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**Psychological Empowerment as a predictor of Employee
Engagement and Employee Commitment: The Case of Addis Ababa
Food, Medicine and Health Care Administration and
Authority (AAFMHACA)**

A thesis submitted to the School of Graduate Studies of Addis Ababa
University in Partial Fulfillment of the Requirements for the Master of
Art in Business Administration (MBA)

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MBA PROGRAM**

This is to certify that this thesis entitled “Psychological Empowerment as a predictor of Employee Engagement and Employee commitment: The case of Addis Ababa Food, Medicine and Health Care Administration and Authority (AAFMHACA)", submitted to Addis Ababa University for the award of Master of Business Administration (MBA) and is a record of research work carried out by Ms. Edom Wossenyeleh Tefera, it is prepared in accordance with the regulation of the university and meets the accepted standards with respect to originality and quality.

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Declaration

I hereby declare that the thesis entitled “Psychological Empowerment as a predictor of Employee Engagement and Employee commitment: The case of Addis Ababa Food, Medicine and Health Care Administration and Authority (AAFMHACA)", is carried out by me under the guidance and supervision of Dr. Jemal Mohammed.

This research proposal is original and has not been submitted for the award of any degree or diploma to any university or institution.

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ABBREVIATION AND ACRONYMS

AAFMHACA	Addis Ababa Food, Medicine and Health Care Administration and Authority.
UWES	Utrecht Work Engagement Scale
SEM	Structural Equation Modeling
SPSS	Statistical Package for the Social Science
PE	Psychological Empowerment
EE	Employee Engagement
AC	Affective Commitment
CC	Continuance Commitment
NC	Normative Commitment
ANOVA	Analysis of Variance
P-P plot	Normal Probability Plot

Abstract

The purpose of this paper is to study the role of psychological empowerment as a predictor to employee engagement and employee commitment. Primary data was collected using questionnaire distributed to 211 employees of Addis Ababa Food Medicine Health Care Administration and Authority selected through a simple random sampling technique. The data collected were analyzed with descriptive statistics (mean and standard deviation) and inferential statistics (correlation and regression) using the Statistical Package for the Social Science (SPSS) version 21 software. The correlation analysis shows a significant positive relationship between psychological empowerment and employee engagement and commitment. The results of the study support the hypothesis that psychological empowerment predicts employee engagement, affective, normative and continuance commitment. According to the result of the study, psychological empowerment predicts 36.3% of employee engagement, 23.7% of affective employee commitment, 21.1% of continuance employee commitment and 21.8% of normative employee commitment. Therefore, the study recommends the organization to focus on improving the psychological empowerment of employees because it will contribute to the engagement and commitment of employees.

KEY WORDS: *Psychological empowerment, employee engagement, employee commitment*

Chapter One

1. Introduction

1.1. Background of the study

The main competitive advantage of the organization is its employees. To keep this competitive advantage the employees' engagement and commitments are required. As Sreenivas (2014) consider that to be successful needs critical workforce in terms of creativity, skill, knowledge, ideas, and co-operation so “empowerment” emerged as an important and most preferred management practice. Therefore, employee empowerment has become a very important issue to organizations producing services.

Service delivery is a component of business that defines the interaction between providers and clients where the provider offers a service, whether that is information or a task, and the client either finds value or loses value as a result. The customers and the employees are engaged concurrently in the production of the service. Also Addis Ababa Food, Medicine and Health Care Administration and Authority (AAFMHACA) as service providing organization to hold its employees this study examines the role of psychological empowerment as an antecedent to employee engagement and commitment in a sample of AAFMHACA employees.

Nawrin (2016) states that today's organizations prioritize to have energized, active and psychologically empowered employees who can be engaged solely in their work and organization. Conger and Kanungo (1988) defined psychological empowerment as a process of intensifying feelings of employee self-efficacy through the identification of conditions that promote powerlessness and through their removal by both proper organizational practices and informal techniques of providing worth information. Thus, psychological empowerment is seen as a facilitating process that improves an employee's job initiation and persistence.

According to Sreenivas (2014) empowerment is a motivational process of being enabled and perceived as a complete solution to highly regulated workplaces where creativity was stifled and workers were alienated, showing discontent both individually and collectively so empowerment is a key driver of employee engagement. Empowered employees are engaged, employees. And the study by Rawat (2011) shows that psychological empowerment brings to mind organizational commitment that means a meaningful job provides a suitable fit between requirements and purposes of one's organizational work roles and one's personal value system. And the result shows that psychological empowerment manipulates significantly continuance commitment, normative commitment, and affective commitment.

Geetha and Sebastian (2014) also consider in their research psychological empowerment as an antecedent of employee engagement and describe the more psychologically empowered an employee is the more would be the employee engagement. They depicted that employee engagement can be increased by empowering the employees psychologically.

Armstrong (2009) refers that employee engagement and organizational commitment are two vital thoughts that have an effect on work performance and the attraction and retention of employees. And it concluded by engagement as job-oriented and commitment as organization oriented.

Wollard and Shuck (2011) stated that because of little is recognized about antecedents of employee engagement and the variables that contribute to the overall development of employee engagement the more attention is required to determine the enablers of employee engagement. And as Bhatnagar (2005) mentioned most of the earlier research not focused on psychological empowerment as an antecedent to organizational commitment. So this study aims to address this issue by considering the role of psychological empowerment as an antecedent of employee engagement commitment in the Ethiopian context. And this study takes psychological empowerment as independent variable plus employee engagement, affective commitment, continuance commitment and normative commitment as dependent variables.

Employee Engagement and Commitment are the two of the essential activities in which organization must devote its time and effort. Some scholars states that engagement drives commitment, whereas the reverse is not possible, commitment cannot be achieved without employee engagement. The article discusses both the concepts in turns; first Employee Engagement is highlighted followed by the concept of Commitment to the Organization. According to Saks (2006), job engagement is positively related to organizational commitment and negatively related to intention to quit.

1.2. Background of the Organization

After Addis Ababa City Government Cabinet in accordance with Article 23(1) (f) of the revised charter Proclamation No.361/2003 and Article 28 of the Addis Ababa City Government Addis Ababa Food, Medicine and Health Care Administration and Authority (AAFMHACA) Proclamation No.30/2012 is mandated to ensure the safety, quality and efficacy of medicines.

“The mission of this organization is to promote and protect the public health by ensuring safety and quality of products and health service through registration, licensing and inspection of health professionals, pharmaceuticals & food establishments, and health facilities and provision of up-to-date regulatory information while promoting rational medicines use”. The organization’s regulatory activities are decentralized and functional throughout all 10 Sub-cities and 118 Woredas of the city. The problem is the company faces high job turnover and it costs for recruitment.

The organization not intended on focusing empowering the employees’ psychological even if prepare trainings. The employees of this organization are not fully engaged to their work and committed to the organization. The researcher concluded this because of the observation of most employees go to work not on time and after getting in the office they do not work happily and the employees are always in a hurry to leave their job to another organization. The organization is always in shortage of human resource behind the schedule to achieve the organizational goal.

Thus, the purpose of the study is to forecast the role of psychological empowerment on employee engagement and commitment using Addis Ababa Food, Medicine and Health Care Administration and Authority as a case study and provide suggestions to the administration on how to enhance the engagement and commitment of the employees.

1.3. Statement of the problem

In this competitive era disengagement is a major problem for many types of organizations. This study was designed to help managers on understanding and promote the positive state of staff engagement in their organizations. Addae and Wang (2006) state that in today's competitive and dynamic world every organization confronts in looking upon creating a committed workforce. To keep this competitive advantage every organization must enhance the engagement and commitment of its employees. (O'Reilly & Chatman, 1986) cited by Zaraket & Malek (2018) confirms organizational commitment affects both job performance and turnover. Therefore, to be successful AAFMHACA must maintain its engaged and committed employees and to keep them the effect of antecedents have to be known.

Geetha and Sebastian's (2014) recommended for on their study the relationship between psychological empowerment and employee engagement is still in the dark, exploring this might be a good avenue for future research and use other sample of respondents. This study begins with the realization of the need to know the effect of psychological empowerment on employee engagement and commitment in employees to enhance the loyalty and dedication of employees and retain the employees of AAFMHACA and to fill the gap from previous scholars.

Employees are the most valuable resource in any organization for that matter special treatment is required to retain them. Employee retention especially of the best and most desirable ones is a key challenge in organizations today. These valuable employees are very highly demanded by various organizations. In this regard deliberate and appropriate strategies are needed to make them loyal to organizations. So this study intended to give information to administrations of the organization to investigate their strategies on holding up their valuable employees.

Mohamood and Sahar (2017) study suggest for upcoming research the sampling frame may also be changed as other employees of other big and small cities may be taken into account and to check the influence of psychological empowerment on other commitments (Normative and continuance).

Since each individual is different it is imperative to try to understand what motivates employee to work happily and effectively in order to ensure organizational prosperity. According to Bhatnagar (2005) recommendation for further studies to look at different work organizations and explore the relationship between the psychological empowerment and employee commitment because employees in different organizations could respond to the same initiatives very differently.

Based on the above different prior studies recommendation and because of shortage of researches done in Ethiopia on employee engagement and commitment that relates to psychological empowerment this study problem rises to look into the effect of psychological empowerment on employee engagement and commitment. In Ethiopia context it may give different results from previous studies because there will have different perspectives in different countries work forces.

1.4. Objectives of the research

1.4.1. General objective

The general objective is to examine the effect of psychological empowerment on employee engagement and commitment.

1.4.2. Specific objective

The specific objectives of this study are

1. To assess the effect of psychological empowerment on employee engagement.
2. To assess the effect of psychological empowerment on affective commitment.
3. To assess the effect of psychological empowerment on normative commitment.
4. To assess the effect of psychological empowerment on continuance commitment.

1.5. Significance of the study

The significance of this research result will provide information and an understanding for administrators, and researchers about effect of psychological empowerment on employee engagement and commitment. The organization managers may get benefit from the study feedback, and could apply strategies for change that address the employees' responses. If the effect of psychological empowerment is measured, it will be helpful for the organization on developing psychological empowerment to improve employee engagement and commitment. Administrators in other agencies can also benefit by understanding how developing psychological empowerment is critical to keep competitive advantage of the agency by enhancing employee engagement and commitment.

Besides that, it has significance for the researcher in enhancing the skill of research conducting and for other researchers can use the information to conduct similar studies that will contribute to the knowledge base about staff engagement and commitment.

1.6. Research question

The research questions deemed most important for this study were narrowed down to the following four:

1. To what extent does psychological empowerment (meaning, competence, self-determination and impact) affect employee engagement?
2. To what extent does psychological empowerment (meaning, competence, self-determination and impact) affect affective commitment?
3. To what extent does psychological empowerment (meaning, competence, self-determination and impact) affect continuance commitment?
4. To what extent does psychological empowerment (meaning, competence, self-determination and impact) affect normative commitment?

1.7. Research hypotheses

This study tested the following four hypotheses:

H1: There is positive relationship between psychological empowerment (meaning, competence, self-determination and impact) and employee engagement.

H2: There is positive relationship between psychological empowerment (meaning, competence, self-determination and impact) and affective commitment.

H3: There is positive relationship between psychological empowerment (meaning, competence, self-determination and impact) and continuance commitment.

H4: There is positive relationship between psychological empowerment (meaning, competence, self-determination and impact) and normative commitment.

1.8. Scope of the study

The scope of the study is delimited in Addis Ababa Food, Medicine and Health Care Administration and Authority (AAFMHACA). Thus it is intended to assess the effect of psychological empowerment on employee engagement and commitment and the sample respondents encompass only on the organization employees that contain in all sub-cities and Woreda.

1.9. Limitation of the study

The major problem was time and transportation to cover the whole sub-cities found in Addis Ababa. The other problem incurred at the time of the research some employees were out to work and because of tiredness were also not volunteer to fill the questioners after they returned.

The study limited in only employees of AAFMHACA even if it includes the workers in Sub-city and Woreda. Therefore, these limitations and suggestions should be taken into consideration in future research of the same nature, i.e., investigate Psychological Empowerment as a predictor of Employee Engagement and Employee commitment.

1.10. Organization of the Thesis

The report of this research structured as follows into 5 chapters. Chapter one presents the introduction part of the research; Chapter two presents a literature review; Chapter three provides the research design part of the study, in which it included research methodology and the adopted research design for the study. Chapter 4 is data analysis and discussion. And the last chapter contains the conclusion and recommendation.

1.11. Operational Definition of Terms

For the purposes of this study, the following words and phrases are defined as follows:

Psychological empowerment is not a fixed personality attribute and consists of cognitions that are shaped by the work environment (Rothmann (2010)).

Employee engagement described as the connection of employees to their work roles; in engagement, people utilize and express themselves physically, cognitively, and emotionally during job performances (Khan (1990)).

Employee commitment defined as the strength of an individual's identification with, and involvement in, a particular organization. It's identified with a particular organization and its goals and wishes to remain a member (Armstrong (2009)).

Affective commitment is the psychological identification of an employee and positive behavior because it involves intrinsic motivation (Mir and Manzoor (2018)).

Continuance commitment describes when employees develop commitment for the reason of positive extrinsic rewards accomplish through the effort-bargain without recognizing with the organization's goals and values (Andrew (2017)).

Normative commitment is the sense that they establish a norm or standard pattern in the form of prescribed best practice. These take a considerable risk in implying 'one best way' (Armstrong (2009)).

Chapter Two

2. Literature review

A literature review is a summarized and synthesized survey of scholarly sources on a specific topic so this chapter reviews concepts that various authors and scholars have put forward in relation to psychological empowerment, employee engagement and commitment. This view is intended to help the researcher to understand more the subject matter and will also help the readers to familiarize themselves with the relationship of psychological empowerment, employee engagement and commitment.

2.1. Related theory

Sreenivas (2014) prepared a conceptual review on the impact of psychological empowerment on employee performance intended to review conceptual shreds of evidence on the empowerment effects. Psychological empowerment focuses on “feeling” that motivates employees for their work. Employees who practice empowerment at work will be expected more contribution in the decision-making process and can outline their work activities and achieve more efficiently and effectively and capable of more production and conclude that psychologically empowered workforce is less likely to leave an organization because of their normative, affective, continuous commitment towards the organization.

Stander and Rothmann (2010) examine the relationship between psychological empowerment, job insecurity, and employee engagement and to study whether the psychological empowerment of employees might affect their engagement. They undertake the study because employee engagement results in positive individual and organizational outcomes and research information about the antecedents will provide valuable information for the purposes of diagnosis and intervention. The study conducted on 442 employees in a government and a manufacturing organization by using correlation design and the study find out statistically significant relationships between psychological empowerment, job insecurity, and employee engagement. Therefore it implies that interventions that focus on the psychological empowerment of

employees (viz. meaningfulness, competence, self-determination, and impact) will contribute to the engagement (vigor, dedication, and absorption) of employees.

Saks (2006) used job engagement and organizational engagement as variables to measure employee engagement. Job engagement and organizational engagement were measured with five and six items respectively. He discovers that job characteristics and perceived organizational support with job engagement have a positive relationship.

Nawrin (2016) study explores the impact of the relationship between psychological empowerment and work and organization engagement in Bangladesh. The study focused on both work and organization engagement as it is believed that employees would be engaged both in their work and organization. A total of 237 respondents responded from the target population for the study to the survey questionnaire from three large manufacturing organizations in Bangladesh.

To see the cause and effect of the relationship between psychological empowerment and engagement the data were analyzed through regression technique and the results illustrate that the dependent variable (work engagement) is influenced by the independent variable (psychological empowerment) and also psychological empowerment manipulate organizational engagement by 62.4% and 41.6% respectively. This means the study has shown the positive impact of psychological empowerment over engagement.

Understanding the fact, the managers should focus more on developing psychological empowerment for their employees to have engaged workforce. The management should build up their employees to practice empowerment through understanding meaning, competence, self-determination, and impact by understanding the values of engagement.

The study by Mir and Manzoor (2018) investigated the association between psychological empowerment, affective commitment, and behavioral intention to stay in the banking sector by using structural equation modeling (SEM) and quantitative research design via a structured questionnaire and hypotheses were concurrently tested on a sample of 248 bank employees. When employees of the organization feel psychologically empowered, the employees' sense

more committed and will exhibit more preference for staying with the organization was a significant result of the overall study.

More specifically, the study confirms that psychological empowerment is positively associated with employees' intention to stay and reveal that employees who feel psychologically empowered shows greater intentions to stay with the organization than those employees who are less empowered. The study suggests that when employees in an organization experience empowered, they seek to return it, in the way of positive affective commitment towards the organization. Affectively committed employees are more inclined to continue with the organization. The researcher concludes that organizations are likely to enhance affective commitment and intention to stay by empowering their employees. The study discloses that psychological empowerment serves as a catalyst in facilitating and stimulating the affective commitment and employees' intention to stay in the context of the Indian banking sector.

2.1.1. Psychological Empowerment

Sreenivas (2014) refers to psychological empowerment to a set of psychological states that individuals feel a sense of control in relation to their work role. According to Armstrong (2009) it gives individuals and teams more responsibility for decision making and ensuring that they have the training, support and guidance to exercise that responsibility properly. That gives employees at all levels sharing powers and focused on how employees experience or feel their work.

Garios & Malek (2018) mentioned that the role of empowerment in the organization is to improve the performance of the employees by making them more competent in their workplace. To maximize the resource and to generate organizational commitment with employees empowering the human resource is crucial and it differentiates one organization from others. In addition to this empowering workers will help them to feel more confident self-sufficient in influencing their work environment by being more proactive and innovative. To make the empowerment process successful in the company the employees must be allowed to have both independence and feedback.

Regarding Zhang and Bartol (2010) psychological empowerment is conceptualized as an experienced psychological state or set of cognitions. Similarly, Spreitzer (1995) describes psychological empowerment as an individual's experience of intrinsic motivation that is based on cognitions about himself or herself in relation to his or her work role. The intrinsic motivation manifested in four cognitions reflecting an individual's orientation to his or her work role. Those four cognitions are meaning, competence, self-determination, and impact.

- 1) **Meaning:** refers to the needs of one's work role and one's beliefs, values, and behaviors.
- 2) **Competence (self-efficacy):** believing that employees are capable of performing work activities with skill.
- 3) **Self-determination (choice):** gives an individual's sense of having control over their work accomplishment and a choice of making the decision.
- 4) **Impact:** individuals can influence strategic, administrative or operating outcomes at work.

2.1.2. Employee Engagement

According to Robinson, Perryman, & Hayday (2004) engaged employee is aware of business context and to increase the benefit of the organization improves his/her performance by working with colleagues. Even though employee engagement has been defined in many different ways and the definitions and measures over and over again sound like other better known and established related to organizational commitment.

Khan (1990) described personal engagement as the connection of employees to their work roles; in engagement, people utilize and express themselves physically, cognitively, and emotionally during job performances. And personal disengagement as they separate themselves from work roles; in disentanglement, people pull out and defend themselves physically, cognitively, or emotionally during role performances.

As Robinson, Perryman, & Hayday (2004) state that employee engagement has become a widely used and popular term and he describes engagement as 'a positive attitude held by the employee towards the organization and its values. Similarly, Armstrong (2009) states employee

engagement takes place when people at work are interested in and positive, even excited about their jobs and are prepared to go the extra mile to get them done to the best of their ability.

Schaufeli, Salanova, Gonzalez-Roma, & Bakker, (2002) defined engagement by characterized into vigor, dedication, and absorption as a positive, fulfilling, work-related state of mind not focused on any specific object, event, individual, or behavior but more on the affective state.

Schaufeli, Bakker, & Salanova, (2006) also refer to engagement to a more constant and invasive affective-cognitive state that is not paying attention to any particular object, event, individual, or behavior. The researchers describe the three engagement factors as vigor, dedication, and absorption.

1. **Vigor** is characterized by high levels of energy and mental pliability while working and includes the enthusiasm to invest effort and face trouble.
2. **Dedication** refers to strongly engaged in one's work and practice a sense of significance, enthusiasm, inspiration, pride, and challenge.
3. **Absorption** is characterized by happy involvement and fully concentrated and happily in one's work.

2.1.3. Employee commitment

Armstrong (2009) defines the term 'commitment' as the shape of loyalty to the firm but is not required as part of the job description and is therefore discretionary. Commitment refers to attachment and loyalty. It is associated with the feelings of individuals about their organization. Commitment a sense of belonging is enhanced if there is a feeling of 'ownership' among employees: not just in the literal sense of owning shares (although this can help) but in the logic of believing they are actually accepted by management as key stakeholders in the organization.

Islam, Ahmad and Ahmad (2014) describes employees who are psychologically empowered prefer to continue with the same organization rather than a new one because they exhibit more affective commitment with their organization. Affective commitment is the employees' emotional attachment to the organization because it reflects a deep relationship between the

employee and the organization. This is concluded because they found out psychological empowerment positively influences the affective commitment by conducting a study on 412 employees.

Meyer and Allen (1990) have proposed three components of commitment: continuance, normative and affective. According to Bhatnagar (2005) researchers argue that in the year 2000 perspective of multi-dimensional organizational commitment is taking over from the uni-dimensional approach that has dominated management research for more than three decades even if some scholars starting doubting the validity.

1. **Affective commitment:** -the employee's feel attached emotionally and identified involvement in the organization.
2. **Continuance commitment:** - the employee stays because they have to mean they are aware of the cost after leaving an organization.
3. **Normative commitment:** - the employees stay because they feel they have an obligation to stay with the organization.

2.1.4. Affective commitment

Meyer and Allen (1990) define affective commitment because of the reflection of the deep relationship between the employee and organization as the employees' emotional attachment to the organization.

According to Andrew (2017) represents an individual's emotional attachment to the organization as an affective commitment. Mullins, (2001) also relates affective commitment to emotional attachment, which is in general linked to a favorable working environment and relationships with the other employees.

Wasti (2002) states that affection commitment will build up from positive work experiences like job satisfaction and organizational fairness associated with advantageous outcomes, for instance, elevated organizational citizenship behaviors and reduction of absenteeism and tardiness. Although Lee and Chen (2013) believe affective commitment takes for decided that employee identification with organizational objectives and values will encourage greater investment in the

job and will, therefore, improve employees' involvement. Armstrong (2009) also define affective as modifying perception about culture and increasing confidence in dealing with individual behaviors' to form adaptive behaviors such as interpersonal skills.

2.1.5. Continuance commitment

Mullins (2001) narrates continuance commitment with conditions of employment as job contracts, which may make leaving the current job very costly or worrying.

Along with Wasti (2002) demonstrate continuance commitment appear when the employees feel lack of job alternatives and 'side-bets', that is, anything that increases the cost of quitting, such as investments in the organization in terms of time, money and effort. Therefore continuance commitment is not related to organizational or individual but it is signified as required to stay in the organization.

2.1.6. Normative commitment

Mullins, (2001) communicates normative commitment with obligation because employees commit to the organization to repay as a result of feeling they owe the organization for being given a job when they need it most.

Wasti (2002) argued that normative commitment is to develop from the norms of organizational commitment that develop pre-entry (through familial and cultural socialization) or post-entry (through organizational socialization) and appear to be projecting of positive outcomes.

According to Armstrong (2009) description normative system is where a norm can be seen as a rule, a standard, or a pattern for action that is generally accepted or agreed as the basis upon which the parties concerned should operate.

2.2. Empirical review

Mohamood and Sahar (2017) undergo an empirical study to explore and examine the mediating influence of affective commitment while reviewing the impact of psychological empowerment and perceived career support on employee's work engagement. The primary data were gathered from 303 questionnaires and the regression analysis was conducted by collecting data from employees belonging to the telecom sector to test the hypotheses empirically.

The findings suggested that affective commitment partially mediates the positive effects of psychological empowerment and perceived career support in the prediction of employee work engagement. The correlation of psychological empowerment with affective commitment and work engagement is positive and weak. Similarly, affective commitment and work engagement also have a positive and weak correlation. The results also support psychological empowerment has a direct influence on both commitment and employees' engagement. The needs satisfying theory as well-elaborated that psychologically secure employees continue engaged with their work. Researchers have found that affective commitment is mediated partially between the relationship of perceived career support and work engagement.

Geetha and Sebastian's (2014) study attempts to predict employee engagement through dimensions of psychological empowerment. The primary data gathered from 101 employees working in three service organizations are the healthcare sector, the insurance sector and the telecom sector in central Kerala. Statistical techniques like correlation and multiple regression analysis were employed to compute the significance and potency of the relationship between psychological empowerment and its dimensions (meaning, competence, self-determination, and impact) and employee engagement. The correlation analysis discovered a significant positive relationship between psychological empowerment and employee engagement. Additional analysis showed that all the dimensions of psychological empowerment, other than self-determination are forecaster of employee engagement.

The study supported the hypothesis: psychological empowerment is positively and significantly associated with employee engagement. The researcher used a specific sample of employees and

sample size from each sector and employed a cross-sectional design and hence determination of causal relationships is not possible. The researcher concludes that the literature suggests that employee engagement is a lever to business success and antecedents of employee engagement need more attention of researchers and the current study addresses this matter by examining the effect of psychological empowerment and its dimensions on the altitude of engagement.

Thus the results of the study indicated that employees experienced both psychological empowerment and engagement at a moderate level. The correlation analysis confirmed that psychological empowerment and its dimensions are significantly and positively associated with employee engagement. A stepwise regression analysis was conducted to determine the impact of dimensions of psychological empowerment on employee engagement. Out of the four dimensions of psychological empowerment, meaning, competence, and the impact were found to be significant analysts. The effect of self-determination was established to be insignificant. The large effect of psychological empowerment was significant on the level of engagement of employees in the chosen organizations. The four dimensions of psychological empowerment mutually explained 71.7% of discrepancy in employee engagement. Regardless of the significant academic interest in psychological empowerment and employee engagement, there is a comparative lack of academic literature investigating the impact of psychological empowerment and employee engagement in the Indian context and beyond. Thus the present study provides insights into the relationship between psychological empowerment and employee engagement in the Indian context.

Rawat (2011) empirically studied the Relationship between psychological empowerment and organizational commitment. Empowerment is granting authority or enabling people to implement power. Organizational commitment is understood as an individual's identification with and involvement in the organization. The study was conducted on employees from the service industry. The sample consisted of 133 working professionals from the service industry covering Information Technology (IT), Information Technology enabled services (ITes), and financial services (Banks and Insurance).

The regression analysis with psychological empowerment and its sub-dimensions as interpreter variables and dimensions of organizational commitment as decisive factor variables show that

psychological empowerment explains 3% of continuance commitment, 9% of affective commitment and 2% of normative commitment. When sub-dimensions of psychological empowerment are in use as predictor variables followed by continuance commitment is explained by capability and self-determination. Affective commitment is explained by meaningfulness and self-determination. Normative commitment is explained by meaningfulness. All the four sub-dimensions together explain 10% of continuance commitment and 13% of affective commitment.

The study showed that psychological empowerment significantly manipulated all three forms of commitment. While studying the impact of sub-dimensions of empowerment on commitment dimensions it can be seen that all factors together influenced continuance and affective commitment and not normative commitment. Since psychological empowerment directs to the feeling of being permitted from within (as a result of culture, and management practices) continuance commitment becomes strong. Empowerment also gives the power of decision making to employees. This results in employees owning their work which causes both affective and continuance commitment.

A meaningful job gives a suitable robust between the requirements and intentions of one's organizational work roles and one's value system. Meaningfulness illustrated a significant association with affective and normative commitment. Competence was significantly connected to continuance commitment. A sense of competence gives workers the confidence that they can carry out their work roles with ability and achievement, stimulating them to exert considerable effort on behalf of the organization. Self-determination was significantly related to affective and continuance commitment. Self-determination gives workers to be in charge of their work and influence in work-related decision processes, leading to enhanced involvement in the organization. The effect of dimension did not significantly clarify any commitment.

Bhatnagar (2005) study supported the hypothesis that psychological empowerment being predicted by affective, normative and continuance commitment and finds out affective commitment as a strong outcome of psychological empowerment while continuance commitment and normative commitment prove to be strong outcome variables to psychological

empowerment. The study concluded that all the components of organizational commitment are an effect of psychological empowerment with continuance commitment being the slightest variable, and affective commitment being a slightly stronger outcome variable than normative commitment.

The study was conducted based on the two-stage sampling design. In the first step, from the national capital region of India, fifty Indian organizations were chosen randomly. In the second step, 1000 managers from the top, middle and lower levels, either HR or line managers, were randomly selected out of those fifty organizations to fill in the questionnaires. For this research response rate was 60.7%. The data are treated to univariate, bivariate and multivariate data analysis methods. The researcher administered Means, standard deviation, correlation analysis, and multiple regression analysis, using the SPSS 11.5 statistical package.

From this study, the empirical analysis confirmed that the level of psychological empowerment of power-sector managers was the highest while the level of organizational commitment of the banking sector was the highest. This point out the managers of this sector had almost an equivalent level of psychological empowerment and organizational commitment. The sample correlation test between the two variables was significant. The findings of the study have a suggestion for the Indian industry and Indian managers in terms of the empowerment interventions, which reflect a moderate level of psychological empowerment and predict well for predicting psychological empowerment through organizational commitment.

2.3. Conceptual Framework

The research framework in this study is drawn graphically based on the grounds of the literature review that the researcher has carried out. Here it is theorized that the independent variable, psychological empowerment with four dimensions that are meaning, competence, self-determination and impact had a positive effect on the dependent variables employees' engagement, affective commitment, continuance commitment and normative commitment.

Figure (1) below shows the research framework of this study that is taken from different researches such as Albrecht and Andreetta (2011), Nawrin (2016) and Badawy, Kiker and Magdy (2017) then modified by the researcher to demonstrate the relationship of the independent variables and dependent variables.

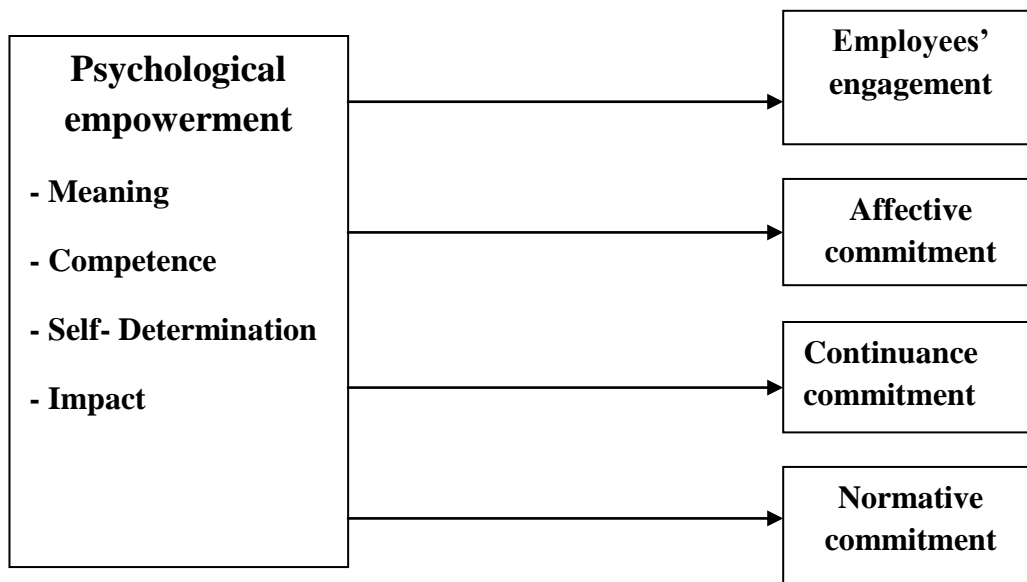


Figure 1 Conceptual framework

Chapter Three

3. Research Design & Methods

3.1. Research design

Research design deals with planning the strategy or overall design of the study. To undertake the quantitative study research approach survey design employed since it is an appropriate method that enhances the research to describe the relationship of variables of interest in the situation.

3.2 Target Population

The description of participants should define the population from the sample is being selected. According to the data that are obtained from the report from AAFMHACA the total numbers of employees working under AAFMHACA managerial and non-managerial staffs are 653. The target populations for this study are non-managerial employees are 500 employees. The study focus on the non managerial staffs because the gap on engagement and commitment is observed on non managerial employees.

3.3. Sample size and sampling techniques

Since obtaining a representative sample was a critical issue with the intention to illustrate a valid conclusion about the population. To carry out the quantitative study research approach simple random sampling techniques was used to select a sample size and to analyze the relationship among the variables.

To get relevant data the study considered the larger the sample size because the more the sample size the more precise the estimation would be the difference in the characteristics of the population. From different methods to calculate the sample size, the study used simplified

international research sample size determination formula that is developed by Yamane (1967) with the desired confidence level is 95% Ajay and Micah (2014).

$$n = \frac{N}{1 + N(e)^2}$$

Where n – Designates the sample size the research uses.

N - Designates the total number of industrial customers in south Addis Ababa Region

e – Designates maximum variability or margin of error 5% (0.05).

1 – Designates the probability of the event occurring.

$$\begin{aligned} n &= 500 / (1 + 500(0.05)^2) \\ &= 500 / 2.25 \\ &= \underline{\underline{222.2}} \end{aligned}$$

Even if the calculated sample size result is 222 to get adequate data the 235 questionnaires were distributed.

3.4. Source of data

To address psychological empowerment as a predictor of employee engagement and commitment in Addis Ababa Food, Medicine and Health Care Administration and Authority (AAFMHACA) and to provide possible recommendations, primary data were gathered.

3.5. Data collection Instrument

To address the objective of the study primary data were gathered from a self-administered questionnaire that was filled by the employees of the organization. All questionnaires were distributed in person to reach respondents personally.

The questionnaire contains the demographic questions that inquire about the respondents about their gender, age, education level, work experience in the organization and marital status.

Psychological empowerment measured by using a twelve-item scale developed by Psychological Empowerment Questionnaire (PEQ) Spreitzer (1995). This questionnaire was widely used by researchers like Stander M.W. (2010), Ambad and Bahron (2012), and Zhang and Bartol (2010). Sample items are, “the work I do is meaningful”, “I am confident about my capability to do my job”.

For measuring employee engagement a seventeen item- Utrecht Work Engagement Scale established by Schaufeli, Salanova, Gonzalez-Roma, and Bakker (2002) and shortened by Schaufeli, Bakker, and Salanova (2006) of Utrecht Work Engagement Scale (UWES-9) were used. Because the scholar concluded that the UWES-9 scores are acceptable after the factorial validity of the UWES-9 was demonstrated using confirmatory factor analyses and test-retest reliability by collecting data from 14,521 respondents’ in 10 different countries. Sample items are, “at my work, I feel bursting with energy”, “at my job, I feel strong and vigorous (energetic)”.

Employee commitment measured by the twenty-four-item scale developed by Allen & Mayer (1990). The measurements were used by many scholars like Bhatnagar (2005) and Sahraee and Abdullah (2018). Sample items are, “I’ll be very happy to spend the rest of my life in this organization” (affective commitment); “I am not afraid of what might happen if I quit my job without having another one lined up” (continuance commitment); and “I do not believe that a person must always be loyal to his/her organization” (normative commitment).

The responses were rated on 7-point Likert Scales (“Strongly Disagree” =1, “Disagree”=2, “Somewhat Disagree” =3, “Not sure” =4, “Somewhat Agree” =5, “Agree” =6 and “Strongly Agree”=7).

3.6. Method of data analysis

The data from questionnaires were coded and analyzed by using IBM SPSS version21 software. Methods of analysis used are descriptive statistics, correlation, and multiple regression. Descriptive statistics used to describe data by using mean, standard deviation and frequency. Correlation and Regression used to examine the relationship between variables.

Regression is used to predict the value of certain a variable based on the other variable. Regression shows the functional relationship between variables and it helps to make future projections on events. Studenmund (2017) says that “Regression analysis is a statistical technique that attempts to explain movements in one variable, the dependent variable, as a function of movements in a set of other variables, called the independent (or explanatory) variables, through the quantification of one or more equations.” The linear regression functional relationship can describe a simple equation.

The simplest single-equation regression model is:

$$Y = \alpha + \beta x$$

This equation states that Y, the dependent variable, is a single-equation linear function of X, the independent variable. Besides the variation in the dependent variable (Y) that is caused by the independent variable (X), there is almost always variation that comes from other sources as well. This variation probably comes from sources such as omitted in. fences, measurement error, incorrect functional form, or purely random and totally unpredictable occurrences. Econometricians admit the existence of such inherent unexplained variation (error) by explicitly including a stochastic (or random) error term in their regression models.

The addition of a stochastic error term into the previous equation results in a typical regression equation:

$$Y = \alpha + \beta x + \varepsilon$$

Where Y = Dependent Variable

α = Constant or Intercept term

β = Coefficient of Independent Variable

x = Independent Variable

ε = Stochastic error

In this study the independent variable is psychological empowerment (meaning, competence, self-determination and impact) and the dependent variables are employees' engagement, affective commitment, continuance commitment and normative commitment.

3.7. Reliability and Validity

In this study, the validity and reliability test for the questionnaire was considered by conducted a 20 sample pilot test to ensure the correctness and trustworthiness of the study. The researcher translates some words from the questionnaire to get unbiased information based on the comments of pilot samples to ensure the validity of the questionnaire. The reliability of the pilot sample was tested by using the Cronbach alpha test and the result was 7.14 which indicate that the instrument is reliable.

3.8. Testing Assumptions of Linear regression in SPSS

There are four principal assumptions which justify the use of linear regression models for purposes of inference or prediction. Those are normality, linearity, homoscedastisity and multicollinearity.

Normality Test

Normality is the residual of the regression should follow a normal distribution to make valid inferences from regression residuals are error terms or the difference between the observed value of the dependent variables and the independent value.

Normality test was conducted by normal probability (pp) plot and histogram of residuals. From the normal probability (pp) plot the closer the residual (dotes) are to the fit line the more normal they are. If the residual data looks normal so the assumptions are met meaning normal probability plot shows that the error term is normally distributed. (See fig in annex)

Linearity Test

Linearity is that the conditional expectation of dependent variable is a linear function of independent variable means that the predictor variables in the regression have a straight line relationship with the outcome variable.

To check the linearity of the variables the scatter plot was conducted. The scatter plot also shows that the data linearly and positively related. This means when the PE increase EE, AC, CC, and NC also go up. The linearity of the data mean of the response variables (EE, AC, CC, and NC) is the linear combination of the regression coefficients and the predictor variable (PE).

Homoscedasticity

Homoscedasticity is the observations of the error term are drawn from a distribution that has a constant variance. Homoscedasticity test conduct whether the residuals are equally distributed or whether they tend to bunch together at some values and at other values spread apart.

Homoscedasticity can observe from scatter plot in SPSS. The spread of the data on scatter plot are similar all along the regression line so it establishes homoscedasticity. The homoscedasticity shows that EE, AC, CC, and NC have the same variance in their errors, regardless of the values of the PE.

Multicollinearity

Multicollinearity is the linear relationships among the explanatory (independent) variables meaning it occurs when predictor variables are highly correlated with each other.

In this research multicollinearity tested by collinearity statistics for each independent variable and the VIF results are not exceed 3 so there is no multicollinearity and this assumption is met.

3.8 Ethical considerations

To undertake the study first necessary permission was obtained from the managers of AAFMHACA. Participation in the study was on a voluntary basis and contributors are asked for willingness before they are given the questionnaire. All participants were informed about the purpose of the study, confidentiality of the information they provided. It was explained to the participants, participated in the study will not have any harm and used only just for academic purposes.

Chapter Four

4. Data Presentation, Analysis, and Interpretations

Data analysis is considered to be important step and heart of the research in research work.

As Marshall and Rossman (1990) defines data analysis as the process of bringing order, structure and meaning to the mass of collected data. It is a messy, ambiguous, time consuming, creative, and fascinating process. It does not proceed in a linear fashion; it is not neat. Data analysis is a search for answers about relationships among categories of data.

The most significant and essential supporter of the research are the analysis and the interpretation of the data. Interpretation is a tool from beginning to end which the factors, which seem to explain what has been observed by the researcher in the course of the study, can be better implicit. Interpretation gives a theoretical conception which can provide as a guide for the further research work.

4.1. Characteristics of respondents

The data were collected after 3 days and the returned questionnaires were 211. This indicates that the response rate is 95%.

4.1.1. Gender of respondents

The percent of the employees' gender is illustrated in Table 1.

Table 1 Gender distribution of the respondents

	Frequency	Percent
Valid		
male	117	52.7
female	94	42.3
Total	211	95.0
Missing		
System	11	5.0
Total	222	100.0

Source: own survey, 2020

From the demographic data the total 211 respondents 52.7% were male and 42.3% of respondents were female. So the result indicates the larger number of respondents were male.

4.1.2. Age of Respondents

The data obtained from the questionnaire, shown in Table 2.

Table 2 Age distribution of the respondents

	Frequency	Percent
Valid 18-25	40	18.0
26-35	130	58.6
36-45	35	15.8
46-55	6	2.7
Total	211	95.0
Missing System	11	5.0
Total	222	100.0

Source: own survey, 2020

The demographic data the employees' age reveals that 18% of the respondents were between the age of 18-25, 58.6% were between 26-35, 15.8% were between 36-45 and 2.7% were in between 46-55. This shows a large number of respondents were in the age of between 26 and 35.

4.1.3. Educational Background of respondents

In Table3 represents the educational background of the respondents.

Table 1 Educational Background of the respondents

	Frequency	Percent
Valid diploma	21	9.5
first degree	169	76.1
master's degree	21	9.5
Total	211	95.0
Missing System	11	5.0
Total	222	100.0

Source: own survey, 2020

From the collected data the large number relies on the first degree that includes 76.1% of the respondents and the percent of respondents that hold diploma and master’s degrees are equal that is 9.5%.

4.1.4. Marital Status of respondents

The marital status of the respondents’ is displayed in Table 4.

Table 2 Marital Status of the respondents

		Frequency	Percent
Valid	single	111	50.0
	married	94	42.3
	separated	4	1.8
	widowed	2	.9
	Total	211	95.0
Missing	System	11	5.0
Total		222	100.0

Source: own survey, 2020

Show that 50% of respondents are single, 42.3% are married, 1.8% is separated and 0.9% widowed. This indicates that most respondents are single.

4.1.5. Work Experience of respondents

The percentage of the employees’ work experience is present.

Table 3 Work Experience of the respondents

		Frequency	Percent
Valid	<1 year	12	5.4
	1-5 years	147	66.2
	6-10 years	38	17.1
	>=11 years	14	6.3
	Total	211	95.0
Missing	System	11	5.0
Total		222	100.0

Source: own survey, 2020

According to the collected data, the large percent of the respondents' work experience rests on between 1 and 5 years that are 66.2%, next 17.1 % of respondents are included in 6-10 years experience than 6.3% have ≥ 11 years and finally 5.4% respondents are < 1 year experienced.

4.2. Reliability Test

The data that was collected was subjected to reliability test. The result of the reliability test is displayed in annex.

The psychological empowerment Cronbach's Alpha Coefficient of the 12-item instrument is found to be (for meaning 0.863, for competence 0.847, for self-determination 0.844, and for impact 0.859); the employee engagement Cronbach's Alpha Coefficient of the 9-item instrument is found to be 0.842; in employee commitment and the Cronbach's Alpha Coefficient of the 8-item instrument for each affection commitment, continuance commitment and normative commitment are 0.850, 0.853 and 0.848 respectively. According to Nunnally's (1978) cited by Geetha et al. (2014) 0.7 threshold standard all five variables scales have acceptable internal reliability because they are all greater than 0.7.

4.3. Descriptive statistics

The descriptive statistics result of the variables shows the mean and standard deviation. The mean score of the variables is above the neutral position the highest mean score scored by the independent variable psychological empowerment is 5.53 (meaning is 5.65, competence is 5.63, self-determination is 5.48 and impact is 5.37) then the dependent variables employee engagement is 5.03; normative employee commitment is 4.84; continuance employee commitment is 4.82 and the last affective employee commitment mean score is 4.7.

4.4. Correlation Analysis

A correlation analysis was done to find out the relationship between psychological empowerment and employee engagement; psychological empowerment and affective employee commitment; psychological empowerment and continuance employee commitment and psychological empowerment and normative employee commitment through the dimensions of psychological empowerment such as meaning, competence, self-determination and impact. The result table of correlation analysis for the variables is demonstrated below.

Table 6 Means, Standard Deviations and Inter-correlations of Study Variables

	Mean	Std. Deviation	1	2	3	4	5	6	7	8	9
1. Meaning	5.65	1.173									
2. Competence	5.63	1.162	.571**								
3. Self Determination	5.48	1.175	.401**	.647**							
4. Impact	5.37	1.037	.205**	.441**	.629**						
5. Psychological Empowerment	5.53	0.891	.707**	.856**	.855**	.710**					
6. Employee Engagement	5.03	1.211	.494**	.513**	.467**	.408**	.603**				
7. Affective Employee Commitment	4.70	1.120	.344**	.392**	.424**	.365**	.487**	.603**			
8. Continuance Employee Commitment	4.82	1.068	.265**	.358**	.439**	.383**	.460**	.461**	.479**		
9. Normative Employee Commitment	4.84	0.992	.359**	.339**	.409**	.357**	.467**	.549**	.598**	.715**	

** Significant at 0.01 level.

Source: own survey, 2020

The result shows that all variables have positive Pearson's correlation coefficient (r) and the Correlation is statistically significant at the ($p < 0.01$) level. The result of Pearson's correlation detected that PE and EE are more positively strongly correlated ($r = 0.603, p < 0.01$).

All the dimensions of psychological empowerment are significantly and positively related to all dependent variables. Out of the dimensions competence ($r = 0.513, p < 0.01$) correlates highly with engagement followed by meaning ($r = 0.494, p < 0.01$), self-determination ($r = 0.467, p < 0.01$) and impact ($r = 0.408, p < 0.01$).

For affective commitment and PE correlation result ($r = 0.487, p < 0.01$) and out of the dimensions self-determination ($r = 0.424, p < 0.01$) correlates highly with AC followed by competence ($r = 0.392, p < 0.01$), impact ($r = 0.365, p < 0.01$) and meaning ($r = 0.344, p < 0.01$). For continuance commitment and PE correlation result ($r = 0.460, p < 0.01$) and out of the dimensions self-determination ($r = 0.439, p < 0.01$) correlates highly with CC followed by impact ($r = 0.383, p < 0.01$), competence ($r = 0.358, p < 0.01$), and meaning ($r = 0.265, p < 0.01$). For normative commitment and PE correlation result ($r = 0.467, p < 0.01$) and out of the dimensions self-determination ($r = 0.409, p < 0.01$) correlates highly with NC followed by impact ($r = 0.357, p < 0.01$), meaning ($r = 0.359, p < 0.01$) and competence ($r = 0.339, p < 0.01$).

This analysis shows that higher levels of psychological empowerment are associated with higher levels of employee engagement then affective commitment and followed by normative and continuance commitment respectively.

4.5. Multiple Regression Analysis

The multiple regression was conducted to study the extent to which the dimensions of psychological empowerment explained the dependent variables (EE, AC, CC, and NC).

From the regression, the results of the standard residual score that indicates minimum to maximum for independent variable PE with dependent variables EE are (-2.835 to + 2.945); AC is (-2.843 to + 2.322); CC is (-3.230 to +2.227) and NC are (-2.270 to +2.437). All variables are not exceeded from minimum -3.29 and maximum +3.29 so there are no outliers. Then the independence of observation checked by examining for the independence of errors using the

Durbin-Watson Test and the Durbin-Watson statistics for EE, AC, CC, and NC are 1.643, 1.731, 1.893 and 1.777 respectively. All are between 1 and 3 so the assumption of independence of observation has also been met means the data was not connected in any way thus the groups are made up of different people.

From regression analysis the R Square (the coefficient of determination shows that multivariate correlation) that tells us the proportion of variance of employee engagement accounted for PE result for employee engagement is 0.375; this means that 37.5% employee engagement is predicted from the level of psychological empowerment.

Table 7 Model summary of Employee Engagement regression

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.612 ^a	.375	.363	.967	1.643

a. Predictors: (Constant), Impact, Meaning, Competence, Self Determination

b. Dependent Variable: Employee Engagement

From linear regression analysis of using Psychological empowerment as the independent variable and affective employee commitment as dependent variable the R Square result from the model summary table is 0.240 this it indicates that 24% of affective employee commitment is predicted from level of psychological empowerment.

Table 8 Model summary of affective commitment regression

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.490 ^a	.240	.225	.986	1.731

a. Predictors: (Constant), Impact, Meaning, Competence, Self Determination

b. Dependent Variable: Affective Employee Commitment

From the analysis the continuance employee commitment R Square result is 0.225 and it implies 22.5% of continuance employee commitment is predicted from the level of psychological empowerment.

Table 9 Model summary of continuance commitment regression

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.474 ^a	.225	.210	.949	1.893

a. Predictors: (Constant), Impact, Meaning, Competence, Self Determination

b. Dependent Variable: Continuance Employee Commitment

The R Square normative employee commitment is 0.233 and it defined as 23.3% of normative employee commitment is predicted from the level of psychological empowerment.

Table 10 Model summary of normative commitment regression

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.483 ^a	.233	.218	.877	1.777

a. Predictors: (Constant), Impact, Meaning, Competence, Self Determination

b. Dependent Variable: Normative Employee Commitment

In the ANOVA summary table from the regression analysis, the significance value's for all dependent variables those are EE, AE, CC, and NC with the independent variable PE are ($p < 0.05$) this indicates that there is a statistically significant relationship between my predictor (PE) and the outcome variables (EE, AC, CC, and NC).

Table 4 ANOVA summary table for EE

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	115.450	4	28.863	30.889	.000 ^b
Residual	192.483	206	.934		
Total	307.933	210			

a. Dependent Variable: Employee Engagement

b. Predictors: (Constant), Impact, Meaning, Competence, Self Determination

Table 5 ANOVA summary table for AC

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	63.104	4	15.776	16.239	.000 ^b
Residual	200.127	206	.971		
Total	263.231	210			

a. Dependent Variable: Affective Employee Commitment

b. Predictors: (Constant), Impact, Meaning, Competence, Self Determination

Table 13 ANOVA summary table for CC

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	53.839	4	13.460	14.943	.000 ^b
Residual	185.546	206	.901		
Total	239.384	210			

a. Dependent Variable: Continuance Employee Commitment

b. Predictors: (Constant), Impact, Meaning, Competence, Self Determination

Table 14 ANOVA summary table for NC

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	48.154	4	12.039	15.653	.000 ^b
Residual	158.433	206	.769		
Total	206.588	210			

a. Dependent Variable: Normative Employee Commitment

b. Predictors: (Constant), Impact, Meaning, Competence, Self Determination

From the coefficient table of the regression analysis, the t-test shows that whether the variables are statistically significant. If the result of coefficients are positive this tells us for every one-unit increase in the predictor variable the outcome variables will increase by the unstandardized beta coefficient value and if it is negative for every one unit increase in predictor variable the outcome variables will decrease by the unstandardized beta coefficient value .

The result of regression analysis for employee engagement with independent variables meaning, competence, self- determination and impact shows that all independent variables are statistically significant except self-determination. Self-determination significance value is 0.246 and this is ($p > 0.05$) this means self-determination has not statistical significant impact on employee engagement. Therefore self-determination cannot predict employee engagement.

Table 6 Regression Coefficient for EE

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
(Constant)	.334	.439		.761	.448	-.532	1.200		
Meaning	.318	.070	.309	4.570	.000	.181	.456	.666	1.502
Competence	.192	.085	.184	2.271	.024	.025	.359	.461	2.169
Self Determination	.101	.086	.098	1.164	.246	-.070	.271	.431	2.320
Impact	.236	.083	.202	2.829	.005	.071	.400	.596	1.677

a. Dependent Variable: Employee Engagement

The result of unstandardized coefficient beta interpreted as the constant coefficient of 0.334 and if there is one unit change of meaning then EE will change by 0.318 similarly if there is one unit change in competence and impact the EE will be change by 0.192 and 0.236 respectively. Also the standardized beta value change by one unit of standard deviation of meaning, competence and impact there will be the change on standard deviation of employee engagement by 0.309, 0.184 and 0.202 respectively.

Based on the regression analysis of affective commitment with independent variables meaning, competence, self-determination and impact shows that competence and self-determination are 0.287 and 0.052 respectively ($p > 0.05$). This indicates that from all independent variables competence and self-determination are not statistical significant to affective commitment.

Table 16 Regression Coefficient for AC

Model		Coefficients ^a								
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	1.256	.448		2.805	.006	.373	2.139		
	Meaning	.174	.071	.182	2.442	.015	.033	.314	.666	1.502
	Competence	.092	.086	.096	1.068	.287	-.078	.262	.461	2.169
	Self Determination	.173	.088	.181	1.957	.052	-.001	.346	.431	2.320
	Impact	.186	.085	.172	2.187	.030	.018	.353	.596	1.677

a. Dependent Variable: Affective Employee Commitment

The constant coefficient for affective commitment is 1.256. These infer as for every one unit increase of meaning and impact there will be an increase in AC by 0.174 and 0.186 respectively. The standardized beta value shows for every one standard deviation increase in meaning and impact, AC will increase by 0.182 and 0.172 of a standard deviation.

In coefficient table of regression analysis, the value of meaning and competence from significance test are 0.228 and 0.457 and this implicate that meaning and competence has no statistical significant effect on continuance commitment.

Table 7 Regression Coefficient for CC

Coefficients ^a									
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
(Constant)	1.780	.431		4.126	.000	.929	2.630		
1 Meaning	.083	.068	.091	1.210	.228	-.052	.218	.666	1.502
Competence	.062	.083	.067	.746	.457	-.102	.226	.461	2.169
Self Determination	.223	.085	.246	2.628	.009	.056	.391	.431	2.320
Impact	.186	.082	.180	2.268	.024	.024	.347	.596	1.677

a. Dependent Variable: Continuance Employee Commitment

From the coefficient table continuance commitment constant coefficient is 1.78. This interprets as for every one unit increase of self-determination and impact there will be an increase in CC by 0.223 and 0.186 respectively. The standardized beta value of, CC is 0.246 and 0.180 these values would be interpreted as for every one standard deviation increase in self-determination and impact, CC will increase by 0.246 and 0.180 of a standard deviation.

According to the regression analysis result, the p-value of competence is 0.85 and this shows that competence has no statistical significant impact on normative commitment.

Table 8 Regression Coefficient for NC

Model	Coefficients ^a								
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
(Constant)	1.839	.399		4.615	.000	1.053	2.625		
1 Meaning	.210	.063	.249	3.326	.001	.086	.335	.666	1.502
Competence	-.015	.077	-.017	-.190	.850	-.166	.137	.461	2.169
Self Determination	.173	.078	.205	2.202	.029	.018	.328	.431	2.320
Impact	.176	.076	.185	2.335	.020	.027	.325	.596	1.677

a. Dependent Variable: Normative Employee Commitment

The result of unstandardized coefficient interpreted as the constant coefficient of 1.839 and for every one unit increase of meaning, self- determination, and impact there will be an increase in NC by 0.21, 0.173, and 0.176 respectively. The standardized beta value of, NC are 0.249, 0.205, and 0.185 these values would be interpreted as for every one standard deviation increase in meaning, self- determination, and impact, NC will increase by 0.249, 0.205, and 0.185 respectively of a standard deviation.

Chapter Five

5. Finding and Discussion

The findings from the research result and discussion are conducted in this chapter. In the discussion of the findings the story found in the data, making connections between the results of analysis and existing theory and research.

5.1. Finding

In this study, the researcher found out that psychological empowerment has positive statistical significance at ($p < 0.01$) on employee engagement, affective employee commitment, continuance employee commitment, and normative employee commitment. The psychological empowerment predicts 37.5% of employee engagement, 24% of affective employee commitment, 22.5% of continuance employee commitment and 23.3% of normative employee commitment. So this study infers that psychological empowerment predicts highly employee engagement, moderately affective employee commitment, slightly moderate normative employee commitment, and weakly continuance employee commitment.

From the regression analysis result of independent variable psychological empowerment four dimensions meaning, competence, self-determination, and impact. Self-determination has no statistical significant impact on employee engagement; competence and self-determination are not statistical significant to affective commitment; meaning and competence has no statistical significant effect on continuance commitment; competence has no statistical significant impact on normative commitment. And all coefficients are positive so this indicates that for every one unit increase in the predictor variables the outcome variables will increase by the unstandardized beta coefficient values.

From the result of multiple regression analysis shows that of all dimensions of psychological empowerment (meaning, competence, self-determination and impact) only impact has statistical significant in all dependent variables.

5.2. Discussion

In this time most organizations are focus on their human resource this is because the heart of every organization is the human resource. Human resources are the main competitive advantage of every organization to sustain in the business world. To maintain the competitive advantage of the companies they have to keep their employees by making the work environment comfortable. Regarding this, the organizations have to empower their employees to do their jobs in their way to accomplish the organizational goal. The purpose of this study was to test that the psychological empowerment of the employees has an effect on employee engagement and employee commitment. This study provides one of the first researches in this title and gives a hint for managers on how to engage and commit their employees to the organization.

From the study descriptive statistics of the data, the result of the mean score most respondents' evaluation laid between four and six from seven fixed points on the response layout and it seems the responses have no argument. This means the respondents are agreed to the statements on the question. The result of psychological empowerment means the score is higher than other variables it implies the respondents have high psychological empowerment (the employees feel that they have meaningful work and capable to perform in their way) but the result of affective employee commitment means score is less than from the other variables this reviles that the employees of AAFMHACA feel a less affective commitment to the organization (they do not feel they belong in the organization).

The statistical results of this study support **H1**: "There is a positive relationship between psychological empowerment and employee engagement". Because the result of R Square from regression analysis shows that 37.5% of employee engagement is predicted from the level of psychological empowerment. And self-determination has no statistical significant impact on employee engagement. This implies that when the employees feel psychologically empowered employees believe they are capable and skillful in their work because of their confidence in themselves they are competent and believe that they have impact or great deal of control over what is happening in their work environment. They think their job has meaning then it leads them to be inspired and proud in their work. Engaged employees' have a high level of energy

and eagerness to do their job and the work gives them inspiration and excitement so they will be focused and immersed in their job. But the feeling of self sufficiency and freedom in how they do their job has no effect on the engagement of the employees of the organization.

This result supports the previous researches Stander et al. (2010) examine the relationship between psychological empowerment and employee engagement and they found out there are statistically significant relationships between PE and EE. Nawrin (2016) study on the impact of the relationship between psychological empowerment and work and organization and it shows the positive impact of psychological empowerment over engagement. Geetha and Sebastian's (2014) study attempts to predict employee engagement through dimensions of psychological empowerment.

The second hypothesis **H2**: "There is a positive relationship between psychological empowerment and Affective commitment" also supported by the statistical result from regression 24% of affective employee commitment is forecasted from the level of psychological empowerment. But competence and self-determination that are dimensions of psychological empowerment are not statistical significant to affective commitment. This lead to when the employees of the organization work activities are personally meaningful and have a significant impact influence on the organization thus the employee becomes happy by his/her carrier and happy to talk about the organization with others and he/she will be detached emotionally to the organization. Therefore this implies the employee will grow affective commitment. But the skillfulness, self capability and deciding on how to do their job has no impact on spending the rest of the carrier with the organization and feeling of a part of family or emotionally attached to the organization.

The results are in line with Mohamood and Sahar (2017) while undergoing an empirical study to explore and examine the mediating influence of affective commitment while reviewing the impact of psychological empowerment and perceived career support on employee's work engagement. They found out psychological empowerment has a positive and weak correlation with affective commitment. Also, Mir and Manzoor (2018) investigated the relationship between psychological empowerment and affective commitment and suggests that when

employees in an organization feel empowered, they try to exchange it, in the way of positive affective commitment towards the organization.

The statistical evidence revealed that the PE and CC are positively correlated and 22.5% of continuance employee commitment is predicted from the level of psychological empowerment. This implies that the third hypothesis is met **H3**: “There is a positive relationship between psychological empowerment and Continuance commitment”. Continuance committed employees are afraid of what might happen if they leave the organization so it is a need than a desire to be loyal to them. From psychological empowerment dimensions meaning and competent has no effect on the continuance commitment. This means when the employees of the organization have considerable opportunity for independence on their work and significant influence on working area the employee continue to work this organization. But this is not mean that the importance of the work to the employee or the capability of employee has nothing to do with the cost of leaving the organization.

The study also supports the previous researchers’ findings Bhatnagar (2005) study indicates that the continuance commitment is an outcome of psychological empowerment even if it is the weakest variable from the other types of commitments.

The inferential statistics result infers 23.3% of normative employee commitment is predicted from the level of psychological empowerment. And this implies that the last hypothesis **H4**: “There is a positive relationship between psychological empowerment and normative commitment.” is proved to be true. The independent variable competence has no statistical significant impact on normative commitment

Employees who experience their work are important, impact on work place and opportunity of freedom on how to perform their job have the highly obligatory skill to do it will raise normative commitment for the organization is because the feeling of loyalty is important as a moral obligation to remain. But the feeling of competence in their job is not predicted on remaining loyal to the organization.

The research also supports the conclusions of some scholars like Rawat (2011) psychological empowerment significantly influenced a normative commitment even if it is less than from the other types of commitment. Bhatnagar (2005) also concluded that normative commitment is the outcome variable of psychological empowerment.

Although the research findings are different from previous results such as Bhatnagar (2007) concludes that competence with affective and continuance commitment had significant positive associations while self-determination with affective commitment was shown to be insignificant. Chen and Chen (2008) found significant positive relationships for all but self-determination in a sample from Taiwan's public organizations, and the same results were reached by Bhatnagar (2005).

From the result of multiple regression analysis shows that of all dimensions of psychological empowerment (meaning, competence, self-determination and impact) only impact has statistical significant in all dependent variables. This imply the significant influence, experience of controlling the situation on work area or department has a great deal of in engaging and committing employees.

Chapter Six

6. Conclusion, Summary and Future Research Direction

This chapter summarizes the findings from the research, conclusion with recommendation and offers directions for future research. This is used to describe that the research work has fulfilled the aims and objective of the thesis.

6.1. Summary

Nowadays organizations must seek competitive advantage to remain in the competitive business world. The main competitive advantage of the organization is its employees. So to keep skillful, knowledgeable and creative employees meaning empowered employees the employees' engagement and commitment are mandatory. Therefore employee empowerment has become a very important issue to organizations producing services. This is because of the nature of service delivery particularly the “intangible” dominant services. The customers and the employees are engaged concurrently in the production of the service.

Some scholars defined psychological empowerment as a set of psychological states that individuals feel a sense of control at relation to their work role. That gives employees in all levels sharing powers and focused on how employees experience or feel their work. Employee engagement means personal engagement as the connection of employees to their work roles; in engagement, people utilize and express themselves physically, cognitively, and emotionally during job performances. Employee commitment describes as the term ‘commitment’ as the shape of loyalty to the firm but is not required as part of the job description and is therefore discretionary. Affective commitment is the feeling of employees that attached emotionally and identified involvement in the organization. Continuance commitment is the employee stays because they have to mean they are aware of the cost after leaving an organization. Normative commitment is the employees' stay because they feel they have an obligation to stay with the organization.

This study is conducted to check the relationship of psychological empowerment as a predictor for employee engagement and employee commitment on the employees those work under AAFMHACA in 10 sub-cities. The study undergoes quantitative research by using a random sampling method to select samples and the sample size was 222 and 211 responds. The primary data was collected from the respondents by questionnaire. The questionnaire contains the demographic questions that inquire about the respondents about their gender, age, education level, work experience in the organization and marital status. Psychological empowerment measured by using a twelve-item scale developed by Psychological Empowerment Questionnaire (PEQ) Spreitzer (1995). For measuring employee engagement a seventeen item-Utrecht Work Engagement Scale established by Schaufeli, Salanova, Gonzalez-Roma, and Bakker (2002) and shortened by Schaufeli, Bakker, and Salanova (2006) of Utrecht Work Engagement Scale (UWES-9) were used. Employee commitment measured by the twenty-four-item scale developed by Allen & Mayer (1990).

The researcher uses descriptive statistics (mean and standard deviation) and inferential statistics (correlation and linear regression) to analyze data. From the respondents' demographic data the researcher found out the most respondents are in the age between 26-35, male, degree holders, single and 1-5 years of work experience. After data collected the reliability test was checked and the result was between 0.742 and 0.92 which is acceptable. The inter-correlation test shows that all variables positive relationships and statistically significant ($p < 0.01$). The independent variable (psychological empowerment) and dependent variables (employee engagement, affective employee commitment, continuance employee commitment, and normative employee commitment) have a linear positive relationship.

The stepwise linear regression was conducted to study the extent to which the dimensions of psychological empowerment explained the dependent variables (EE, AC, CC, and NC). And the study confirms all four hypotheses are met those are There is a positive relationship between psychological empowerment and employee engagement. There is a positive relationship between psychological empowerment and affective commitment. There is a positive relationship between psychological empowerment and continuance commitment. There is a

positive relationship between psychological empowerment and normative commitment. But from the four dimensions of the psychological empowerment self-determination has no statistical significant impact on employee engagement; competence and self-determination are not statistical significant to affective commitment; meaning and competence has no statistical significant effect on continuance commitment; competence has no statistical significant impact on normative commitment. Mainly, this study confirms that psychological empowerment is positively associated with employees' intention to stay. The results of the present study revealed that employees who feel psychologically empowered shows greater intentions to stay with the organization than those employees who are less empowered.

In general, the study shows that when employees have a feeling that the work they do is meaningful and significant and they have capability and skills to perform their job in independence meaning in their own way; the employees feel more energetic and vigorous for their work, inspired and enthusiastic by their job and happy and proud of what they do; and less feeling of continuing in the organization without desire because of the need or by frightened of consequences of leaving.

6.2. Conclusion and Recommendation

The overall aim of the present study is to investigate the association between psychological empowerment with employee engagement, psychological empowerment with affective commitment, psychological empowerment with continuance commitment and psychological empowerment with normative commitment.

The results of this research extend previous research findings by indicating a full understanding of how psychological empowerment influences employee engagement, affective commitment, continuance commitment, and normative commitment. From all dimensions of psychological empowerment impact has statistical significant in all dependent variables.

The objectives of the study were met, that psychological empowerment emerging as a predictor of employee engagement and commitment. The study shows that firstly employee engagement secondly affective commitment thirdly normative commitment and lastly continuance

commitment predicted by PE. This shows that when employees have a feeling that the work they do is meaningful and significant and they have capability and skills to perform their job in independence meaning in their own way; the employees feel more energetic and vigorous for their work, inspired and enthusiastic by their job and happy and proud of what they do; and less feeling of continuing in the organization without desire because of the need or by frightened of consequences of leaving.

In general, the results of the understudy signify that when employees of the organization feel their work is carrying the great weight and essential for them, they will be proud of their job and submerge in their work this gives the employees to feel more committed and will exhibit more tendencies to stay in the organization.

From this study, the result shows that when the psychological empowerment improved the employee engagement and commitment also enhance so the recommendation for the organization is that assessment and planning have to employ to prevent the problem and focus on improving the psychological empowerment of employees will contribute to the engagement and commitment of employees. This will improve the willingness of the employee to stay in the organization and this will be beneficial to hold up in the business by keeping the competitive advantage of the organization.

Administrators in other agencies can also benefited by understanding how developing psychological empowerment is critical to keep competitive advantage of the agency by enhancing employee engagement and commitment. And by considering this study they can check on their organization.

Other researchers can also use the information of this research to conduct similar studies that will contribute to the knowledge base about staff engagement and commitment.

6.3. Future Research Direction

This study applied in one organization but because of a lack of study in Ethiopia, furthermore, researches must be done on other different organizations and in much sample size because the response of other employees in other organization will be different.

In this study the demographic variables and managerial staffs are not included so for future researcher I recommend to use the demographic variables because it may have significant influence on employee engagement and commitment and to use the managerial staffs as they are the critical resources of the organization.

I also recommend for further study that shows the relationship of psychological empowerment with organization productivity.

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Appendices

Annex I: Questionnaire

**ADDIS ABABA UNIVERSITY COLLEGE OF BUSINESS AND
ECONOMICS
MBA PROGRAM**

Dear respondents

This questionnaire is designed to request information for purely academic purposes. I am undertaking a research work on Psychological Empowerment as a predictor of Employee Engagement and Employee Commitment in Addis Ababa Food, Medicine and Health Care Administration and Authority (AAFMHACA), for accomplishment of Master of Business Administration. Your cooperation to respond genuinely is very important to this study because it represents a number of other members. Please answer all questions. I would like to thank you in advance for your co-operation and for sacrificing your valuable time.

1. You don't need to write your name.
2. The researcher has scheduled to get the filled questionnaire back on three days.
3. All information given would be treated with at most confidentiality.

Thank you in advance!

Please put “√” on one of your answer and there is no right or wrong answers.

SECTION A:- BASIC DEMOGRAPHIC DATA

1. Age

18 – 25 26 – 35 36-45 46-55 56-60

2. Gender

Male Female

3. Educational background;

Diploma Master’s Degree

First Degree

Other please specify, _____

4. Marital status

Single Married Separated Widowed Divorced

5. How long have you been working with Addis Ababa Food, Medicine and Health Care Administration and Authority?

<1 year 1-5years 6-10 years ≥11 Years

Please put “√” to indicate the extent to which you agree or disagree with the following statements by marking the appropriate boxes. Use the scales below for sections B, C & D:

Strongly Agree (7) Agree (6) Somewhat Agree (5) Not sure (4)

Somewhat Disagree (3) Disagree (2) Strongly Disagree (1)

Section B: Measuring Empowerment Items

No	Questions	7	6	5	4	3	2	1
1	The work I do is meaningful.							
2	The work I do is very important to me.							
3	My job activities are personally meaningful to me.							
4	I am confident about my ability to do my job.							
5	I am self-assured about my capability to perform my work.							
6	I have mastered the skills necessary for my job.							
7	I have significant autonomy (self sufficiency) in determining how I do my job.							
8	I can decide on my own how to go about doing my work.							
9	I have considerable opportunity for independence and freedom in how I do my job.							
10	My impact on what happens in my department is large.							
11	I have a great deal of control over what happens in my department.							
12	I have significant influence over what happens in my department.							

Section C: Measuring Employee engagement

No.	Question	7	6	5	4	3	2	1
1	At my work, I feel bursting (full) with energy.							
2	At my job, I feel strong and vigorous (energetic).							
3	When I get up in the morning, I feel like going to work.							
4	I am enthusiastic (excited) about my job.							
5	My job inspires me.							
6	I am proud of the work that I do.							
7	I feel happy when I am working intensely (very much).							
8	I am immersed in my work.							
9	I get carried away when I am working.							

Section D: Measuring Employee commitment

No.	Question	7	6	5	4	3	2	1
	Affective Employee commitment							
1	I would be very happy to spend the rest of my career with this organization.							
2	I enjoy discussing my organization with people outside it.							
3	I really feel as if this organization's problems are my own							
4	I think that I could easily become as attached to another organization as I am to this one.							
5	I do not feel like part of the family at my organization.							
6	I do not feel emotionally attached to this organization.							
7	This organization has a great deal of personal meaning for me.							
8	I do not feel a strong sense of belonging to my organization.							
	Continuance Employee commitment							
9	I am not afraid of what might happen if I quit my job without having another one lined up.							
10	It would be very hard for me to leave my organization right now, even if I wanted to.							
11	Too much in my life would be disrupted if I decided I wanted to leave my organization now.							
12	It wouldn't be too costly for me to leave my organization now.							
13	Right now, staying with my organization is a matter of necessity as much as desire.							
14	I feel that I have too few options to consider leaving this organization.							
15	One of the few serious consequences of leaving this organization would be the scarcity of available alternatives							
16	One of the major reasons I continue to work for this organization may not match the overall benefits I have here.							
	Normative Employee commitment							
17	I think that people these days move from company to company too often.							
18	I do not believe that a person must always be loyal to his/her organization.							
19	Jumping from organization to organization does not seem at all unethical to me.							
20	One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain.							
21	If I got another offer for a better job elsewhere I would not feel it was right to leave my organization.							
22	I was taught to believe in the value of remaining loyal to one organization.							
23	Things were better in the days when people stayed with one organization for most of their careers.							
24	I do not think that wanting to be a company man/woman is sensible anymore.							

Annex II: Figures

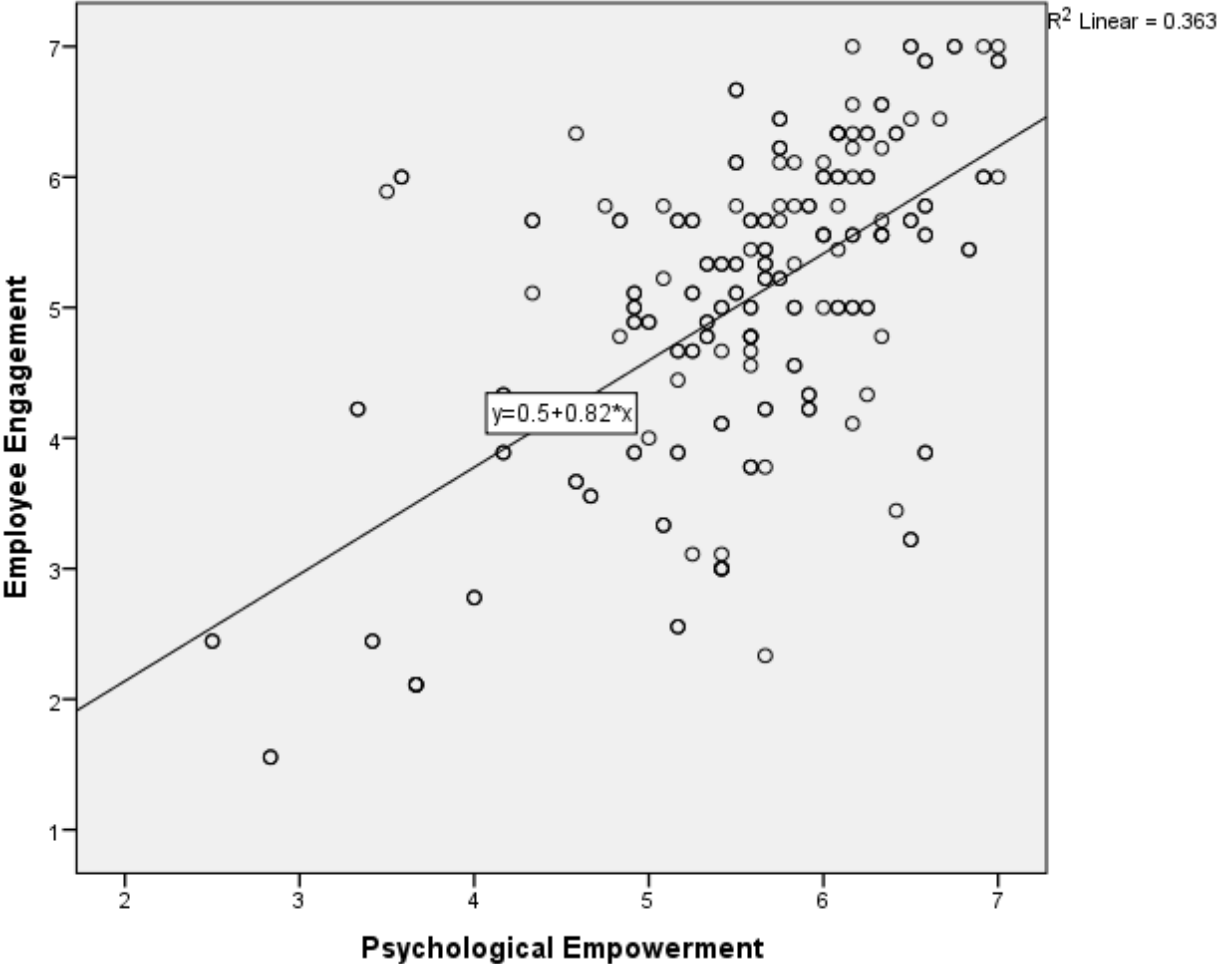


Figure 2 The scatter plot for PE with EE

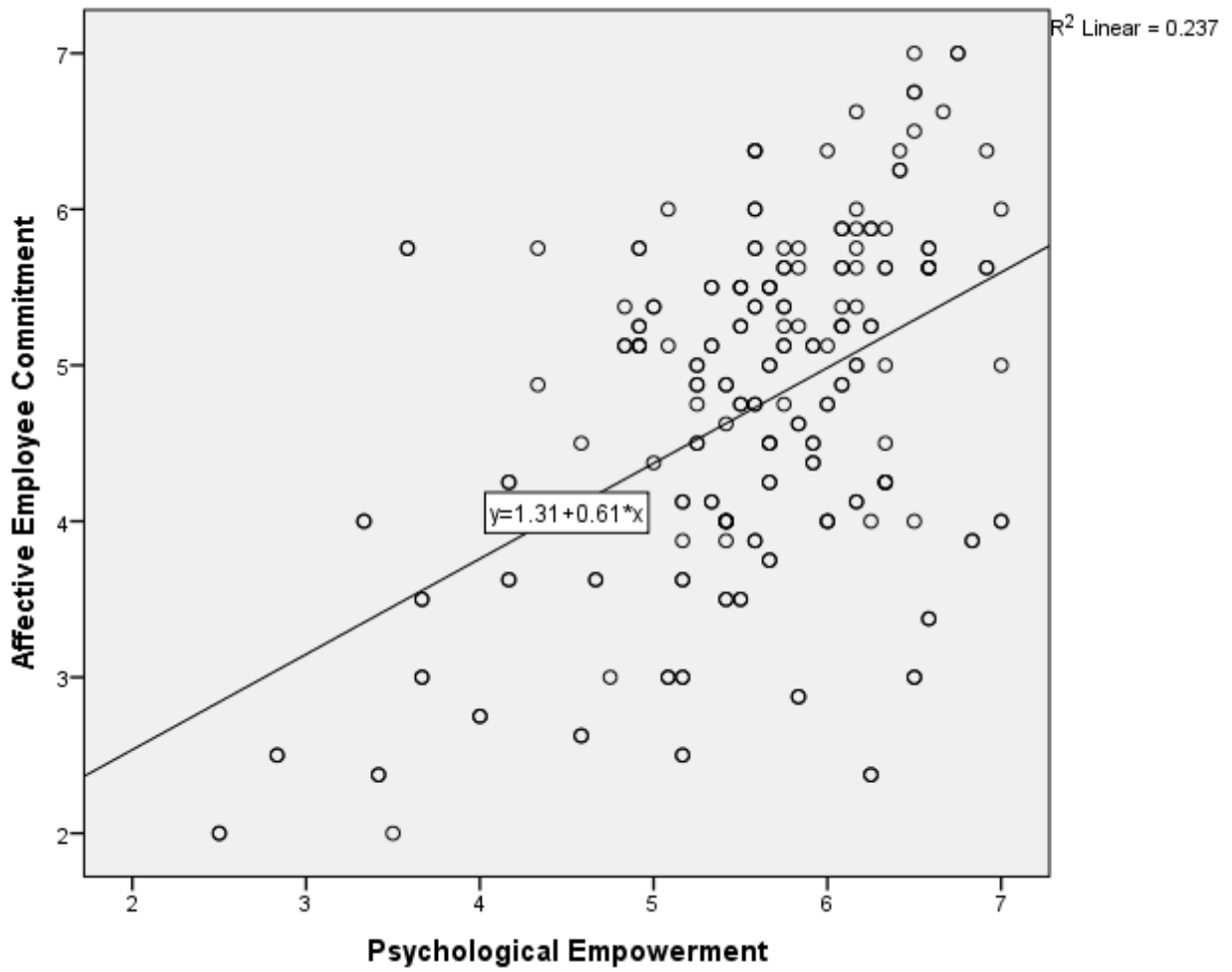


Figure 3 The scatter plot of PE with AC

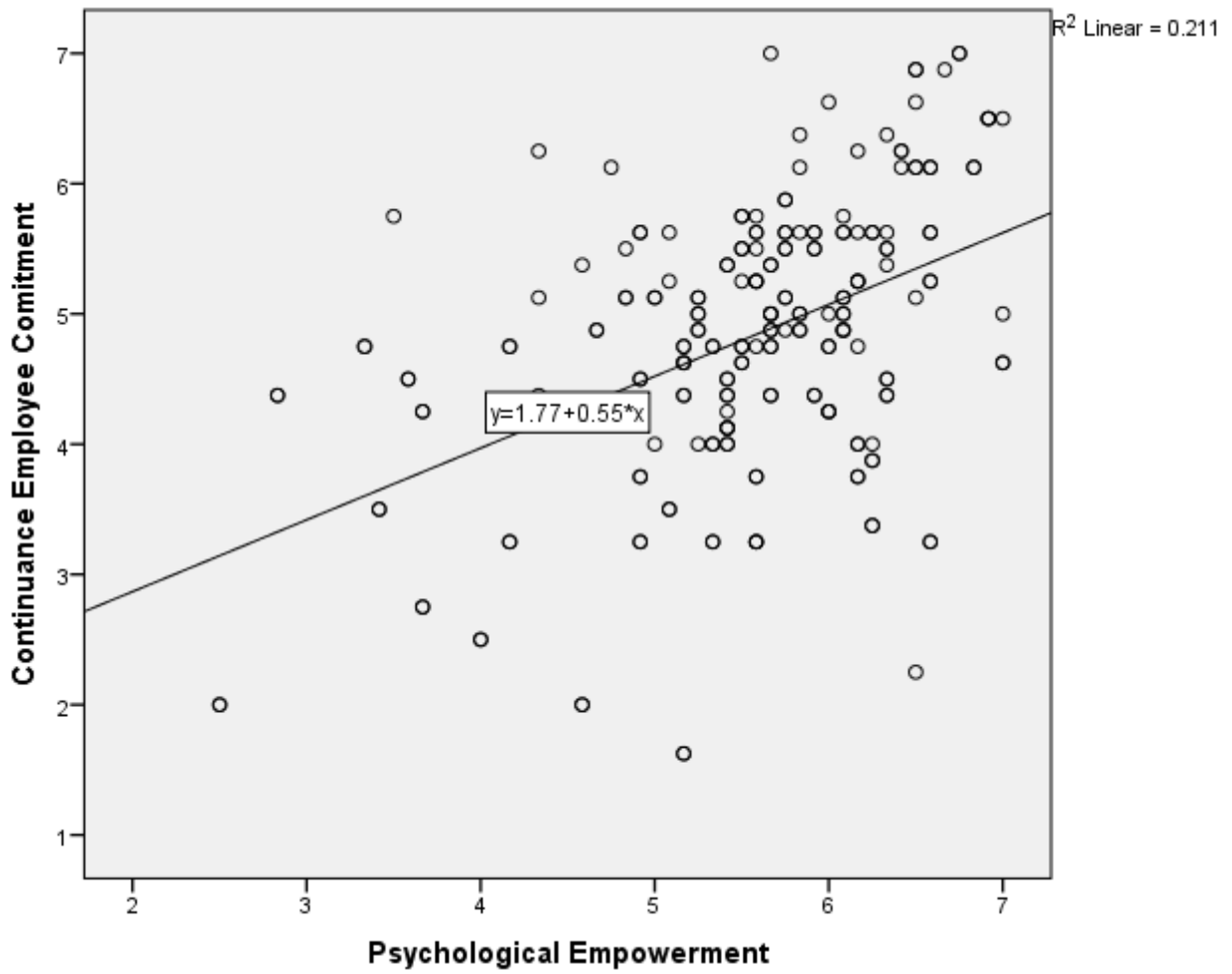


Figure 4 The scatter plot for PE with CC

Normal P-P Plot of Regression Standardized Residual

Dependent Variable: Employee Engagement

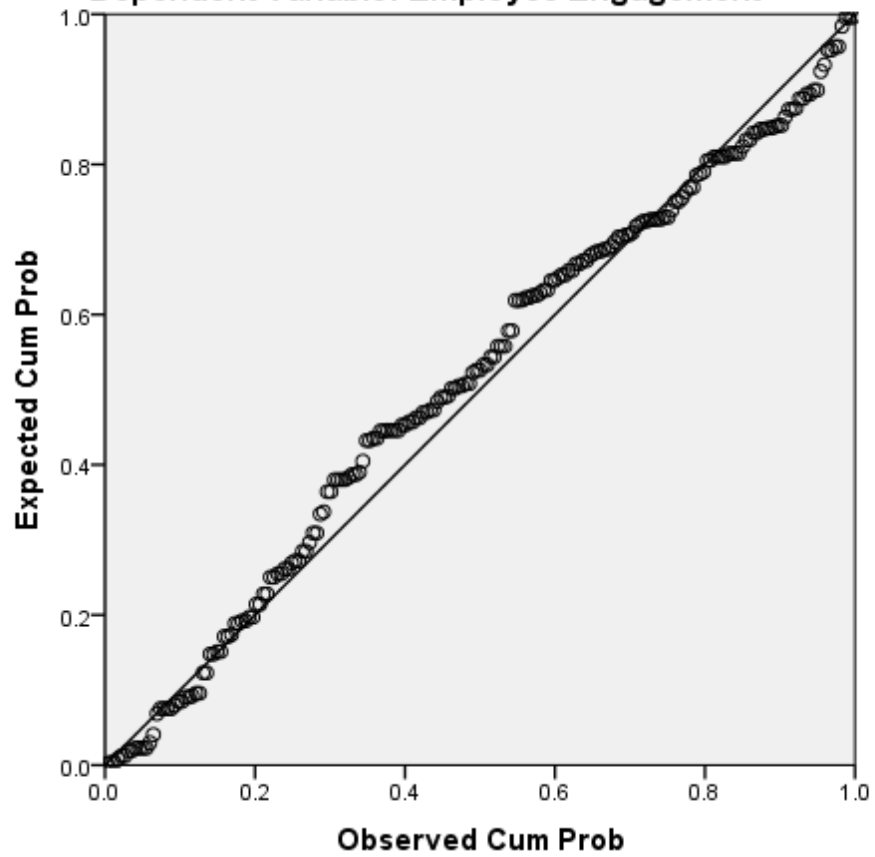


Figure 6 The P-P plot for Employee Engagement Regression

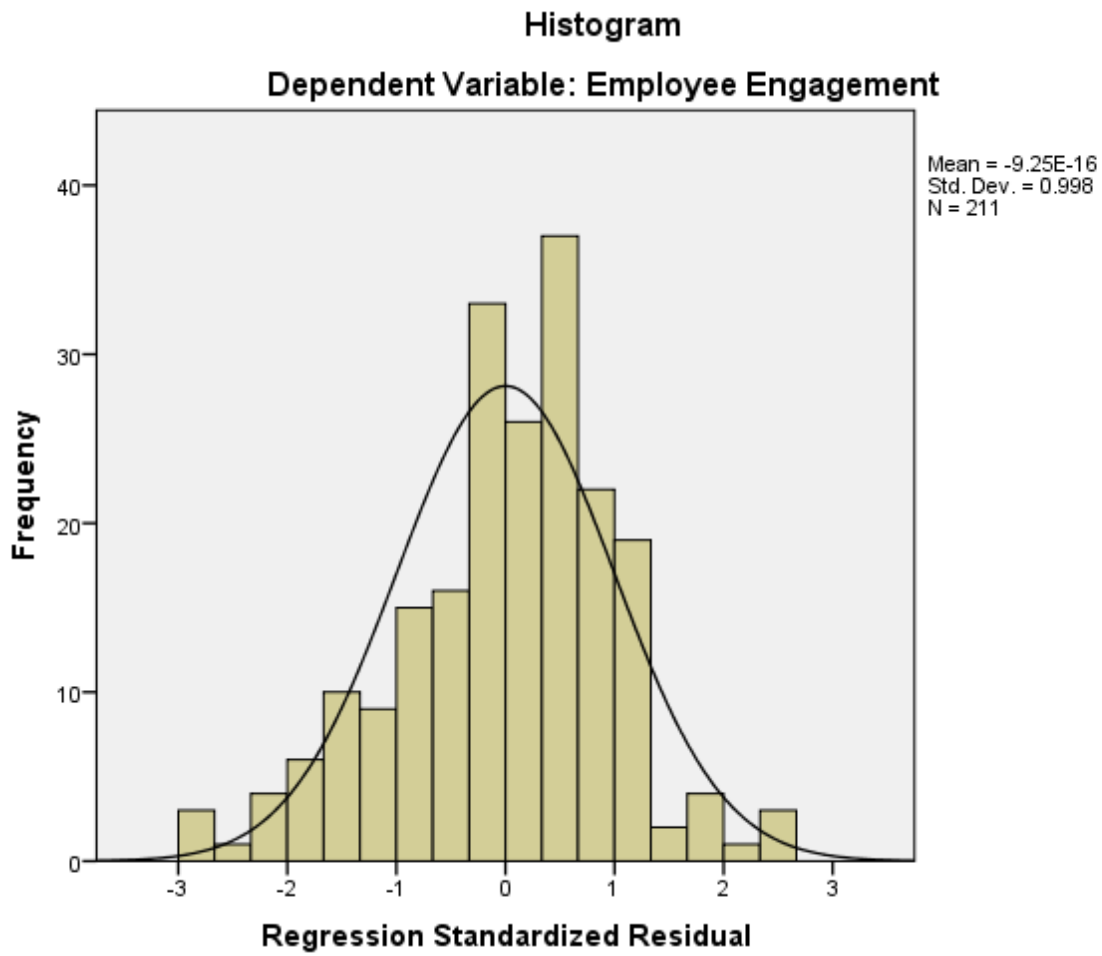


Figure 7 Histogram for EE Regression Standardized Residual

Normal P-P Plot of Regression Standardized Residual
Dependent Variable: Affective Employee Commitment

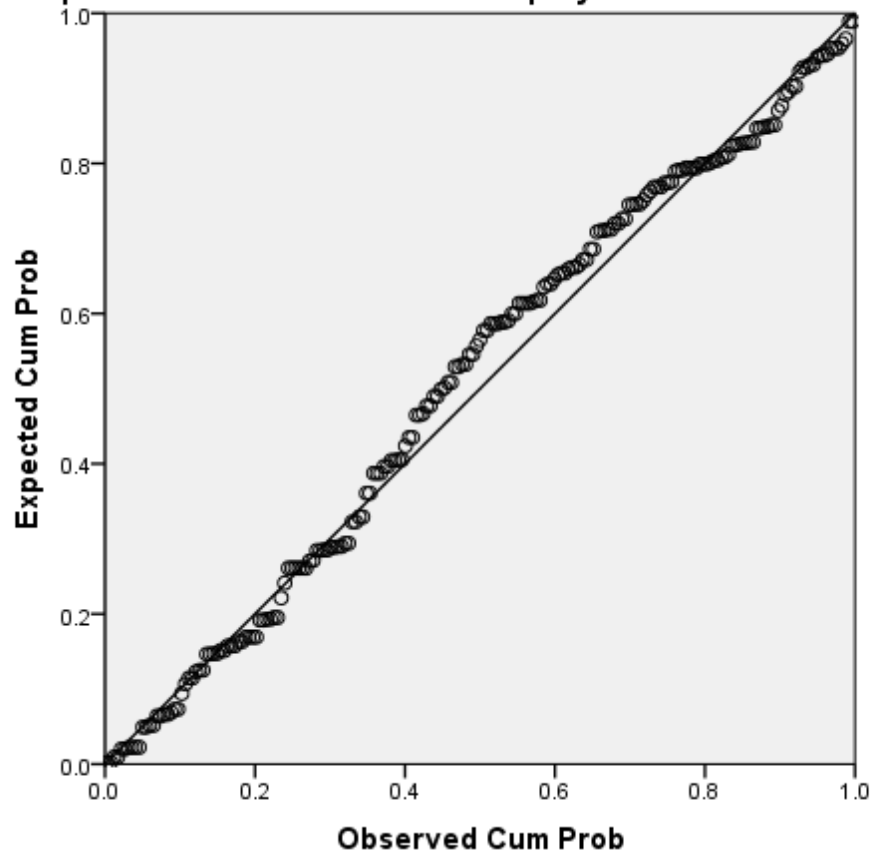


Figure 8 The P-P plot for Affective Employee Commitment Regression

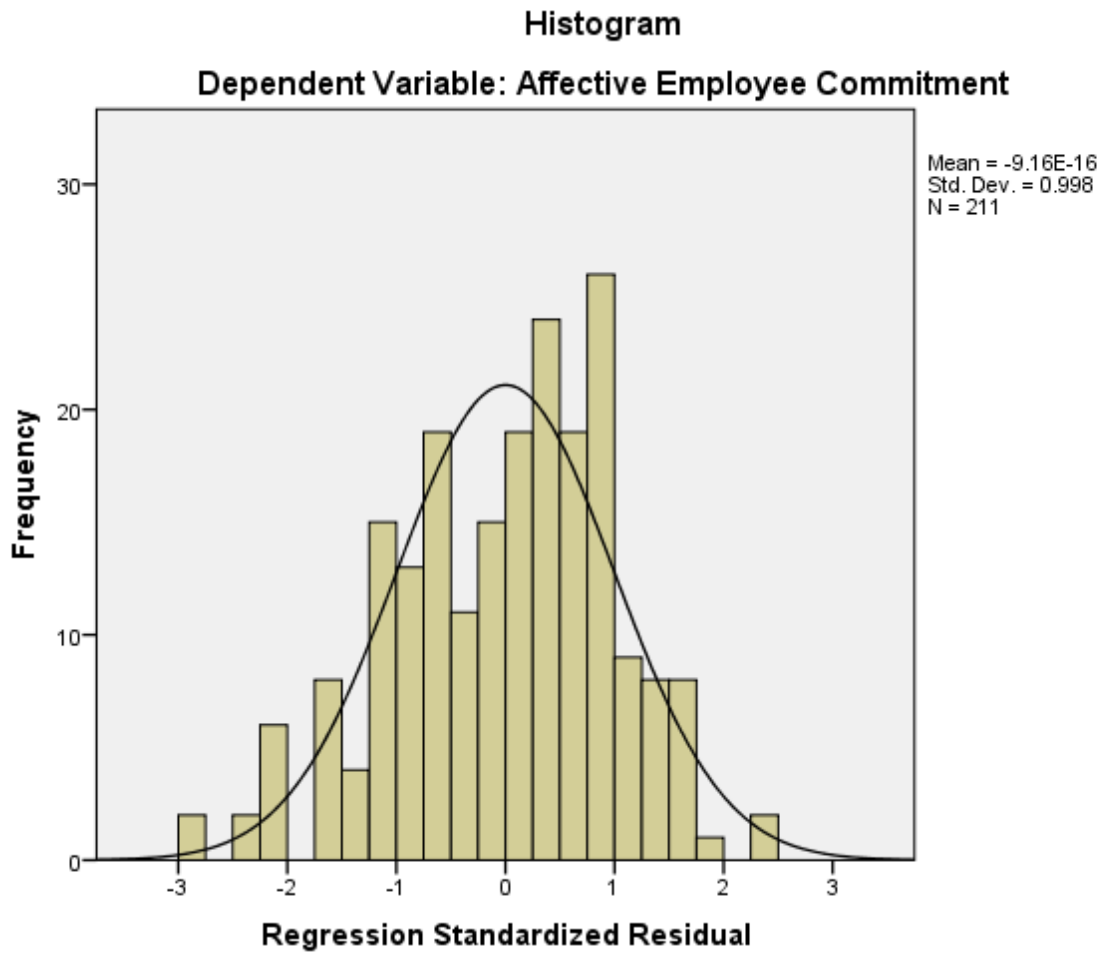


Figure 9 Histogram for AC Regression Standardized Residual

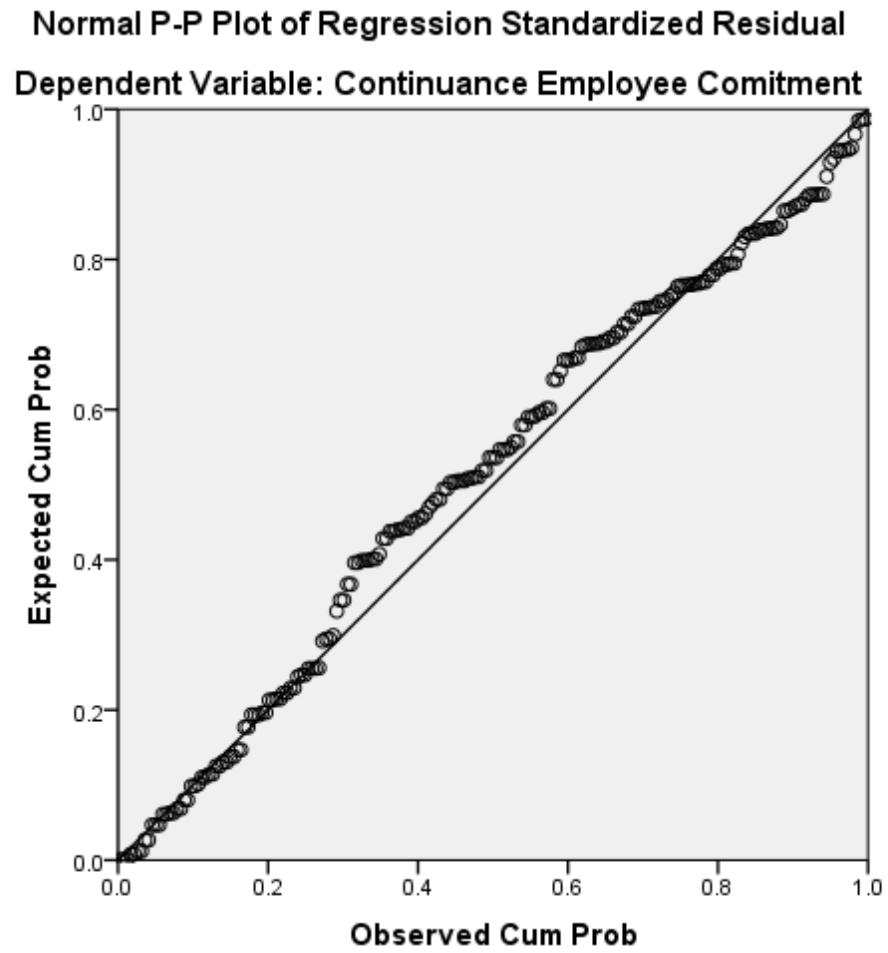


Figure 10 The P-P plot for Continuance Employee Commitment Regression

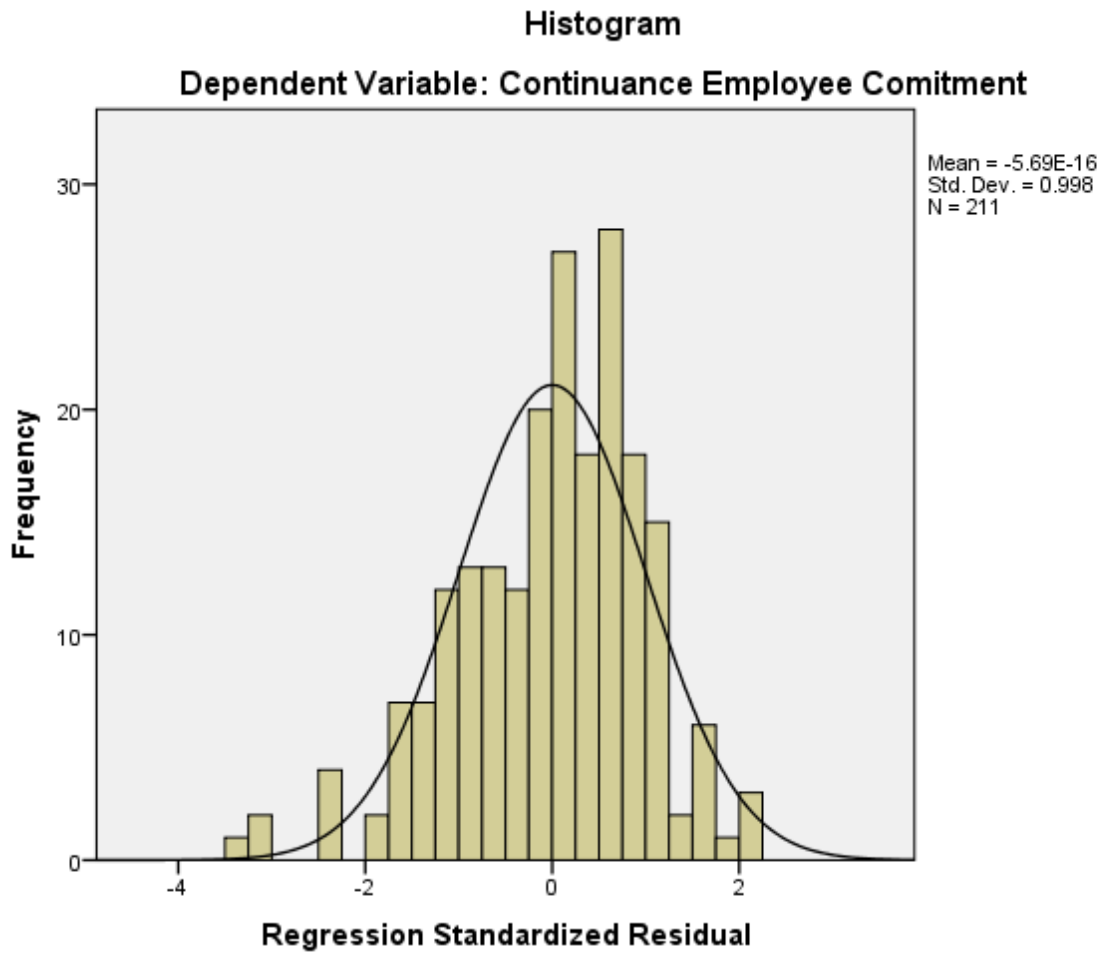


Figure 11 Histogram for CC Regression Standardized Residual

Normal P-P Plot of Regression Standardized Residual
Dependent Variable: Normative Employee Commitment

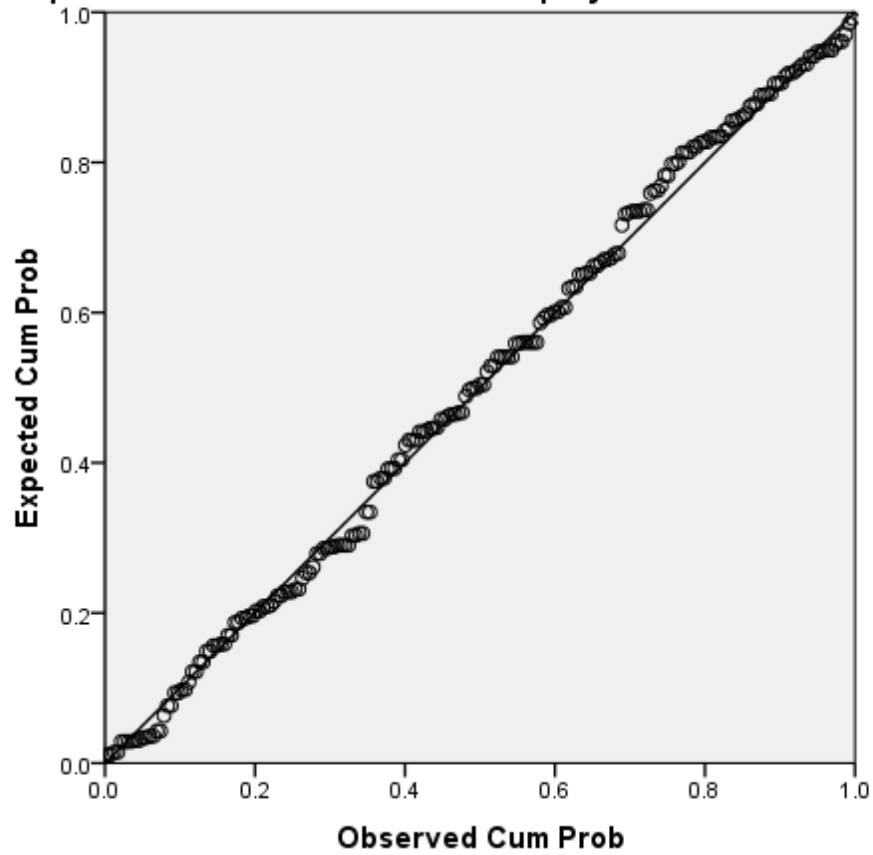


Figure 12 The P-P plot for Normative Employee Commitment Regression

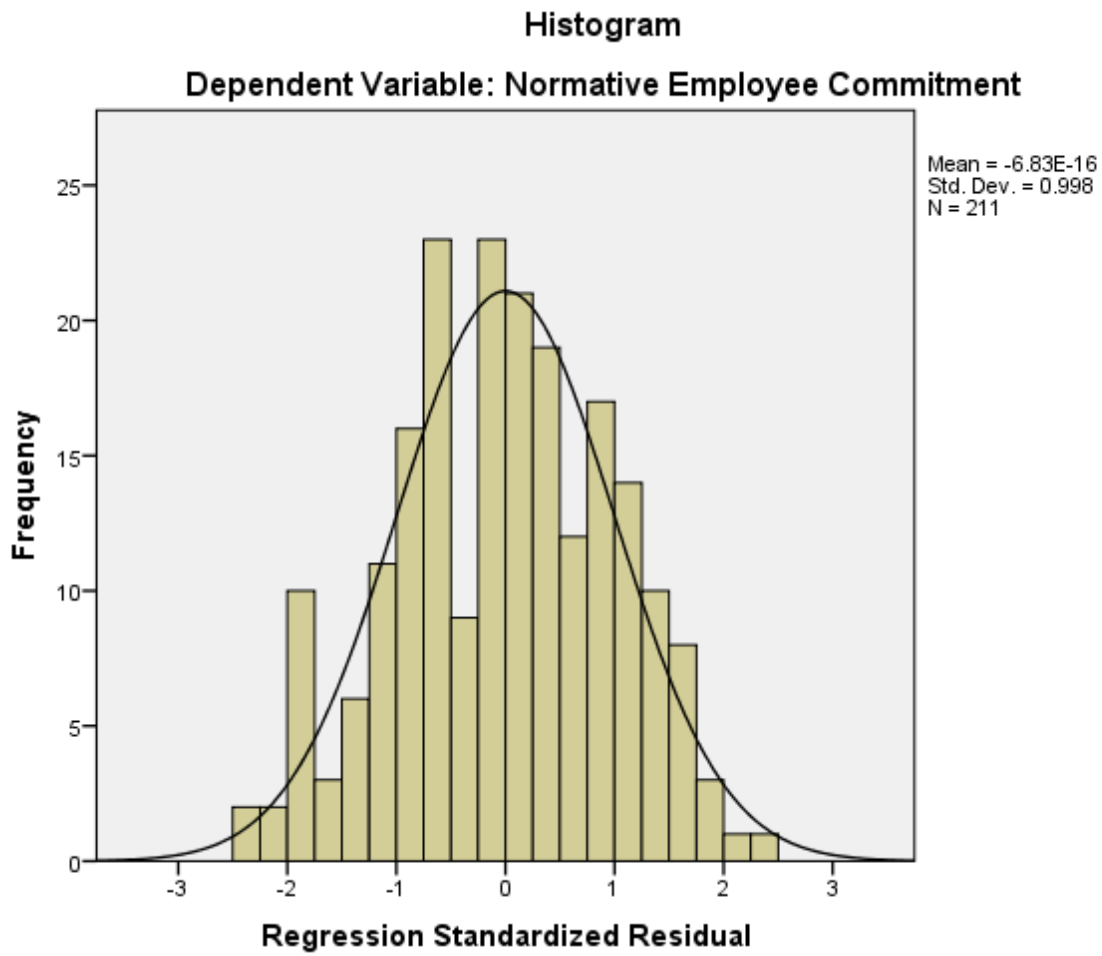


Figure 13 Histogram for NC Regression Standardized Residual

Annex III: Tables

Reliability Test

Table 19 Reliability test

	Cronbach's Alpha if Item Deleted
Meaning	.863
Competence	.847
Self Determination	.844
Impact	.859
Employee Engagement	.842
Affective Employee Commitment	.850
Continuance Employee Commitment	.853
Normative Employee Commitment	.848

Source: own survey, 2020

Multicollinearity test for Independent Variables

Table 20 Multicollinearity test for Meaning

Coefficients ^a			
Model	Collinearity Statistics		
	Tolerance	VIF	
1	Competence	.579	1.727
	Self Determination	.435	2.299
	Impact	.603	1.659

a. Dependent Variable: Meaning

Table 21 Multicollinearity test for Self-Determination

Coefficients^a

Model		Collinearity Statistics	
		Tolerance	VIF
1	Competence	.565	1.771
	Impact	.802	1.247
	Meaning	.672	1.489

a. Dependent Variable: Self Determination

Table 22 Multicollinearity test for Competence

Coefficients^a

Model		Collinearity Statistics	
		Tolerance	VIF
1	Impact	.602	1.661
	Meaning	.836	1.196
	Self Determination	.528	1.895

a. Dependent Variable: Competence

Table 23 Multicollinearity test for Impact

Coefficients^a

Model		Collinearity Statistics	
		Tolerance	VIF
1	Meaning	.673	1.486
	Self Determination	.580	1.725
	Competence	.466	2.148

a. Dependent Variable: Impact