

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

By

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Bachelor of Entrepreneurship (Wellness) With Honours

A report submitted a partial fulfillment of the

requirements for the degree of

Bachelor of Entrepreneurship (Wellness) With Honours

Faculty of Hospitality, Tourism and Wellness

UNIVERSITY MALAYSIA KELANTAN

2022

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ACKNOWLEDGEMENT

First, we would like to thank to ALLAH S.W.T for finally being able to complete the task that has been given to us. This assignment was done wholeheartedly by our group members consisting of Muhammad Izzat Adham bin Khairulzaman, Nurhafizah binti Hassan, Siti Balkis binti Zainuddin and Nurliyana Amira binti Zakaria. We always work hard to produce and complete a Final Year Research Project for the Bachelor's Degree in Wellness Entrepreneurship with Honours for the Faculty of Hospitality, Tourism and Wellness entitled Relationship between Psychological Need Satisfaction and Work Engagement among Workers in Spa Center. First of all, I would like to express my gratitude to our group advisor, Dr. Nor Dalila Binti Marican for all the sharing of knowledge, devoting time, energy, encouragement and motivational guidance, and the best scientific and professional support she has given us throughout our efforts in the implementation of the Final Year Research Project.

Apart from that, don't forget to friends as well, an infinite thanks also to all my team or committee members for their insightful comments, willingness to impart their knowledge, and time spent on this project. This is because without perseverance, commitment to the task and mutual cooperation with each other, it is certain that this Final Research Project will not be able to be completed by all of us within the set time period.

In addition, we as a group are also grateful that all the problems that arose and various constraints that existed throughout the preparation of this Final Year Research Project were successfully overcome together without any conflict. All the challenges and obstacles and problems that exist in our process of completing this task have taught us to be people who can recognize the meaning of patience and the sweetness of success.

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LIST OF SYMBOLS AND ABBREVIATIONS

	SYMBOLS AND ABBREVIATIONS	PAGES
SDT	SELF- DETERMINATION THEORY	
SPSS	STATISTICAL PACKAGE SOCIAL SCIENCE	

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ABSTRACT

The psychological need satisfaction and work engagement among workers at the spa is very important to create an effective, conducive and comfortable work environment for the employees of the spa to continue to provide the best and quality devotional service while working at the spa. The spa workers are known as the workforce on duty and play an important role in the effort to develop the spa. Usually, work engagement among employees in spas is influenced by psychological satisfaction factors such as autonomy, competence and relatedness. The purpose of this study was to examine the relationship between Psychological Need Satisfaction and Work Engagement among Employees at the Spa.

Keywords: Influencing Factors, Need for Psychological Satisfaction, Autonomy,

Competence, Relatedness



ABSTRAK

Keperluan kepuasan psikologi yang baik dalam kalangan pekerja di spa amat penting bagi mewujudkan suasana kerja yang efektif, kondusif dan selesa kepada pekerja spa untuk terus memberi khidmat bakti yang terbaik dan berkualiti sepanjang bekerja di spa. Para pekerja spa dikenali sebagai tenaga kerja yang bertugas dan berperanan penting dalam usaha untuk memajukan spa. Kebiasaannya, penglibatan kerja dalam kalangan pekerja di spa adalah dipengaruhi oleh faktor-faktor keperluan kepuasan psikologi seperti autonomi, kecekapan dan keterkaitan. Tujuan kajian ini dilaksanakan adalah untuk mengkaji Hubungan antara Kepuasan Keperluan Psikologi dan Penglibatan Kerja dalam kalangan Pekerja di Spa.

Kata Kunci: Faktor Mempengaruhi, Keperluan Kepuasan Psikologi, Autonomi, Competence, Relatedness



CHAPTER 1

INTRODUCTION

1.1 INTRODUCTION

Chapter one of an introduction on the relationship between psychological need satisfaction and work engagement would likely provide a brief overview of the topic, including definitions of the key concepts of psychological need satisfaction and work engagement, an overview of the background of the study, problem statement, research objective and research question. It would also provide a significance of study, definition of terms and lastly is summary significance of the research to the field.

1.2 BACKGROUND OF THE STUDY

Work engagement is a positive, fulfilling, work-related state of mind characterized by vigor, dedication, and absorption. According to a review by Schaufeli, Salanova, González-Romá, and Bakker (2019), work engagement is a multidimensional construct that consists of three components, vigor related to high levels of energy and mental resilience while working, dedication related to a sense of significance, enthusiasm, inspiration, pride and challenge in one's work, and absorption related to fully concentrated and deeply involved in one's work.

Recent trends in the literature on psychological need satisfaction and work engagement among spa workers include a focus on the role of supervisors and organizational support in meeting the psychological needs of spa workers, as well as the importance of social support from colleagues. A study by Chen, Lu, and Wang (2019) found that supervisors play a critical role in meeting the psychological needs of autonomy and relatedness among spa workers. The

study found that supervisors who provide autonomy support and social support to spa workers are positively associated with psychological need satisfaction and work engagement among spa workers. Another trend is the examination of the role of organizational culture and leadership style on psychological need satisfaction and work engagement among spa workers. Dijkstra and Kompier (2019) found that a supportive organizational culture and transformational leadership style are positively associated with psychological need satisfaction and work engagement among spa workers. A study by Teoh and Tan (2019) found that job autonomy, feedback and social support were important for psychological need satisfaction and work engagement among spa workers. Work involvement among spa employees is an important aspect as it can affect their performance, well-being and satisfaction. A study by Chen, Lu, and Wang (2019) found that work involvement is positively associated with work engagement and psychological need satisfaction among spa employees.

A spa is a facility that offers various personal care treatments, such as massages, facials, and body treatments, to promote relaxation and well-being. Spa workers, also known as spa therapists, are individuals who provide these treatments to spa clients. They are specially trained professionals that work in spas, hotels, and other settings offering personal care services. According to a study by Teoh and Tan (2019), spa workers are expected to possess excellent communication, interpersonal, and technical skills. The wellness industry is a broad field that encompasses various products, services, and experiences aimed at promoting health and well-being. According to a study by Frost & Sullivan (2019) the global wellness industry is valued at \$4.2 trillion and is expected to reach \$6 trillion by 2027. According to an article by The Global Wellness Institute (2019) the wellness industry is divided into various sectors including Spa, Fitness, Mind and Body, Medical and Healthy Eating and Nutrition.

Recent research has shown that psychological need satisfaction, specifically autonomy, relatedness, and competence, are important factors in determining work engagement among

spa workers. A study by Chen et al. (2019) found that some issues that happened to the spa, which is spa therapists in Taiwan who reported higher levels of autonomy, relatedness, and competence also reported higher levels of work engagement. The study used structural equation modeling to analyze data from a survey of 183 spa therapists and found that the model fit the data well and that the hypotheses were supported. Another study by Kim et al. (2020) used a similar research design and found similar results among spa workers in South Korea. The study surveyed 444 spa workers and found that autonomy, relatedness, and competence were positively associated with work engagement, with relatedness having the strongest positive effect. A study by Li et al. (2021) conducted in China also found that psychological need satisfaction, specifically sense of coherence, personal need for structure, and need for autonomy, was positively related to work engagement among spa workers, suggesting that these factors are important across different cultural contexts.

Spa workers are a unique population due to the nature of their work, which requires them to be physically and emotionally present for their clients while providing a relaxing and rejuvenating experience. According to a study by Chen, Lu, and Wang (2019), the psychological needs of autonomy, relatedness, and competence are positively associated with work engagement among spa workers. Another study by Teoh and Tan (2019) found that job autonomy, social support, and feedback were important for psychological need satisfaction and work engagement among spa workers. Lastly, a study by Dijkstra and Kompier (2019) found that organizational support and social support from colleagues are important for psychological need satisfaction among spa workers and that psychological need satisfaction is positively associated with work engagement.

Many persons may play a part in the link between the fulfilment of psychological needs and the degree of job engagement among spa employees, either directly or indirectly, because conditions, settings, and situations pertaining to these two factors are also present. Several individuals are directly or indirectly involved in psychological need satisfaction and work engagement among spa workers. These include the spa workers themselves, their supervisors, and their colleagues. A study by Chen, Lu, and Wang (2019) found that supervisors play a critical role in meeting the psychological needs of autonomy and relatedness among spa workers. The study found that supervisors who provide autonomy support and social support to spa workers are positively associated with psychological need satisfaction and work engagement among spa workers. Another study by Teoh and Tan (2019) found that social support from colleagues is an important factor for psychological need satisfaction among spa workers, and that the lack of social support can negatively impact work engagement. Finally, the study by Dijkstra and Kompier (2019) emphasized the importance of organizational support, which when provided helps in psychological need satisfaction and work engagement among spa workers.

It is important to pay attention to psychological need satisfaction and work engagement among spa workers as it can have a significant impact on their well-being, performance, and job satisfaction. A study by Teoh and Tan (2019) found that spa workers with higher levels of psychological need satisfaction tend to have lower turnover intentions, indicating that they are more likely to stay in their jobs. Additionally, when psychological needs are met, spa workers are more likely to be engaged in their work, which can lead to better performance, customer service, and overall job satisfaction. According to Chen, Lu, and Wang (2019) Spa employees with high levels of work engagement were less likely to leave their jobs and more likely to provide quality service, while employees with low work engagement were more likely to show intentions of leaving their jobs.

Apart from we should pay attention to this study, we also need to care about psychological need satisfaction and work engagement among spa workers too. It is important to pay attention to psychological need satisfaction and work engagement among spa workers

as it can have a significant impact on not only their well-being, performance, and job satisfaction but also on the overall experience of the customers and the reputation of the spa. A study by Teoh and Tan (2019) found that spa workers with higher levels of psychological need satisfaction tend to have lower turnover intentions, indicating that they are more likely to stay in their jobs, ensuring continuity of service and customer satisfaction. Additionally, when psychological needs are met, spa workers are more likely to be engaged in their work, which can lead to better performance, customer service, and overall job satisfaction. According to Chen, Lu, and Wang (2019) Spa employees with high levels of work engagement were less likely to leave their jobs and more likely to provide quality service, this in turn will result in high customer satisfaction, repeat business and positive word of mouth.

Focusing on psychological need satisfaction and work engagement among spa workers is important because it can improve employee well-being, job performance, and overall organizational effectiveness. According to a study published in 2019 by the International Journal of Wellness Tourism, spa workers who reported higher levels of psychological need satisfaction and work engagement had higher levels of job satisfaction and organizational commitment. Additionally, a 2020 study in the Journal of Tourism and Hospitality Management found that psychological need satisfaction and work engagement were positively associated with employee engagement and turnover intention. These studies highlight the need of management to support the psychological needs of their employees and promote a positive work environment to increase spa worker engagement and job satisfaction.

1.3 PROBLEM STATEMENT

Work engagement in the workplace greatly influences every employee's actions and decisions. This involvement is very synonymous with the work pattern of employees, this is

said because high work involvement gives many benefits to the quality and perfection of an employee's work in an industry. Next, the benefits that can be obtained from this involvement also give birth to highly motivated employees who have confidence in their work. However, as well as the benefits of this involvement, there are also weaknesses that hinder work involvement.

Most employment organizations lack emphasis on work engagement in their sector which causes various future problems. The worse problem is the lack of research in this involvement so that there is an increase in the level of psychological and mental stress of employees without being known because no research is done. This perspective and view is the main cause of people's wrong and weak perception of the importance of work engagement until such things happen. The industry sees only that the employee attends and listens to instructions, but the psychological needs of each employee are not approached by the industry. However, if studies and measures are not taken, various problems will surely arise.

Comfort in work is a sign that this problem continues to occur in this work engagement. This is because workers do not have the right to freedom for them to choose and make their own decisions with the work they do. Employees will be more stressed when they feel dissatisfied with the views voiced by employees to their managers and are completely ignored. Next, the seriousness of employees in employee involvement will show a negative impact.

The need for the use of skilled workers is not an advantage in an organization. This will cause the problem of less productive work quality to arise due to employees who lack understanding of their work without any training to develop the skills of each employee. Next, less skilled workers prefer to withdraw from the environment at work and disengage when there are problems related to their work because there is no sufficient knowledge to solve

things. Industry is difficult to find a leader because the experience and skills of the workers are highly emphasized in the leader to handle certain tasks and problems of the workers.

A negative environment where there is no good relationship with colleagues becomes a factor if studies related to work engagement are less studied. Things can be seen through the way of communication between employees in the workplace. This will produce self- centered workers without regard for other workers and there is no cooperative and team-oriented attitude of the workers' projects. Matters will create problems in terms of delays and the company's productivity will decrease.

The steps that need to be taken to ensure that work engagement among employees continues to increase. By doing a comprehensive study related to this involvement will have a big impact in dealing with it. Organizations always pay attention to the problems that arise in their organization because employees are the main characters for an organization to move forward and to achieve the organization's goals.

1.4 RESEARCH OBJECTIVES

1.4.1 GENERAL OBJECTIVE

This study aimed to investigate relationship between psychological need satisfaction and work engagement among spa workers.

1.4.2 SPECIFIC OBJECTIVES

i. To identify the relationship between autonomy factor and work engagement among spa workers.

- ii. To identify the relationship between competency factor and work engagement among spa workers.
- iii. To identify the relationship between relatedness factor and work engagement among spa workers.

1.5 RESEARCH QUESTIONS

- i. If there a significant relationship between autonomy factor and work engagement among spa workers?
- ii. If there a significant relationship between competency factor and work engagement among spa workers?
- iii. If there a significant relationship between relatedness factor and work engagement among spa workers?

1.6 SIGNIFICANCE OF THE STUDY

The importance of this study is that it is generally able to benefit the fields that lead to the spa industry, academic or education and also to the community. This is said to be so because in the study of the relationship between the satisfaction of psychological needs such as autonomy, competence, relatedness and work engagement among spa workers, it is able to create a positive impact on the employees involved in the spa. Through research like this, the various benefits that will be obtained as a continuous effort to explore opportunities as a new

alternative to improve or further strengthen related to the factors that affect work engagement among employees in the spa.

1.6.1 INDUSTRY

First of all, with the implementation of this study, various benefits to the spa industry can be realized. One of the benefits is that the parties related to the spa industry can find out and identify any deficiencies that occur in the spa industry and make improvements to accommodate the deficiencies that occur. In every management in the spa industry, work involvement among the employees in the spa at various levels is very important because without the employees, a spa will not be able to operate well. So, to help improve or perfect the improvement process to further strengthen the deficiencies in the spa field, quality, knowledgeable, skilled, qualified and caring employees about the spa industry are needed in every spa management because employees are the main pillar that will move or determine the success of a spa. In every spa, every service and product offering are based on the approval of a boss, however the success in the management is closely related to the employees who serve because the product and service offering in the spa will be based on the efficiency, ability, skills and knowledge of the staff or employees in implementing the management.

Each of the employee characteristics mentioned can all be linked to the Self-Determination Theory (SDT), where based on Deci et al. Ryan (1985), states that the fulfillment of the use of three basic human psychological needs such as autonomy, competence and relatedness are necessary to make a human being or an employee at an optimal level. This is because, when support for these needs is available, a person will be intrinsically motivated to carry out tasks or responsibilities to fulfill their interests as best as possible while being able to achieve targets or guidelines that have been set. At the spa industry level, the use of the three

basic needs of human psychology among employees is also able to help the spa industry in a more advanced direction and develop better widely in the future if the characteristics or basic human psychology are practiced in each employee who serve at the spa.

1.6.2 ACADEMIC

In addition, the implementation of this study is also able to contribute benefits to the academic or educational field. At the academic or educational level, students who study in sparelated majors at higher education centers, they are the young generation who are trained and given practical knowledge related to management and skills in the spa field. With the study conducted related to the relationship between psychological need satisfaction and work engagement among workers in spa, indirectly the results of our study can be a reference for students at various levels of study for them to know more deeply about the focus of this study with the industry spa.

In the academic field also, the sources of past studies and the findings of this study are very useful to be used as reference sources for making important assignments related to thesis, course work and so on. Usually, academic learning is not only reserved for students, but teachers or educators also need good past research references to complete an assignment. The study carried out can also be a reference for students and teachers who need reference sources related to well-being among workers and staff involved in the well-being industry. Therefore, it can be stated that with this study, it can facilitate the learning of an individual who is a student and is able to help further increase the understanding of the importance of this welfare industry from an academic point of view where this study will be more extensive and understood as best as possible. Next, the results of this research will also greatly help to provide information that is considered important and valuable to students and educators to complete a study. Disclosure

about this study is very suitable for students or teachers who want to increase their knowledge because this study is not only important for academic learning in the present but it will also be beneficial in the future.

1.6.3 COMMUNITY

The implementation of this study, the community will also benefit accordingly. Among them is that the community can increase knowledge more deeply about the spa industry and the relationship between the factors that affect work engagement among employees at the spa center. Furthermore, the spa industry is a prominent and thriving industry in the field of national tourism. According to the Malaysian Minister of Tourism who served in the Malaysian Cabinet as the Minister of Tourism from 2009 to 2013, Ng Yen Yen said that, she is so confident in the country's spa industry that the industry is considered advanced and will become the most important element of attraction for the tourists who come to Malaysia, especially for tourists who want high-quality spa services at reasonable prices. Through the progress and success of this spa industry in the national economy, employment opportunities that exist in the community will also be more extensive, especially in the field of the spa industry. In order to meet these requirements, every member in the community who is interested in venturing into the field of spa can join any agency that can teach or share knowledge and skills about spa for free or paid for those who are able because skilled, knowledgeable and qualified workers are essential in the operation a spa so that customers can receive the best quality products and services.

Based on a study conducted by the Malaysian Ministry of Tourism, it has been proven that the increase in spa treatments in the spa and health industry is capable and has a high chance of improving the country's economy which is able to provide a good income return to the country through several approaches that have been implemented such as implementation of health packages offered at spa therapy centres. The government at the level of the Malaysian Ministry of Tourism has also focused mainly on the spa industry to strengthen the spa industry more carefully by seeing this industry as a competitive industry capable of bringing high returns to the country. Through the promotion and empowerment of this spa industry in a wider direction, it has the potential to be the best initiative to open up space to produce more skilled national workforce to serve well, with integrity and professionalism which is able to advance the spa industry to a higher level high as at the international level. The spa industry can have high profits and returns if it is implemented or run well, especially when it is from among the communities that get complete and perfect education and courses in this field of the spa industry.

1.7 DEFINITION OF TERMS

1.7.1 AUTONOMY

Autonomy in the workplace can be described as the value of employee freedom, which is how much freedom the employee has in the performance of their duties. Specifically, autonomy is related to the rate at which work is completed, the manner in which it is arranged and the freedom of an employee in the workplace. To better understand the meaning of autonomy, based on entrepreneur magazine, workplace autonomy refers to the extent to which employees have freedom in the performance of their duties. In the context of business and job, autonomy has been defined by Morgeson & Humprey (2006) as the level achievement of the employee's right to freedom in relation to a work situation that needs to be implemented. Usually it involves the employee's right to freedom in making decisions related to any work procedures and tasks.

1.7.2 COMPETENCE

Competence refers to the skills, qualifications and competence characteristics that enable an employee to perform a job well at the workplace. A competent person can complete the given task according to the desired skill level based on qualifications according to their respective work fields. An employee needs to have training and experience to ensure efficiency in the workplace increases. A person's ability to use training, skills, knowledge and work experience in the workplace to perform a task safely is referred to as the level of achievement and competence of the workers in the workplace. Usually, efficiency can also be influenced by additional elements including attitude and physical prowess. Besides, a competent person will have the necessary skills to complete a task in a safe manner because a competent individual is someone who has the ability, background, and expertise in the execution of a task in the workplace.

1.7.3 RELATEDNESS

Relatedness refers to an employee's desire to feel valued by co-workers at work, connect with others, and engage meaningfully with the wider social. The term "relatedness" describes the need to be accepted, to feel a part of a larger social group, and to feel loved. Relatedness was the key factor differentiating vocations in the 1950s, according to vocational psychologists. Early views suggested that a major factor differentiating between jobs was an orientation toward people as opposed to an orientation away from people (or an orientation toward things). One of the key variables affecting career choices is how strongly a person prefers working with people. A large quantity of research backs up this assertion. This is the key factor that separates different leisure activities, according to some leisure psychologists.

1.8 SUMMARY

In this chapter, the studied of relationship between psychological need satisfaction and work engagement among employees in spas globally, Kelantan, Malaysia. In this chapter also, the researcher discusses the background of the study and the problem statement. In this research, the researcher also explained the research objectives of the study, the research questions, and the scope of the study which is industry, academic or education, and community, and the last that has been used in this research are definitions of terms.

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CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

This chapter discusses the past literature on psychological need satisfaction and work engagement among in spa workers which is including autonomy, competence, and relatedness. The discussion also continues with a description of the research framework and hypothesis.

2.2.1 WORK ENGAGEMENT

According to a study conducted work involvement by employees in work is a form of commitment or responsibility in playing their role and giving their attention to work (Mohsan et. al., 2011). When responsible employees are directly involved in work, employees can motivate other employees and create a more harmonious and competitive work environment. This will cause employees to be more inclined to produce work more carefully and evaluate their level of satisfaction in a job done (Vandenabeele, 2014).

Employees with a high level of work engagement are considered better at producing work because they experience happy feelings that can inspire them to produce fresh ideas (Luthans & Peterson 2002). Can also provide input and assistance in the development of new resources, and they can share their enthusiasm with their co- workers and employees who are actively engaged in the workplace are also considered to have work accomplishments that go beyond what the company require, an attitude that is beneficial to the company as a whole (Vandenabeele, 2014).

Trust and leadership are key factors that should be taken into account, especially when it can help an employee to be more involved in their work. In the workplace, the relationship between leaders and their employees is important (Amos S. Engelbrecht et al., 2017). Leaders who are very concerned about the work and problems of employees are very important in ensuring that employees' emotions and physical condition are always in good condition (Buttner, Lowe, & Billings-Harris, 2012). This clearly shows that the continuity of employees and employers is very necessary to be carefully and well maintained for the efforts of an organization to achieve its goals and be competitive among other companies (LaGuardia, 2009).

2.2.2 AUTONOMY FACTOR

The desire for autonomy is associated with willingness and freedom, and it focuses on people's aspirations to self-regulate their experiences to ensure that their actions are consistent with their identity (Bidee et al., 2017). Employees will be more satisfied if they can make choices freely and, subsequently, experience ownership of their behavior without extreme control (Deci and Ryan, 2014). This can be attributed to employees and their managers giving and understanding every wish and listening to all the controversies between employees and managers can carry out their duties well and employees will feel more comfortable, work satisfaction will be felt more by every working staff (Osborne, Hammoud, 2017).

Based on a study autonomy can prove and show that work engagement by employees will increase when they are empowered to choose work autonomously (Joseph, 2020). This role will help for employees based on the understanding and skills that employees have and the quality of work will be more effective and planned (Bolman & Deal, 2014). This drive for

autonomy has a lot of benefits especially from psychology in doing a job. (Deci and Ryan, 2014).

2.2.3 COMPETENCY FACTOR

Competency based represents the need for employees to feel effective, successful and that they are good at the jobs they do and the need for competence is satisfied when employees have the opportunity to use their skills and develop mastery of their tasks (Van den Broeck et al., 2010). Leaders will encourage all employees to use the skills that are available in employees can foster a supportive learning environment and offer various possibilities and advantages to other employees to use their existing competencies and improve them further through challenging and difficult jobs (Deci and Ryan, 2014).

Leaders who participated in this study promote efficiency by providing opportunities for followers to develop each employee's abilities, skills, and self-confidence so they can succeed in their jobs and support a more productive workplace (Mowbray, Wilkinson, & Tse, 2014). Allowing team members to learn at their own pace and offering many teaching opportunities for growth and learning are two examples that successful leaders should set (Blattner & Walter, 2015). Offering opportunities for employees to further their education and improve personally can be done in many ways, and doing so has a good motivational effect (Stone et al., 2009). For example, by giving team members the opportunity to perform new tasks, allowing someone to lead a project or giving them the opportunity to take on more responsibility, leaders can help create learning opportunities (Berings et al., 2005).

Competence is required when employees are given the opportunity to use their skills by overcoming all obstacles at work (Van den Broeck et al., 2010). Challenges often come to every employee when they start to engage in work and challenges need to be given to produce

efficient and skilled employees to deal with them (Mishra, Boynton, & Mishra, 2014). This is because skills are often honed through the way, actions and cooperation between employees, in turn becoming an experience for employees to hone their skills to be more efficient in all problems and challenges in work (Hynes, 2012).

2.2.4 RELATEDNESS FACTOR

Employees desperately need appreciation and relatedness relevance need to experience a sense of belonging among other employees and a sense of being accepted and cared for by other employees (Kantar, 2019). When employees feel that they are part of a group, have people who care about them, and are able to care for others, their needs beyond relatedness are met (Ryan and Deci, 2017). Friends at work are an advantage for employees because they have a very positive effect on the motivation of other employees and close friends also provide job satisfaction in the psychological aspect of employees and the basics in the workplace (Jungert et al., 2018). This is clearly helpful for employees to get to know each other better and they will develop an attitude of cooperation, helping without any of their co- workers feeling left out (Deci and Ryan 2014). Employees will feel more enthusiastic to start a job because of the encouragement from other colleagues and work involvement will continue to increase and work productivity will be more perfectly produced (Hausknecht & Holwerda, 2013).

Encourage the growth of sincere and helpful relationships among colleagues, leaders provide opportunities for socialization to employees (Ragins, Dutton, 2017). For example, social gatherings such as group lunches or events provide opportunities for new employees to get to know each other in a relaxed atmosphere and it is also underlined how important it is to integrate new employees (Dunst et al., 2018). Onboarding, which involves procedures such as communication, providing resources, welcoming activities, training and providing guides or

buddies to help new employees navigate their new jobs, helps in integrating new employees (Klein et al., 2015).

Positive feedback is a critical tactic to increase motivation and encourage high employee morale and positive feedback lets employees know that they have done a good job, are efficient and have the potential to succeed (Mouratidis, 2008). Compared to no feedback or negative feedback, receiving praise or receiving positive feedback is more motivating and has been associated with increased feelings of well-being, task relatedness and continued participation in activities (Van den Broeck et al., 2016). It is important for leaders to communicate effectively with their followers because it will be viewed favorably and increase employee self-confidence or negatively and demoralize people (Stone et al., 2009). Giving constructive criticism requires empathy, taking your audience's emotions and challenges into account, and inviting them to share their own opinions (Carpentier and Mageau, 2013).

2.3 HYPOTHESIS

2.3.1 RELATIONSHIP BETWEEN AUTONOMY FACTOR AND WORK ENGAGEMENT AMONG SPA WORKERS.

Work engagement is a positive, affective-motivational state of well-being that is characterized by vigor, dedication, and absorption in one's work. Freedom, on the other hand, refers to the degree of autonomy and independence that an individual experiences in the workplace. There is a positive relationship between work engagement and freedom at work. A study by Lu, Lu, and Wu (2019) found that freedom at work positively predicts work engagement. Similarly, a study by Salanova, Llorens, and Cifre (2019) found that autonomy at work is positively related to work engagement. Another study by O'Connell and Maitlis (2019) found that employees with more autonomy in their jobs are more likely to be engaged at work.

Decision-making refers to the process of identifying and choosing a course of action from among multiple alternatives. There is a positive relationship between work engagement and decision-making. A study by Li, Wang, and Lin (2019) found that decision-making autonomy positively predicted work engagement among employees. Another study by Pekkarinen, et.al (2020) discovered that a supportive supervisor who encourages participation in decision-making is positively related to work engagement. Moreover, research by Hu, et.al (2021) showed that employees who participate in decision-making are more engaged in their work than those who do not.

Work motivation refers to the underlying drive and energy that propels individuals to engage in their work activities. There is a positive relationship between work engagement and work motivation. A study by Schaufeli, et.al (2019) found that work engagement is positively related to work motivation and self-reported productivity. Another study by Xanthopoulou, et.al (2019) found that work engagement predicts work motivation, as well as work performance. Additionally, research by Vermunt, et.al (2020) showed that work motivation is positively related to work engagement, and also found that the combination of both can lead to a positive impact on organizational commitment and turnover intentions.

Trust refers to the belief in the reliability, integrity, and capability of others to fulfill their obligations and promises. There is a positive relationship between work engagement and trust. A study by Huang, et.al (2019) found that trust in the organization positively predicted employee's work engagement. Another study by Lu, et.al (2019) found that leader trustworthiness is positively related to work engagement. Additionally, research by Korsgaard, et.al (2020) has found that trust in supervisor play a key role in work engagement by creating an environment where employees feel safe to speak up and express their opinions.

Job satisfaction refers to an individual's overall evaluation of their job and their feelings towards it. There is a positive relationship between work engagement and job satisfaction, with multiple studies providing evidence of this correlation. A study by Zhang, et.al (2019) found a positive correlation of between work engagement and job satisfaction. Similarly, a study by Chen, et.al (2019) found that the relationship between organizational support and job satisfaction was partially mediated by work engagement. Moreover, research by Wang, et.al (2020) using structural equation modeling found that work engagement fully mediated the relationship between psychological capital and job satisfaction with a path coefficient of.

Hypothesis 1

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

2.3.2 RELATIONSHIP BETWEEN COMPETENCY FACTOR AND WORK ENGAGEMENT AMONG SPA WORKERS.

Qualifications refer to the education, training, and certifications that an individual has acquired. There is a positive relationship between work engagement and qualifications, with multiple studies providing evidence of this correlation. A study by Lee, et.al (2019) found that work engagement positively predicted job performance which in turn was positively related to employees' qualifications level. Similarly, a study by Zhang, et.al (2019) found that work engagement significantly positively correlated with employees' qualifications level. Moreover, research by Wang, et.al (2021) found that the level of qualifications and skills of employees had a positive impact on the level of their work engagement.

Skills refer to the abilities, knowledge, and expertise that an individual possesses in order to perform a certain task or job. There is a positive relationship between work engagement and skills, with multiple studies providing evidence of this correlation. A study by Hülsheger, et.al (2019) found that work engagement was positively related to skill acquisition, with engaged employees showing an increased ability to acquire new skills. Similarly, a study by Chen, et.al (2019) found that work engagement was positively associated with job performance, which in turn was positively related to skill level. Moreover, research by Lu and colleagues (2021) found that work engagement was positively related to the development of employability skills, such as problem-solving, decision-making, and creativity, which are all critical skills in today's workplaces.

Knowledge refers to the information, understanding, and skills that an individual has acquired through experience, education, and training. There is a positive relationship between work engagement and knowledge, with multiple studies providing evidence of this correlation. A study by Wang, et.al (2019) found that work engagement positively predicted knowledge sharing behaviour among employees. Similarly, a study by Lee, et.al (2019) found that work engagement was positively associated with job performance, which in turn was positively related to the level of knowledge and expertise of employees. Moreover, research by St-Pierre, et.al (2020) found that engaged employees reported higher levels of knowledge acquisition, demonstrating that work engagement is a key factor in the development of knowledge and expertise in the workplace.

Hypothesis 2

There is a significant relationship between competency factor and work engagement among spa workers.

2.3.3 RELATIONSHIP BETWEEN RELATEDNESS FACTOR AND WORK ENGAGEMENT AMONG SPA WORKERS.

A study by Chen, et.al (2019) found that work engagement was positively associated with social support, which in turn was positively related to employees' connection or relationship in the workplace. Similarly, a study by Zhang, et.al (2019) found that work engagement significantly positively correlated with the level of social support from colleagues. Moreover, research by Wang, et.al (2021) found that the level of connection or relationship with colleagues have a positive impact on the level of work engagement and job satisfaction.

A study published in the Journal of Occupational Health Psychology in 2019 found that individuals who reported higher levels of work engagement were also more likely to engage in cooperative behaviours with their colleagues. Additionally, a 2020 study published in the Journal of Applied Psychology found that work engagement is positively related to both individual and team-level citizenship behaviours, which include cooperation and helping others. Finally, a 2021 study published in the Journal of Organizational Behaviours also found that work engagement is positively associated with cooperative behaviours among employees. These studies provide evidence that individuals who are more engaged in their work are also more likely to cooperate with their colleagues.

A study published in the Journal of Occupational Health Psychology in 2020 found that individuals who reported higher levels of work engagement were also more likely to socialize with their colleagues during and after work hours. Another study published in the same year in the Journal of Applied Social Psychology found that individuals who are engaged in their work are more likely to participate in social activities and form friendships with co- workers. Furthermore, a study from 2021 published in the Journal of Business and Technical Communication found that work engagement is positively related to employee's socialization,

collaboration, and communication in virtual teams. These studies provide evidence that individuals who are more engaged in their work are also more likely to socialize with their colleagues both in and out of the office.

Hypothesis 3

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

2.4 CONCEPTUAL FRAMEWORK

Self-Determination Theory (SDT) is a theory that has been developed or created by psychologists Edward Deci and Richard Ryan. This theory created is related to the theory of human motivation where, in this context, motivation is an element that can move a human being to act. Usually, this theory sees the inherent and positive tendency of a human being to move towards progress and growth. Based on this theory, there are three basic or core requirements that allow the ease of progress or growth. The three basic needs are related to autonomy, competence, and relatedness. So, to better understand the true meaning of SDT, it refers to a person's ability to make choices and manage their own lives. Therefore, here it can be stated that being self-determining means that workers or a person will feel more controlled and not self-determining, which can make person feel that life is controlled by others.

This Self-Determination Theory (SDT) has developed as a result of psychologists such as Edward Deci and Richard Ryan who did research. The first time they both introduced their ideas was in the book Self-Determination and Intrinsic Motivation in Human Behavior in 1985. Edward Deci and Richard Ryan developed this theory of motivation which is also used to

suggest that people tend to be driven by the need to grow and find satisfaction in every job they engage in or perform. Self- Determination Theory (SDT) (Deci and Ryan, 1985; Ryan and Deci, 2000) posits that fulfillment of three basic innate, human psychological needs autonomy, competence and relatedness is necessary for optimal human functioning.

In Self-Determination Theory (SDT), it connects several important elements such as motivation, personality and optimal functioning. Based on this Theory of Self, there are two main types of motivation which are intrinsic and extrinsic. For these two main types of motivation, someone should have such a strong and powerful power in shaping who and how a person behaves (Deci & Ryan, 2008).

According to Deci & Ryan, intrinsic motivation comes from within the person. There is an inner drive that helps inspire a person to behave in a good way. This internal drive will result based on the person's interest in which direction, according to the core values that exist in the person and the sense of morality found in the person's personality. Next, for extrinsic motivation, based on Deci and Ryan, this extrinsic motivation is an urge to behave in a certain way and it is based on external sources. Extrinsic motivation can also produce external rewards for an individual. Usually, these sources include employee evaluations, awards and appreciation, respect, grading systems and other people's admiration for a person in the production of their tasks in a job or task they perform.

In Self-Determination Theory (SDT), although self-determination is generally functional or purposeful for individuals, but an individual cannot be motivated by external sources. This is said to be so because both motivations, namely intrinsic and extrinsic motivation, are very influential determinants and are able to influence the behaviour of an individual. These two types of motivation are clearly capable of encouraging a person to fulfill the three basic needs that have been identified in the SDT Model, namely autonomy,

competence and relatedness, and they are closely related to the purpose of our study which examines the Relationship between Psychological Need Satisfaction and Work Engagement among Workers in Spa. The study we conducted was to find out about the factors that affect work engagement among employees at Spa centers.

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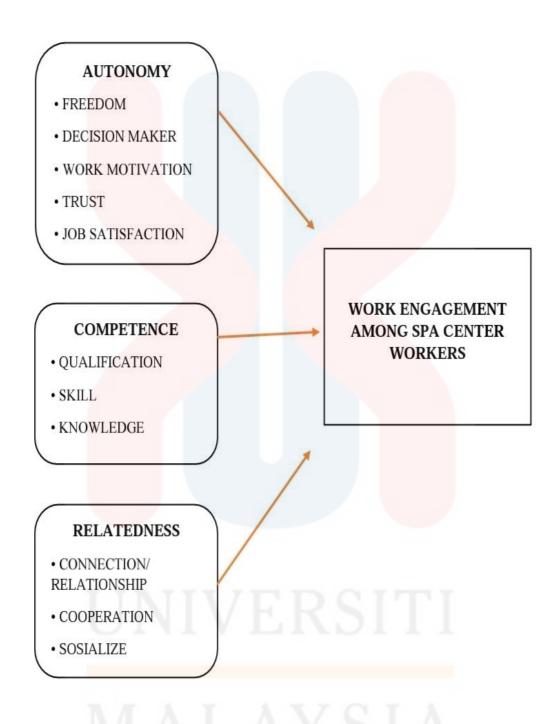


FIGURE 1: THEORETICAL FRAMEWORK FOR RELATIONSHIP BETWEEN
PSYCHOLOGICAL NEED SATISFACTION AND WORK ENGAGEMENT AMONG
WORKERS IN SPA

In order to explain the research which is about the Relationship between Psychological Need Satisfaction and Work Engagement among Workers in Spa, it can be explained through the framework produced. Based on the research that have carried out, there are three types of psychological needs satisfaction that can affect the work engagement among workers at a spa that is considered one of the beauty and health centers, are autonomy, competence and relatedness. These three psychological needs satisfaction are also important basic elements for SDT that can be used in the psychological health of employees at the spa. This is in line with the theory of human motivation used in SDT whose optimal function is well-known and widely tested and can be used in matters related to Occupational Health Psychology (Van den Broeck et. 2008). Based on research according to SDT, individuals are growth-oriented agents who interact actively with their environment (E. Deci & Ryan, 2000).

The first factor that can influence work engagement among employees at the spa is autonomy. At the Spa, every individual with the title of employee has the right and must be given freedom by the employer in each of their tasks and jobs in order to be more comfortable when working at the Spa center. According to Hackman & Oldham (1976), job autonomy is the exercise of power and decisions made by the employee in own control. Besides, the second factor that can influence work engagement between employees at the spa is competence. The involvement of employees at the spa is influenced by the competencies found in each employee at the spa. In the spa industry, every employee who works in a spa must have qualifications, skills and have in-depth knowledge in the field of spa management so that the spa is successful and achieves the established operational standard guidelines. Next, for the third factor that can influence work engagement among employees at the spa is relatedness. Relatedness in the workplace is able to build bonds or relationships with other individuals in terms of connecting similarities in the way a person socializes, behaves, and thinks. As for the relationship, it refers to the spirit of cooperation and having a spirit of belonging among employees at the spa.

2.5 SUMMARY

In conclusion, the need to ensure the well-being of employees is a demand that is strongly emphasized in daily work. In this chapter, a lot is explained about what Self-Determination Theory (SDT) is which includes three things namely autonomy, competence, relatedness, and about literature review on employees in the spa industry. Next, in this study, there is also a lot of emphasis on the environment which is a factor that affects work engagement among employees at the spa. There is also a relationship between the three theories in which many are closely related to each other. Lastly, psychological studies among employees at the spa should be taken care of so that the health, well-being and mental health of each employee is taken care of more carefully and continuously so that these people are no longer neglected.

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CHAPTER 3

METHODOLOGY

3.1 INTRODUCTION

The aim of this study is to examine the relationship between psychological need satisfaction and work engagement among workers in a spa center in Kota Bahru, Kelantan. This chapter focuses on the approaches and methodology used to address the research goals. This chapter discusses the research design, target population, sample size, sampling method, data collection procedure, research instrument and data analysis used in this study.

3.2 RESEARCH DESIGN

Research design as a component that describes the methodology and data collection procedures of this study. In simpler terms, a research design is a framework for a research project. Quantitative techniques will be used in the completion effort to conduct surveys for research studies. Quantitative methodology emphasizes statistical measurement and analysis, mathematics, or analysis of data collected through questionnaires, surveys and polls, as well as post-processing of statistical information through computational tools. Quantitative research is collecting numerical data to describe it on a part of the population or describe a phenomenon (Earl, 2010). Quantitative research or methods usually emphasize objective measurement and statistical analysis, mathematics or numerical data collected through questionnaires, opinion polls, or by manipulating existing statistical data that have made calculation techniques to measure and analyze the data obtained. In general, quantitative research has always emphasized a focus on collecting numerical data and generalizing it across groups of people to explain certain phenomena (Belmont, CA: Wadsworth Cengage, 2010).

Therefore, this research design uses a quantitative research design to study the relationship between psychological need satisfaction and work engagement among workers in spa center in Kota Bharu Kelantan. As a result, the sample will be tested by choosing a spa location as a sample that will include among the employees at the spa. Spa employees will be selected as representatives to give feedback on factors that affect work engagement among spa employees. A questionnaire will be used as a research instrument to conduct a descriptive study. The use of questionnaires will be used and made to obtain all the data required for the study's purpose.

3.3 TARGET POPULATION

The target population refers to the bunch of individuals who had been targeted by researchers to obtain data in order to achieve the research objectives of this study (Sekaran & Bougie, 2016). In this study, the target population involves in spa workers in Kota Bahru, Kelantan.

3.4 SAMPLE SIZE

The sample size is the number of persons who have been selected from the general population to serve as a representative of the study's target demographic. The sample size is frequently a crucial step and outcome for educational and organizational researchers (Ahmad, 2017). The sample size refers to the total number of samples or individual observations used in a survey or investigation. For example, if we want to predict how the population in a certain group of workers will react to something new, we can first test it on a sample size that is representative of the target population. The sample size, in this case, will be given by the number of people to be studied.

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

3.5 SAMPLING METHOD

A statistical strategy known as sampling is selecting people or groups from a community in order to estimate population characteristics and draw inferences from statistics. According to (Acharya, 2013), a portion of the population that has been chosen to be representative of the entire population is referred to as a "sample." Generally speaking, there are two types of samples which is probability samples and non-probability samples.

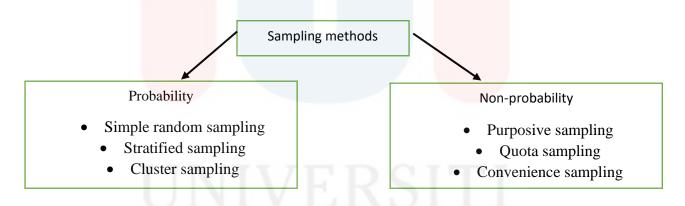


Figure 1: sampling techniques

In this study, researcher will use a non-probability as a sampling technique. Therefore, under this non-probability, convenience procedures will be selected as a more accurate option. According to (Bala, 2017) non-probability sampling is a sampling method that does not provide a foundation for any judgement regarding the likelihood that any particular universe-wide element will have a chance of being included in the research sample. The term convenience

sampling refers to a technique used by researchers to gather market research data from a pool of respondents who are readily accessible. It is the most often utilized sample technique since it is so quick, simple, and affordable. Additionally, it was utilized to compile responder information from Kelantan spa employees.

This sampling will be used in this study by the researcher to determine the precise features of the respondents' sample population. The respondents were workers in spas located around the state of Kelantan. Before the respondents fill out the questionnaire, the researcher will explicitly explain the study's justification so that they are aware of its goal. At a spa in Kelantan, the researcher employed a questionnaire to gather information from participants engaged in psychological and professional activities.

3.6 DATA COLLECTION PROCEDURE

The process of gathering, measuring, and evaluating precise insights is known as data collection. A researcher can assess their hypothesis using the data that they have gathered. No of the subject of study, gathering data is typically the first and most crucial phase in the research process. Depending on the type of data needed, various disciplines of research require different approaches to data gathering.

Spa employees in the Kelantan area will be included in this study. The respondent will be provided instructions on how to answer the questionnaire before responding to it. Answers must be provided voluntarily and without force from any side. The questionnaire paper will be collected after the responder has done answering it.

Additionally, this study will also employ an online survey method to gather data, which will be carried out using Google Forms. Through the form, demographic information and inquiries about independent and dependent variables will be gathered for this study. A ranking

system or number scale called a linear scale is used to allow responders to rate the form's questions. When the responder submits the form, notifications of responses and data updates are sent via Gmail. Following then, data collection and analysis will begin.

3.7 RESEARCH INSTRUMENT

This questionnaire was designed to facilitate the study to identify the sources of information of spa workers and measure variables including the level of job satisfaction, health level and level of communication in the spa center. It is divided into four parts namely Part A, Part B, Part C, and Part D.

The objective of Part A is to compile the respondents' personal data, including their demographic profile. Age, income, gender, marital status, occupation, and education level are six questions. Part B of the questionnaire was used to collect information about the sources used by respondents to research spas. The independent and dependent research variables are intended to be measured on the third and fourth questions in the questionnaire in parts C and D. A Likert scale with answers from "Strongly agree" to "Strongly disagree" is used to measure employee satisfaction and communication between employees in the spa center.

3.8 DATA ANALYSIS

Data analysis is made according to the survey of respondents collected from the spa center instead of converting the data into valuable information. The results of the baseline analysis inform future data analysis and interpretation. The data collected from the survey will be evaluated using the computer software program IBM Statistical Program for Social Science (SPSS) version 25. A resolution-based tool called SPSS can be used to enter the data into

graphs and tables and analyze them. The data obtained will be processed briefly, and various techniques will be used to manage the data quickly. Tools for data analysis can be used by users to process and modify data, see connections and correlations across data sets and find interpretable patterns and trends.

3.8.1 DESCRIPTIVE ANALYSIS

Descriptive statistics are a collection of simple descriptive coefficients that describe a set of data, which may be a sample of the entire population or a representative sample. Measures of central tendency, while standard deviation, variance, and minimum and maximum variables are examples of measures of variability.

This study uses descriptive statistics, which provide a brief summary of the data and sample size, to help identify and describe the properties of a particular data set. The most famous descriptive statistics are those based on measures of center, mean, median and mode, which are used at almost all levels of mathematics and statistics. Descriptive statistics are used by people to transform elusive quantitative insights from large data sets into digestible bits of knowledge.

3.9 SUMMARY

In summary, the research flow process is shown in the research methodology. In chapter 3 this explains in detail about the research conducted. The researcher has developed basic strategies and techniques to obtain and analyze data. Data collected by respondents through questionnaires will be the source of information in this study. Overall, a total of 384 questionnaires were distributed directly to the target population, which is the community in

Kelantan. Data was collected and analyzed using quantitative methods, non-probability sampling methods and IBM SPSS version to show the results.



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. 211 respondents answered the survey, and the results were obtained. The data from questionnaire were analyzed using descriptive analysis, correlation analysis and inferential statistic.

4.2 SOCIODEMOGRAPHIC CHARACTERISTICS

The descriptive analysis was used to analyze the demographic profile of the respondents. The results were reported either as mean (M), standard deviation (SD), frequency (n) and percentage (%). A total of 211 respondents responded to the survey with no missing data were founds. Table 4.1 shows the descriptive statistics of respondent's demographic profile.

Table 4.1: Socio Demographic Characteristics (N = 211)

Variable	Characteristic	n	%
Gender	• Male • Female	53	25.1% 74.9%
Age	• 18 – 21 years old	47	22.3%
	• 22 – 25 years old • 26 – 29 years old	24	49.3% 11.4%
1	• 30 years old and above	36	17.1%

Marital Status	• Single	141	66.8%
	• Married	58	27.5%
	• Divorced	11	5.2%
	• Other	1	0.5%
Educational Level	• PMR/ PT3	7	3.3%
	• SKM	20	9.5%
	• STPM	27	12.8%
	• SPM	60	28.5%
	• Diploma	50	23.7%
	• Degree	44	20.9%
	• Master	2	0.9%
	• PhD	1	0.5%
Race	• Malay	185	87.7%
	• Chinese	16	7.6%
	• India	5	2.4%
	• Others	5	2.4%
N	I A L A Y	SIA	
Religion	• Muslim	186	88.2%
	• Buddha	18	8.2%
K	• Kristian	6	2.8%
1.3	• Other	1	0.5%
	l	1	

Education Field	Beauty and Spa Therapy	98	46.4%
	• Diploma in Beauty and Health	34	16.1%
	Bachelor's Degree in Beauty and Health	40	19.0%
	• Others	39	18.0%
Current Employment	• Full time permanent job	140	66.4%
	• Full time employment is not	20	9.5%
	• Permanent part- time job	21	10.0%
	• Irregular part- time job	24	11.4%
	• Other	6	2.8%
	Culci		
Type of position or	• Manager	26	12.3%
job at the spa		94	44.5%
U	Therapist Admin	30	14.2%
	• Marketing	44	20.9%
N	• Others	SIA	8.1%
Area of expertise or practice	Medi & Pedi Sequence	24 25	11.4% 11.8%

	•Facial Beauty	57	27.0%
	• Hair	52	24.6%
	• Reflexology	22	10.4%
	•Aromatherapy	17	8.1%
	• Others	14	6.7%
Monthly Income	• RM 1000 & below	53	25.1%
	• RM1001 – RM 2000)	100	47.4%
	• RM2001 – RM 3000	27	12.8%
	• RM 3001 – RM 4000	14	6.6%
	• RM 4001 – RM 5000	11	5.2%
	• More than RM 5001	6	2.8%
Work Experience	• < 1 year	89	42.2%
	• 1 year – 3 year	70	33.2%
т.	• > 3 year	52	24.6%

In gender, the total of male respondents are 53 (25.1%) while 158 (74.9%) are female respondents. According to (Berman, 2018), the productivity contributed by female workers is higher than that of males. This shows that the involvement of workers in spa centre is more likely to be female because they have better working abilities and are suitable in various situations, especially in the fields related to well-being compared to the involvement of male workers (Srivastava, 2020).

In the age category, there are respondents from the age 18 till age 30 years old and above. Moreover, the highest age number category that has answer the survey are age 22 - 25 years old with value 49.3%. Based on the demographic age category for work engagement in the spa centre that is constantly increasing is from the young women. The involvement of workers

from the younger age group in the spa is at a higher involvement rate than the older age group. This is because young people are more proactive, have better quality energy and can contribute more to the spa industry in terms of energy, services required by customers compared to older people.

Furthermore, there are four categories in the survey for marital status. The four categories are single, married, divorce, and others like engaged. The highest number of marital status category which has responded this questionnaire was the respondents from the single category with the frequency of 141 respondents with the value of 66.8% whereas the lowest was respondents from the others category, engaged with frequency of 1 respondent 0.5%. The engagement of workers in the spa centre is more from the single category. This is because, single workers can give more work commitment and focus in the execution of tasks and jobs compared to the work involvement of other status groups.

There was total 211 respondents from different levels of educational level which are PMR/ PT3, SKM, SPM, STPM, Diploma, Degree, Master and PhD. Based on the table, the highest number of respondents are from SPM which consisted of 60 respondents with value of 28.5%. Master and PhD has the lowest respondents which consist 2 respondents from master with value 0.9% and one respondents from PhD with value 0.5%. The highest number of worker at the spa are those who graduated from SPM because most SPM graduates have finished studying at secondary school and they are more likely to work. Furthermore, now the spa business is growing, becoming known and becoming the focus of young people to venture into the field of beauty and health, especially young women.

There are 3 main different races and other races in this survey. The highest number of respondents are Malays which consisted of 185 respondents with value of 87.7%. The lowest are from Chinese which are 16 respondents with value of 7.6%. Races from Indian respondents and others respondent which consist of Siam, Kadazan and Dusun each consisting of five respondents that have the same percentage value. Based on the results obtained from the results of the study, the highest involvement of workers in the spa is from the Malay race. This is said to be so because the majority of people living in Kelantan are from the Malay race. This situation clearly shows that the spa business enterprise has become the main pillar and was established to meet the needs of the local community to maintain beauty and health at all times.

Besides, there are several types of religion of respondents as Muslim, Buddha, Kristian and others like free and Kristian. In types of religion, the highest religion are Muslim which

consisted of 186 respondents with value 88.2%. Most of the respondents are from Muslim. The lowest respondents are which consist of respondents from free religion with value 0.5%. The highest involvement of workers who work at the spa is from the Muslim religion because overall and the majority of the community in Kelantan is from the Muslim religion. Usually spa centre businesses are founded by Muslim entrepreneurs. Spa centres under Muslim owner's will hire workers for the operation of their spas also from Muslims for Sharia-compliant spa services to customers.

There was total 211 respondents from different of education field which are Beauty and Spa Therapy, Diploma in Beauty and Health and others Bachelor's Degree in Beauty and Health and others like Diploma in Business Management. Based on the table, the highest number of respondents are from educational field from Beauty and Spa Therapy which is consisted of 98 with value 46.4%. The lowest education field from respondents Diploma in Beauty and health which is consisted 34 with the value 16.1%. The highest field of study pursued by spa workers is in the field of Beauty & Spa Therapy. Most of the workers in the spa field will continue to involve themselves in the field of study they are interested in, especially in the field related to spa because the study period at this level is shorter than the field of study at a higher level. In addition, the skills and knowledge at this level are able to improve their expertise in the field of service at the spa centre compared to studies at a higher level more on the management side of a business that involves the progress of a business at a spa centre.

Other than that, there are three main current employment in this survey which are full time permanent job, full time employment is not permanent, permanent part- time job, irregular part- time jobs and others as student like internship student like internship or practical students. The majority number of the respondents answer the survey is from full time permanent job respondents who are 140 respondents with value 66.4%. The most worker involvement in the spa is from the full time permanent job group. This is said to be so because, most of the employees who work at the spa need to fully allocate their time to the production and implementation of a service at the spa without any interruptions or problems so that the operation of the work at the spa runs smoothly.

There are several type of position or job at the spa. Among type of position are manager, therapist, admin, marketing and others like business operating, operator and internship student. The majority number of respondents answer the survey is therapist respondents who are 94

with value of 44%. Work engagement from the group of therapists are the most who work in spa centres in Kelantan. This is said because every customer who comes to the spa usually wants to maintain their beauty and health, so the therapist's job is in every field of work very important and necessary to meet the needs and wishes of the customer.

There was total 211 respondents from different area of expertise or practice which are medi & pedi, sequence, facial beauty, hair, reflexology, aromatherapy and others like management, financial and service. Based on the table, the highest number of respondents are from area of expertise from facial beauty which is consisted of 57 with value 27.0%. Aromatherapy and other area expertise has the lowest respondents which are consisted 17 and 14 respondents with value 8.1% and 6.7%.

Moreover there are six levels in monthly income of respondents such as RM1000 and below, RM1001 – RM2000, RM 2001 – RM3000, RM 3001 – RM4000, RM 4001 – RM5000 and more than RM5001. The majority number of respondents answer the survey has income RM1001 – RM2000 which are 100 respondents. This is because most of the respondents are from full time permanent job and SPM categories who answered the survey.

After that, there are three types of work experience in the survey. Among the 3 types of work experiences are less than 1 year, 1 year -3 year and more than 3 year. The highest number of respondents in this survey which is less than 1 year which consisted of 89 respondents with value of 42.2%. The lowest number of respondents which is from more than 3 year that consist of 52 with value 24.6 %.

4.3 JOB CHARACTERISTICS

The descriptive analysis was used to analyse the types of sources that the Kota Bharu, Kelantan community uses to get the information about spa. The result were reported as frequency (n) and percentage (%). Table 4.2 shows the descriptive statistics of source of spa information.

Table 4.3.1: Types of Job Characteristic for Spa Information

JOB CHARACTERISTIC	n	%
LEVEL OF EDUCATION		
PMR/PT3	7	3.3%
SKM	20	9.5%
STPM	27	12.8%
Secondary School/ SPM	60	28.5%
Diploma	50	23.7%
Degree	44	20.9%
Master	2	0.9%
PhD	1	0.5%
EDUCATION FIELD		
Beauty and Spa Therapy Certificate	98	46.4%
Diploma in Beauty and Health	34	16.1%
Bachelor's Degree in Beauty and	40	19%
Health	FRSI	TT
Others	39	18.0%
CHIPDENIE EMPLOYAMENT	AVCI	A
CURRENT EMPLOYMENT	AIDI	A
Full-time permanent job	140	66.4%
Full-time employment is not	20	9.5%
permanent	ANTA	
Permanent part-time job	21	10%

Irregular part-time jobs	24	11.4%
Others	6	2.8%
TYPE OF POSITION OR JOB AT		
THE SPA		
Manager	26	12.3%
Therapist	94	44.5%
Admin	30	14.2%
Marketing	44	20.9%
Others	17	8.1%
AREA OF EXPERTISE OR		
PRACTICE		
Medi & Pedi	24	11.4%
Sequence	25	11.8%
Facial beauty	57	27%
Hair	22	10.4%
Reflexology	22	10.4%
Aromatherapy	17	8.1%
Others	14	6.7%
MONTHLY INCOME	1 7 7 0 1	4
RM1,000 & below	53	25.1%
RM 1,001- RM2,000	100	47.4%
RM 2,001- RM3,000	27	12.8%
RM 3,001- RM 4,000	14	6.6%
RM 4,001- RM 5,000	11	5.2%

More than RM 5,001	6	2.8%
WORK EXPERIENCE		
< 1 year	89	42.2%
1 year- 3 year	70	33.2%
>3 year	52	24.6%

Besides that, there are seven job characteristics in the information source about Spa in Kota Bharu, Kelantan. Most of the 56 respondents with a value of 26.5% have answered Secondary School level education. The less number was 1 respondent with a value of 0.5% with a PhD. The highest number of respondents in the education field was 98 respondents with a value of 46.4% and the lower respondent Diploma in Beauty and Health with 34 respondents with a value of 16.1%. For current employment, full-time permanent job with 140 respondents highest than full-time employment is not permanent with 20 respondents. The highest number of respondents in the type of position or job at the spa is a therapist with 94 respondents with a value of 44.5%. Facial beauty in an area of expertise or practice got the highest respondent 57 respondents with a value of 27% meanwhile the lower respondents is aromatherapy with 17 respondents. Next, monthly income was the highest respondent with 100 respondents with a value of 47.4% with RM1 001 to RM 2 000 income for spa workers. Lastly, regarding work experience, the lowest respondents with a value of 42.2% for below 1-year work experience.

Based on the research and respondents who have been taken through Google form from spa workers in Kota Bharu, Kelantan, many workers from high school graduates, i.e. SPM, who work in Spas, in addition to many spa workers aged around 20 years and above who work in spas. This is because working in a spa requires a lot of energy and strength to work. We can also see that many employees have taken a beauty certificate before working at the spa. Mostly, the employees at the spa have attended various beauty Spa skills classes.

4.4 SCORE OF PSYCHOLOGICAL NEED SATISFACTION AMONG SPA WORKERS AND WORK ENGAGEMENT.

The score of work engagement among spa worker in Kota Bahru, Kelantan was assessed by psychological need satisfaction namely autonomy, competency and relatedness. The 15 items on the psychological need satisfaction and 10 items on the work engagement were assessed using a five-point likert scale ranging from strongly agree, agree, neutral, do not agree and strongly disagree. Table 4.3 shows the score of psychological need satisfaction among spa workers based on autonomy, competency, relatedness and work engagement.

Table 4.4.1: Psychological Need Satisfaction among Spa Workers and Work Engagement.

		Strongly	Agree	Neutral	Do Not	Strongly	SD
		Agree	(2)	(3)	Agree	Disagree	
		(1)			(2)	(1)	
			Autonon	ny			
1	I feel stressed at	7.6%	9.5%	22.3%	36.5%	24.2%	1.17222
	work.	16	20	47	77	51	%
				F. R	SI		3.6019
					~ _		
2	I am free to	28.1%	42.9%	20%	8.1%	1%	93951%
	express my	59	90	42	17	2	2.1095
	ideas and				101	2	2.1098
	opinions about						
	work.						
	T.		r A	- TA, T - I		T.A.T	
3	I feel like I can	33.8%	40%	20.5%	5.2%	0.5%	89378%
	be myself at	71	84	43	11	1	1.9857
	work.		-				

4	When I work, I	31.3%	47.4%	18.5%	2.4%	0.5%	79604%
	have to do what	66	100	39	5	1	1.9336
	I'm told.						
5	There are not	14.2%	35.5%	28.9%	12.3%	9%	1.11570
	many						%
	opportunities	30	75	61	26	19	
	for me to decide						3.2133
	for myself how						
	to continue my						
	work.						
			Competer	ncy			
1	I don't feel very	7.6%	7.6%	22.7%	45.5%	16.6%	1.09111
	efficient when I	4				70	%
	work	16	16	48	96	35	
							3.5592
2	People at work	26.1%	45%	21.8%	6.6%	0.5%	88292%
	tell me I'm good	55	95	46	14	1	2.1043
	at what I do.	33		10			2.1013
3	I have been able	49.8%	41.7%	7.6%	0.5%	0.5%	69199%
	to learn		$\Gamma X T$	ΓD	0.570	0.070	
	interesting new	105	88	16	1	1	1.6019
	skills in my job.						
			44.5:	22.211		44.60	4.5-1
4	In my job, I	12.45	14.8%	23.8%	34.4%	14.8%	1.23469
	don't get many	26	31	50	72	31	%
	opportunities to						3.2429
	show how						
	capable I am.		Γ A	IVI.	TA	TAT	
		L L	LA	IJ	IA	IN	

5	When I work, I	12.3%	7.6%	26.5%	38.4%	15.2%	1.19702		
	often feel helpless.	26	16	56	81	32	%		
							3.3649		
			Relatedne	ess					
1	I really like the	45.2%	40%	14.3%	0.5%	0.5%	72581%		
	people I work	95	84	30	1	1	1.7000		
	with.								
2	I get along with	52.1%	36.5%	10.4%	0.5%	0.5%	73144%		
	people at work.	110	77	22	1	1	1.6066		
3	I consider the	50%	36.2%	11%	2.9%	0.5%	78462%		
•	people I work	105	76	23	6	1	1.6667		
	with as my								
	friends.								
4	People at work	41.2%	43.6%	12.8%	2.4%	0%	76268%		
•	care about me.	87	92	27	5	0	1.7630		
5	People at work	47.1%	38.6%	13.3%	1%	0.5%	737335		
	are quite	99	81	28	2	0	1.6810		
	friendly with								
	me.								
	Work Engagement								
1	I willing accept	36.5%	47.9%	14.7%	0.9%	0%	71594%		
	change.	77	101	31	2	0	1.8009		
	K	LĽ.	LA	IN	IA	IN			

. take on new tasks as needed. 83 100 20 7 1 1.78 3 I take the initiative to help other employees when the need arises. 88 97 20 6 0 1.73 4 I keep going even when things get tough. 35.7% 48.6% 12.4% 2.9% 0.5% 784 5 I quickly adapt tough. 75 102 26 6 1 1.83 5 I quickly adapt tough. 35.1% 41.7% 19.9% 3.3% 0% 8236 5 I quickly adapt tough. 74 88 42 7 0 1.91 6 When at work, I am fully focused on my job duties. 102 80 24 3 2 1.68 7 I am happy and interested in the field of work I 109 79 18 4 1 1.62	1%
. initiative to help other employees when the need arises. 88 97 20 6 0 1.73 4 I keep going even when things get tough. 35.7% 48.6% 12.4% 2.9% 0.5% 784 5 I quickly adapt to difficult situations. 35.1% 41.7% 19.9% 3.3% 0% 8230 6 When at work, I am fully focused on my job duties. 37.9% 11.4% 1.4% 0.9% 8020 7 I am happy and interested in the interested in the 51.7% 37.4% 8.5% 1.9% 0.5% 761 109 79 18 4 1 1.62	20
. initiative to help other employees when the need arises. 88 97 20 6 0 1.73 4 I keep going even when things get tough. 35.7% 48.6% 12.4% 2.9% 0.5% 784 5 I quickly adapt to difficult situations. 35.1% 41.7% 19.9% 3.3% 0% 8230 6 When at work, I am fully focused on my job duties. 37.9% 11.4% 1.4% 0.9% 8020 7 I am happy and interested in the interested in the 51.7% 37.4% 8.5% 1.9% 0.5% 761 109 79 18 4 1 1.62	6%
. even when things get tough. 75 102 26 6 1 1.83 5 I quickly adapt to difficult situations. 35.1% 41.7% 19.9% 3.3% 0% 8236 6 When at work, I am fully focused on my job duties. 37.9% 11.4% 1.4% 0.9% 8023 7 I am happy and interested in the interested in the interested in the content of the state of the state of the content	
things get tough. 75	0%
. to difficult situations. 74 88 42 7 0 1.91 6 When at work, I am fully focused on my job duties. 102 80 24 3 2 1.68 7 I am happy and interested in the interested in	31
. to difficult situations. 74 88 42 7 0 1.91 6 When at work, I am fully focused on my job duties. 102 80 24 3 2 1.68 7 I am happy and interested in the interested in	
. to difficult situations. 74 88 42 7 0 1.91 6 When at work, I am fully focused on my job duties. 102 80 24 3 2 1.68 7 I am happy and interested in the interested in	5%
. am fully focused on my job duties. 102 80 24 3 2 1.68 7 I am happy and interested in the contents. 51.7% 37.4% 8.5% 1.9% 0.5% 761 . interested in the contents. 109 79 18 4 1 1.62	
. am fully focused on my job duties. 102 80 24 3 2 1.68 7 I am happy and interested in the contents. 51.7% 37.4% 8.5% 1.9% 0.5% 761 . interested in the contents. 109 79 18 4 1 1.62	2/10/6
7 I am happy and 51.7% 37.4% 8.5% 1.9% 0.5% 7613 . interested in the 109 79 18 4 1 1.62	
interested in the 109 79 18 4 1 1.62	
109 79 18 4 1 1.62	7%
am engaged in.)9
8 I am very 51% 35.2% 11.9% 1.4% 0.5% 7814	3%
passionate about my job. 107 74 25 3 1 1.65	24

9	I feel that the	50.5%	35.7%	11%	1.9%	1%	81941%
	work I do can inspire me.	106	75	23	4	2	1.6714
1	I feel really	52.9%	33.3%	11.4%	2.4%	0%	77881%
0	happy if I can fully commit to	111	70	24	5	0	1.6333
	the tasks at work.						

In Table 4.4.1, the results indicate that the autonomy item of question number 1, "I feel stressed at work," has the highest mean score (M = 3.6019, SD = 1.17222). On the other hand, the autonomy item of question number 4, "When I work, I have to do what I'm told," has the lowest mean score (M = 1.9336, SD = 0.79604). Looking at the Competence items, the largest mean score (M = 3.5592, SD = 1.09111) belongs to question number 1, "I don't feel very efficient when I work." Conversely, the smallest mean score (M = 1.6019, SD = 0.69199) is associated with question number 3, "I have been able to learn interesting new skills in my job." When examining the Relatedness items, question number 1, "I really like the people I work with," has the highest mean score (M = 1.7000, SD = 0.72581), while question number 2, "I get along with people at work," has the lowest mean score (M = 1.6066, SD = 0.73144). Lastly, focusing on the work engagement items, question number 5, "I quickly adapt to difficult situations," has the highest mean score (M = 1.9147, SD = 0.82365). In contrast, question number 7, "I am happy and interested in the field of work I am engaged in," has the lowest mean score (M = 1.6209, SD = 0.76117). Autonomy allows them to have control over their tasks and decisions, fostering job satisfaction and motivation. Competency enables them to develop and showcase their skills, leading to professional growth and customer satisfaction. Relatedness involves building positive relationships with colleagues and clients, promoting a supportive work environment and enhancing job engagement. (Deci, E. L., & Ryan, R. M. 2019).

4.5 RELATIONSHIP BETWEEN PSYCHOLOGICAL NEED SATISFACTION AND WORK ENGAGEMENT AMONG SPA WORKERS

Pearson correlation coefficient analysis was performed to identify relationship between work engagement, autonomy, competency and relatedness among spa workers. The strength and direction of the relationship between the variables were then determined. Table 4.5 shows the Pearson correlation between variables.

Table 4.5: Pearson correlation between variables

Research	Variables	P-value	r- value	Strength of	Evaluation of
hypothesis				correlation	test
H1	Autonomy	0.000	0.355	Weak	Hypothesis
	factor and work				was accepted
	engagement				
H2	Competency	0.062	0.129	Very w <mark>eak</mark>	Hypothesis
	factor and work				was not
	engagement				accepted
Н3	Relatedness and	0.000	0.807	Strong	Hypothesis
	work				was accepted
	engagement				

^{*} Correlation is significant at the level (2-tailed).

The P-value of autonomy factor and relatedness factor were 0.000 respectively. Therefore, there is a significant relationship between autonomy factor, relatedness factor and work engagement among spa workers. The correlation coefficient of 0.355 suggested a weak correlation relationship between autonomy factor and work engagement among spa workers. Besides the correlation coefficient of 0.807 suggested a strong correlation relationship between relatedness factor and work engagement among spa workers. The P-value of the competency factor was 0.062. In this competency factor, there is non- significant relationship between competency factor and work engagement among spa workers. The correlation coefficient of 0.129 suggested a very weak correlation relationship between competency factor and work

engagement among spa workers. Lastly, in the evaluation test, only autonomy and relatedness show the results of accepted hypothesis, while competence shows not accepted hypothesis.

4.5.1 RELATIONSHIP BETWEEN AUTONOMY FACTOR AND WORK ENGAGEMENT AMONG SPA WORKERS

Based on this study, it was found that the relationship between the autonomy factor and the work involvement of spa workers in Kelantan shows evidence of a weak correlation. This shows that the prediction is not true. It is very clear that spa employers in Kelantan do not give their employees the freedom to make decisions on their own or in collaboration. Therefore, employee satisfaction will be less maintained and work engagement will continue to decline if it continues to be applied among Kelantan spa employees.

Next, the relationship between motivation among employees and work engagement in the Kelantan spa in this study is positive. This shows that motivational drive is also present among employees at the spa can increase job satisfaction and engagement. High work motivation can increase a person's work involvement. When a person feels motivated, they tend to be more involved in the tasks they are doing. Motivation that comes from within the individual, such as personal satisfaction, a sense of achievement, or interest in work, can significantly increase work engagement. This is because spa employees are less given positive motivational encouragement which periodically makes spa employees lack work enthusiasm and a weak work aura and other employees are less satisfied with their work results.

Belief in work and work involvement in spa workers in Kelantan are closely related. This is because in this study it was found that the trust in each employee at the spa was less given by their employer to work at their spa. Belief in their work can refer to individual confidence as well as employee satisfaction can be applied. Not just trust but can also be seen as work engagement on the other hand, referring to the level of involvement, emotional attachment, and individual desire to actively participate in their work. Therefore, as a whole, the autonomy factor with work involvement is seen to be less applied among employees in the Kelantan spa and although it is still at a weak level, it can be described as satisfactory for this relationship.

4.5.2 RELATIONSHIP BETWEEN COMPETENCY FACTOR AND WORK ENGAGEMENT AMONG SPA WORKERS

Based on the context between the competence factor and work involvement in this study, the correlation results are very weak and the hypothesis is not accepted. This is because of the qualification factor that refers to the poor education of workers. Incompetent workers are hired and do not have the proper qualifications to be given jobs that are quite impossible for them to do. This refers to when employees feel that they do not have the qualifications and competence to perform their job duties, which can cause their work engagement to be low and continue to decline as long as it is not addressed immediately. This can be seen through they may feel insecure, anxious, or unmotivated. Therefore, this is one of the reasons for the weak correlation among spa workers in Kelantan.

Next, skills also play a role in the competence factor with work involvement in spa workers in Kelantan and in this study this relationship shows a very weak correlation. This is because when an employee does not have strong competency skills in their job, they feel more capable of performing the tasks given. Competency skills include knowledge, skills, and technical expertise relevant to a particular job. This makes them feel less confident in their ability to perform the tasks, they tend to be more or less and avoid getting involved in work and committing to their jobs.

In addition, the relationship between knowledge about work and work engagement in Kelantan spas is also weak. This is said because this knowledge refers more to how much experience an employee has. The results of this study found that they lacked ability and were unable to make the right decision because they had no knowledge about their work or new things in their work. This is considered very serious, their understanding in completing a job is lacking and will cause a bad effect on the spa company. In conclusion, the evidence in this study shows that the overall relationship between competency factors and spa work involvement in Kelantan is very weak and immediate steps need to be taken to overcome it.

4.5.3 RELATIONSHIP BETWEEN RELATEDNESS FACTOR AND WORK ENGAGEMENT AMONG SPA WORKERS

Based on the study found that the relationship between the relatedness factor and the work involvement of spa workers in Kelantan shows evidence of a very strong correlation as

predicted. This is because when an employee feels that there is strong social support in the work environment, they tend to feel more appreciated, supported, and motivated from the support given. Social support can be in the form of emotional support, such as having a positive and mutually supportive relationship with other co- workers and superior organizations in the company, and being able to carry out instructions in completing work tasks well. When individuals feel that there is adequate social support, they tend to be more involved, enthusiastic, and committed in their work.

Next, the relationship between Collaboration with colleagues in work involvement in the Kelantan spa also plays a positive factor in the correlation evidence of this study. This is because in this study it was found that employees prefer to work in groups and consider their colleagues to be their own friends. If they prefer to work in groups then there is a collaboration in solving their problems or tasks. There is also a sense of responsibility and caring for each other. This makes employees more motivated because there is a relationship with their satisfaction and enthusiasm to engage in their daily work.

Finally, the relationship between social interaction between colleagues and work engagement among spa workers in Kelantan is a positive prediction in this association hypothesis. This is said because when an employee has a good relationship with their coworkers, such as trust, mutual understanding, cooperation, and support between employees, it can create a positive work climate. This allows individuals to feel accepted, valued, and motivated in the work environment. In this pleasant and supportive context, individuals tend to be more emotionally involved in their work. Therefore, this social relationship can strongly support in ensuring that employees feel happy and form a strong work team so that they like to involve themselves in every work.

4.6 SUMMARY

This chapter has discussed the objective of the study is to determine the relationship between autonomy factor, competency factor, relatedness factor and work engagement among spa workers. Based on the results, two from three hypotheses are accepted and become a factor in the psychological need satisfaction among spa workers in Kota Bharu. There is the weak strength of correlation which is for the relationship between autonomy factor and work engagement among spa workers. Besides that, the strength of correlation for competency factor and work engagement among spa workers is very weak. Meanwhile, the relationship between

relatedness factor and work engagement among spa workers based on Pearson Correlation values, the strength of correlation is strong.



CHAPTER 5

CONCLUSION

5.1 INTRODUCTION

In this chapter, the researcher have discussed and examined about the result of the Pearson Correlation Analysis which was described in Chapter 4. Limitations of the study and suggestions for further research are also covered in this chapter. The researchers will present the public with their findings at the end of the chapter.

5.2 RECAPITULATION OF THE FINDINGS

The recapitulation of the findings from the previous chapter (Chapter 4) that were based on the research objective, research questions, and hypothesis for research. This research conducted to examine a relationship between psychological need satisfaction and work engagement among spa workers in Kelantan. The results shown in the chapter 4 is based on the questionnaire which was designed to the respondent. The questionnaire consisted of a total number of 41 questions which included all the sections.

Hypothesis	Independent Variable	Dependent Variable	Test Used
There is a significant relationship between autonomy factor and work engagement among spa workers.	Autonomy	Work Engagement	Pearson Correlation
2. There is a significant relationship between competency factor and work engagement among spa workers.	Competency	Work Engagement	Pearson Correlation

3. There is a significant relationship		
between relatedness factor and work engagement among spa workers.	latedness Work Engagement	Pearson Correlation

5.2.1 RELATIONSHIP BETWEEN AUTONOMY FACTOR AND WORK ENGAGEMENT AMONG SPA WORKERS

Research question 1 of this research asked the relationships between autonomy factor and work engagement among spa workers. This also to answer the first objective and hypothesis. Hence, table 5.2.1 shown the research objectives, questions and hypothesis.

No. 1	Table 5.2.1: Research Objective 1 and Research Question 1
	Research Objective (RO) • To identify the relationship between autonomy factor and work engagement among spa workers.
	Research Question (RQ) • If there a significant relationship between autonomy factor and work
	 engagement among spa workers? H1: There is a significant relationship between autonomy factor and work engagement among spa workers.
	KFIANTAN

The results of hypothesis H1 in chapter 4 reviewed to answer Research Question H1 stated that there is a significant relationship between autonomy factor and work engagement among spa workers. From the findings, it shows that there is weak with correlation coefficient of 0.355 while P- value is 0.05 which is less than the highly significant level 0.05. Therefore, H1 is accepted.

5.2.2 RELATIONSHIP BETWEEN COMPETENCY FACTOR AND WORK ENGAGEMENT AMONG SPA WORKERS

Research question 2 of this research asked the relationship between competency factor and work engagement among spa workers. This also to answer the second objective and hypothesis. Hence, table 5.2.2 shown the research objectives, questions and hypothesis.

No. 2	Table 5.2.2: Research Objective 2 and Research Question 2
	Research Objective (RO)
	• To identify the relationship between competency factor and work
	engagement among spa workers.
	Decreed Orași (DO)
	Research Question (RQ)
	• If there a significant relationship between competency factor and work
	engagement among spa workers?
	A T A T A T/C T A
	H2: There is a significant relationship between competency factor and
	work engagement among spa workers.
	TATEL A BITTLA BI
	K H I A N I A N

The results of hypothesis H2 in Chapter 4 reviewed to answer Research Question H2 stated that there is a significant relationship between competency factor and work engagement among spa workers. From the findings, it shoes that there is very weak with correlation coefficient of 0.129 while P- value is 0.05. Thus, H2 is not accepted or rejected.

5.2.3 RELATIONSHIP BETWEEN RELATEDNESS FACTOR AND WORK ENGAGEMENT AMONG SPA WORKERS

Research question 3 of this research asked the relationship between relatedness factor and work engagement among spa workers. This also to answer the third objective and hypothesis.

<u></u>	
No. 3	Table 5.2.3: Research Objective 3 and Research Question 3
	Research Objective
	To identify the relationship between relatedness factor and work engagement among spa workers.
	Research Objective
Ţ	• If there a significant relationship between relatedness factor and work engagement among spa workers?
	H3: There is a significant relationship between relatedness and work
I	engagement among spa workers.

The results of hypothesis H3 in Chapter 4 reviewed to answer Research Question H3 stated that there is a significant relationship between relatedness factor and work engagement among spa workers. From the findings, it shows that there is strong with correlation coefficient of 0.807 while P- value is 0.05 which is less than highly significant level 0.05. Thus, H3 is accepted.

5.3 RESEARCH LIMITATION.

One limitation of this study pertains to the methodology employed, which influenced the interpretation of the findings. The researchers encountered challenges in promptly identifying and engaging an adequate number of respondents.

5.3.1 LACK OF RESPONDENT

It is important to note that in any research or survey, a sufficient number of respondents is essential to ensure reliable and representative results. However, we have encountered situations where only 211 people out of 384 respondents have been obtained. Such a number may be considered insufficient to produce statistically significant conclusions. Among the reasons why we did not get enough respondents is because, the time constraint due to the fasting month and almost to the festive season. Most spa owners do not want to provide cooperation because of the number of customers that are too crowded at that time. However, despite the insufficient number of respondents, we were still able to analyze the existing data to gain initial insights or to run descriptive analysis. In addition, we can also acknowledge the limitation in our report or presentation mentioning that a larger number of respondents would be more desirable for future research.

5.3.2 RESPONDENT DOESN'T UNDERSTAND THE QUESTION

While conducting these observations we found that there were also some of our respondents who did not understand some of the questions given to them. Indirectly this has made it difficult for us to get the right number of respondents. When respondents do not understand the questions, they have given answers that are not relevant or not in accordance with what we expect. This was due to an error on our part for not conducting a pilot test first. The purpose of this pilot test is to reduce risk. By conducting a pilot test, the risk of major errors or failures at an early stage can be identified and corrected before involving a larger scale. This helps reduce the risk of financial, reputational, or other negative impacts. Instead, we made the mistake of not conducting a pilot test with our respondents first.

5.3.3 RESPONDENT DID NOT PROVIDE COOPERATION

The next problem is that there are respondents who do not give us good cooperation when we do this research in their spa. Among the reasons why they have such an attitude is because in terms of distrust. Respondents may not trust people who conduct research in their spa especially when we are students. Most spa owners are not interested in cooperating with students like us and just look down on our presence in their spa. The next reason is in terms of privacy and confidentiality of their data. Respondents may be concerned that the information they provide will be disclosed inappropriately or used for unintended purposes. They may not feel comfortable sharing personal information despite the fact that no personal data was used in the google form that we provided. The last one is in terms of Time. There were also some respondents who felt that participating in the research would take up too much of their time or effort. This is especially true if the research involves complex tasks or activities or requires a long-term commitment whereas they only need a few minutes to fill out the google form that we have provided to them.

5.4 RECCOMENDATION

The first suggestion is that in order to get the best results, the target audience needs to be expanded not only to spa operators around Kelantan. This is because we found that it is easy to get the desired number of respondents if the target of the study is the entire country of Malaysia. Next, the researcher can plan in advance to distribute the study form to the respondents. For example looking for respondents before the fasting month or after the fasting month.

The second suggestion is that the researcher first conduct a pilot test to avoid failure in identifying the risks that will occur. In order to avoid confusion based on the questions given to the respondents, the researcher can first explain the questions that are difficult for the respondents to understand and the researcher can be in front of the respondents while they are answering the questions and answer if there is a question that is not understood. Next, the researcher can prepare questions that are easier to understand and not too scientific to understand.

The last suggestion is that the researcher can provide a letter or proof that it is true from the University that wants to conduct research in their spa. For example, researcher first display their matric card and introduce themselves and their purpose before doing research. For respondents who are not comfortable that their personal privacy will be taken, the researcher can state in advance that their privacy will be well kept by the researcher and state directly to the respondents in this study that their personal information will not be taken. Next, as already stated, the researcher can also make observations first and plan an accurate and not busy time for respondents at the spa to fill out this study form.

5.5 SUMMARY

The main purpose of this research is to examine the relationship between psychological need satisfaction and work engagement among spa workers in Kelantan. There is positive relationship between work engagement and job satisfaction, with multiple studies providing evidence of this correlation. As mentioned in chapter 3, the total number of respondents is 384 have distributed questionnaires to the spa employees only 211 people because not all spa employees can give good cooperation and have time to fill out the google form online. After that, the researcher uses the SPSS to finding the questionnaire survey that analyze descriptive and inferential analysis. Finalize the result show the significant the relationship between the independent variable and dependent variable. Mean that the relationship between psychological need satisfaction and work engagement among spa workers in Kelantan is significant. Summarization of final results based on data analysis, all the hypothesis (H1, H2 and H3) stated are accepted. Limitation and recommendation when carried out this research also includes that can be used for the further studies.

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APPENDICES I

N	S	N	S	N	n Populati 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

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APPENDICES II

QUESTIONS

RELATIONSHIP BETWEEN PSYCHOLOGICAL NEED SATISFACTION AND WORK ENGAGEMENT AMONG SPA 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
- Married/Berkahwin
- o Single/Bujang
- Divorced/Bercerai
- o Other:

4.	RACE/BANGSA
	o India/ India
	o Malay/ Melayu
	o Chinese/ Cina
	o Other:
5.	RELIGION/AGAMA*
0	Muslim
0	Buddha
0	Kristian
0	Other:
6.	LEVEL OF EDUCATION/TAHAP PENDIDIKAN*
0	PMR/PT3
0	SKM
0	STPM
0	Secondary School/SPM
0	Diploma
0	Degree/Ijazah
0	Master
0	PhD
0	Other:

7. EDUCATION FIELD/BIDANG PENDIDIKAN*

o Beauty and Spa Therapy Certificate/ Sijil Terapi Kecantikan dan Spa

- O Diploma in Beauty and Health/ Diploma Kecantikan dan Kesihatan
- Bachelor's Degree in Beauty and Health/ Ijazah Sarjana Muda Kecantikan dan Kesihatan
- Other:

8. CURRENT EMPLOYMENT STATUS/STATUS PEKERJAAN SEKARANG

- o Full time permanent job/ Pekerjaan tetap sepenuh masa
- o Full-time employment is not permanent/ Pekerjaan sepenuh masa tidak tetap
- o Permanent part-time job/ Pekerjaan sambilan tetap
- o Irregular part-time jobs/ Pekerjaan sambilan tidak tetap
- o Other:

9. TYPE OF POSITION OR JOB AT THE SPA/ JENIS JAWATAN ATAU PEKERJAAN DI SPA

- Manager/ Pengurus
- Therapist/ Terapis
- o Admin/ Admin
- Marketing/ Pemasaran
- Other:

10. AREA OF EXPERTISE OR PRACTICE/ BIDANG KEPAKARAN ATAU AMALAN

- Medi & Pedi
- o Sequence/ Urutan
- o Facial beauty/ Kecantikan Muka
- o Hair/Rambut

- o Reflexology/ Refleksiologi
- Aromatherapy/ Aromaterapi
- o Other:

11. MONTHLY INCOME

- o RM 1,000 & below
- o RM 1,001- RM 2,000
- o RM 2,001- RM 3,000
- o RM 3,001- RM 4,000
- o RM 4,001- RM 5,000
- o More than RM 5,001

12. WORK EXPERIENCE

- < 1 year/< 1 tahun
- o 1 year- 3 year/ 1 tahun- 3 tahun
- \circ 3 year/> 3 tahun
- 13. Adakah anda berpuas hati dengan jenis pekerjaan sekarang? /Are you satisfied with your current job?
- o Sangat Bersetuju/ Strongly Agree
- Setuju/ Agree
- Neutral/ Neutral
- o Tidak Bersetuju/ Do not agree
- Sangat Tidak Bersetuju/ Strongly Disagree

- 14. Adakah anda berpuas hati dengan taraf gaji yang diberikan? /Are you satisfied with the level of salary given?
- Sangat Bersetuju/Strongly Agree
- Setuju/ Agree
- Neutral/ Neutral
- o Tidak Bersetuju/ Do not agree
- Sangat Tidak Bersetuju/ Strongly Disagree
- 15. Adakah anda berpuas hati dengan hubungan interpersonal bersama majikan dan penyelia? /Are you satisfied with interpersonal relationships with employers and supervisors?
- o Sangat Bersetuju/ Strongly Agree
- o Setuju/Agree
- Neutral/ Neutral
- o Tidak Bersetuju/ Do not agree
- Sangat Tidak Bersetuju/ Strongly Disagree
- 16. Adakah anda berpuas hati dengan hubungan interpersonal sesama rakan sekerja?Are you satisfied with interpersonal relationships among colleagues?
- Sangat Bersetuju/ Strongly Agree
- Setuju/ Agree
- Neutral/ Neutral
- o Tidak Bersetuju/ Do not agree
- Sangat Tidak Bersetuju/ Strongly Disagree

SECTION B: 1.1 AUTONOMY

- o Sangat Bersetuju/ Strongly Agree
- o Setuju/Agree
- Neutral/ Neutral
- o Tidak Bersetuju/ Do not agree
- Sangat Tidak Bersetuju/ Strongly Disagree
- 1. Saya berasa tertekan di tempat kerja/ I feel stressed at work.
- Sangat Bersetuju/ Strongly Agree
- o Setuju/Agree
- Neutral/ Neutral
- Tidak Bersetuju/ Do not agree
- Sangat Tidak Bersetuju/ Strongly Disagree
- 2. Saya bebas untuk menyatakan idea dan pendapat saya tentang kerja/ I am free to express my ideas and opinions about work.
- o Sangat Bersetuju/ Strongly Agree
- o Setuju/Agree
- Neutral/ Neutral
- o Tidak Bersetuju/ Do not agree
- Sangat Tidak Bersetuju/ Strongly Disagree
- 3. Saya rasa saya boleh menjadi diri saya sendiri di tempat kerja/ I feel like I can be myself at work.
- o Sangat Bersetuju/ Strongly Agree

- o Setuju/Agree
- Neutral/ Neutral
- Tidak Bersetuju/ Do not agree
- Sangat Tidak Bersetuju/ Strongly Disagree
- 4. Apabila saya bekerja, saya perlu melakukan apa yang disuruh./ When I work, I have to do what I'm told
- Sangat Bersetuju/ Strongly Agree
- Setuju/ Agree
- Neutral/ Neutral
- o Tidak Bersetuju/ Do not agree
- Sangat Tidak Bersetuju/ Strongly Disagree
- 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 Bersetuju/ Strongly Agree
- Setuju/ Agree
- Neutral/ Neutral
- o Tidak Bersetuju/ Do not agree
- o Sangat Tidak Bersetuju/ Strongly Disagree

SECTION B: 1.2 COMPETENCE

- Sangat Bersetuju/ Strongly Agree
- o Setuju/Agree
- Neutral/ Neutral
- o Tidak Bersetuju/ Do not agree
- o Sangat Tidak Bersetuju/ Strongly Disagree
- 1. Saya tidak berasa sangat cekap apabila saya bekerja/ I don't feel very efficient when I work.
- Sangat Bersetuju/ Strongly Agree
- o Setuju/Agree
- Neutral/ Neutral
- o Tidak Bersetuju/ Do not agree
- Sangat Tidak Bersetuju/ Strongly Disagree
- 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.
- o Sangat Bersetuju/ Strongly Agree
- Setuju/ Agree
- Neutral/ Neutral
- o Tidak Bersetuju/ Do not agree
- o Sangat Tidak Bersetuju/ Strongly Disagree

- 3. Saya telah dapat mempelajari kemahiran baharu yang menarik dalam pekerjaan saya./
 I have been able to learn interesting new skills in my job.
- Sangat Bersetuju/Strongly Agree
- Setuju/ Agree
- Neutral/ Neutral
- o Tidak Bersetuju/ Do not agree
- Sangat Tidak Bersetuju/ Strongly Disagree
- 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 Bersetuju/Strongly Agree
- o Setuju/Agree
- Neutral/ Neutral
- o Tidak Bersetuju/ Do not agree
- Sangat Tidak Bersetuju/ Strongly Disagree
- 5. Apabila saya bekerja, saya sering berasa tidak berkemampuan./ When I work, I often feel helpless.
- o Sangat Bersetuju/ Strongly Agree
- o Setuju/Agree
- Neutral/ Neutral
- o Tidak Bersetuju/ Do not agree
- o Sangat Tidak Bersetuju/ Strongly Disagree

SECTION B: 1.3 RELATEDNESS

- Sangat Bersetuju/ Strongly Agree
- Setuju/Agree
- Neutral/ Neutral
- o Tidak Bersetuju/ Do not agree
- Sangat Tidak Bersetuju/ Strongly Disagree
- 1. Saya sangat suka orang yang bekerja dengan saya/ I really like the people I work with.
- Sangat Bersetuju/ Strongly Agree
- o Setuju/Agree
- Neutral/ Neutral
- o Tidak Bersetuju/ Do not agree
- o Sangat Tidak Bersetuju/ Strongly Disagree
- 2. Saya bergaul dengan orang di tempat kerja/ I get along with people at work.
- o Sangat Bersetuju/ Strongly Agree
- Setuju/ Agree
- Neutral/ Neutral
- o Tidak Bersetuju/ Do not agree
- Sangat Tidak Bersetuju/ Strongly Disagree
- 3. Saya menganggap orang yang bekerja dengan saya sebagai kawan saya/ I consider the people I work with as my friends.
- o Sangat Bersetuju/ Strongly Agree

- o Setuju/Agree
- Neutral/ Neutral
- Tidak Bersetuju/ Do not agree
- Sangat Tidak Bersetuju/ Strongly Disagree
- 4. Orang di tempat kerja mengambil berat tentang saya/ People at work care about me.
- Sangat Bersetuju/ Strongly Agree
- Setuju/ Agree
- o Neutral/Neutral
- o Tidak Bersetuju/ Do not agree
- o Sangat Tidak Bersetuju/ Strongly Disagree
- 5. Orang di tempat kerja agak mesra dengan saya/ People at work are quite friendly with me.
- o Sangat Bersetuju/ Strongly Agree
- o Setuju/Agree
- Neutral/ Neutral
- Tidak Bersetuju/ Do not agree
- Sangat Tidak Bersetuju/ Strongly Disagree

SECTION C: WORK ENGAGEMENT

- Sangat Bersetuju/ Strongly Agree
- Setuju/ Agree
- Neutral/ Neutral
- O Tidak Bersetuju/ Do not agree
- Sangat Tidak Bersetuju/ Strongly Disagree
- 1. Saya dengan rela hati menerima perubahan/ I willingly accept change.
- Sangat Bersetuju/ Strongly Agree
- o Setuju/Agree
- Neutral/ Neutral
- o Tidak Bersetuju/ Do not agree
- o Sangat Tidak Bersetuju/ Strongly Disagree
- 2. Saya bersedia untuk memikul tugas baru mengikut keperluan./ I am ready to take on new tasks as needed.
- o Sangat Bersetuju/ Strongly Agree
- o Setuju/Agree
- Neutral/ Neutral
- o Tidak Bersetuju/ Do not agree
- Sangat Tidak Bersetuju/ Strongly Disagree

- 3. Saya mengambil inisiatif untuk membantu pekerja lain apabila timbul keperluan./ I take the initiative to help other employees when the need arises.
- Sangat Bersetuju/Strongly Agree
- Setuju/ Agree
- Neutral/ Neutral
- o Tidak Bersetuju/ Do not agree
- Sangat Tidak Bersetuju/ Strongly Disagree
- 4. Saya terus berjalan walaupun keadaan menjadi sukar/ I keep going even when things get tough.
- Sangat Bersetuju/ Strongly Agree
- o Setuju/Agree
- Neutral/ Neutral
- o Tidak Bersetuju/ Do not agree
- Sangat Tidak Bersetuju/ Strongly Disagree
- 5. Saya cepat menyesuaikan diri dengan situasi yang sukar/ I quickly adapt to difficult situations.
- o Sangat Bersetuju/ Strongly Agree
- Setuju/ Agree
- Neutral/ Neutral
- o Tidak Bersetuju/ Do not agree
- o Sangat Tidak Bersetuju/ Strongly Disagree

- 6. Apabila di tempat kerja, saya fokus sepenuhnya pada tugas kerja saya/ When at work, I am fully focused on my job duties.
- Sangat Bersetuju/Strongly Agree
- Setuju/ Agree
- o Neutral/Neutral
- o Tidak Bersetuju/ Do not agree
- Sangat Tidak Bersetuju/ Strongly Disagree
- 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.
- Sangat Bersetuju/ Strongly Agree
- o Setuju/Agree
- Neutral/ Neutral
- o Tidak Bersetuju/ Do not agree
- o Sangat Tidak Bersetuju/ Strongly Disagree
- 8. Saya sangat bersemangat dengan pekerjaan saya./ I am very passionate about my job
- o Sangat Bersetuju/ Strongly Agree
- o Setuju/Agree
- Neutral/ Neutral
- o Tidak Bersetuju/ Do not agree
- Sangat Tidak Bersetuju/ Strongly Disagree

- 9. Saya merasakan bahawa pekerjaan yang saya lakukan dapat memberi inspirasi kepada saya/ I feel that the work I do can inspire me.
- Sangat Bersetuju/Strongly Agree
- Setuju/Agree
- o Neutral/Neutral
- o Tidak Bersetuju/ Do not agree
- Sangat Tidak Bersetuju/ Strongly Disagree
- 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.
- Sangat Bersetuju/ Strongly Agree
- o Setuju/Agree
- Neutral/ Neutral
- o Tidak Bersetuju/ Do not agree
- o Sangat Tidak Bersetuju/ Strongly Disagree

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