18.0**
	Accounting	**14**	**9.0**
	Others	**50**	**31.0**
Level of Education	Foundation	**1**	**.6**
	Diploma	**40**	**25.0**
	Ijazah	**67**	**41.9**
	Matriculation	**2**	**1.3**
	PHD	**1**	**.6**
	SPM	**20**	**12.5**
	STPM	**29**	**18.1**

Work Status	Full time permanent employee	**60**	**37.6**
	Non-permanent full-time employees	**30**	**18.75**
	Permanent part-time job	**6**	**3.7**
	Irregular part-time jobs	**48**	**30**
	Others	**16**	**10**
Position At The GYM	Receptionist	**35**	**22**
	Nutritional consultant	**7**	**4.5**
	Health Coach	**32**	**20**
	Fitness consultant	**23**	**14.3**
	Personal trainer	**23**	**14.3**
	Manager	**7**	**4.6**
	Marketing manager	**23**	**14.3**
	Others	**10**	**.6**
Monthly Income	RM 1,000 & below	**53**	**33.1**
	RM 1,000-RM 3,000	**85**	**53.1**

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	RM 3,000-RM5,000	17	10.6
	RM 5,000 & above	5	3.1
Working Experience	1-2 years	90	56
	3-4 years	51	32
	5-6 years	9	.6
	Others	10	.6
Expertise Field	Give training	77	48
	Give nutritional advice	29	18
	Manager Company	21	13
	Others	33	21

Table 4.2.1: Demographic Profile Table

In terms of gender, the total number of male respondents is 93 (58.1%) while 67 (41.9%) are female respondents. This shows that Male respondents scored highest by answering the survey compared to Female respondents. This is so because of the difference in views between men and women where men focus more in terms of body care to look muscular and increase the stamina of the men's strength, while women are more interested in health activities on the contrary, generally not caring about how big their muscles are and many are not interested in strength training at a high level. Men go to the gym to lift heavy weights and feel strong, while women go to the gym to keep in shape to look fit.

In the age category, there are respondents aged 18 to 38 years. Moreover, the age category with the highest number of respondents to the survey was 23-27 years old.

Teenagers are among the biggest growing demographics in the health industry like this gym. From the results of the investigation, it was also found that teenagers are now more exposed to this job where their main purpose is just to take care of their health, but because they are interested in sports and have experience, they themselves follow in this field of work.

Furthermore, there are three categories in the survey for marital status. The three categories are single, married and divorced. The highest number of marital status categories that have answered this questionnaire are respondents from the single category with a frequency of 120 respondents with a value of 120% while the lowest are respondents from the divorced category with a frequency of 5 respondents and 3.1%. From the results of the investigation, the main reason is that those who are single have more free time than married and divorced people, so with the available time, those who are single spend time working in the gym while strengthening their stamina, even the difference in fitness of single people is more like to exercise than married and divorced.

A total of 160 respondents from various levels of education namely SPM, diploma, degree, PhD, Basic STPM and matriculation. Based on the table, the highest number of respondents is from a degree consisting of 67 respondents with a value of 41.9%. Whereas, Foundation, PHD and Matriculation have the lowest respondents consisting of 1, 1, and 2 a respondent in the 3rd level with values of .6% and 1.3% It is clear that the highest respondents consist of Degrees.

There are 3 different main races in this survey. The highest number of respondents were Malays consisting of 155 respondents with a value of 96.9%. The lowest is from the Indian race which is 2 respondents with a value of 1.3%. Malay respondents answered the questionnaire mostly because the majority race in Kelantan is Malay (Pawanteh & Kuake, 2016).

In addition, there are four levels in the respondent's monthly income such as less than RM1000, RM1000-RM3000, RM3000-RM5000, and RM5000 and above. Based on the highest frequency which is a monthly income of RM1000-RM3000 for 85 (53.1%) respondents, while the lowest frequency falls on a monthly income of RM5000 and above

which is 5 (3.1%) respondents. Here it is clear that the salary offered to the workers at this health center does not exceed rm5000 and above.

Next, religion based on this table displays 4 religions consisting of Buddhism, Hinduism, Islam and Christianity. The highest frequency of religion falls on Islam which gets as much as 155 (96.9), while these 2 religions pray the lowest frequency which is Hinduism and Christianity which is as much as 1 (.6). It is clearly proven that Kelantan has the largest number of Muslims compared to other religions.

See this report showing that the Field of Education was also surveyed to achieve the objectives of our study and from the results of this investigation we obtained more than 5 fields of education consisting of Bachelor of Health and Fitness, Bachelor of Health Entrepreneurship, Diploma in Sports and Recreation Management, Accounting and others. The highest frequency was obtained by Bachelor of Health and Fitness by 37 (23.5%) respondents, while the lowest frequency was Accounting by 15 (9.0) respondents. This has shown evidence that the workers at each gym health center have a degree in the health department and are very closely related to their choice of job.

Work status also plays an important role in each of these matters, aiming to confirm the extent to which the employee works according to the specified time because the employment status consists of Full-time permanent employee, non-permanent full-time employees, Permanent part-time job, Irregular part- time jobs and others. From the results of the study, it was found that the highest frequency was found in Full time permanent employees with a frequency of 60 (37.6%) and the lowest frequency consisted of Permanent part-time jobs of 6 (3.7%). The average gym worker in Kelantan mostly works full-time on a regular basis.

In addition, the position in the job was also surveyed in order to achieve the objectives of this study. It is understood that every job must have its own job position, with this every gym center in Kelantan has job positions such as Receptionist, Nutritional consultant, Health Coach, Fitness consultant, Personal trainer, Manager, Marketing manager and Others and the one that achieves the highest frequency is Receptionist as many as 35 (22%).

Work experience is one of the important things in every job. Where or the average job will definitely ask about this kind of thing and from the results of our study we show several years such as 1-2 years, 3-4 years, 5-6 years and others with the specific purpose of ensuring the extent to which an employee has experience in the field work at a gym center and has found the highest frequency falls on 1-2 years by 90 (56%) and the lowest frequency falls on 5-6 years by 9 (.6%). The results of the study found that employees in all gyms in Kelantan have an average of 1-2 years of work experience.

Finally, expertise field, apart from job positions, there are also areas of expertise that display the abilities of an employee, here we provide several areas of expertise such as Give training, Give nutritional advice, Company Manager and Others. From the results of the questionnaire, it was found that the highest frequency fell on areas of expertise such as Give training as much as 77 (48%) and the lowest frequency fell on Company Managers as much as 21 (13%) and this has proven that every employee throughout Kelantan is more expert in the field give training compared to others.

4.3 SCORE OF PSYCHOLOGICAL NEED SATISFACTION AMONG FITNESS CENTER WORKERS AND WORK ENGAGEMENT.

Descriptive analysis was used in this study to describe the fundamental aspects of the data. Finding patterns and summarizing the gathered data aids the researcher. Standard deviation and Mean are involved. Mode and percentage are typically used to express how a group of respondents are related to the data and are frequent values in a set of values. Based on the research questions and research design chosen for this study, these data should be analysed. In order to determine the association between job engagement (dependent variable) and autonomy, competency, and relatedness (independent variables) in this study, the mean and standard deviation for sections B and C of the questionnaires were analysed. The researcher compared the means of each questionnaire item's independent and dependent variables based on the findings of the analysis. The responses by respondent are scaled by using the 5-likert scale which are 1 represent "Very dissatisfied", 2 represent "dissatisfied", 3 represent "neutral", 4 represent "very satisfied"

and 5 represent "satisfied". Table 4.2 shows the score of psychological need satisfaction among spa workers based on autonomy, competency, relatedness and work engagement.

		1 n (%)	2 n (%)	3 n (%)	4 n (%)	5 n (%)	Mean (SD)
	Autonomy						
1.	I feel stressed at work.	0 (0)	0 (0)	73 (45.6)	73 (45.6)	14 (8.8)	3.63 (0.641)
2.	I am free to express my ideas and opinions about work.	0 (0)	0 (0)	46 (28.7)	89 (55.6)	25 (15.6)	3.87 (0.655)
3.	I feel like I can be myself at work.	0 (0)	0 (0)	37 (23.1)	82 (51.2)	41 (25.6)	4.03 (0.700)
4.	When I work, I have to do what I'm told.	0 (0)	0 (0)	42 (26.3)	104 (65.0)	14 (8.8)	3.83 (0.567)
5.	There are not many opportunities for me to decide for myself how to continue my work.	0 (0)	0 (0)	56 (35.0)	88 (55.0)	16 (10.0)	3.75 (0.624)
	Competency						
1.	I don't feel very efficient when I work	3 (1.9)	23 (14.4)	82 (51.2)	42 (26.3)	10 (6.3)	3.21 (0.832)
2.	People at work tell me I'm good at what I do.	0 (0)	6 (3.8)	52 (32.5)	81 (50.6)	21 (13.1)	3.73 (0.733)
3.	I have been able to learn interesting new skills in my job.	0 (0)	4 (2.5)	48 (30.0)	86 (53.8)	22 (13.8)	3.79 (0.704)
4.	In my job, I don't get many opportunities to show how capable I am.	4 (2.5)	18 (11.3)	62 (38.8)	63 (39.4)	13 (8.1)	3.39 (0.884)
5.	When I work, I often feel helpless.	4 (2.5)	15 (9.4)	79 (49.4)	50 (31.3)	12 (7.5)	3.32 (0.842)

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Relatedness

No.	Item						Mean (SD)
1.	I really like the people I work with.	0 (0)	0 (0)	40 (25.0)	59 (36.9)	61 (38.1)	4.13 (0.786)
2.	I get along with people at work.	0 (0)	0 (0)	38 (23.8)	65 (40.6)	57 (35.6)	4.12 (0.764)
3.	I consider the people I work with as my friends.	0 (0)	0 (0)	37 (23.1)	61 (38.1)	62 (38.8)	4.16 (0.773)
4.	People at work care about me.	0 (0)	1 (0.6)	36 (22.5)	68 (42.5)	55 (34.4)	4.11 (0.766)
5.	People at work are quite friendly with me.	0 (0)	0 (0)	39 (24.4)	60 (37.5)	61 (38.1)	4.14 (0.781)

Work Engagement

No.	Item						Mean (SD)
1.	I am willing accept change.	1 (.6)	7 (4.4)	36 (22.5)	65 (40.6)	51 (31.9)	3.99 (0.883)
2.	I am ready to take on new tasks as needed.	0 (0)	5 (3.1)	28 (17.5)	74 (46.3)	53 (33.1)	4.09 (0.791)
3.	I take the initiative to help other employees when the need arises.	0 (0)	6 (3.8)	31 (19.4)	71 (44.4)	52 (32.5)	4.06 (0.818)
4.	I keep going even when things get tough.	0 (0)	6 (3.8)	29 (18.1)	76 (47.5)	49 (30.6)	4.05 (0.799)
5.	I quickly adapt to difficult situations.	0 (0)	7 (4.4)	33 (20.6)	66 (41.3)	54 (33.8)	4.04 (0.849)
6.	When at work, I am fully focused on my job duties.	0 (0)	5 (3.1)	33 (20.6)	59 (36.9)	63 (39.4)	4.13 (0.845)
7.	I am happy and interested in the field of work I am engaged in.	0 (0)	5 (3.1)	29 (18.1)	65 (40.6)	61 (38.1)	4.14 (0.820)
8.	I am very passionate about my job.	0 (0)	5 (3.1)	33 (20.6)	61 (38.1)	61 (38.1)	4.11 (0.839)
9.	I feel that the work I do can inspire me.	0 (0)	7 (4.4)	27 (16.9)	61 (38.1)	65 (40.6)	4.15 (0.856)

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10.	I feel really happy if I can fully commit to the tasks at work.	0 (0)	5 (3.1)	30 (18.8)	58 (36.3)	67 (41.9)	4.17 (0.841)

` Table 4.3.1: Psychological Need Satisfaction among Fitness Center Workers and Work Engagement.

The result from the table 4.3.1 shows the autonomy item of question number 3 (I feel like I can be myself at work) has the highest mean score which is (M=4.03, SD=0.700). Question number 1 (I feel stressed at work) has the lowest score which is (M=3.63, SD=0.641). Next for the competency section, question number 3 (I have been able to learn interesting new skills in my job) has the highest mean score which is (M=3.79, SD=0.705). Question number 1 (I don't feel very efficient when I work) has the lowest score which is (M=3.21, SD=0.832). The next is relatedness section, question number 3 (I consider the people I work with as my friends) has the highest mean score which is (M=4.16, SD=0.773). Question number 4 (People at work care about me) has the lowest score which is (M=4.11, SD=0.766). Finally, the result on the work engagement section shows that question number 10 (I feel really happy if I can fully commit to the tasks at work) has the highest mean score which is (M=4.17, SD=0.841). Meanwhile, question number 1 (I am willing accept change) has the lowest score which is (M=3.99, SD=0.883). Autonomy, Competency and Relatedness are very important elements for every job, including gym workers, to ensure that work engagement in the workplace increases. Employees are more likely to be autonomously motivated when managers foster autonomy, competence, and relatedness (Van den Broeck et al., 2016). Engaged employees will often recognize the value and challenges of their profession, and they show enjoyment and pride in it, which improves performance (Yang et al., 2019).

To determine the level of knowledge for each dimension, the summative score of each was converted to a binary variable using the mean as the cut-off point. The level of knowledge was categorized either poor or good knowledge. The mean cut-off point for autonomy was --, competency was --, relatedness was --, and overall respondent was --.

4.4 RELATIONSHIP BETWEEN PSYCHOLOGICAL NEEDS SATISFACTION AND WORK ENGAGEMENT

Pearson correlation coefficient analysis was performed to identify the relationship between psychological needs satisfaction which is autonomy, competence, and relatedness factors with work engagement. The strength and direction of the relationship between the variables were then determined. Table 4.4.1 shows the Pearson correlation between variables.

Research hypothesis	Variables	P-value	r-value	Strength of correlation	Evaluation of test
H1	Autonomy and work engagement	<0.01	0.211	Weak positive correlate	Hypothesis was accepted
H2	Competence and work engagement	<0.01	0.222	Weak positive correlate	Hypothesis was accepted
H3	Relatedness and work engagement	<0.01	0.726	Strong positive correlate	Hypothesis was accepted

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

Table 4.4.1: Pearson Correlation Between Variables

The p-value of autonomy, competence, and relatedness factor were <0.01 respectively. Therefore, there is a significant relationship between autonomy, competence, and relatedness which is psychological needs satisfaction and work engagement among fitness workers. The correlation coefficient of 0.211 and 0.222 suggested a weak positive correlation relationship between autonomy, competence factors and work engagement among fitness workers. However, the correlation coefficient of 0.726 suggested a strong positive correlation relationship between relatedness factors and work engagement among fitness centers.

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The findings demonstrate that the work engagement among fitness workers is influenced by psychological needs satisfaction. There has not been much use of the autonomy, competence, and relatedness factors in influencing the work engagement among fitness works in the previous research studies. Independent variables associated with dependent variables are expressed as the originality trait in this study because the researcher has not found this relationship in the previous studies.

However, fitness centers need to improve their development for work engagement with regard autonomy, competence, and relatedness to targeted interventions, policies, training, and practices to enhance employee well-being and engagement.

4.4.1 RELATIONSHIP BETWEEN AUTONOMY FACTOR AND WORK ENGAGEMENT AMONG FITNESS CENTER WORKERS.

The researcher proposes a method of autonomy to show the weak positive correlation with work engagement and hypothesis was accepted. Employees with high method autonomy are allowed to choose adequate strategies to deal with a situation, resulting in learning (Parker, 2014). Work engagement increases when employees have freedom in carrying out their tasks. Scheidt (2021) stated that employees who are empowered to make choices, and who are held accountable for their results, are more productive and happier than those who are not. Additionally, a study by Jerath (2018) found that freedom at workplace is positively related with work engagement. This makes employees determine which performance goals they see as most beneficial to their company. Even if it is just a little freedom, it will have an impact on the company's work engagement. A study conducted by Salanova, Liorens and Cifre (2019) found that freedom at work is related to work engagement.

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Employees who can perform their tasks with high confidence can increase work engagement in the workplace. Employees who are confident in their actions make them eager to continue their tasks. The result of this can cause employee engagement among employees to increase because every task that is done is based on the employee's own self-determination. A significant body of research has indicated that autonomy-supportive environments promote self-motivation (Ryan and Deci, 2017). In this research, the concept of autonomy factor is one of the aspects that must be considered, because it can increase work engagement.

Work motivation is the psychological drive that generates goal-directed complicated cognition and action processes (Shkoler, 2020). A study conducted by Khan (2013), revealed that there is a positive relationship between motivation and employee engagement. Another study by Engidaw (2021), found that motivation is related to work engagement. Additionally, research conducted by Tuin (2020) found that work motivation is positively related to work engagement.

Hypothesis 1

There is a significant relationship between autonomy factor and work engagement among fitness center workers.

4.4.2 RELATIONSHIP BETWEEN COMPETENCY FACTOR AND WORK ENGAGEMENT AMONG FITNESS CENTER WORKERS.

According to a study by Haruna & Marthandan (2017), foundational competencies have a big impact on work engagement. The researcher proposes a method of competence to show the weak positive correlation with work engagement and hypothesis was accepted.

Competency is important to create fast and quality work results. Through high competence employees can perform tasks quickly and efficiently. Therefore, competency is very important to apply in every company. Employee competency development yields a highly favorable organizational consequence (Nazim and Mukherjee, 2013). The relationship between competency factor and work engagement also has an effect and influenced workers in the fitness center (C. Lu, Yang, & Wu 2019). Creating an engaging work environment requires a key set of leadership behaviors. In other words, the ability to create engagement is a competency.

In other words, skills competencies have a weak positive correlation with work engagement, which can increase the level of work engagement. Based on Akkermans et al., (2013) found that skills of competencies also demonstrate that personal resources act as mediators in the motivational process, meaning that job resources can activate personal resources (Akkermans et al., 2013). Research by Savitri, Nuraini, & Mardhatillah, (2016) explained that motivation is one of the key elements in enhancing employee quality. The vigor and devotion dimensions are first affected by perceived abilities linked to job engagement in workers with horizontal education mismatch. The study by Wardani & Fatimah (2020) also revealed that a significant factor affecting work engagement is the intellectual component of skills abilities. This is supported by unidirectional data, which show that if people with horizontal education mismatches have strong intellectual abilities competences, they also have high levels of job engagement. (Wardani & Fatimah, 2020).

A study by Wibowo (2012) stated that competence is the ability to do or complete a job or task using knowledge and the work ethic required for the position. While the other three are hidden and challenging to develop, knowledge is visible, can be evaluated, and

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can be ingrained in one's life via the proper training and development activities. There is evidence from several research that there is a beneficial association between work engagement and knowledge. Research by Haruna (2017) showed that the combination of information, skills, personal characteristics, and attributes that make up competence results in greater performance. (Haruna 2017). A study by Van Rooij (2012) in Haruna (2017) mentions that competence describes the knowledge, skills, and ability required to function effectively in every work environment.

One potential factor that is related with work engagement is proficiency, which includes individual job proficiency, team member proficiency, and organization member proficiency. There is evidence from several research that there is a beneficial association between work engagement and proficiency. Research by Bakker and Demerouti (2014) showed that the association between work engagement and proficiency is good, as shown by several research studies. These factors are connected to sources of work engagement such social support from coworkers and managers and skill diversity.

Hypothesis 2

There is a significant relationship between competency factor and work engagement among fitness center workers

4.4.3 RELATIONSHIP BETWEEN RELATEDNESS FACTOR AND WORK ENGAGEMENT AMONG FITNESS CENTER WORKERS

The relationship between the relatedness factor and work engagement also influenced workers in the fitness center. The correlation results are strong positive, and the hypothesis is accepted. Relatedness represents the feeling of acceptance and connection

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that one feels with other people engaged in the activity and a commitment to share experiences as a way of connecting to others in the community (Baumeister and Leary, 1995). Besides that, they also provide encouragement and develop relationships to meet the need for relatedness are likely to support positive health behavior change. Employee motivation and the desire to perform their tasks successfully can be affected by their sense of relatedness at work, which can also lower turnover rates (Ishii et al., 2018).

Saks, 2011 asserts that during the past ten years, interest in work engagement and involvement has grown significantly. A study conducted by Saks (2011) found that there is a relationship between employee engagement and workplace interaction. It should be stressed, nevertheless, that this study will concentrate on work engagement rather than employee engagement. Work engagement refers to an individual's relationship with their employment, whereas employee engagement refers to an individual's relationship with both their job and the organization (Schaufeli, 2017). According to Macey and Schneider (2008), a person is more likely to have a positive and energizing work experience when dispositional traits like positive affectivity and proactive personality interact. They contend that the possibility of meaningful work combining with dispositional affect to predict employee engagement is convincing.

Social contacts are crucial for wellbeing, and wellbeing positively affects employee engagement. Higher employee engagement levels were associated with lower business costs, better performance results, lower staff unemployment and absenteeism, and fewer safety issues (Gallup, 2015). According to Cornelissen, 2016, in collaborative team settings or between senior and junior employees, social interaction can result in knowledge and productivity spillover, especially in low-skilled jobs and occupations. For instance,

Mas and Moretti (2009) discovered that when employees were paired with quicker, more experienced coworkers, production increased. A study conducted by Mas and Moretti (2009) found that the employees who are content with the relationships they have at work in general are likely to be more loyal to the company. Sias (2005) mentions that the leaders may stimulate the growth of more positive relationships and greatly influence and improve employee satisfaction by promoting informal contacts, such as after-hours social gatherings. Additionally, research conducted by Sias (2005) found that growth of more positive relationships is positively related to work engagement.

Hypothesis 3

There is a significant relationship between relatedness factor and work engagement among fitness center workers.

4.5 SUMMARY

The main goal of this study is to investigate the connections between fitness facility employee perception and employee knowledge. The independent variable, which is provided by work engagement among fitness center employees, is autonomy, competence, and relatedness. As mentioned, the total number of respondents is 384, only 160 questionnaires can be distributed because there are time constraints and there is fitness center that do not cooperate.

Next, the researcher then finds the questionnaire survey using SPSS and analyses it for descriptive and inferential analysis. The results in their final form should show the significance of the relationship between the independent and dependent variables. This implies that there is a substantial correlation between the independent variable and how the fitness centre employees perceive their level of work engagement. Based on a summary of the final findings from the data analysis, all of the stated hypotheses (H1, H2, and H3) are

accepted. This research's limitations and recommendations are also included for use in future research. Therefore, one of the most important things to know about autonomy, competence, and relatedness is public knowledge. The findings of this research provide valuable insights for gym managers, human resource professionals, and policymakers in the Malaysian fitness industry. Understanding the relationship between psychological need satisfaction and work engagement can inform the development of targeted interventions, policies, training and practices to enhance employee well-being and engagement. By creating a positive work environment that fosters psychological need satisfaction focusing on autonomy, competence and relatedness, fitness organizations can promote employee satisfaction, productivity, and customer satisfaction.

CHAPTER 5

CONCLUSION

5.1 INTRODUCTION

The outcome from Chapter 5 is discussed in this chapter. This chapter also discusses the findings and conclusions, limitations, and recommendations in summary. The researchers will draw conclusions regarding this investigation at the end of this chapter.

5.2 RECAPITULATION OF THE FINDINGS

The recapitulation of the findings from the previous chapter, which is chapter 4, that were based on the research objective, research questions, and hypothesis for this research. This research was conducted to examine a relationship between psychological needs satisfaction and work engagement among fitness center workers in Kelantan. The results shown in Chapter 4 are based on the questionnaire that was designed for the respondent. The questionnaire consisted of a total of 25 questions, which included all the sections.

Hypothesis	Independent variable	Dependent variable	Test used
H1: There is a significant relationship between autonomy factor and work engagement among fitness centers workers.	Autonomy	Work engagement	Pearson correlation coefficient

H2: There is a significant relationship between competence factor and work engagement among fitness centers workers.	Competence	Work engagement	Pearson correlation coefficient
H3: There is a significant relationship between relatedness factor and work engagement among fitness centers workers.	Relatedness	Work engagement	Pearson correlation coefficient

Table 5.2: Recapitulation of The Findings

5.2.1 RELATIONSHIP BETWEEN AUTONOMY FACTOR AND WORK ENGAGEMENT AMONG FITNESS CENTER WORKERS.

Research question 1 of this research asked about the relationship between autonomy and work engagement among fitness center workers. This is also to answer the first objective and hypothesis. Hence, Table 5.2.1 shows the research objectives, questions, and hypothesis.

No.	Research Objective (RO)	Research Question (RQ)
1.	To identify the relationship between autonomy factor and work engagement among fitness center workers.	What is the relationship between autonomy factor and work engagement among fitness center workers?
	H1: There is a significant relationship between autonomy factor and work engagement among fitness centers.	

Table 5.2.1: Research Objective 1 and Research Question 1

The results of hypothesis H1 in Chapter 4 reviewed to answer Research Question H1 stated that there is a significant relationship between the autonomy factor and work

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engagement among fitness centers. From the findings, it shows that there is weak positive with a correlation coefficient of 0.211 and a p-value is <0.01 which is less than the highly significant level of 0.01. Therefore, H1 is accepted.

5.2.2 RELATIONSHIP BETWEEN COMPETENCY FACTOR AND WORK ENGAGEMENT AMONG FITNESS CENTER WORKERS.

Research question 2 of this research asked about the relationship between competence factor and work engagement among fitness centers workers. This also to answer the second objective and hypothesis.

No.	Research Objective (RO)	Research Question (RQ)
1.	To identify the relationship between competency factor and work engagement among fitness center workers.	What is the relationship between competency factor and work engagement among fitness center workers?
	H1: There is a significant relationship between competence factor and work engagement among fitness centers.	

Table 5.2.2**:** Research Objective 2 and Research Question 2

The results of hypothesis H2 in chapter 4 reviewed to answer research questions H2 stated that there is a significant relationship between relatedness factor and work engagement among fitness centers. From the findings, it shows that there is also weak positive with correlation coefficient of 0.222 while p-value is <0.01 which is less than highly significant level 0.01. Thus, H2 is accepted.

5.2.3 RELATIONSHIP BETWEEN RELATEDNESS FACTOR AND WORK ENGAGEMENT AMONG FITNESS CENTER WORKERS.

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Research question 3 of this research asked the relationship between relatedness factor and work engagement among fitness centers. This also to answer the second objective and hypothesis. Hence, 5.2.3 showed the research objectives, questions, and hypothesis.

No.	Research Objective (RO)	Research Question (RQ)
1.	To identify the relationship between relatedness factor and work engagement among fitness center workers.	What is the relationship between the relatedness factor and work engagement among fitness center workers?
	H1: There is a significant relationship between relatedness factor and work engagement among fitness centers.	

Table 5.2.3: Research Objective 3 and Research Question 3

The results of hypothesis H3 in chapter 4 reviewed to answer research questions H3 stated that there is a significant relationship between relatedness factor and work engagement among fitness centres. From the findings, it shows that there is strong positive with correlation coefficient of 0.726 while p-value is <0.01 which is less than the highly significant level 0.01. Thus, H3 is accepted.

5.4 RESEARCH LIMITATION

The limitation of study is that we lack respondents. That is because, we were given the task to survey the employees under this health center by filling in a google from that we should have obtained as many as 384 respondents but from the results of the study we have obtained as many as 160 respondents only, because there may not be as many workers in the health sector in Kelantan as we think. However, despite the insufficient number of respondents, the researcher was still able to analyze the existing data to gain initial insights or to run descriptive analysis.

In addition to the limitation of the study, looking at the discipline or behavior of the

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respondents is certainly not for good cooperation. This is because the management of the relationship between our group and the health workers did not give a good response where they were indifferent in the matter of filling out the questionnaire distribution through the google form, we provided. Through the relationship of communication, they also do not answer well, they feel that the study we provide is not important for them, therefore they only give unsatisfactory responses.

Last but not least, respondent lacks time. This is because they are too busy with their work and home affairs, and they forget about the matters we discussed with them. Because the data collection was conducted during the fasting month, most respondents found it difficult to find time to answer the questionnaire because they were busy with other things.

5.5 RECOMMENDATIONS

This study still needs improvement for future studies. Therefore, here have been prepared some recommendations to be used in future studies so that the output can be produced even better.

The first suggestion is to switch to qualitative data collection from the current quantitative methodologies. Future researchers will be able to collect data using both quantitative and qualitative methods, including telephone surveys and in-person interviews. Particularly for face-to-face or telephone interviews, it is possible to clearly understand the respondent's behaviors through the questions provided. As a result, it offers more accurate, reliable, and useful information for research.

Next, the researcher can distribute the questionnaire in a more formal form instead of just distributing it online. If the questionnaire is to be given physically, a confirmation letter from the university is required to successfully distribute the questionnaire. This is so that respondents do not hesitate and believe in answering the distributed questionnaire because the survey is included with the confirmation letter. If the questionnaire is distributed physically, the respondent can ask the researcher if there is any confusion about the question.

Lastly, to get the best results, the target population needs to be enlarged and not only focus on Kelantan. This is because the number of respondents will be more, and the desired number is easier to achieve because there are many gyms in Malaysia. With a larger number of respondents, the data obtained will be more significant because the study was conducted throughout Malaysia. In order to avoid time constraints, the researcher needs to arrange the time to distribute the questionnaire to avoid the number of respondents failing to be reached due to time constraints. For example, researchers need to distribute questionnaires separately in other places so that data can be collected more quickly and efficiently.

5.6 SUMMARY

The aim of this study was to investigate the relationship between work engagement and employee autonomy, competence, and relatedness at a fitness center. Additionally, other individuals who are conducting research on the relationship between psychological need fulfilment and work engagement among fitness center employees may use this study as a reference, particularly the gym management and the parties involved. The findings are used to draw conclusions after a thorough review of the results obtained in Chapter 4 using the Statistical Package for the Social Sciences (SPSS). As a result, relatedness, autonomy, and competence all significantly affect fitness facility employee's performance at the gym. As a result, it is hoped that the data from this study will help the right people take action to help employees who are having issues with psychological satisfaction and work engagement among fitness center workers and find a solution for those who are in trouble.

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Table 3.1

Table for Determining Sample Size of a Known Population

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	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	1000000	384

Note: N is Population Size; S is Sample Size   Source: Krejcie & Morgan, 1970

APPENDICES II

QUESTIONS

RELATIONSHIP BETWEEN PSYCHOLOGICAL NEED SATISFACTION AND WORK ENGAGEMENT AMONG FITNESS CENTER WORKERS IN KELANTAN/ HUBUNGAN ANTARA KEPUASAN KEPERLUAN PSIKOLOGI DAN PENGLIBATAN KERJA DI KALANGAN PEKERJA SPA DI KELANTAN.

SECTION A: DEMOGRAPHIC DETAILS (BAHAGIAN A: BUTIRAN DEMOGRAFI)

1. GENDER/JANTINA

- o Male/Lelaki

- o Female/Perempuan

2. AGE/UMUR

- o 18-21 years old/18-21 tahun

- o 22-25 years old/22-25 tahun

- o 26-29 years old/26-29 tahun

- o 30 years old and above/30 tahun keatas

3. STATUS

- o Married/Berkahwin

- o Single/Bujang

- o Divorced/Bercerai

- o Other:

4. RACE/BANGSA

- o India/ India

- o Malay/ Melayu

- o Chinese/ Cina

- o Other:

5. RELIGION/AGAMA*

o Muslim

o Buddha

o Kristian

o Other:

6. LEVEL OF EDUCATION/TAHAP PENDIDIKAN*

o PMR/PT3

o SKM

o STPM

o Secondary School/SPM

o Diploma

o Degree/Ijazah

o Master

o PhD

o Other:

7. EDUCATION FIELD/BIDANG PENDIDIKAN*

o Sarjana Muda Kesihatan dan Kecergasan/ Bachelor of Health and Fitness

o Sarjana Muda Keusahawanan Kesihatan/ Bachelor of Health Entrepreneurship

o Diploma Pengurusan Sukan dan Rekreasi/ Diploma in Sports and Recreation Management

o Other:

8. CURRENT EMPLOYMENT STATUS/STATUS PEKERJAAN SEKARANG

o Pekerjaan tetap sepenuh masa/ Full time permanent job

o Pekerjaan sepenuh masa tidak tetap/ Full-time employment is not permanent

o Pekerjaan sambilan tetap/ Permanent part-time job

o Pekerjaan sambilan tidak tetap/ Irregular part-time jobs

o Other:

9. POSITION AT THE GYM/JAWATAN DI GYM

o Pengurus/ Manager

o Penyambut tetamu/ Receptionist

o Jurulatih Kecergasan/ Fitness Trainer

o Jurulatih Peribadi/ Personal Trainer

o Perunding Kecergasan/ Fitness Consultant

o Pengurus Pemasaran/ Marketing manager

o Other:

10. MONTHLY INCOME

o RM 1,000 & below

- RM 1,000- RM 3,000

- RM 3,000- RM 5,000

- More than RM 5,000

11. WORK EXPERIENCE

- 1 year/1 tahun

- 2 year/ 2 tahum

- 3 year/ 3 tahun

- 4 year/ 4 tahun

- 5 year/ 5 tahun

- Other:

12. AREA OF EXPERTISE OR PRACTICE/ BIDANG KEPAKARAN

- Memberi Latihan/ Give training

- Memberi Nasihat Pemakanan/ Giving Nutritional Advice

- Mengurus Syarikat/ Managing the Company

- Other:

13. Adakah anda berpuas hati dengan jenis pekerjaan sekarang? /Are you satisfied with your current job?

- Sangat tidak berpuas hati/ Very Dissatisfied

- Tidak berpuas hati/ Dissatisfied

- Neutral/ Neutral

- Berpuasa hati/ Satisfied

o   Sangat Berpuas hati/ Very satisfied

14. Adakah anda berpuas hati dengan taraf gaji yang diberikan? /Are you satisfied with the level

   of salary given?

o   Sangat tidak berpuas hati/ Very Dissatisfied

o   Tidak berpuas hati/ Dissatisfied

o   Neutral/ Neutral

o   Berpuasa hati/ Satisfied

o   Sangat Berpuas hati/ Very satisfied

15. Adakah anda berpuas hati dengan hubungan interpersonal bersama majikan dan penyelia?

   /Are you satisfied with interpersonal relationships with employers and supervisors?

o   Sangat tidak berpuas hati/ Very Dissatisfied

o   Tidak berpuas hati/ Dissatisfied

o   Neutral/ Neutral

o   Berpuasa hati/ Satisfied

o   Sangat Berpuas hati/ Very satisfied

16. Adakah anda berpuas hati dengan hubungan interpersonal sesama rakan sekerja?Are you

   satisfied with interpersonal relationships among colleagues?

o   Sangat tidak berpuas hati/ Very Dissatisfied

o   Tidak berpuas hati/ Dissatisfied

o   Neutral/ Neutral

o   Berpuasa hati/ Satisfied

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o   Sangat Berpuas hati/ Very satisfied

SECTION B: 1.1 AUTONOMY

o   **Sangat tidak berpuas hati/ Very Dissatisfied**

o   **Tidak berpuas hati/ Dissatisfied**

o   **Neutral/ Neutral**

o   **Berpuasa hati/ Satisfied**

o   **Sangat Berpuas hati/ Very satisfied**

1. Saya berasa tertekan di tempat kerja/ I feel stressed at work.

o   Sangat tidak berpuas hati/ Very Dissatisfied

o   Tidak berpuas hati/ Dissatisfied

o   Neutral/ Neutral

o   Berpuasa hati/ Satisfied

o   Sangat Berpuas hati/ Very satisfied

2. Saya bebas untuk menyatakan idea dan pendapat saya tentang kerja/ I am free to express my ideas and opinions about work.

o   Sangat tidak berpuas hati/ Very Dissatisfied

o   Tidak berpuas hati/ Dissatisfied

o   Neutral/ Neutral

o   Berpuasa hati/ Satisfied

o   Sangat Berpuas hati/ Very satisfied

3. Saya rasa saya boleh menjadi diri saya sendiri di tempat kerja/ I feel like I can be myself at work.

o Sangat tidak berpuas hati/ Very Dissatisfied

o Tidak berpuas hati/ Dissatisfied

o Neutral/ Neutral

o Berpuasa hati/ Satisfied

o Sangat Berpuas hati/ Very satisfied

4. Apabila saya bekerja, saya perlu melakukan apa yang disuruh./ When I work, I have to do what I'm told

o Sangat tidak berpuas hati/ Very Dissatisfied

o Tidak berpuas hati/ Dissatisfied

o Neutral/ Neutral

o Berpuasa hati/ Satisfied

o Sangat Berpuas hati/ Very satisfied

5. Tidak banyak peluang untuk saya membuat keputusan sendiri bagaimana untuk meneruskan kerja saya./ There are not many opportunities for me to decide for myself how to continue my work.

o Sangat tidak berpuas hati/ Very Dissatisfied

o Tidak berpuas hati/ Dissatisfied

o Neutral/ Neutral

o Berpuasa hati/ Satisfied

o Sangat Berpuas hati/ Very satisfied

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SECTION B: 1.2 COMPETENCE

- **Sangat tidak berpuas hati/ Very Dissatisfied**

- **Tidak berpuas hati/ Dissatisfied**

- **Neutral/ Neutral**

- **Berpuasa hati/ Satisfied**

- **Sangat Berpuas hati/ Very satisfied**

1. Saya tidak berasa sangat cekap apabila saya bekerja/ I don't feel very efficient when I work.

- Sangat tidak berpuas hati/ Very Dissatisfied

- Tidak berpuas hati/ Dissatisfied

- Neutral/ Neutral

- Berpuasa hati/ Satisfied

- Sangat Berpuas hati/ Very satisfied

2. Orang di tempat kerja memberitahu saya saya mahir dalam apa yang saya lakukan/ People at work tell me I'm good at what I do.

- Sangat tidak berpuas hati/ Very Dissatisfied

- Tidak berpuas hati/ Dissatisfied

- Neutral/ Neutral

- Berpuasa hati/ Satisfied

- Sangat Berpuas hati/ Very satisfied

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3. Saya telah dapat mempelajari kemahiran baharu yang menarik dalam pekerjaan saya./ I have been able to learn interesting new skills in my job.

o Sangat tidak berpuas hati/ Very Dissatisfied

o Tidak berpuas hati/ Dissatisfied

o Neutral/ Neutral

o Berpuasa hati/ Satisfied

o Sangat Berpuas hati/ Very satisfied

4. Dalam pekerjaan saya, saya tidak mendapat banyak peluang untuk menunjukkan betapa berkebolehan saya/ In my job, I don't get many opportunities to show how capable I am.

o Sangat tidak berpuas hati/ Very Dissatisfied

o Tidak berpuas hati/ Dissatisfied

o Neutral/ Neutral

o Berpuasa hati/ Satisfied

o Sangat Berpuas hati/ Very satisfied

5. Apabila saya bekerja, saya sering berasa tidak berkemampuan./ When I work, I often feel helpless.

o Sangat tidak berpuas hati/ Very Dissatisfied

o Tidak berpuas hati/ Dissatisfied

o Neutral/ Neutral

o Berpuasa hati/ Satisfied

o Sangat Berpuas hati/ Very satisfied

SECTION B: 1.3 RELATEDNESS

- **Sangat tidak berpuas hati/ Very Dissatisfied**

- **Tidak berpuas hati/ Dissatisfied**

- **Neutral/ Neutral**

- **Berpuasa hati/ Satisfied**

- Sangat Berpuas hati/ Very satisfied

-

1. Saya sangat suka orang yang bekerja dengan saya/ I really like the people I work with.

- Sangat tidak berpuas hati/ Very Dissatisfied

- Tidak berpuas hati/ Dissatisfied

- Neutral/ Neutral

- Berpuasa hati/ Satisfied

- Sangat Berpuas hati/ Very satisfied

2. Saya bergaul dengan orang di tempat kerja/ I get along with people at work.

- Sangat tidak berpuas hati/ Very Dissatisfied

- Tidak berpuas hati/ Dissatisfied

- Neutral/ Neutral

- Berpuasa hati/ Satisfied

- Sangat Berpuas hati/ Very satisfied

3. Saya menganggap orang yang bekerja dengan saya sebagai kawan saya/ I consider the people I work with as my friends.

- Sangat tidak berpuas hati/ Very Dissatisfied

o Tidak berpuas hati/ Dissatisfied

o Neutral/ Neutral

o Berpuasa hati/ Satisfied

o Sangat Berpuas hati/ Very satisfied

4. Orang di tempat kerja mengambil berat tentang saya/ People at work care about me.

o Sangat tidak berpuas hati/ Very Dissatisfied

o Tidak berpuas hati/ Dissatisfied

o Neutral/ Neutral

o Berpuasa hati/ Satisfied

o Sangat Berpuas hati/ Very satisfied

5. Orang di tempat kerja agak mesra dengan saya/ People at work are quite friendly with me.

o Sangat tidak berpuas hati/ Very Dissatisfied

o Tidak berpuas hati/ Dissatisfied

o Neutral/ Neutral

o Berpuasa hati/ Satisfied

o Sangat Berpuas hati/ Very satisfied

SECTION C: WORK ENGAGEMENT

o **Sangat tidak berpuas hati/ Very Dissatisfied**

o **Tidak berpuas hati/ Dissatisfied**

o **Neutral/ Neutral**

o **Berpuasa hati/ Satisfied**

o **Sangat Berpuas hati/ Very satisfied**

1. Saya dengan rela hati menerima perubahan/ I willingly accept change.

o Sangat tidak berpuas hati/ Very Dissatisfied

o Tidak berpuas hati/ Dissatisfied

o Neutral/ Neutral

o Berpuasa hati/ Satisfied

o Sangat Berpuas hati/ Very satisfied

2. Saya bersedia untuk memikul tugas baru mengikut keperluan./ I am ready to take on new tasks as needed.

o Sangat tidak berpuas hati/ Very Dissatisfied

o Tidak berpuas hati/ Dissatisfied

o Neutral/ Neutral

o Berpuasa hati/ Satisfied

o Sangat Berpuas hati/ Very satisfied

3. Saya mengambil inisiatif untuk membantu pekerja lain apabila timbul keperluan./ I take the initiative to help other employees when the need arises.

o Sangat tidak berpuas hati/ Very Dissatisfied

o Tidak berpuas hati/ Dissatisfied

o Neutral/ Neutral

o Berpuasa hati/ Satisfied

o Sangat Berpuas hati/ Very satisfied

4. Saya terus berjalan walaupun keadaan menjadi sukar/ I keep going even when things get tough.

o Sangat tidak berpuas hati/ Very Dissatisfied

o Tidak berpuas hati/ Dissatisfied

o Neutral/ Neutral

o Berpuasa hati/ Satisfied

o Sangat Berpuas hati/ Very satisfied

5. Saya cepat menyesuaikan diri dengan situasi yang sukar/ I quickly adapt to difficult situations.

o Sangat tidak berpuas hati/ Very Dissatisfied

o Tidak berpuas hati/ Dissatisfied

o Neutral/ Neutral

o Berpuasa hati/ Satisfied

o Sangat Berpuas hati/ Very satisfied

6. Apabila di tempat kerja, saya fokus sepenuhnya pada tugas kerja saya/ When at work, I am fully focused on my job duties.

o Sangat tidak berpuas hati/ Very Dissatisfied

o Tidak berpuas hati/ Dissatisfied

o Neutral/ Neutral

o Berpuasa hati/ Satisfied

o Sangat Berpuas hati/ Very satisfied

7. Saya gembira dan minat terhadap bidang kerja yang saya ceburi. / I am happy and interested in the field of work I am engaged in.

- o Sangat tidak berpuas hati/ Very Dissatisfied
- o Tidak berpuas hati/ Dissatisfied
- o Neutral/ Neutral
- o Berpuasa hati/ Satisfied
- o Sangat Berpuas hati/ Very satisfied

8. Saya sangat bersemangat dengan pekerjaan saya./ I am very passionate about my job

- o Sangat tidak berpuas hati/ Very Dissatisfied
- o Tidak berpuas hati/ Dissatisfied
- o Neutral/ Neutral
- o Berpuasa hati/ Satisfied
- o Sangat Berpuas hati/ Very satisfied

9. Saya merasakan bahawa pekerjaan yang saya lakukan dapat memberi inspirasi kepada saya/ I feel that the work I do can inspire me.

- o Sangat tidak berpuas hati/ Very Dissatisfied
- o Tidak berpuas hati/ Dissatisfied
- o Neutral/ Neutral
- o Berpuasa hati/ Satisfied
- o Sangat Berpuas hati/ Very satisfied

10. Saya berasa sungguh gembira jika dapat memberi komitmen yang sepenuhnya kepada tugasan di tempat kerja/ I feel really happy if I can fully commit to the task at work.

o Sangat tidak berpuas hati/ Very Dissatisfied

o Tidak berpuas hati/ Dissatisfied

o Neutral/ Neutral

o Berpuasa hati/ Satisfied

o Sangat Berpuas hati/ Very satisfied