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RESEARCH ARTICLE

HUMAN RESOURCE MANAGEMENT PRACTICES AND ITS IMPACT ON EMPLOYEE ENGAGEMENT AND PERFORMANCE IN AN ORGANIZATION A STUDY ON LABOUR FORCE IN MALAYSIA

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ABSTRACT

This research study is to investigate the Human Resource Management Practices (HRM) and its impact on employee engagement and performance in an organization. There are 4 variables that impact on employee engagement and performance which are (learning culture), (work empowerment), (reward and recognition) and (supervisor support) in an organization. The main objective of this research study is to explore the understanding towards the human resource management practices. The organization should be very friendly and supportive employees to create a strong bond between the employees and supervisor develop business strategies. Employee's engagement and performance has come up with a new method to human resource management practices to stay competitively and effectively to improve performance towards the employees. In order to investigate the relationship between HRM practices and employee engagement and performance, I was designed a questionnaire and distribute the questionnaire to 150 respondents. The questions were stated in the questionnaire are from the previous researcher was done for the similar topic. The data was calculated using the SPSS statistics and excel is to found there is a significant relationship between the independent and independents variable. Also using regression analysis to analyse the result. The findings result indicate that there is a relationship among all independent variables which are learning culture, work empowerment, rewards and recognition and supervisor support have significant impact on employee's engagement and performance. In conclusion, analysed that HRM practices have an impact on the employee work engagement and performance. The future researcher should study that the employers need to develop proper and well established HRM policies and regulations in order to success in huge work engagement and performance level among the employees.

KEYWORDS

Employee's engagement, employee performance, learning culture, work empowerment, reward and recognition, supervisor support.


1. INTRODUCTION

Human resources management practices are important for the development of any organization. HRM practices that can help you to achieve an organization's goals. The researchers identified that highly engaged workforce can create a competitive advantage of organizations. The researcher has found the positive group of employee engagement with individual and organizational performance (Nazir and Islam, 2017; Hansen et al., 2014; Agarwal, 2014). To have a skilled and knowledgeable employee's the organization can be successful in future and the organization should provide a good training, motivation and support to the employees, so employee's work for an organization. Human Resource Management practice's role is include the staff recruitment, training and development, performance, security and planning strategic.

According to a study human resource management practices are making ways for every employee leadership are developed because the human resource management practices is an important for an organization's development (Harter et al., 2002). The HRM practices provided to the new

staff, such as training courses to learn or get know more about the organization such as motivation program. Human resource practices enhance employee engagement, in turn employee engagement and performance. HRM practices also can lead the employees to commitment and hard work through provide a strong support and motivation. In current economic situation, the organization realize that employee's is an asset of an organization because they are exploring their skills and knowledge to expand the organizational profit and also support the competitive advantage towards the organization.

According to a study, the engaged employees who are the one being committed in their work and work for the organization in order to gain more profit for the organization and reduce the employee turnover (Robert, 2006). Moreover, in Malaysia there are more competitive gain which effects the globalization. In today's situation in Malaysia, the performance of employees towards an organization is significantly accepted by impact of HRM practices which effectively support the employee's (Danish and Usman, 2010). Human resources management practices (HRM) which helps the organization and also responsible to the

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organization. HRM practices are performing the task for the employee's which makes them engaged in work and enhancing their performance to achieve the objectives of the organization.

Furthermore, in this study, according to said that HRM practices is plays an important roles in every organization, if there is no human resource management the company will definitely face challenges and difficulties in many ways and they cannot give the best to the organization and cannot be perform well because if there is no a proper human resource management practices the employees not able to perform well as lack of guidance and support (Rehman, 2011). According to a study, the research shows that previous researchers stated that yearly statistics of labour force in Malaysia was decrease employee engagement and performance (Gallup, 2016). However, according to the it has increased on employee engagement and performance in an organization in Malaysia (Gallup, 2021). More companies are performing well due to they are active engaged towards their work in order to develop their skill and knowledge so that employees come up with great performance than before.

2. LITERATURE REVIEW

In this study, will be explained the relationship between employee engagement and performance. In addition, will be discussed the relationship between the company's learning culture and employee work empowerment in an organization. In this case, it will also explore the relationship between recognition and rewards based on their performance and supervisor relation towards employees.

2.1 Human Resource Management Practices

This research study is to examine the human resource practices that should be considered by every employer in developing employee engagement in order to create a productive workforce. Human resource management practices is focus on the employee's commitment and involvement in the purpose and goals of the organization. Human resource management practices is related to employee's decisions, actions and issues. According to take a step on human resource practices in order to develop the employee's ability and their engagement at work (Sharma and Khandekar, 2006). Human resource practices is important role in an organization to develop employee engagement. Furthermore, based on the researcher by indicate that behind every organization's success is depends on every employee's engagement and performance towards their work while, human resource management practices also the main strength of the employee's which leads them to the corner of success (Uma et al., 2017).

HRM practices is a system that active employees and boost them in their work, HRM practices point out mistakes of employees to boost their energy level and employee's skills which helps them to achieve in their career (Ong and Koh, 2018; Ong et al., 2019). Human resource management (HRM) practices aim is to build an actively engaged employees and boost up them by giving motivation and also guide employee to commitment in the work, it will helps increase performance of the employees in their work (Elrehail et al., 2019). HRM practices is important for every organization and businesses is to maintain the success and gain more profits and also it gives the organization to develop their business in high level among the competitive market.

HRM practices also maintain the employee's skills and improve employee's knowledge such as motivation speech, debates, learning culture, and work empowerment, the benefits and guidance of reward and recognition and also support employees to achieve the organization's goals and employee's own goals in their career (Ana et al., 2019). In addition, human resource management (HRM) practices main roles is to create a positive work environment where employees are feel comfortable to work and happy to work in the organization, it is also a goal of an organization and success of human resource management. If organizations have a positive environment employees will actively engage and committed to the organization because positive environment will give employees the good support and respect to the employees so they are happily committed to the organization and perform to achieve the goals of the organization (Devananda and Onahring, 2019).

2.2 Employee Engagement and Performance

According to a study, stated that it's very important to understand the employees physically and mentally situation because it helps to understand every employee's performance as engaged employees are more energetic and dedicated to complete their assign tasks (Schaufeli et al., 2008). It also known that performance of employee also shows that the employee are engaged to the work and organization because basically

employee who are really hard working to complete their assign tasks on time are they are engaged to the organization. However, as stated by this researcher, employee engagement defined as the positivity of employee and the mind of thinking fulfilling the tasks and also dedication is most important in employee engagement (Schaufeli et al., 2002). Employee engagement and performance is very important in an organization because employee is main asset of an organization without employee is impossible to improve development of a business and increase on profit.

While it is also important to understand which employees are actively engaged and not engaged. A proper absorption on employees are should be a way to understand employees who are engaged and not engaged to their work. Engaged employees should understand how to achieve the organization goals and strategy. Furthermore, employee engagement is also defined as the estimation of employees which means how long the employees work in the organization, if employees work in the same place more than five years and more it means the employee highly engaged to the work and else, the organization also wants the employees to work in the organization because of the performance of the employees (Bhargkavi,2017; Olowa,2018). If employees work in the same organization for so long, it shows that the employees loyalty towards the organization and management.

According to this study by stated that if employees are actively engaged in their work means employees shows a positive behaviour and attitude in their work for example like employees every day come to work without take any leave even though not feeling well it shows that employees are highly engaged in their work (Bhargkavi, 2017). Moreover, this research study stated that employee engagement and performance is based on the activities and task assigned by the human resource management practices (Bakker, 2011). According to indicate that should provide training and activities to the employee, so it will increase performance of employee's high level (Okechukwu, 2017). HRM practices provide support and guidance to employees to increase their performance at the work place. HR practices are related to engagement in how manager strategies to develop their workers become engage in tasks given to the employees. Also the engaged employees are more confident on their work because they really engaged and shows energetic performance towards accomplishing their tasks given. Hence, it is showing a positive relationship between managers and employees.

2.3 Learning Culture

Learning culture is main key that every businesses must be to follow for the development of a business. Managers can support employee in many ways to make employee actively engaged in their work. Every assigned tasks by the managers to the employees are to make employees stronger and give them more strength to face. Employees can learned the learning behaviour from the engaged managers. According to a study, continuous learning culture is important to execute in an organization because it have many benefits for a learning culture to employees (Van Breda-Verduijn and Heijboer, 2016). Moreover, learning culture also can be developed through a supports such as motivation, learning opportunities for employee, and encouragement to the employees. Through learning the organization can change many things in to a positive forms it has a benefits to employees also.

Learning is important to any organization and at the same time managers should discuss expectation for learning with employees. Learning culture is for organization to grow and develop in huge level of success. Whereas the learning culture also can make decision making in an organization to change an innovation management to develop a business. It can also an approach to share the feedback based on their performance and experience they had. Learning is an activity and culture is a knowledge, together learning culture sharing knowledge to the employees to develop a business in higher level. Managers are important part of this study because to create a positive engaged employees are from the positive engaged managers together to achieve the goals of an organization. Every employee must have knowledge to do decision making to solve problems arises in an organization or find solutions.

The studies by explore the importance of organizational learning culture by connecting the construct to organizational engagement and performance improvement (Hung et al., 2010). Human resource practices also should give a positive word to the employees in order to relieve from the stress so that can improving individually or by team members and also a learning culture can indirectly improve organizational engagement and performance towards the employees. This study by has a learning culture strategic in many ways that affect organizational engagement and performance (Co-ats, 2015). An organization should implemented

different strategic to use to change perceptions towards organization culture will have an impact on differences in employee attitudes and behaviours to achieve the goals and objectives of an organization and also by improving the performance to achieve.

2.4 Work Empowerment

Work empowerment is defined as organization provide their employee a power and control in their day to day activities. Work empowerment is benefits to employees which employee have power to make decision on their work or management. Form the employee perspective, employee can making important decisions and helping the management to ensure the decision made by management are correct. Employee empowerment also increases work motivation and encourage employee performance and quality of work. According to (Nai Kanell, 2020) explained that work empowerment is focused on the importance of an employees and every employees should get the rights and respect they deserve in the workplace. As the workforce grows, the numbers of workers also growing. It shows that employers trust on their employees to create their own opinion and rules for working even more responsible.

Employees today are placed in a higher level on flexibility, creativity and purpose at work. In the organization, employee empowerment is allowing employees to contribute more to the running business. Employee empowerment is basically high in responsibility, in enhance their morale value and improve quality of the work because they have power to implement decision in the organization. Moreover, work empowerment is a power to be given to employees which means the freedom give to employees to make a decision on emergency situation arise in the organization. According to a study, states that empowering in organization will make the employees to take decision on issues and learning culture and also will create them to be brave and honest towards the organization. In order to giving powers to the employees, they will build their responsibility in the future and also ability to handle situation in every steps in life.

Thus, work empowerment stated that there are many organization values such as leadership that affects the entire organization (Singh, 2016). Work empowerment is the rights give to employees to make them stronger and bravely make a decision in an organization. All employees should have empowerment in their work, it will show the right direction to move in the future also such as to be honest to managements and be loyal in their work it is important that have employees should have in their life. It will educate them a good knowledge and positive attitude and it also helps them to achieve the goals of an organization in high level (Sepehr and Vesal Azad, 2016).

Furthermore, work empowerment is improved self-motivation and a great effort to fulfil the task or work in an organization in order to perform well and good in their work. Work empowerment is to create or build the responsibility and commitment of employees in the organization. It will gives positives vibration to the employees and increase their performance in their work in order to success. Employees who are higher performance and good behaviour are giving the powers to them to build a positive work empowerment and responsibilities to the other employees as an example according to (Boon et al., 2007). Work empowerment also increase the involvement and commitment in every employee's life to work for the organization. It helps the employees to committed and engaged in their work and achieve their goals.

2.5 Reward and Recognition

In today's world, organizations wants to balance between employee commitment and performance of the organization. Employee commitment and performance is important for the growth of the organization, employees commitment and performance are decided the organizations profits and development. Employees who are really commitment in their work they will get the rewards for that. Besides, the rewards and recognition programs are for keeping employees self-esteem high and passionate. According to a study stated that there is function of managers to motivate the employees successfully and influence their behaviour to achieve greater organization efficiency (Oosthuizen, 2001). According to study, reward and recognition found that there a significant relationship between employee engagement and performance (Ghosh et al., 2016).

Furthermore, every employees are expected to get reward and recognition for their work in the company. The reward and recognition is makes the employees to perform well more in the future and motivate for them to perform well in the future for the company. The employees who are working for long term in the organization will be rewarded in order to encourage them to perform better in the work (Markova and Ford, 2011).

It has increase the performance of employees and employees will be hard work for the organization to achieve the goals and gain profits for the organization. According to this study identified that employee reward and recognition is given a highly motivation to the employees to have positive impact on employees engagement and performance of the overall performance of the employees (Rahim and Duad, 2013).

When employees provided rewards and recognition for their performance will makes the employees motivated and perform well for the organization because the rewarded for their performance and also it will helps the organization to achieve the goals of the organization when employees are highly committed in their work. Moreover, as we know that all organization are depends on its employees without a good performance and their help the organization cannot achieve the goals. According to explained that there are relationship between employee engagement and performance and reward and recognition because reward and recognition which will be helpful for the organization and also it is improving the performance of employees in order to achieve the goals (Rehman et al., 2010). Reward and recognition are necessary for the employees it will build the greater relationship with the organization.

In addition, according to explained that reward and recognition which also touch employees emotionally because when employees gets an rewards from the organization for their performance and hard work employees will feel very happy and engaged in the work and also employees will perform even more well in all tasks and activities assigned by the organization (Byars and Rue, 2011). Reward and recognition is attach to the personal emotions. It will also shows a good impact on employees to get more engaged and commitment in their work in order to get more rewards for their performance and employees will get increment also. In addition, some researchers found that there is positive impact on employee engagement and performance (Riasat et al., 2016). The employees will be satisfied if they get rewards for the performance and how they work for the organization and also if they get what they want from the organization they will work more dedicated and engaged to their organization. In order to maintain more labour force in Malaysia, the organization management provides such rewards and recognition for employees to develop and improve the employee's performance and achieve the goals.

2.6 Supervisor Support

Physically and emotionally a support of supervisor can help the employees to perform well because if supervisor motivate employees and giving solution towards their problems employees can work freely without any issues. According to explained that employees need the supervisor support (Eisenberger et al., 2001). Employees prefer the supervisor give attention to their ideas, sometimes employees have opinion about their work and employees expect the relationship with supervisor help employees to achieve the goals. Supervisor support can be also sharing happiness with employees or employees openly can talk about their current issues so they will feel good if there are a good management to support employees.

A study stated that supervisor support also includes some key importance which are includes, training and guiding employees in a right path, give attention to employees individually to be frankly asking about employee's feedback on their work (Guchait et al., 2014). In other hand, evaluating performance of employees is responsibility of supervisor. Employees are happy if they get good feedback on their performance from their managers. Evaluating performance of employees is makes employees to work harder more for the organization and also chances to change the work behaviour of employees in time to time so that there are increase the performance level of employees. Supervisor support also includes helping employees to fulfil their job responsibility.

In addition, some researchers said that supervisor support is the how the supervisor support the employees and appreciate employee effort and hard work and also showing more care to employees (Utami and Sitohang, 2019; Wang, 2014). Moreover, supervisor support is also a part of provides a training and guidance to the employees in order to perform well in task and activities and achieve the goals. Providing training which helps employees to improve on their performance and also skills. Supervisor support also helps employees to change their behaviour and attitudes personally and feedbacks on performance of employees.

According to a study explained that supervisor support is to develop the changes in every employee's attitude on performing task (Shuck, 2011). If the supervisor support the employee's emotionally and physically, employees also happy to work and perform well in their work and work

for the organization. Employee's performance is also based on the supervisor support, if the supervisor not support the employee means employees not committed in the work and perform well. According to this researcher, supervisor support is always helps the employees to build their performance in high level and also loyalty of employees are increases because supervisor support the employees always, it can helps employees to boost up their performance (Hossain and Aktar, 2012). Moreover, if supervisor support the employees, the employees starts to believe the supervisor and will respect them with good attitude.

According to supervisor support define as supervisor should provide good or bad feedback on employees performance so it will helps employees to improving their performance and changes to gets good feedback more in future according to perform well (Zhou, 2003). In order to provide feedback to employees it is very helpful for the employees and it also gives a good development to the supervisor and the organization.

3. RESEARCH METHODOLOGY

The population of this study is focus on the Malaysian Labour Force. For this research study, the population was distributed mostly to the working labour and the students in Malaysia. I focused mainly a young generation and higher working experience people and also focusing on the people that has an experience and the impact of employee engagement and performance in an organization. The data was collected from using quantitative method were distributed to 150 respondents through questionnaires. The data analysis using the statistical Package for the Social Sciences (SPSS) software to analyse the correlation and determine the hypothesis of this research study. Therefore, it is possible to identify the impact of each independent variables on employee engagement and performance as well as the variables has significant impacts on employee engagement and performance.

The unit analysis of this research study will be on individual basis. The individual unit indicate those from Malaysia an individual's feedback on the impact on employee engagement and performance in an organization. Every individual who are participating in this survey, the employees who are engaged concerning about the disengaged employees and coach them, support and bring them to right pathway to make them engaged at work, it might be reduced the level of disengaged employee in Malaysia. As well as every individual should understand to be more energetic and perform well at work to increase their self-determination and get rewards from the managers. According to this research study, will be used the probability sampling technique. The probability sampling technique will be convenience sampling for distributing the questionnaire. In this research, targeted population of Labour Force in Malaysia, so every individual have equal chance to be a part of the selected sample. This probability sampling technique are chosen in this research because every individual can be part of the survey questionnaire, they can give their feedback towards the impact on employee engagement and performance.

3.1 Research Framework

Research framework will be implementing the steps throughout the research. To investigate the impact of learning culture, work empowerment, rewards and recognition and supervisor support on employee engagement.

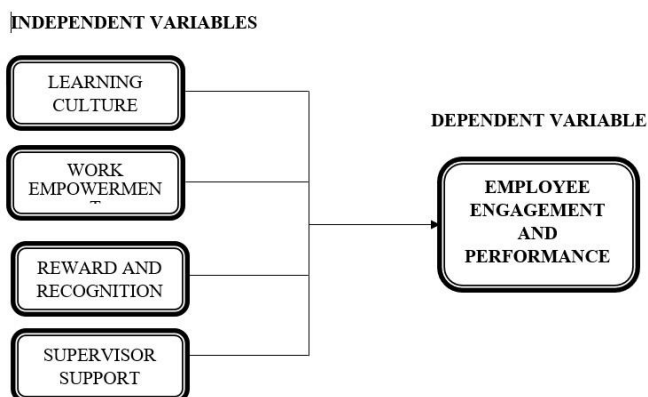


Figure 1: Proposed research framework

The dependent variable in this study is employee engagement and performance and the independent variables are learning culture, work empowerment, reward and recognition and supervisor support. The main

objectives of this research study is to identify the impact on human resources practices towards the independent variables.

3.2 Hypothesis

This study has several impacts of employee engagement and performance which are impact on learning culture, work empowerment, reward and recognition and supervisor support. Hence, here are determine the result of hypothesis on each independent variables

H1: There is a significant relationship between learning culture and employee engagement and performance

H2: There is a significant relationship between work empowerment and employee engagement and performance

H3: There is a significant relationship between rewards & recognition and employee engagement and performance

H4: There is a significant relationship between supervisor support and employee engagement and performance

4. FINDING RESULTS AND DATA ANALYSIS

Data analysis is the process of quantitative data to identify and justify a clear correlation between the independent variables, and employee engagement and performance. The data analysis using the statistical Package for the Social Sciences (SPSS) software to analyse the correlation and quantitative data. The statistical analysis is used to analyse the correlation between independent variables on employee engagement and performance including reliability value. From the data analysis, it is possible to identify the impact of each independent variables on employee engagement and performance as well as the variables has significant impacts employee engagement and performance.

4.1 Independent of Residuals

Residual's statistics is to identify the residuals, to analyse the statement was used Durbin-Watson statistics to identify the residuals statistics. Residuals is to improving the regressions statistics in order to observe the value. In this research the maximum standard residual value is 1.743, the value accepted and conclude that the expectation has been fulfilled.

Table 1: Durbin-Watson Statistics

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.778 ^a	.605	.594	.39523	1.743

a. Predictors: (Constant), SS, LC, RR, WE
b. Dependent Variable: EE

4.2 Regression Analysis

Table 2: Result of regression Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.339	.210		6.380	.000
	LC	.270	.054	.315	4.983	.000
	WE	.229	.065	.280	3.525	.001
	RR	.162	.050	.229	3.256	.001
	SS	.088	.056	.127	1.568	.119

a. Dependent Variable: EE

4.3 Hypothesis Testing

H1: The relationship between learning culture and employee engagement and performance.

Based on the analysis, Pearson correlation coefficient data shows that learning culture has significant impact on employee engagement and performance. Based on the Pearson correlation result have shown that the p value is less than 0.05 (Beta = 0.054, p = 0.627) which means there is a positive relationship between learning culture and employee engagement

and performance. This indicate that the human resources management practices has an impact on employee engagement and performance in an organization. Hence, the hypothesis is supported

H2: The relationship between work empowerment and employee engagement and performance

Based on the analysis, Pearson correlation coefficient data shows that work empowerment has significant impact on employee engagement and performance. Based on the Pearson correlation result have shown that the p value is less than 0.05 (Beta = 0.065, p = 0.671) which means there is a positive relationship between work empowerment and employee engagement and performance. This indicate that the human resources management practices has an impact on employee engagement and performance in an organization. Hence, the hypothesis is supported

H3: The relationship between reward and recognition and employee engagement and performance

Based on the analysis, Pearson correlation coefficient data shows that reward and recognition has significant impact on employee engagement and performance. Based on the Pearson correlation result have shown that the p value is less than 0.05 (Beta = 0.050, P = 0.613) which means there is a positive relationship between reward and recognition and employee engagement and performance. This indicate that the human resources management practices has an impact on employee engagement and performance in an organization. Hence, the hypothesis is supported

H4: The relationship between supervisor support and employee engagement and performance

Based on the analysis, Pearson correlation coefficient data shows that supervisor support has significant impact on employee engagement and performance. Based on the Pearson correlation result have shown that the p value is less than 0.05 (Beta = 0.056, p = 0.627) which means there is a positive relationship between supervisor support and employee engagement and performance. This indicate that the human resources management practices has an impact on employee engagement and performance in an organization. Hence, the hypothesis is supported

Table 3: Summary of hypothesis testing

Hypothesis	Independent Variable	Result	Conclusion based on hypothesis
H1	Learning culture	Significant	Supported
H2	Work Empowerment	Significant	Supported
H3	Reward and Recognition	Significant	Supported
H4	Supervisor Support	Significant	Supported

5. CONCLUSION

The aim of this research study is to indicate the impact of various human resource management practices on employee engagement and performance. Furthermore, explore the each variables impacts on employee engagement and performance which is to raise the Malaysia organizations employee engagement and performance to leads to success and avoid the negative impact on employees it is create employees disengaged in their work which is also affect the organization success and profits. In conclusion, I would like to conclude the impact of human resource management practices towards employee engagement and performance. Since, in the current business environment many businesses has improved unpredictability, so that the HRM practices take in part in success of the employee's engagement and their performance in an organization. The organization enhance the employee's performance and more strongly employee's engaged itself to achieve the objectives of the business. In this study, I have significant the relationship between the employee engagement and performance and the impact on HRM practices which is very important to leads and motivates the employee's to the right direction to enhancing the employee's performance such as (learning culture), (work empowerment), (reward and recognition) and also (supervisor support). It will also help the organization to achieve the career growth and also the objectives of the company. In this study, I also explained the practices that the employee's needs to work actively engaged and enhance their performance.

5.1 Recommendations and future research

This research study is to explore the impact of employee engagement and performance and Labour force in Malaysia. The future researchers to get the information from this study for further research of the impact on employee engagement and performance. This would help the future researcher's better understanding on how employee engagement and performance have to be arise in future. In this study, Gallup Institution has provided and updated new statistics of employees engaged and disengaged in the work. Moreover, suggested the future researchers to review on the respondents towards impact on employee engagement and performance in Malaysia to get understanding and result was help the future researchers to know how many employees are employed and unemployed. For the future researchers take part in this study and contribute your effort on developing and updated the new information on employee engagement and performance in Malaysia for better understanding on this study.

Suggested to the future researchers if in the future there is no such issues like covid-19 pandemic, suggested to use two method used to distribute the questionnaire as to get the fastest and more responses from the respondents which help achieve the target respondents and also more data collected to completing this study. Moreover, there is an advantage is the researchers distribute the questionnaire physically to the respondents which they can get direct information and can ask questions to the respondents in order their opinion of impact on employee engagement and performance in Malaysia. For future researchers, suggested to collect accurate data on employee engagement and performance and suggested to distribute the questionnaire to the working people to get more information and understanding towards the impact on employee engagement and performance.

5.2 Practical Implications

Learning culture is a way to explore employee positive attitudes and changing the culture of employee in an organization. In order to create a learning culture, the organization should conduct training and development in an organization for all the employees and necessary to all the employees to be in part of the training. If the culture of the organization management creates an uncomfortable environment within the employees, there is no learning culture will develop the employees and also develop the organization.

Furthermore, reward and recognition also very important to develop and increase employee performance. It is a recognition given by the organization to the employee for their performance that leads to the success of the business. The organization should provide the rewards for the employees who are really engaged in their work and perform well to achieve the goals of the organization. It will helps the organization to increase on productivity and profits through the performance of the employees. If the employees don't deserve what they want from the organization such as encouragement and motivation, there is no development in their growth and profitability.

Moreover, in this study has found the supervisor support on employee engagement and performance. The supervisor support is to support the employees, if the supervisor or management level has not support the employees it will affect the performance of employees and also it will effect on the organization as well. Supervisor support is a strong bonding between the employees and supervisor, it will achieve the organization goals and also develop performance of employees.

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