

WHAT MAKE EMPLOYEES STAY?

CASE STUDY OF EMPLOYEE ENGAGEMENT IN MALAYSIA CHILDCARE CENTRE

*¹Ling-Meng, Chan, ²Thamil Durai, Chelliah, ³Claudia, Lau Say Min,
⁴Mathivannan Jaganathan, ⁵Ying-Yin, Koay

ABSTRACT

This study intended to examine the influences of perceived organisational support and rewards on employee engagement in the childcare centre in Malaysia. Subjects in this research study consist of 300 caregivers in a childcare centre in Selangor, Malaysia. The finding indicated that positive perceived organisational support bring positive influences on employee engagement at the workplace. When an individual perceived higher level of organisational support, they will be willing to incorporate more effort and engage with the organisation. Besides that, the satisfaction of employee's self needs with both intrinsic and extrinsic rewards provided by the employer will bring positive influences on employee engagement. This research recommends that future researchers investigate other possible motivational factors influencing the employee engagement in this industry, such as training and development, job security and career development. The management of childcare centre could place more attention on planning and increasing employee belongingness via fulfilling their individual needs and provide both emotional and social support towards them. In order to enhance employee engagement among the child caregiver, organisations should revise the basic salary and enhance the benefits packages for them, in order to fulfil their basic needs and improve their satisfaction towards their job and the organisations. Through the study, it implies that the higher the employee engagement with the organisation, the better the performance of them in the

¹Universiti Tunku Abdul Rahman

²Universiti Tunku Abdul Rahman

³Universiti Tunku Abdul Rahman

⁴Universiti Utara Malaysia

⁵Universiti Tunku Abdul Rahman

organisation, with the presence of positive motivation elements, such as positive organisational support and attractive rewards.

Keywords: *Perceived Organizational Support, Intrinsic Rewards, Extrinsic Rewards, Employee Engagement, Childcare*

I. INTRODUCTION

Past researchers (Cumming, 2017; Jeon & Wells, 2018) suggested that early childhood education and care (ECEC) must be high quality to benefit children, qualifications and continuity of employees is central to high-quality provision. However, in many developed and developing countries, the employee engagement of ECEC employees, including childcare teachers have become increasingly problematic (Cumming, 2017; Jeon & Wells, 2018; Azhari, Qamaruzaman, Bajunid & Hassan, 2015). A similar situation occurred in Malaysia. Staff shortages are the most pronounced in this long daycare sector ('Malaysia needs more childcare centres', 2018). The demand for the childcare centre in Malaysia dramatically increased due to women participation in the workforce. The rate of female labour force participation rate has improved from 49.5% to 54.7% from the year 2012 to 2017 (refer to Table 1). The healthy initiatives introduced by the Malaysia government has further unleashed the economic potential of women and empowered more women to join or return to the workplace (TalentCorp, 2018)

Perempuan/Female							
Tahun Year	('000)					(%)	
	Tenaga buruh Labour force	Bekerja Employed	Bekerja kurang dari 30 jam Working less than 30 hours	Penganggur Unemployed	Luar tenaga buruh Outside labour force	Kadar penyertaan tenaga buruh Labour force participation rate	Kadar pengangguran Unemployment rate
2012	4,802.6	4,651.0	308.4	151.6	4,890.7	49.5	3.2
2013	5,241.1	5,060.8	346.1	180.3	4,724.9	52.6	3.4
2014	5,440.4	5,265.1	325.2	175.4	4,694.9	53.7	3.2
2015	5,565.1	5,376.7	336.4	188.5	4,721.2	54.1	3.4
2016	5,655.7	5,434.0	287.7	221.7	4,757.9	54.3	3.9
2017	5,756.7	5,553.8	240.3	202.9	4,761.7	54.7	3.5

Table 1" Principal Statistic of Labour Force by Sex, Malaysia, 1982 – 2017

In addition, the president of Congress of Unions of Employees in Public and Civil Services (Cuepacs) suggested that setting up additional of 50 childcare facilities in government buildings would lead to increasing

the number of women workforce and productivity in the employment market up to 30 percent. The president also emphasises that this action would help the working mother to be able to focus on their jobs by being able to monitor and be closer to their child and do not have to worry about leaving their children with caregivers for fear of their safety (MalaysiaKini, 2018). Thus, the demand for childcare has grown due to the increment of the female labour force participation rate. Regardless of the childcare centre are licensed or non-licensed, the demands of families have caused more childcare centres to spring up around the country in order to cater to their demands.

Under the Child Care Centre Act 1984 of Laws of Malaysia, there are four categories of childcare centres which in the form of workplace, community, institution and home-based. According to the statistic provided by Malaysia Department of Social Welfare, confirmed that a total number of 4,302 of registered childcare centres and a total number of 16,873 caregivers who work in these registered childcare centres in Malaysia ('Malaysia needs more childcare centres', 2018). The childcare providers have to complete the Basic Childcare Course certified by the Department of Social Welfare (DOSW) for 17 working days and 18 years old and above (Unicef, 2018). However, merely 3,173 of the caregivers successfully obtained the minimum qualification in the Basic Childcare Course while the rest of them did not fulfil the minimum qualification ('Malaysia needs more childcare centres', 2018). Association of Registered Childcare Providers Malaysia (ARCPM) also claims that legal childcare centres had too much to handle, with the ratio of 1:20 which means one childcare provider takes care of 20 infants and toddler.

The fees of the childcare centres charge between RM150 and RM650 per child based on the various factors. For instance, the operational cost, which correlates with size and location and age of the child highly contributes to the determination of the fees of childcare centres. The caregivers care for children when parents are away or working. The caregivers typically do provide services such as to monitor and supervise the safety of children, organise and prepare a meal, keep their good hygiene at all time, frequently change the soiled diapers of toddlers and infants, implement curriculum and organise activities for children to explore their interests, develop organised schedule to ensure children have enough rest, physical and playtime activity, watch for development problems or signs of the emotion of children, raise the parents' attention and record the children's interest, progress and routines (Truity, 2017).

According to Azhari, Qamaruzaman, Bajunid and Hassan (2014), most of the shared facilities for childcare centres are located in a similar building and are not easily accessible to staffs. The common core of the childcare centre shared facilities is open to both staff and children as no acceptable barrier. Although there are some centres prepare lounges for their staff to have a break during work, however, most of the lounges are too small until the staff or caregivers have to take their break in the dining area which should only be used by children. Some of the childcare centres also utilise the staff lounges for sickbay, meeting or an area for them to prepare for teaching. Besides, there were issues found in providing indoor multipurpose playroom. Lack of playing tools and equipment is one of the issues found even though some of the larger childcare centres can provide sufficient playing area for children. The smaller centres, on the other hand, can

only provide indoor space for children to play or ride small toys, while the larger play equipment such as slides and tunnels are located in the outdoor play yards.

According to Chass & Balu (2018), the Child Investigation Unit, Sexual, Woman and Child Investigation Division's head acknowledged that the causes of the child abuse cases involve with the childcare providers' uncontrollable emotions, irritability and hot temper. It is also the result of preliminary investigations into cases of child abuse that lead to the death of children, in addition to the caregivers' negligence (The Sun Daily, 2017). There are a total number of 581 cases has been reported for child abuse conducted by childcare providers who work in the child care centre in Malaysia from 2015 to June of 2017. However, most of the accident cases occurred in the childcare centres were those that unregistered and arising from the childcare providers that have not attended the Permata Early Childhood Teaching and Care Course (KAP) (The Sun Daily, 2017).

The demand for childcare has relatively increased as well due to the growing mother workforce group. However, the shortage of childcare provider and childcare centre has become critical issues in Malaysia (Zainal, 2018; Yuen 2014). Besides, according to Foong, Veloo, Damotharan & Loh (2018), about 65% of the workforce in the child care industry had an average of two years of working experience. As the remuneration is unattractive, many in the workforce does not stay long, and this indicates high turnover rates among childcare providers. The quality of childcare providers does influence the provided quality of early childcare and education by them as it would eventually affect the child's development on social, cognitive and emotional (Foong et al., 2018).

Perceived organisation support is related to positive mood, job satisfaction, attitudinal and behavioural indicators of commitment, including a decrease in absenteeism, turnover, and withdrawal (Makanjee, Hartzer & Uys, 2006). Besides, lack of attention given to employees by the organisational leaders cause dissatisfaction of employees and lead to increment in the rate of unemployment and costs of hiring (Heavey, Holwerda & Hausknecht, 2013). According to Sulaiman, Othman, Perumal & Hashim (2014), most of the children's death cases are due to negligence of childcare providers. These incidents are happening could be due to the weak commitment from the employee in childcare centres as most of the childcare centres did not provide right working conditions, adequate salary and better benefits for their employees. Besides, the scarce of the childcare centres and providers have caused the employee to work out of their capabilities, and the employee cannot look over about 20 children at the same time (Yuen, 2014).

According to Wan Azizah, Malaysia's former Deputy Prime Minister and the Minister of Women, Family and Community Development asserted that the Malaysian Statistics Department's census estimated that Malaysia expected 38,333 more registered childcare centres to meet the demand ('Malaysia needs more childcare centres', 2018). Thus, the heavy workload and stress may eventually lead the employees to burnout and quit the job. In contrast, if the operators of the childcare centres have a good awareness of employment and current condition of the labour market, it might results in high job satisfaction towards the childcare centre as the operators are aware of the essential aspects related to the employees' needs and wants (Sulaiman

et al., 2014).

According to Zainal (2018), childcare providers are being seen as casual work and not given adequate compensation for their work. In contrast, childcare providers considered as a real profession in developed countries. Besides, The Association of Registered Childcare Providers Malaysia (ARCPM) claims that the minimum wage in Peninsular Malaysia is RM 1,000. In contrast, RM 920 in East Malaysia set by the Government unable to cover the childcare provider, and many students graduate with a diploma in early childhood education refuse to join the industry if the wage is lower than expected. Besides, according to Norsheila Abdullah, the president of ARCPM, the childcare providers are receiving a meagre salary, between RM800 to RM900 (Zainal, 2018). Also, according to Pahang Childcare Providers Association, the increase in the minimum wage had made it difficult for childcare centres to sustain operations while trying not to raise fees (Ong, 2016). Thus, there are 36 childcare centres in Kuantan forced to close down as the operator unable to afford to pay minimum wage for the staff.

Low supply of skilled caregiver to meet high demand within the Malaysian context, there is a prevailing perception that child care labelled as a non-attractive industry in the term remuneration package. This perception caused many youths and job seekers to avoid any job or training opportunities relating to this field. Thus, working as a childcare provider has become a choice of last resort for some demotivated and demoralised job seekers who failed to secure any other 'prestigious' jobs. According to Dr Wan Azizah, the Deputy Prime Minister Malaysia, there is 80.19% of the childcare providers do not have minimum qualifications for their job ('Malaysia needs more childcare centres', 2018). Consequently, very few institutions offered academic and vocational training in the field of child care. Understandably, many child care employees in child care centres are inexperienced and low skilled, which in turn brought about issues of child care quality in Malaysia (Ujang, 2013).

Thus, this research study intended to examine the influences of perceived organisational support (POS), intrinsic rewards (IR) and extrinsic rewards (ER) on employee engagement in the childcare centre in Malaysia.

II. LITERATURE REVIEW

Extrinsic Reward (ER) and Employee Engagement (EE)

The extrinsic reward is valid in positively promoting employee outcomes, and there are existing studies that examine the effects on employee engagement of these forms of rewards directly. According to (Maslach, Schaufeli, & Leiter, 2001), while there are no incentives, appropriate rewards and recognition are necessary for commitment. Extrinsic incentives, regarded as one of the most important factors for employee retention (Irshad, 2016).

Hafiza, Shah, Jamsheed & Zaman (2011) had stated that appropriate salaries, benefits and reward systems should be in place to improve the productivity of employees. Extrinsic rewards such as competitive wages, pay increases and bonuses improve performance. Irshad (2016) stated those exclusive performance bonuses are allowed to use as incentives to rise the employee productivity or team in an organisation. It can be found if bonuses have improved the motivational level of the employee effectively and led workers to perform better. The effective reward system can attract employees' interest directly, and organisations should reward employee when they have achieved the organisation desired goals (Hafiza, Shah, Jamsheed & Zaman, 2011).

Extrinsic reward is considered a strong motivator to engage employee for a long time. A study reported that the old generation had less interest in financial reward as compared to generation Y (Consiglio, Borgogni, Di Tecco, & Schaufeli, 2016). Carraher, McClure Franklin, Parnell, & Sullivan (2006) stated that an active extrinsic reward system should be in place to sustain the organisation's high-performance result and direct incentives must suit their efficiency outcome.

Therefore, we have proposed the hypothesis as follow:

H1: There is a significant relationship between extrinsic rewards and employee engagement

Intrinsic Reward (IR) and Employee Engagement (EE)

Stairs and Galpin (2010) identify meaningfulness, health and availability as a crucial element to employee engagement. They acknowledged that meaningfulness had a more significant engagement relationship with specific employee outcomes. Ram and Prabhakar (2011) examined the history and implications of Jordanian employee engagement. We noticed the intrinsic incentives capable of preventing employee dissatisfaction resulting in committed workplace appreciation, loyalty, advancement, growth opportunities and exciting work. They further acknowledged that intrinsic reward has positive relationship with employee engagement.

Aktar and Pangil (2012) explored the effect of opportunities on workplace success in commercial banks in Bangladesh. It is an undeniable fact that visibility, education opportunities, competitive employment and career advancement appreciated as a non-monetary reward in the context of the growth of skills in workers that could be transformed into monetary return in the long term. In the study of Muchai and Mwangi (2012), recognition of employees is one of the important variables in affecting the engagement of employees in Kenya's public sector. Researchers also found that employee engagement had decreased employee concerns about pay equality and equity by full compensation and reduced general workplace problems.

On the other hand, Elnaga and Imran (2013) acknowledged that health workers' motivation and understanding of their job skills have significant positive relationship with their engagement at the workplace. The perceived tolerability of inputs (resources) was also identified as a possible factor but did not affect participation. Similarly, Zhijian and Tianshu (2013) argued that demanding working environment,

appreciation and recognition and opportunities for promotion have a substantial positive effect on employee engagement in animation.

Heavey, Holwerda and Hausknecht (2013) found that employees work in the units with the big number of dedicated staff, with supportive employees and a strong sense of employment. Slatten and Mechmetoglu (2011) also found the impact on innovative behaviour of employee involvement. The study showed that professional exposure, job chance, perceptual position advantages and employee engagement are linked with each other directly. Likewise, Medlin and Green (2009) showed that employees with high positive rates tend to achieve higher standards compared to non-employed people. Yahya, Isa, and Johari (2012) found that employees ' dedication was greatly affected only by marginal benefits and non-financial recognition.

Kwandayi, Jagers and Matata (2013) discovered that Uganda workers were amongst the first top-five to lose flexibility and diversity as well as low salary. Nevertheless, according to Richman (2006), employees are readily able to contribute extra time and put additional energy and effort into work if they are open to working without corporate pressure.

Therefore, we have proposed the hypothesis as follow:

H2: There is a significant relationship between intrinsic rewards and employee engagement.

Perceived Organizational Support (POS) with Employee Engagement (EE)

Past studies (Bhatnagar and Biswas, 2013; Yadav, 2016; Amah and Sese, 2019; Dai and Qin, 2016) acknowledged that the variable of perceived organizational support has a significant correlation with employee engagement. The study of Bhatnagar and Biswas (2013) stated that the relationship between employee engagement and organisation fit with the perception of the complementary fit. Complementary fit can be defined as to carry out the supplies and demand between organisational and employees (Bhatnagar, & Biawas, 2013). Rhoades et al. have endorsed that the employees who possess a greater level of perceived organisational support will be more engaged toward the task assigned (Yadav, 2016). Therefore, employees will be willing to complete their task and their obligation by incorporated the support from the organisation.

According to the empirical research from Amah and Sese in 2018, they have proved that the perceived organisational support has a significant relationship with employee engagement is enhanced. Besides, authors also mentioned the organisational that possess a great extent of perceived organisational support are significance by those of the engaged employees. This is because the organisational will give support to them by provided more resources to the employees when they needed it to meet the high demand for resources (Amah & Sese, 2018). When the perceived organisational support has recognised by the employees, they will have a belief toward the organisation, which will fulfil their obligation of exchange in

future (Dai & Qin, 2016). Moreover, the employees will consider that they have their duty to pay back for their organisation voluntarily.

Thus, the employees will pay more effort towards their task for the sake of receiving the material and the rewards (Dai & Qin, 2016).

Alvi, Abbasi, and Haider (2014) also empirically examined that perceived organisational and employee engagement is significantly impact among each other. Similarly, Chass and Balu (2018) also indicated a positive and significant relationship between perceived organisational support and employee engagement. It is also stated that this result consists one of the implied meaning which is the psychological and physical support that act as the motivator given by the organisational towards employees which able to make them willing to dedicate with their job. In other words, perceived organisational supportable to enrich the job and causes the increased of employee engagement. Therefore, we have proposed the hypothesis as below:

H₃: There is a significant relationship between perceived organisational support (POS) and employee engagement (EE).

III. METHODOLOGY

Researchers employed a quantitative survey collection method for this study. The instruments were adopted and adapted for this study based on the past literature: Employee Engagement (adopted from Singh, Kumar & Priyadashi, 2013); Perceived Organizational Support (adopted from Eisenberger, Huntington, Hutchison & Sow, 1986); and Extrinsic Rewards and Intrinsic Rewards (adopted from Nisar, Riasat & Aslam, 2016).

The data were collected via a self-administrated questionnaire from Selangor registered childcare centre. It consists of two sections: Section A is about the demographic profile of respondents, and section B is the measurement items for each variable in this study. A five-point Likert scales was used in this survey, ranging from strongly disagree (SD) to strongly agree (SA). Besides that, 350 sets of questionnaires were distributed to caregivers in a childcare centre in Selangor, 300 completed questionnaires were returned. This constitutes 85.71% response rate, and it is sufficient to analyse the data by using Structural Equation Modeling (SEM) analyses. As suggested by Hair, Wolfinbarger, Money, Samouel, and Page (2015), this study examines the relationship between the selected variables by using the partial least squares (PLS) technique. SmartPLS 3.0 was adopted to assess the measurement and structural model. Gefen and Straub (2005) further acknowledge that the PLS analysis was chosen as it can evaluate all paths at the same time and does not require a large sample size (Hair, et al, 2015)

In this study, the proposed model was analysed with two different stages; measurement model and structural model. The relationship between the observed variables and latent variables was evaluated in the

measurement model via the construct's validity and reliability assessment. This measurement model is to ensure reliable and valid constructs were used to study the nature of the relationship in this study. For the structural model, it assesses and investigates the path coefficients between the constructs. Path coefficients are the indicators for the model's predictive ability.

IV. RESULTS

Measurement Model

Convergent Validity: To analyse the latent constructs' convergent validity, the standardised factor loading (>0.6), the average variance extracted (AVE > 0.5), and the composition reliability (CR > 0.7) was carried out. (Hair et al., 2015). Based on Table 2, factor loadings for all items exceeded the recommended value of 0.6 (Hair et al., 2015). The composite reliability values, which depict the degree to which the construct indicator indicates the latent construct, ranged from 0 to 1 and exceeded the recommended value of 0.6 (Hair et al., 2015). The average variance extracted, which reflected the overall amount of variance in the indicators accounted for by the latent constructs, was in the range of 0. to 0., and exceeded the recommended value of 0.5 (Hair et al., 2015).

Table 2: Factor Loading and Reliability

	Indicators		Convergent			Internal		Discriminant
			Validity		Consistency Reliability			
			Loadings	Indicator Reliability	AVE	Composite Reliability	Cronbach's Alpha	
Latent Variables	> 0.70	> 0.50	> 0.50	0.60 - 0.90	0.60 - 0.90	HT MT Confidence interval does not include 1		
Employee Engagement	Emp G1	.70	.84	.83	.82	.72	Yes	
	G2	.67	.82					

			0	0.					
	G3	.74	86						
			0	0.					
	G4	.66	81						
			0	0.					
	G5	.67	82						
<hr/>									
			0	0.					
	R1	.72	85						
			0	0.					
Extr	R2	.81	90				0.8		
insic Reward			0	0.	.87	5		0.76	Yes
	R3	.77	88						
			0	0.					
	R4	.74	86						
<hr/>									
			0	0.					
	R1	.68	82						
			0	0.					
	R2	.69	83						
Intri			0	0.			0.8		
nsic Reward	R3	.51	71		.82	2		0.72	Yes
			0	0.					
	R4	.77	88						
			0	0.					
	R5	.76	87						
<hr/>									
Perc			0	0.			0.8		
eived	OS1	.64	80		.84	3		0.75	Yes

Organization			0	0.
al Support	OS2	.68	82	
			0	0.
	OS3	.79	89	
			0	0.
	OS4	.60	78	
			0	0.
	OS5	.79	89	

Discriminant Validity: Discriminant validity is the extent to which the measures do not reflect other variables, and low correlations between variables indicate it by examining the comparison between average variance extracted (AVE). Based on a formula by Fornell and Larker (1981), it requires that square root for each construct's AVE is higher than all its correlations with other constructs. As shown in Table 3, the squared correlations for each construct were less than the square root of the average variance extracted, so it can be inferred that the constructs have a good level of validity.

Table 3: Discriminant Validity Results

N	Construct	1	2	3	4
o.					
1	Employee Engagement	0.69			
2	Extrinsic Reward	0.55	0.76		
3	Intrinsic Reward	0.57	0.42	0.69	
4	Perceived Organizational Support	0.67	0.48	0.49	0.70

Based on the results of a structural PLS model, path coefficients can be stated once the measure reliability and validity has been statistically defined. The importance of path coefficients is shown in Table 4. In the standard normal distribution, t-value can be compared to the critical value to determine if the coefficients are significantly different from zero. For instance, the critical value for significance levels of 5 percent probability of error is 1.96 (two-tailed test). In this study, the results showed that all the independent variables (***) are significant with ***

Table 4: Summary of the Structural Model

Hypothesis	Path	Path coefficient	t-Statistic	Results	R ²
H1	ER → EE	0.23	5.65	Supported	0.56
H2	IR → EE	0.26	6.24	Supported	
H3	POS → EE	0.43	10.46	Supported	

Note: all p-values are two-tailed, * significant at 0.05, *** significant at 0.001.

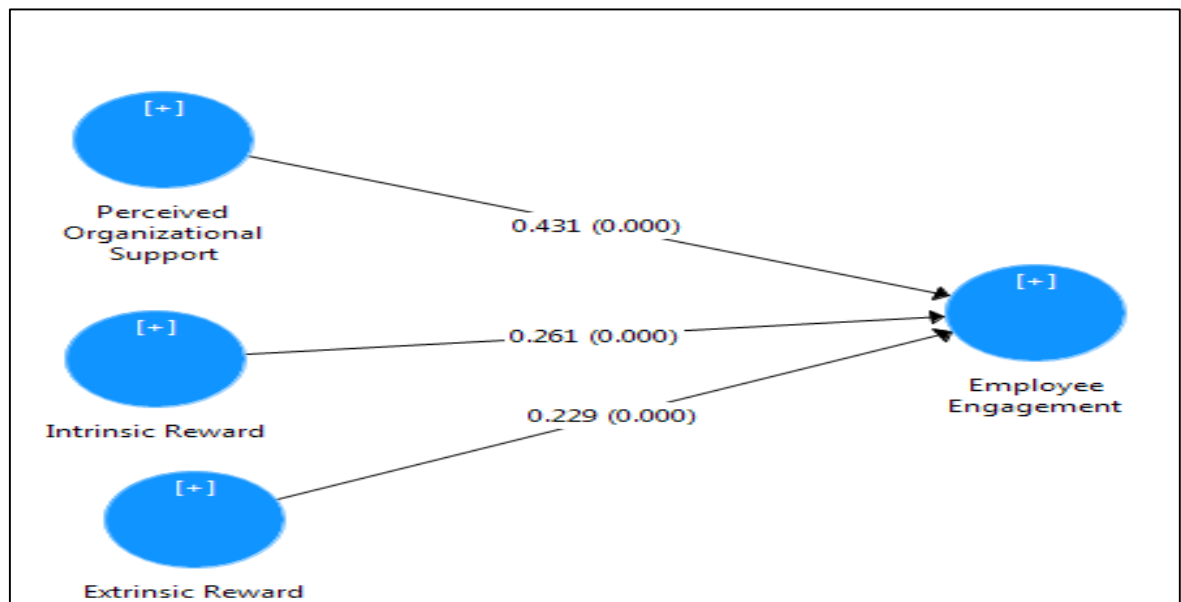


Figure1: Research Framework

V. CONCLUSIONS

The findings of this study are consistent with past studies (Biswas & Bhatnagar, 2013; Chass & Balu, 2018), where there is a significant relationship between perceived organisational support and employee engagement. When childcare givers perceived higher level of organisational support, they are willing to put more effort and commitment in their job. Sense of appreciation and acknowledgement will encourage the employee to develop higher employee engagement with their childcare centre.

Based on the findings, it suggested that child caregiver who was working at the child care centre perceives that their engagement is profoundly affected by the support provided by the organisation. They perceive that the main factor contributing to their engagement to take care of the children is the perceived organisational support instead of other factors such as rewards, training and so on. Meanwhile, they tend to be more engaged when the organisation provide them with psychological support which would foster their performance at work to take good care of the children. This is because the nature of the job of a child caregiver is mainly deal with the children and they need psychological support the most instead of other physical support in order to handle the heavy workload that a caregiver has to take care of the children.

The significant relationship between intrinsic rewards and employee engagement suggested that employees tended highly engaged to the organisation with the presence of intrinsic rewards. Intrinsic reward is known as the self-satisfaction of individuals. This finding is consistent with the past studies (Ram, Prabhakar, 2011, Iqbal, Karim & Haider, 2015), where employees willing to engaged more with their organisations when their organisations provide the intrinsic rewards to them spontaneously. Intrinsic reward is one of the essential elements to let an employee contribute their best effort when generating new ideas or concept to improve and enhance organisational performance.

When employees received monetary rewards, such as salary incremental, bonus, incentives or other monetary benefits upon their workplace performance, they tend to be more engaged which could enable the organisation to reduce the turnover rate and attracted more talented employees. The findings of this research suggested that employee engagement is significantly influenced by extrinsic rewards, which is consistent with past studies (Ram & Prabhakar, 2011; Obicci, 2015). The increase in employee engagement would result from the satisfaction of employee's self needs with extrinsic rewards provided by the employer, and it would overcome problems being aroused due to disengagement of employee that would result in poor service provided by the employee that will disrepute the image of an organisation (Obicci, 2015). Although the result of this study showing that the correlation of extrinsic rewards is not as strong as other variables, but the impact of extrinsic rewards on the employee engagement of a child caregiver is not ignorable. Since there is a shortage of child-caregiver in Malaysia, the extrinsic rewards are proven to be a factor that would attract the talented employee, and the existing child caregiver has also perceived that the extrinsic rewards would affect their engagement. When the caregiver is being satisfied with the extrinsic rewards given and the number of caregiver increases due to the high salary provided, it will reduce the burden of the existing child-caregiver

which would enhance their engagement and enable them to be more effective and efficient in taking care of the children.

Through the findings, it suggested that childcare service provider should pay more focused on employee engagement in order to prevent the shortage of workforce. It required two ways communication between management and employees, organisational support from various aspects, such as social and emotional support. By adopting these supports, it can create a sense of belongings among the employees and intend to stay longer in the organisation. With the presence of organisational support, it can reduce the turnover rate of child caregivers.

Most of the caregiver love the kids, equipped with the natural mother of love, and they wish to have a memorable moment with those children, taking good care on them, growth them with the positive way that is growing up to be a useful person (Huijbregts, Tavecchio, Leseman, and Hoffenaar, 2016). The caregiver will be motivated intrinsically work for his/her satisfaction perceives to the company, and this shows that intrinsic rewards are a relatively good resource of motivation. Besides, the child care industry needs to create a culture of engagement that allow the employee to engage with each other, so they are more likely will stay with the organisation. Hence, this can minimise the shortage of caregiver issue. Excellent and robust bonding between the organisation and the children will be the barriers for the caregiver to resign from this career (Winer, and Phillips, 2012).

Most of the managers will motivate their employees, such as adding extra money to their employee monthly wages, bonus, high allowances and provided for a job promotion. Managers could provide all job characteristics in order to make sure the highest employee performance can be continuously improved (Keijzers, 2010). Thus, the manager shall determine which employees are more potential on how they perform and complete the duties that are assigned to them (Vratskikh, Lozi, & Maqableh, 2016). Once the employee is satisfied with extrinsic reward, they are fulfilled with the basic needs for jobs committed, which may increase their employee engagement toward the organisation to reduce turnover intention to another high paid company.

Through this research study, researchers concluded that high employee engagement could enhance the organisational performance, with the presence of organisational support and the attractive rewards systems for the employees. The findings of this study will be an essential insight for all industries, especially childcare service industry.

VI. ACKNOWLEDGEMENT

The authors gratefully acknowledge the assistance of undergraduates of Bachelor of Business Administration (Hons) during the process of data collection.

References

1. Aktar, A., & Pangil, F. (2018). Mediating role of organisational commitment in the relationship between human resource management practices and employee engagement. *International Journal of Sociology and Social Policy*, 38(7-8), 606- 636.
2. Alvi, A. K., Abbasi, A. S., & Haider, R. (2014). Relationship Of Perceived Organisational Support And Employee Engagement. *Sci.Int.(Lahore)*, 26(2), 951-954.
3. Amah, O. E., & Sese, E. (2018). Relational Energy & Employee Engagement: Role of Employee Voice & Organisational Support. *The Indian Journal of Industrial Relations*, 53(3).
4. Azhari, N. F., Qamaruzaman, N., Bajunid, A. F., & Hassan, A. (2015). The Quality of Physical Environment in Workplace Childcare Centers. *Procedia - Social and Behavioral Sciences*, 202, 15-23.
5. Bhatnagar, J., & Biawas, S. (2013). Mediator Analysis of Employee Engagement: Role of Perceived Organizational Support, P-O Fit, Organizational Commitment and Job Satisfaction.
6. Biswas, S., & Bhatnagar, J. (2013). Mediator Analysis of Employee Engagement: Role of Perceived Organizational Support, P-O Fit, Organizational Commitment and Job Satisfaction. *Vikalpa: The Journal for Decision Makers*, 38(1), 27-40.
7. Carraher, S. M., McClure Franklin, G., Parnell, J. A., & Sullivan, S. E. (2006). Entrepreneurial service performance and technology management: A study of China and Japan. *Journal of Technology Management in China*, 1(1), 107-117.
8. Chass, M. S., & Balu L. (2018). Impact of Perceived Organisational Support on Employee Engagement at Tas Impex Private Limited, Hyderabad. *International Journal of Engineering Technology Science and Research*, 5(3), 334-339.
9. Consiglio, C., Borgogni, L., Di Tecco, C., & Schaufeli, W. B. (2016). What makes employees engaged with their work? The role of self-efficacy and employee's perceptions of social context over time. *Career Development International*, 21, 125-143.
10. Dai, K., & Qin, X. (2016). Perceived Organizational Support and Employee Engagement: Based on the Research of Organizational Identification and Organizational Justice. *Open Journal of Social Sciences*, 04(12), 46-57
11. Elnaga, A. A., & Imran, A. (2014). The impact of employee empowerment on job satisfaction: theoretical study. *American Journal of Research Communication*, 2(1), 13-26
12. Foong, L., Veloo, P. K., Dhamotharan, M., and Loh, C. (2018). Private sector early child care and education in Malaysia: Workforce readiness for further education. *Kajian Malaysia* 36(1): 127–154.
13. Fornell C, Larcker DF 1981 *J. Mark. Res.* 1 39-50
14. Gefen, D., & Straub, D. (2005). A practical guide to factorial validity using PLS-Graph: Tutorial and annotated example. *Communications of the Association for Information systems*, 16(1), 5.

15. Hafiza, N. S., Shah, S. S., Jamsheed, H., & Zaman, K. (2011). Relationship between rewards and employee's motivation in the non-profit organisations of Pakistan. *Business Intelligence Journal*, 4(2), 327-334.
16. Hair Jr, J. F., Wolfinbarger, M., Money, A. H., Samouel, P., & Page, M. J. (2015). *Essentials of business research methods*. Routledge.
17. Heavey, A. L., Holwerda, J. A., & Hausknecht, J. P. (2013). Causes and consequences of collective turnover: A meta-analytic review. *Journal of Applied Psychology*, 98, 412–453.
18. Huijbregts, S., L. Tavecchio, P. Leseman, and P. Hoffenaar. 2016. "Child Rearing in a Group Setting: Beliefs of Dutch, Caribbean Dutch, and Mediterranean Dutch Caregivers in Center-Based Child Care." *Journal of Cross-Cultural Psychology* 50 (5): 797–815.
19. Iqbal, T., Khan, K. & Iqbal, N. (2012) Job stress and employee engagement. *European Journal of Social Sciences*, 28(1): 109–118.
20. Irshad, A. (2016). Impact of Extrinsic Rewards on Employees' Performance. *Journal of Global Economics*, 4(3).
21. Keijzers, G.B. and Britton, C.J. (2010) Doctors' Knowledge of Patient Radiation Exposure from Diagnostic Imaging Requested in the Emergency Department. *Medical Journal of Australia*, 193, 450-453.
22. Kwandayi, E., Jagers, J. and Matata, J. (2013). De-Motivators of Employees in the Public Sector in Arua District, Uganda. *Business and Management Horizon*, 1 (2), pp. 84-93.
23. Labour Force Survey Report Malaysia, 2017. Retrieved from: <https://www.dosm.gov.my/v1/index.php?r=column/pdfPrev&id=aEdIelhlVTBtOHhjOUxqcXhyc2pCUT09>
24. Makanjee, C. R., Hartzer, Y. F., & Uys, I. L. (2006). The effect of perceived organisational support on organisational commitment of diagnostic imaging radiographers.
25. The Star Online. (2018). 'Malaysia needs more childcare centres'. Retrieved from <https://www.thestar.com.my/news/nation/2018/08/13/malaysia-needs-morechildcare-centres-dpm-we-are-also-in-dire-need-of-qualified-workers-toensure-sa/>
26. MalaysiaKini (2018). Parents advised against sending children to unknown babysitters. Retrieved from <https://www.malaysiakini.com/news/453117>
27. Maslach, C., Schaufeli, W. B., & Leiter, M. P. (2001). Job burnout. *Annual Review of Psychology*, 52, 397-422
28. Medlin, B. and Green, Jr. K.W. (2009). Enhancing Performance through Goal Setting, Engagement and Optimism. *Journal of Industrial Management and Data Systems*, 109 (7), pp. 943-956.
29. Muchai, M. M. and Mwangi, B. (2012). Effect of Employee Rewards and Recognition on Job Performance in Kenya's Public Sector: A Case Study of Nakuru Water and Sanitation Ltd. *International Journal of Science and Research*, 3 (9), pp. 2151-2156.

30. New Straits Time (2018). Police: Hot tempers, uncontrollable emotions fuel child abuse among care providers. Retrieved from <https://www.nst.com.my/news/nation/2018/12/438618/police-hot-temper-uncontrollable-emotions-fuel-child-abuse-among-care>
31. Obicci, P. A. (2015). Influence of Extrinsic and Intrinsic Rewards on Employee Engagement : Empirical Study in Public Sector of Uganda. *Management Studies and Economic Systems*, 2(1), 59-70.
32. Ong, H.S. (2016). High childcare fees hard to absorb. Retrieved from <https://www.thestar.com.my/metro/community/2016/09/28/high-childcarefees-hard-to-absorb-36-childcare-centres-in-pahang-have-closed-as-minimumwage-makes/>
33. Ram, P., & Prabhakar, G. V. (2011). An enquiry into the mediatory role of employee engagement: Evidence from the hotel industry in Jordan. *Far East Journal of Psychology and Business*, 5(2), 41-59.
34. Richman, A. (2006). 'Everyone wants an engaged workforce how can you create it?' *Workspan*, Vol. 49, pp.36-39.
35. Slåtten, T., & Mehmetoglu, M. (2011). Antecedents and effects of engaged frontline employees: A study from the hospitality industry. *Managing Service Quality: An International Journal*, 21(1), 88-107
36. Stairs, M., & Galpin, M. (2010). Positive engagement: From employee engagement to workplace happiness.
37. Sulaiman, Y., Othman, A. R., Perumal, S. & Hashim, N.A. (2014). The Effect of Internal Market Orientation on Employee Job Satisfaction: A Study of Malaysian Childcare Centre.
38. Talent Corp. (2018). Government's initiatives to increase women in the workforce make headway. Retrieved from <https://www.talentcorp.com.my/resources/press-releases/governmentsinitiatives-to-increase-women-in-the-workforce-make-headway>
39. The Sun Daily (2017) 581 child abuse cases reported from 2015 until June. Retrived from <https://www.thesundaily.my/archive/581-child-abuse-cases-reported-2015-until-june-ITARCH475594>
40. Ujang, M. H. (2013). Brief Analysis On The Problems And Challenges Faced By Childcare Sector In Malaysia. Retrieved from <https://www.slideshare.net/MohdHasimUjang/brief-analysis-on-the-problemsand-challenges-faced-by-childcare-sector-in-malaysia-69745121>
41. Unicef. (2018). Establishment of a Child Care Centre at the Work Place by Corporate and Business Employers. Retrieved from <https://www.unicef.org/malaysia/SSM-UNICEF-BBPC1-Childcare-CentresFINAL.pdf>
42. Vratskikh, I., Masa'deh, R. M., Al-Lozi, M., & Maqableh, M. (2016). The Impact of Emotional Intelligence on Job Performance via the Mediating Role of Job Satisfaction. *International Journal of Business and Management*, 11(2), 69.

43. Winer, A. C., and D. A. Phillips. 2012. "Boys, Girls, and "two Cultures" of Child Care." *Merrill-Palmer Quarterly* 58: 22–49.
44. Yadav, L. K. (2016). Employee Engagement among Academicians: Interaction Effect of Perceived Organisational Support and Individualism. *Vilakshan, XIMB Journal of Management*, 13(1), 21-38.
45. Yahya, K. K., Isa, S. N., & Johari, J. (2012). Employees' perception on engagement and its relationship to HRM practices. In 3rd International Conference on Business and Economic Research, Bandung, Indonesia. Retrieved September (Vol. 18, p. 2015).
46. Yuen, M.K. (2014). Legal childcare centres scarce. Retrieved from <https://www.thestar.com.my/news/nation/2014/08/14/legal-childcare-centresscarce-association-many-are-overburdened/>
47. Zainal, F. (2018). Childcare centres to hike fees in 2019. <https://www.thestar.com.my/news/nation/2018/12/28/childcare-centres-to-hikefees-in-2019-rates-to-rise-by-10-to-30-to-cover-costs/>
48. Zhijian, H. and Tianshu, N. (2013). Impact of Total Rewards on Animation Employees' Engagement. *Studies in Sociology of Science*, 4 (3), pp. 58-64.