

# The Impact of Job and Personal Resources on Job Engagement: A Study of Event Crews in Klang Valley, Malaysia

Muhammad Hafizi Zamri

Faculty of Business and Management, Universiti Teknologi Mara, Puncak Alam, Malaysia

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## ABSTRACT

Job engagement is crucial for organizational success, particularly in dynamic industries such as event management. This study investigates the influence of job resources and personal resources on job engagement among event crews in event management companies within Klang Valley, Malaysia. Using a quantitative approach, data were collected via questionnaires from 100 respondents across various event companies. Reliability and correlation analyses were conducted. Findings reveal a significant positive relationship between job resources and job engagement, whereas personal resources did not show a significant effect. The study highlights the importance of providing sufficient job-related support to enhance employee engagement. Practical implications for human resource strategies in event management companies are discussed, and directions for future research are outlined.

**Keywords:** Job engagement, Event management, Job resources, Personal resources, Human resource management

## INTRODUCTION

Employee engagement is increasingly recognized as a critical factor in enhancing organizational performance, employee retention, and overall workplace satisfaction. In particular, job engagement — characterized by employees' passion, dedication, and absorption in their work — is essential in industries that demand high energy, creativity, and resilience, such as the event management sector.

Event management companies in Malaysia, especially within the Klang Valley region, face significant challenges in sustaining a committed workforce. Frequent turnover, absenteeism, and low morale among event crews have been identified as pressing issues that can undermine event success and client satisfaction. Although employee engagement has been widely studied in Western contexts, there is a notable lack of research focused on the Malaysian event management industry, highlighting an important gap in the literature.

The Job Demands-Resources (JD-R) model provides a theoretical framework for understanding how workplace factors influence employee engagement. Specifically, the model emphasizes the role of job resources — such as autonomy, supervisor support, and opportunities for professional development — in enhancing engagement. Additionally, personal resources, including self-esteem, optimism, and self-efficacy, are believed to contribute positively to work engagement by fostering resilience and proactive behavior among employees.

This study aims to explore the influence of both job resources and personal resources on job engagement among event crews employed in event management companies in Klang Valley, Malaysia. By investigating these relationships, the study seeks to provide empirical evidence that can guide event management companies in developing strategies to enhance employee engagement.

The specific objectives of this study are:

To examine the relationship between job resources and job engagement among event crews.

To investigate the relationship between personal resources and job engagement among event crews.

Based on these objectives, the following hypotheses are proposed:

- H1: There is a positive relationship between job resources and job engagement.
- H2: There is a positive relationship between personal resources and job engagement.

This research is expected to contribute to the understanding of engagement drivers in the Malaysian event management context and offer practical insights for human resource practices aimed at retaining and motivating event crews

## **LITERATURE REVIEW**

**Job Engagement** - Job engagement refers to the state in which an employee experiences a deep emotional and cognitive connection with their work, often characterized by enthusiasm, dedication, and absorption. Schaufeli and Bakker (2004) defined engaged employees as those who are fully concentrated and happily absorbed in their work, to the extent that time appears to pass quickly and detachment from work becomes difficult. Similarly, May et al. (2004) suggested that engaged employees are energized and passionate about their work, often losing track of time due to their intense focus.

High work engagement is beneficial not only to employees but also to organizations, fostering quality work outcomes, employee satisfaction, and organizational success (Schaufeli et al., 2001). Moreover, an engaged workforce is viewed as a critical source of sustained competitive advantage (Macey et al., 2011). Organizations that successfully cultivate high engagement levels among their employees are more likely to experience positive feedback loops, whereby success reinforces further commitment and performance.

However, engagement is not automatically present; it must be nurtured through organizational efforts to provide supportive conditions and resources. Identifying and enhancing factors that promote engagement is therefore vital for organizations seeking long-term competitiveness, especially in industries like event management where the work environment can be stressful and dynamic.

**Job Resources** - Job resources are defined as “those physical, social, or organizational aspects of the job that may reduce job demands, assist in achieving work goals, and stimulate personal growth, learning, and development” (Bakker & Demerouti, 2007; Schaufeli & Bakker, 2004). These resources are vital in promoting engagement by buffering the negative effects of job demands and motivating employees intrinsically.

According to Hackman and Oldham (1980), the Job Characteristics Theory emphasizes the motivational potential of job resources at the task level, including autonomy and feedback. Autonomy, often referred to as job control, enables employees to exercise decision-making latitude, thereby fostering greater engagement (De Jonge et al., 1999). Organizations that empower employees with greater control over their tasks and professional development opportunities tend to have higher levels of work engagement (Schaubroeck et al., 2001).

In addition to autonomy, supervisory support has been widely recognized as a crucial job resource. Supportive supervisors help buffer adverse work outcomes (Van Emmerik, 2002; Haines et al., 1991) and can create a positive work environment (Gilbreath, 2004). Supervisor support enhances employee well-being and reduces the risk of tension, depression, and burnout, thus fostering greater work engagement.

Overall, the presence of job resources is directly linked to higher engagement levels, whereas their absence may foster distrust and disengagement (Bakker & Geurts, 2004). This study thus proposes job resources as a key predictor of job engagement among event crews.

**Personal Resources-** Personal resources refer to positive self-evaluations linked to resiliency and an individual's belief in their ability to control and impact their environment successfully (Hobfoll et al., 2003). Such resources are critical internal drivers that predict goal-setting, motivation, job satisfaction, and career ambition (Judge et al., 2004).

Higher levels of personal resources correlate with stronger work engagement due to increased optimism, self-efficacy, and intrinsic motivation (Judge et al., 2005; Luthans & Youssef, 2007). Optimistic employees, for example, believe in achieving good outcomes, are persistent even under difficulty, and are more likely to engage actively with their work tasks (Scheier, Carver, & Bridges, 2001).

Self-esteem, defined by Rosenberg (1965) as an individual's overall self-evaluation of their competencies, also plays a crucial role. Individuals with high self-esteem tend to perceive themselves as competent and capable (Korman, 1970), and thus are more likely to exhibit higher work engagement. Furthermore, Coopersmith (1967) emphasized that self-esteem reflects an individual's sense of being capable, significant, and worthy, all of which are

conducive to positive work behaviors. Optimism is another important personal resource. Murphy et al. (2000) noted that optimism can stem from various factors including talent, hard work, or social support, but regardless of origin, it fosters confidence and perseverance—qualities essential for engagement.

However, while personal resources are theoretically significant predictors of work engagement, their actual influence may vary across contexts. Mauno et al. (2007) suggested that engaged workers tend to have an optimistic outlook and believe in their ability to satisfy organizational role expectations, but cultural and industry-specific factors might modulate this effect.

## Conceptual Framework

Building upon the Job Demands-Resources (JD-R) model, this study proposes that both job resources and personal resources independently influence job engagement among event crews. The conceptual framework posits that:

Job resources (e.g., autonomy, supervisory support) will have a positive effect on job engagement.

Personal resources (e.g., self-esteem, optimism) will also have a positive effect on job engagement.

These relationships are illustrated in Figure 1.

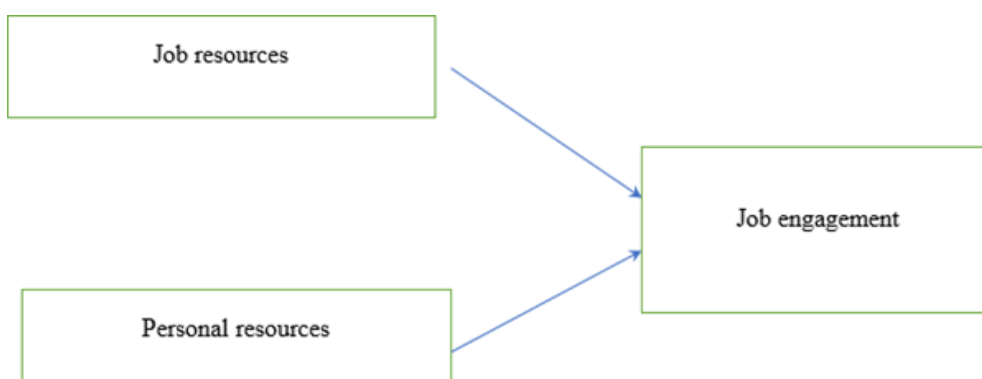


Figure 1: theoretical framework on the relationship between work environment and job and personal resources influence job engagement among event crews at event management companies in Klang Valley, Malaysia.

## METHODOLOGY

### Research Design

This study employed a quantitative, cross-sectional research design to examine the influence of job resources and personal resources on job engagement among event crews. A survey method was chosen as it allows the collection of standardized data from a large number of participants efficiently. This design was appropriate given the study's objective of identifying relationships between specific variables in a real-world organizational context.

### Population and Sampling

The target population consisted of event crews employed in event management companies across Klang Valley, Malaysia. According to industry estimates, approximately 4,000 individuals work in this sector within the region, encompassing companies specializing in wedding management, MICE (Meetings, Incentives, Conferences, and Exhibitions) events, corporate events, government functions, and training-related events.

Based on Krejcie and Morgan's (1970) sample size determination table, a minimum of 351 respondents would be required for a population of 4,000 at a 95% confidence level. However, due to time and resource constraints, the study successfully collected usable data from 100 respondents. A non-probability convenience sampling technique was employed due to its practicality in reaching participants across dispersed event companies. While this method limits generalizability, it allowed for quick data collection under field conditions.

### Data Collection Method

Primary data were collected through a self-administered questionnaire distributed both physically and electronically. The questionnaire was adapted from several validated sources:

- Job Engagement items: adapted from Schaufeli et al. (2006),
- Job Resources items: adapted from Salanova and Agut (2005),
- Personal Resources items: adapted from Wageeh (2016) and Scheier & Carver (1992).

All items were measured using a five-point Likert scale ranging from 1 ("Strongly Disagree") to 5 ("Strongly Agree").

Before full deployment, the questionnaire underwent a pilot test involving a small sample to ensure clarity and reliability. Ethical considerations were adhered to, and respondents were assured of anonymity and the voluntary nature of their participation.

### Instrumentation

The questionnaire consisted of three main sections:

- Demographic Information: gender, age, education level, job position, department, and work experience.
- Independent Variables:
  - Job Resources (7 items),
  - Personal Resources (7 items).
- Dependent Variable:
  - Job Engagement (7 items).

Reliability of the scales was tested using Cronbach's Alpha. Job Resources (.863) and Job Engagement (.865) demonstrated high internal consistency, while Personal Resources (.651) fell slightly below the conventional threshold of .7, suggesting moderate reliability for that scale.

## Data Analysis Techniques

Data were analyzed using SPSS statistical software. The following analyses were conducted:

- Descriptive Statistics: to summarize respondents' demographic profiles.
- Reliability Analysis: Cronbach's Alpha was used to assess internal consistency.
- Normality Testing: Shapiro-Wilk test was performed due to the sample size (<200) to assess the normality of data distribution.
- Correlation Analysis: Spearman's Rho was utilized to examine the relationships between variables, given the non-normal distribution detected. Hypotheses were tested at a significance level of  $p < 0.05$

## RESULTS

The majority of respondents were young adults aged between 25 and 29 years, predominantly female, with most holding a Diploma or Degree qualification. Most participants worked in the Event Management department and had less than three years of working experience. The results are presented in Table 1

Table 1: Demographic Table

Demographic Category	Option	Percentage
<b>Gender</b>	Female	67%
	Male	33%
<b>Age Group</b>	20–24 years	37%
	25–29 years	50%
	30–34 years	9%
	35 years and above	4%
<b>Education Level</b>	SPM (Secondary School)	9%
	Diploma	46%
	Bachelor's Degree	45%
<b>Job Position</b>	Officer	26%
	Clerk	37%
	Manager	7%
	Other (e.g., photographer, public relations)	30%
<b>Department</b>	Human Resources	15%
	Administration	14%
	Finance	6%
	Event Management	38%
	Production	13%
	Other departments	14%
<b>Working Experience</b>	1–3 years	71%
	4–6 years	18%
	7–9 years	8%
	10 years and above	3%

## Reliability Analysis

Cronbach's Alpha coefficients were calculated to assess the internal consistency of the measurement scales. The results are presented in Table 2

Table 2. Reliability Analysis

Variable	Cronbach's Alpha	No. of Items
Job Engagement	0.865	7
Job Resources	0.863	7
Personal Resources	0.651	7

The scales for Job Engagement and Job Resources demonstrated excellent reliability ( $\alpha > 0.8$ ). However, the Personal Resources scale had a Cronbach's Alpha of 0.651, indicating moderate but acceptable reliability for exploratory research.

### Correlation Analysis

Spearman's Rho correlation was used to examine the relationships between job resources, personal resources, and job engagement. The results are summarized in Table 3.

Table 3: Spearman's Rho Correlation Results

Variables	Job Engagement	Job Resources	Personal Resources
Job Engagement	1	0.334**	0.083
Job Resources	0.334**	1	0.157
Personal Resources	0.083	0.157	1

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

### Key Findings:

- A significant positive relationship was found between Job Resources and Job Engagement ( $r = 0.334$ ,  $p = 0.001$ ).
- No significant relationship was found between Personal Resources and Job Engagement ( $r = 0.083$ ,  $p = 0.414$ ).

Table 4: Hypotheses Testing Summary

Hypothesis	Statement	Result
H1	There is a positive relationship between job resources and job engagement.	Supported
H2	There is a positive relationship between personal resources and job engagement.	Not Supported

## DISCUSSION

**Relationship between Job Resources and Job Engagement-** The findings of this study revealed a significant positive relationship between job resources and job engagement among event crews in Klang Valley. This result supports the first hypothesis (H1) and aligns with prior research by Schaufeli and Bakker (2004), who emphasized that access to adequate job resources enhances employee dedication, vigor, and absorption at work.

Job resources, such as autonomy, supervisor support, and opportunities for professional development, have been shown to reduce the psychological strain associated with job demands and to foster intrinsic motivation (Bakker & Demerouti, 2007). In the context of the event management industry — known for its high stress and tight deadlines — the availability of supportive job resources appears particularly crucial for maintaining high levels of engagement.



Furthermore, the findings are consistent with Hackman and Oldham's (1980) Job Characteristics Theory, which posits that elements like autonomy and feedback are key to sustaining motivation and engagement. Supervisor support was also highlighted in past studies (Van Emmerik, 2002; Gilbreath, 2004) as a buffer against adverse outcomes such as burnout, reinforcing the importance of positive leadership behaviors in event companies.

Overall, these results suggest that organizations in the event management sector can significantly enhance work engagement by investing in tangible and intangible job resources, thereby promoting a more committed and productive workforce.

**Relationship between Personal Resources and Job Engagement-** Contrary to expectations, the study found no significant relationship between personal resources and job engagement, leading to the rejection of the second hypothesis (H2). While previous research has suggested that personal attributes such as self-esteem, optimism, and self-efficacy predict higher engagement (Judge et al., 2004; Hobfoll et al., 2003; Mauno et al., 2007), this was not observed in the current sample.

One possible explanation for this finding is the moderate reliability score (Cronbach's Alpha = 0.651) for the personal resources measure, suggesting that the scale may not have fully captured the construct in this specific context. Cultural factors may also play a role; in Malaysian work culture, external job conditions such as managerial support and structured guidance may exert a stronger influence on employee attitudes than internal self-evaluations.

Moreover, the nature of event management work — characterized by high external demands, teamwork, and client-facing roles — may make environmental factors more salient than personal psychological traits. Employees may prioritize the support and structure provided by their organization over their internal coping abilities when evaluating their engagement levels.

This finding calls for more nuanced research into how cultural, sectoral, and organizational variables moderate the role of personal resources in engagement, especially in the Malaysian and Southeast Asian context.

## CONCLUSIONS

This study investigated the influence of job resources and personal resources on job engagement among event crews in event management companies located in Klang Valley, Malaysia. Using a quantitative survey approach, it was found that job resources had a significant positive relationship with job engagement, whereas personal resources did not demonstrate a significant effect.

The results emphasize the critical role of organizational support structures — including autonomy, feedback, and supervisory support — in fostering employee engagement. This finding aligns with the Job Demands-Resources (JD-R) model, reinforcing the view that external work resources can substantially motivate employees and enhance their dedication and performance, particularly in high-demand industries such as event management. Conversely, the lack of a significant relationship between personal resources and job engagement highlights the complexity of engagement drivers. It suggests that individual psychological traits such as self-esteem and optimism, while important, may not independently predict engagement in contexts where external work conditions dominate employee experiences.

The findings contribute to the limited body of research on work engagement in the Malaysian event management sector and provide practical insights for organizations seeking to improve employee motivation and retention.

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