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Addis Ababa University
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The Mediating role of Employee Engagement in the Relationship
between Perceived Organizational Support and Employee Performance -
the case of World Vision Ethiopia

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DECLARATION

I, the undersigned, declare that this thesis entitled “The Mediating role of Engagement on the Relationship between Perceived Organizational Support and Employee Performance: - the case of World Vision Ethiopia”, is my original work and has not been presented for a degree in any other university or organization, and that all sources of materials used for the thesis have been duly acknowledged.

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DECLARATION

This thesis, written by Hiwot Tsegaye, and entitled “The Mediating Role of Employee Engagement in the Relationship between Perceived Organizational Support and Employee Performance in the case of World Vision Ethiopia” and submitted in partial fulfillment of the requirements for the degree of Master of Business Administration specialized in Management complies with the regulation of the University and meets the acceptable standards with respect to originality and quality.

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ACRONYMS

ANOVA	Analysis of Variance
OCB	Organizational Citizenship Behavior
EE	Employee Engagement
HIRS	Human Resource Information System
HO	Head Office
NGO	Non-Governmental Organization
POS	Perceived Organizational Support
S ET	Social Exchange Theory
UWES	Utrecht Work Engagement Scale
WVE	World Vision Ethiopia
WVI	World Vision International

ABSTRACT

This study was conducted to examine the mediating role of employee engagement in the relationship between perceived organizational support and employee performance in the case of World Vision Ethiopia. A theoretical foundation was compiled for the study based on the literature review from renowned authors and journals in the area of perceived organizational support, employee engagement, and employee performance. The researcher used explanatory research design and both primary and secondary data are utilized. For this study stratified random sampling technique was used and 162 employees of World Vision Ethiopia in Addis Ababa were selected as the sample of the study. With questionnaires from 156 employees, the researcher empirically tested that perceived organizational support, employee engagement and employee performance have positive and significant relationship and employee engagement has a mediating role in using descriptive statistics, one-way ANOVA, Pearson correlation analysis and regression analysis. The result show that perceived organizational support and employee engagement have significant positive correlation ($r= 0.798, P<0.01$), perceived organizational support and employee performance have significant positive correlation ($r= .598, P<0.01$) and employee engagement and employee performance have significantly positive correlations ($r= 0.660, P<0.01$). Furthermore, the regression analysis shows that perceived organizational support has direct, positive and significant effect on employee performance with the beta value of (.23, $P<0.05$) and employee engagement has indirect increasing significant mediating role in the relationship between perceived organizational support and employee performance (0.26, CI: .1253, .3931). Therefore, World Vision Ethiopia need to work in increasing the level of employee engagement to use the maximum level of employees' potential.

Keywords: *Perceived Organizational Support, Employee Performance, Employee Engagement,*

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Human capital, particularly engaged employees are key resource for organizations operating in any industry. Employee engagement plays vital role in modern era of work environment and knowing and responding to employees' feeling and attitude becomes more important than old days set up of work environment. In connection with this, employee engagement turned out to be one of competitive advantage for organizations in recent years. Literatures have shown that work engagement is essential for organizations because it contributes to the bottom line of the purpose of their very existence. Furthermore, evidences have shown work engagement has been positively associated with employee performance rated by supervisors, financial results and client satisfaction (Yongxing, Hongfei, Baoguo, & Lei, 2017).

Having individuals with varying degree of engagement, researcher suggested different models to identify the antecedents and consequences of engagement. Among models and explanation of antecedents, Social Exchange Theory (SET) has stronger theoretical rationale for explaining why individual's degree of engagement varies (Saks, 2006). According to Saks (2006) SET presents that obligations are generated through a series of interactions between parties who are in a state of reciprocal interdependence. A basic tenet of SET is that relationships evolve over time into trust, loyal, and mutual commitments as long as the parties abide by certain "rules" of exchange. Rules of exchange usually involve reciprocity or repayment rules such that the actions of one party lead to a response or actions by the other party. This is consistent with Robinson et al. (2004) description of engagement as a two-way relationship between the employer and employee.

Again Saks (2006) put perceived organization support as key driver for both employee and organizational engagement among other antecedents of engagement. According to Eisenberger, Hungtington & Hutchison (1986) Perceived Organizational Support (POS) refers to employees' perception concerning the extent to which the organization values their contribution and cares about their well-being. POS has been found to have important consequences of employee's performance and well-being.

According to Murthy (2017) perceived organizational support has a significant relationship with work engagement. This demonstrates the importance of perceived organizational support for enhancing work engagement among employees. The findings of that study indicates that organizations need to go beyond the existing formalized contractual relationship that exists between the employee and the organization to provide employees with adequate financial and psychological backing in order to increase the engagement level and in response employees exert extra effort as a repayment of what they get from the organization.

In reference to the definitions of engagement, one can understand why organizations need to invest on employees' feelings for better engagement at work place. According to DecisionWise (2018), employee engagement is an emotional state where we feel passionate, energetic, and committed toward our work. In turn, we fully invest our best selves—our hearts, spirits, minds, and hands on the work we do.

The research conducted by Schaufeli, Bakker, & Salanova (2006) engagement and burn out, defined engagement as an active, positive work-related state that is characterized by vigor, dedication, and absorption. Rather than a momentary and specific state, engagement refers to a more persistent and pervasive affective cognitive state that is not focused on any particular object, event, individual, or behavior. Vigor is characterized by high levels of energy and mental resilience while working, the willingness to invest effort in one's work, and persistence even in the face of difficulties. Dedication is characterized by a sense of significance, enthusiasm, inspiration, pride, and challenge. The final dimension of engagement is absorption which is characterized by being fully concentrated and deeply engrossed in one's work, whereby time passes quickly and one has difficulties with detaching oneself from work.

However, there are arguments among scholars whether engagement is a unique construct or overlap with commitment, involvement, organizational citizenship behavior and other behaviors of human resources. On the other hand, researchers such as: May, Gilson & Harter (2004); Robinson, Perryman & Hayday (2004); and Saks (2006) positioned themselves with evidence that

engagement is a distinct and unique construct that consists of cognitive, emotional, and behavioral components that are associated with role performances.

In another studies, empirical researches results have shown that engagement is measured for years whether employees are engaged, disengaged or actively disengaged in their workplace and its impact on employee and organization performance. For instance, the work of Gallup (2017) showed that in 155 countries employee engagement has been declining over years. According to the same studies, 85% of employees are not engaged or actively disengaged at work. The economic consequences of which approximately \$7 trillion was lost in productivity decrease. When this is further disengaged 18% percent are actively disengaged in their work and workplace, while 67% are "not engaged."

Yet, it is difficult to find enough published research on the mediating role of engagement in the relationship between POS and employee performance specific to Africa or Ethiopia, the researcher believes that the common drivers of employee engagement and their impact on employee performance can be applied in the context of employees in Africa as well as in Ethiopia.

Therefore, observing at the importance of employee engagement along with high level of disengagement among employees around the world (Gallup, 2017), the main objective of this study is to investigate the mediating role of employee engagement in the relationship between perceived organizational support and employee performance in the case of World Vision Ethiopia.

1.2 Statement of the Problem

The relationship between perceived organizational support and job performance is well understood by most organization in the context of social exchange theory (Cropanzano & Mitchell, 2005). However, in countries like Ethiopia, the mediating role of engagement in the relationship between perceived organizational support and employee performance is not well studied. Governmental and Nongovernmental organizations (NGOs) undertake regular staff performance evaluation to measure performance outcomes. In the same manner, World Vision Ethiopia undertake performance evaluation bi-annually. However, experience has shown that performance has not been linked to employee engagement.

According to Towers Perrin (2003) across industries engagement is considerably higher in the non-profit sector than in every other sector since people tend to be drawn to this sector through a sense of mission, rather than from any prospect of high pay or wealth accumulation. This finding is also consistent with the numerous definitions and views surrounding engagement, which identifies a ‘passion for work’ as being a key factor (Frank et al., 2004; Schweyer, 2009; Truss et al., 2006)

However, type and depth of studies on employee engagement and its impact are less studies in non-government and humanitarian organizations. At WVE staff engagement level happen to be at different levels. While few are highly engaged and committed, there are still significant proportion that can be said of medium and others are even at lower level. Engagement was one of the gaps to be found in World Vision’s annual survey called “our voice survey” (WVI, 2018). However, there has been no formal study or assessment conducted by World Vision to precisely measure the role of engagement on employee performance either at Ethiopia or even at global levels. Considering new strategy “Our promise 2030”, staff engagement has come to be the key to achieve the strategy through employees practicing the four mindsets: *unity and trust, wise stewardship, looking outward and timely truth telling with love.*

Since most of empirical researches studies (Eg. Bakker et al., 2012; Biswas & Bhatnagar, 2013) are done in western countries, focused on business sectors, this study is meant to contribute additional knowledge in the context of non-governmental and humanitarian industries. Moreover, the limitation of similar empirical studies conducted in Ethiopian context also motivated the researcher to put her own contribution concerning the mediating role engagement in the relationship between perceived organizational support and employee performance since most of the researches are focused on identifying factors affecting engagement levels (Eg. Debekulu, 2017; Eshetu, 2017 & Hussein, 2017)

1.3 Objective of the Study

The main objective of the study is to investigate the direct and indirect relationship (via employee engagement) between perceived organizational support and employee performance.

Specific Objectives:

- To examine the impact of perceived organization support on employee engagement at WVE;
- To examine the direct relationship between perceived organization support and employee performance at WVE;
- To examine the mediating role of employee engagement in the relationship between perceived organizational support and employee performance at WVE;

1.4 Research Questions

In order to address the research objectives, the following general questions are asked:

1. Does the level of perceived organizational support has impact on employee performance?
2. Does the level of employee engagement has impact on employee performance?
3. Does the level of perceived organizational support has direct effect on employee performance in WVE?
4. Does perceived organizational support has indirect effect via engagement on employee performance at WVE?

1.5 Significance of the Study

The results of this study provides insight and information for top management of World Vision Ethiopia regarding the employees' level of perception on organizational support and its impact on employee performance. In addition the mediating role of employee engagement in signifying the relationship between perceived organizational support and employee performance. Once the result is shared, top management can develop and implement change strategies that would actually improve perceived organizational support and engagement levels in World Vision Ethiopia for the

full achievement of its strategy “Our Promise 2030”. Furthermore, this result can be a ground for other researcher to conduct further studies on employee engagement.

1.6 Scope and limitation of the Study

Employee engagement is essential to all kinds of organizations regardless of the nature of the industry and group of employees as it has contribution to determine employees’ performance level. This include humanitarian sector which demands high level of employee engagement as the nature of the job requires to go extra mile. However, this study is limited itself to measure the level of POS, employee engagement and employee performance as well as to see its mediating role of engagement in the relationship between POS and employee performance in World Vision Ethiopia Offices located in Addis Ababa (HO, Regional and Cluster). This is due to the lack of finance, time and distance to include other offices at field level.

Even though, there are different tools of measuring POS, employee performance and employee engagement, this study focuses only on POS in the framework of social exchange theory is selected as driver of engagement and measured in scale developed by Eisenberger, Huntington, & Hutchison (1984). Three dimensions of employee engagement (Vigor, dedication and absorption) in Utrecht Work Engagement Scale (Schaufeli & Bakker, 2004), which is well known in academic area and tested across many countries. And considered three dimensions of employee performance (task, adaptive and contextual) developed by Pradhan & Jena (2014).

1.7 Definition of Variables

Perceived Organizational Support:

Perceived Organizational Support (POS) refers to ‘employees’ perception concerning the extent to which the organization values their contribution and cares about their well-being. POS has significant consequences employee performance and well-being’ (Eisenberger et al., 1986).

Employee Performance:

According to Pradhan & Jane (2017) employee performance means *‘individual’s work achievement after exerting required effort on the job which is associated through getting a meaningful work, engaged profile, and compassionate colleagues/employers around’*.

Employee Engagement:

Engagement is as an energy and positive job-related state of mind which is categorized by vigor, dedication, and absorption (Schaufeli et al., 2006).

1.8 Organization of the Study

The study composed of five chapters. The first chapter deals with the introductory part. Chapter two is the related to the review of literature where detailed discussion about the topic is undertaken. The third chapter presents the research methodology. In the fourth chapter, data presentation and analysis is discussed. The fifth and the final chapter covers the summary of major findings, conclusions drawn from the findings and recommendations.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Introduction

This chapter presents theoretical and empirical review of literature related to perceived organizational support, employee performance and employee engagement, including definition, constructs, models and relationship between independent, dependent and mediating variables. Finally, present the conceptual framework of the study.

2.2 Perceived Organizational Support

Perceived Organizational Support (POS) is the perception of employees' concerning the degree to which the organization values their input and give attention to their well-being (Eisenberger et al., 1986).

Rhoades & Eisenberger (2002) provides a general framework of POS and its role in reciprocity norm of employee–employer relationships. They did detail theoretical analysis on the antecedent and consequences of POS after reviewing more than seventy studies concerning employees' general belief that their organization values, their contribution and cares about their well-being (perceived organizational support - POS). The meta-analysis result shown that three major antecedents associated with POS: *fairness, supervisor support, and organizational rewards and favorable job conditions*. On the other hand *job satisfaction, positive mood, affective commitment, performance and lessened withdrawal behavior* came out as consequences of POS.

This study focuses on Rhoades and Eisenberger (2002) antecedents of POS since the researcher used Eisenberger et al.'s (1986) measurement scale to measure POS in the later chapter and most of POS literatures refers Eisenberger et al. (1984; 1986; 1990; 2002)

Fairness is about procedural justice and organizational politics. Procedural justice reflects how fairness is maintained in the allocation of resources among employees, which in fact eminent from structural and social aspects. Structural elements includes formal procedures and policies regarding decision that affect employees, such as prior notice before decision are implemented. Social

aspects of procedural justice on the other hand include the quality of relational treatment in resource distribution, treating employees with respect and give employees with information regarding how outcomes are determined (Rhoades & Eisenbergers 2002).

Similarly, employees perceive supervisors as proxy of the organization as they have responsibility of guiding and evaluating supervisees' performance. Employees develop positive or negative perception of their supervisors as indicative of the organization's support. Additionally, employees understand that supervisors' evaluations of subordinates are often taken to top management, further contributing to employees' association of supervisor support with POS (Rhoades & Eisenbergers 2002).

Organizational reward and job conditions includes: job security, autonomy, roles stress, training, and organizational size. Job security promises that organization's willingness to keep the employee's future employment. Meta-analysis confirmed that all three antecedents are strongly related to Perceived Organizational Support (Rhoades & Eisenbergers 2002).

In addition to the antecedents discussed above, employee characteristics: personality and demography are presented as relative contributions of fairness, supervisor support, organizational rewards and job conditions (Rhoades & Eisenbergers 2002).

2.3 Employee Performance

Organizations desires for high performing employees in order to meet their organizational goals and stay competitive in the market. In line with this, individual performance is important to achieve high quality work and it also leads to personal satisfaction and pride on oneself. On the flip side, low performance and not achieving the goals might be experienced as dissatisfying or personal failure. In addition, performance is recognized by other members of the organization and leads of reward, career development, and promotion (Sonnetag & Frese, 2005)

Motowidlo & Kell, (2012) defined performance as distinctive and aggregated property of behavior expected from individuals in a period of time to carry out and achieve the organizational goal. It

is a variable that differentiate between individual behavior at some point of time and behavior at different times as it is continues over some span of time. Similarly Viswesvaran & Ones (2000) defined employee performance as an increasing action, behavior and consequences that individual involve in or contribute to organizational goals.

2.3.1 Models and Dimensions of Employee Performance

Researchers made an effort to propose dimensions of performance with their research works results. Underneath different proposed models of dimension are discussed to understand the subject from different perspective.

According to Sonnentag & Frese (2005) performance is a multi-dimensional concept which has *task and contextual* performance. Task performance relates to an employee's skill and ability to perform tasks which contribute to the organization's 'technical core'. The skills need for task performance varies from job to job and more prescribed and established in role behavior. The second dimension, contextual performance, relates to activities which provide conducive working environment in which the organizational goals are achieved. These activities are more or less the same across jobs and dependent on individual's personality and motivation.

Another model by Griffin, Neal & Parker (2007) proposed performance dimensions in three behaviors: *proficiency, adaptivity and proactivity* and looked at these three behaviors at individual, team and organizational level. From other research finding such as Campbell (1990) proposed the over-all structure of job performance in terms of eight distinct dimensions (as cited in Viswesvaran & Ones (2000). The eight factors are: job- specific task proficiency, non-job-specific task proficiency, written and oral communication, demonstrating effort, maintaining personal discipline, facilitating peer and team performance, supervision, and management or administration.

Furthermore, Pradhan & Jena (2017), came out with three dimensions of performance in their study involved manufacturing and service organizations in India. Their empirical analysis revealed three distinct factors of employee performance that establish the new scale: *task performance, adaptive performance, and contextual performance*. Task performance includes clear activities of

job responsibilities assigned as part of the job description and need reasoning ability, knowledge and skills. Adaptive performance concerns about individual's ability to adapt in a dynamic work conditions and able to provide required support to the job profile. In contrast with task performance, contextualize performance is a non-written expected attitude towards volunteering for extra work, supporting team members, adhering rules and regulations and promote organizational change.

Thus, the researcher adopted the later model of Pradhan & Jena (2017) since their research work has evaluated different previous models and considered different aspects. In addition, all the dimensions are expected to achieve at individual level and supports to link with individual engagement. In line with this, each such dimensions task performance, adaptive performance, and contextual performance are used in this study.

In conclusion, organizations expect to achieve their goals through employees who have cognitive ability, task knowledge, can work in volatile work environment and volunteering for extra work. As research results mentioned in this study suggests that individuals who has good performance are key contributors for the organizational performance as well.

2.4 Employee Engagement

Employee engagement has been defined in many different ways and there is no universally agreed definition. However, many definitions acknowledge that employee engagement is about positive feeling and attitude towards the job. In this section, the researcher presented some of well-known definitions from different scholars.

Employee engagement has been defined by Khan (1990) for the first time as '*the simultaneous employment and expression of a person's "preferred self" in task behaviors that promote connections to work and to others, personal presence (physical, cognitive, and emotional), and active, full role performances*'.

Employee engagement is about positive attitude toward his/her organization and its values. An engaged employee is well aware of business context and works with coworkers to increase the performance of the organization. In response, the organization must work to develop and nurture

engagement, which requires a reciprocal relationship between employer and employee (Robinson et al. 2004).

In another way Saks (2006), defined employee engagement as a distinct and unique concept contains cognitive, emotional, and behavioral aspects related with individual role performance. Similarly Perrin (2003) stated that engagement includes both emotional and rational aspects related with work and work experience. The emotional factors are tied to individual's satisfaction, sense of motivation and affirmation from their own work and being part of the organization. The rational factors are related with the association among individual and the broader corporation.

Engagement can also be defined as an energy and positive job-related state of mind which is categorized by vigor, dedication, and absorption (Schaufeli et al., 2006). Engagement is a continuous and persistent affective cognitive state which is not focused in any specific event. Furthermore, engagement is an emotional association of employee towards his/her employment organization. The emotional association influences individual's behavior and level of effort in their role performance. When the degree of engagement increase, the more effort they put forth. (Schaufeli et al., 2006).

In summary of all the definition given by different scholars mentioned above, engagement is related with emotion and positive attitude towards job or organization. It involves physical, cognitive and emotional aspects of individual's action during their role performance. The degree of engagement determines the employees' effort in their work as engagement has reciprocal relationship between employee and organization.

2.4.1 Construct of Employee Engagement

There are arguments among scholars whether engagement is a unique construct or overlap with commitment, involvement, and organizational citizenship behavior. On the other hand, researchers such as Maslach, Schaufeli and Leiter (2001); May et al. (2004); Robinson et al. (2004); and Saks (2006) positioned themselves with evidence that engagement is a distinct and unique construct that consists of cognitive, emotional, and behavioral components that are associated with role performances.

Literature presents that involvement is an initial state for employee to perform and as such it does not equal to the whole of engagement. Maslach et al. (2001) argued that job involvement is similar to the involvement component of engagement with work, but does not contain the vigor and efficiency dimensions of engagement. Thus, engagement offers a more multifaceted and full perspective on employee's relationship with role performance.

May et al., (2004) also argued that job involvement is an individual's reasoning and conviction state of psychological identification. It is different from engagement in that it is concerned more with how the individuals act and think during their performance of job. Whereas engagement emphasis on feelings and behaviors during role performance. The other related concept, flow, is all-inclusive feeling that people feel during an activity and it is mainly the cognitive involvement of individual on a momentary basis. Whereas, engagement indicates a longer term and more holistic involvement in role performance (as cited in Kular et al, 2008).

Therefore, we can infer that engagement has overlaps with commitment, OCB and involvement, however, is a unique construct in a way that engagement is a two-way relationship between employee and employer. And its main focus is on the work itself and formal role performance rather than voluntary activities, and affection towards the organization.

2.4.2 Employees Engagement Models

Following from the first model by Khan in 1990, researchers have come out with different models to understand about factors affecting engagement and its consequence. Though engagement has fewer studies than other human resource behaviors such as commitment, organizational citizenship behavior, satisfaction, involvement etc. There are most known and profound theories and models provided by scholars. Among those, Maslach et al. (2001); Demerouti et al. (2001); Harter et al (2002); Robinson et al. (2004); Saks (2006); and Hewitt (2015) models are few to mention.

Kahn's Model

This model of engagement focuses on what way employees' experience themselves and their work environment about moments of individual engagement and disengagement. Employees'

engagement or disengagement are expressed on the basis of their psychological experience of self-in-role. Psychological conditions are brief rather than static conditions that shape employees' actions (Khan 1990).

He proposes three psychological conditions which arise in the work environment and shaped how people engaged in their roles are *meaningfulness, safety, and availability*. Employees equate meaningfulness with the return on investments of self in role performance and associate with work elements that created motivations or discouragements to personally engage. The second condition, Safety involves with fear and negative feelings. Employees want to engage themselves without fear and negative consequences of self-image, status, or career and associate themselves in environment which is nonthreatening, predictable, and consistent social situations in which to engage. And the third condition, Availability involves in having the physical, emotional and psychological resources necessary for investing self in role performance (Khan 1990).

Maslach, Schaufelli and Leiter Model

This model narrates engagement as related to burnout. The job burnout research acknowledges that job engagement as the direct opposite of burnout. Burnout is a psychological condition described by exhaustion, cynicism, and inefficacy, which is experienced in reaction to chronic job stressors. As opposed to burn out, high vigor, high involvement and high efficacy are the main characteristics of engagement. In their research, they identified six areas of work-life that could lead to both burn out and engagement. These are: *workload, control, rewards and recognition, community and social support, perceived fairness and values*. These six areas have strong relationship with engagement as employee who perceives 'work-life' are more engaged than others (Maslach et al. 2001).

Harter, Schmidt, Hayes Model

Another alternative model of engagement focused on business unit level is from Harter et al. (2002). This study is the first researcher in introducing employee engagement at the business level unite (as cited in Padhi & Panda 2015). The model observed the relationship among managerial self-efficacy, the perception of effective management practices, and employee engagement. Results suggested a positive relationship between employee engagement and manager self-efficacy scores when managers rated employee effectiveness and when employees rated their

manager's level of effectiveness. In this connection, four antecedent elements of engagement happen within the workplace: *clarity of expectations and resource provided; feelings of contribution to the organization; feeling of belongingness and opportunity to grow.*

Therefore, they defined engagement as individual's connection, passion and satisfaction with their work. The most successful work units of organizations have employees doing out of their best, with employees they prefer to work, and with a strong sense of psychological ownership.

Aon Hewitt Engagement Model

The most recent engagement model is from Hewitt (2015), which contains organizational, business and individual outcomes of engagements. Considering the employee engagement concept, they stated that the emotional state and behavioral outcomes lead to better performance. In this model, engagement is a combination of affective and continuance commitment, motivation, and organizational citizenship behaviors. This means engagement involves a combination of rational thought, emotions, intentions, and behaviors required for top performance and productivity. Practically employee engagement has three observable aspects "say, stay, and strive"

These three aspects are derived from the global survey involved thousands of managers around the world. It is believed that an employee must show all three aspects of saying, staying, and striving to be considered "engaged."

Job-Demand Resource Model

The Job-Demand Resource model of Demerouti et al. (2001) emphasize on external factors called *stressors* that have effect on cognitive and work environment of well-being depending on the performance capacities of employees. Job demand includes all aspects of physical, social, and organizational requirements of job that sustained physical or mental effort and related with certain physiological and psychological costs. On the other hand, job resources are those physical, psychological, social or organizational aspects of job that may be useful in attaining work goals, reduce job demands and stimulate personal growth and development.

With the absence of resources from the external environment, employees cannot handle the negative influences that the environment demands and they cannot attain their goals. Therefore, such conditions lead to reduction of enthusiasm for work and withdrawal from the job (Demerouti et al., 2001).

Robinson Model

This model states engagement as a positive attitude held by the employee towards the organization and its values. An engaged employee works in team and aware of business environment to improve performance within the job for the advantage of the organization. As engagement is mutual relationship between employer and employee, the organization must invest to develop and nurture engagement (Robinson et al., 2004).

According to Robinson et al. (2004) the main driver of engagement is a sense of feeling valued and involved, which makes instinctive sense, assumed that the elements of the 'feeling valued and involved' indicator relate to several aspects such as: involvement in decision making, the extent to which employee feel able to voice their ideas and managers listen to these views, and value employees' contributions, the opportunities employees have to develop their jobs and the extent to which the organization is concerned for employees' health and well-being.

Saks Model

This model of engagement emphasizes on antecedents and consequences of employee engagement of job and organization based on social exchange theory. In his model: job characteristics, perceived organizational support, perceived supervisor support, reward and recognition, procedural justices and distributive justice are proposed as antecedents of engagement. On the other hand, outcomes of engagement are stated as job satisfaction, organizational commitment, intention to quit and OCB (Saks's 2006). The result indicates that there is a meaningful difference between job and organizational engagements. Moreover, he suggested that employee engagement can be understood better in terms of Social Exchange Theory (SET) (Cropanzano & Mitchell, 2005).

According to Saks (2006) one means for employees to repay their organization is through their engagement. Individuals' degree of engagement varies on how they engage themselves in response

to the resources they receive from their organization. Bringing oneself more fully into one's work roles and devoting greater amounts of cognitive, emotional, and physical resources is a very profound way for individuals to respond to an organization's actions.

Thus, employee who perceive higher organizational support are more likely to respond with better levels of engagement in their job and organization. Additionally, Perceived Organizational Support (POS) was the only significant predictor of both job and organizational engagement and explained by SET for employee attitude and behavior. It also indicates that caring and concern associated with POS creates a sense of obligation on the part of employees who respond with high levels of job and organizational engagement (Saks 2006).

Therefore, for this particular research, the researcher used POS as antecedent of employee engagement as it directly affects engagement level of employees and then looks in to the mediation role of engagement in the relationship between POS and employee performance in World Vision Ethiopia.

2.4.3 Dimensions of Engagement

As agreed engagement is unique construct in the discussion 'constructs of engagement' earlier, it can be measured similar to other human resource behaviors. Number of researchers and organizations such as: Gallup Q12; Perrin (2003, 2005); Hewitt (2015); Institute for Employment Studies (2003); UWES of Schaufeli and Bakker (2004); Decision Wise (2017) etc. developed different dimension to measure employee engagement level.

In this section, Schaufeli and Bakker (2004) Utrecht Work Engagement Scale (UWES) is discussed in detail since the research will be using the same approach for measuring engagement due to the fact that UWES has been validated across many cultures. Furthermore, UWES is well known measurement tool in academic areas.

Utrecht Work Engagement Scale

The Utrecht Work Engagement Scale was developed to measure the three constructs of vigor, dedication, and absorption, as these are variables of engagement. UWES is available in 17 languages and have been psychometrically evaluated in over ten countries including China,

Finland, Greece, South Africa, Spain, The Netherlands and Japan. In most of these countries, the factor validity studies show that scores on the UWES are best represented by three factors; however, not all items are invariant across countries (Schaufeli et al., 2006).

Vigor, dedication and absorption construct engagement measurement at individual level and looks how individual's engagement level affects job performance. As the degree of engagement varies among individuals, the level of effort they exert in their role performance and the attachment to their work varies. Vigor refers to high levels of energy and resilience, the willingness to invest effort, not being easily fatigued and persistence in the face of difficulties. The other construct, dedication is derives a sense of significance from one's work, feeling enthusiastic and proud about one's job, and feeling inspired and challenged by it. And absorption refer to being totally and happily immersed in one's work and having difficulties detaching oneself from it so that time passes quickly and one forgets everything else that is around (Scaufeli and Bakker, 2004).

2.4.4 Levels of Employee Engagement

Researchers have classified employee engagement levels in their analytical approaches. For instance, Gallup (2017); Perrin (2003); BlessingWhite (2013) categorized employee engagement in different ways. Gallup (2017) grouped employee engagement into three categories: the actively engaged, the non-engaged, and the actively disengaged employees. Perrin (2003) put the degree of employee engagement as highly engaged, moderately engaged, and disengaged. On the other hand, BlessingWhite (2013) classified engagement categories in five categories in relation with level of satisfaction such as: Engaged, almost engaged, honeymooners and hamsters, crash and burners, and disengaged.

For the purpose of this study, Perrin (2003) classification and definition is presented here as the researcher will be categorizing the level of employee engagement in World Vision Ethiopia as highly engaged, moderately engaged and dis-engaged at the later stage of this study.

Highly engaged employees are freely giving extra effort on an ongoing basis and highly interact with colleagues and give support. Highly engaged people do outperform others. There is a clear link between the level of engagement and their focus on customer and aspects of their

organization's financial and operation performance (Perrin, 2003). However, moderately engaged employees accomplish their tasks and responsibilities, interact daily with colleagues. They do what is required from them rather than exhibiting discretionary effort. This group has risk of sliding toward increasing disengagement and resiliency will harden into resistance. Their performance is also eroded over time (Perrin, 2003). The third category is disengaged employees who are the opposite of high engaged employees. This group probably have "checked out" from their work.

2.4.5 Outcomes of Engagement

Among the reasons what made employee engagement the hot topic in the past two decades is that engagement has outcomes which gives the organization competitive advantage in any industry. In referring the above models discussed and other literatures, there are many outcomes of employee engagement which are significantly related with individual's engagement level.

According to Saks (2006), commitment, satisfaction, intention to quit and OCB are stated as outcomes of engagement. And POS in the context of social exchange theory has impact on job performance since employee perceived high organizational support are obliged to repay the organization in working hard and engaged themselves.

On their research of business unit level relationship between employee satisfaction, engagement and business outcomes, Harter's et al. (2002) meta-analysis result have shown the outcomes of engagement includes customer satisfaction, productivity, profit, employee turnover and workplace accidents. In addition, the study indicated that engaged employees deliver better customer satisfaction, in reciprocation the financial result is better than others. And there is negatives relationship with employee turnover.

In another study by Hewitt's (2015), there is strong associations between employee engagement and talent retention, absenteeism, wellness, productivity, safety, customer retention, financial revenue and growth. Companies top quartile engagement levels (72% or above) have 50% higher total shareholder return than average company, and companies with bottom quartile engagement levels (50% or lower) have 50% lower total shareholder return. Therefore, employee engagement can lead to better financial performance.

According to Armstrong (2010), high levels of engagement result in behaviors such as maximizing discretionary effort, taking initiative, wanting to develop or aligning actions with organizational needs. That in turn delivers a range of organizational benefits like higher productivity or performance, lower staff turnover and improved safety.

On the meta-analysis of work engagement conducted by Halbesleben (2010), it was found that engagement was positively associated with positive outcomes at work, including a stronger relationship between dedications-an identification based component of engagement and commitment. In addition, it was found that engagement was related to higher commitment, health, performance, and lower turnover intentions. In another study conducted by Halbesleben, Harvey, & Bolino, (2009), it was found that engagement can have negative consequences such as work interference with family.

According to Bhatla (2011) employee engagement has effect on the performance of employees such as: builds passion, commitment , creates a sense of loyalty, lowers attrition rate, increases productivity and improves morale, provides a high-energy working environment, improves overall organizational effectiveness & makes the employees effective brand ambassadors for the company.

Therefore, based on the evidences and research results, engaged employees are better performers and leads to organizational success in terms of customer satisfaction, retention, financial revenue and growth.

2.5 Perceived Organizational Support and Employee Performance

According to Eisenberger, Fasolo & Davis-LaMastro (1990), employees who perceive being valued and cared by the organization are more careful in doing their job responsibilities. They expressed their emotion positively and involve in innovative activities for the success of the organization without expecting additional recognition or reward. Employees with high perceived support additionally contributes in increasing performance by raising the propensity to take the organization's gains and losses as their own. They also evaluate their own action and characteristics in terms of the organization's values and norms so that they increase internalization

of expected values and norms. In addition, employees with high perceived organizational support would be more committed and less willing to accept job offer in another organization.

Yongxing et al. (2017) also stressed the role perceived organizational support in relation with performance that employees' who experienced favorable treatment more often than others have felt obligation to repay back to their organization to achieve its goal. Thus, individuals who perceive high organizational support may exert more effort on their job performance than those who have felt low perceived organizational support.

Saks (2006) also explained similar logic in referring Kahn's (1990) and Maslach et al.'s (2001) models of engagement within SET. Employees receive economic and socio-emotional exchanges from the organization are those who devote themselves more in their role performance in exchange of the resources they receive from the organization. On the flip side, when the organization is unable to provide these resources, employees are tend to disengaged or withdraw themselves from their roles. Thus, performance is contingent to the amount resources provided by the organization as performance need cognitive, emotional, and physical wholeness of individuals to devote themselves in their work.

Therefore, we could say that perceived organizational support has positive direct relationship with employee performance. Furthermore, in our day to day activities, we observe that favorable environment, allocation of resources, procedural justice, organizational politics etc. affects our performance to the extent that how we perceive them.

H1: Perceived Organizational Support has positive and significant effect on employee performance

2.6 Perceived Organizational Support and Employee Engagement

Saks (2006) is the first researcher to establish the relationship between perceived organizational support and engagement. Saks (2006) explained the relationship of perceived organizational support and engagement starting from Khan's (1990) psychological safety in work environment. Supportive environment which includes: supportive management, trusting interpersonal

relationships, and supportive supervisor promote psychological safety among members. Supportive environments also promote employees to search for new things and even fail without fear of the consequences.

Saks (2006) continued his explanation based on the research result by Maslach et al. (2001) and Schaufeli and Bakker (2004) to add the importance of social support. Social support is one condition to measure job resources that includes support from co-workers. The important variable from social support are perceived organizational support and perceived supervisor support. Especially, POS creates responsibility on the side of employees to care about the organization's welfare and to help the organization to meet its objectives. A lack of social support leads to burn out and withdrawal from job.

Therefore, Saks (2006) concluded that “*the stronger theoretical rationale for explaining employee engagement can be found in social exchange theory*”. In strengthening his conclusion, Rhoades & Eisenberger (2002) narration of POS explained that if employees believe that their organization is concerned about them and cares about their well-being, they are likely to respond by attempting to fulfill their obligations to the organization by becoming more engaged. Therefore, employees' who have higher POS are more engaged to their job and organization in response of the support received from the organization.

H2: Perceived organizational support has positive and significant effect on employee engagement

2.7 Employee Engagement and Employee Performance

Engaged employees are innovators and can adapt quickly in dynamic situation as they are fully occupied in their jobs. Evidences from Perrin (2005) and Soane et al. (2012) also confirmed that highly engaged employees are more positively related to their task performance. They also contribute to quality of the products, customer services, and cost effectiveness their unit. Furthermore, Bakker, Demorouti & Ten, (2012) established that work engagement is positively related to task performance, contextual performance, and active learning in their examination of whether the relationship between work engagement and employee performance is moderated by the extent to which individuals are inclined to work hard, careful, and goal-oriented.

Therefore, performance is impacted by engagement level of individual and we can conclude that there is significant relationship between performance and engagement.

H3: Employee engagement has positive and significant effect on employee performance

2.8 The Mediation role of Employee Engagement

According to Baron and Keeny (1986), mediation occurs when the independent variable has multiplication effect through the focal independent variable. And in establishing the casual effect model basic assumptions of mediation such as: *initial variable is being correlated with the outcome variable, initial variable is being correlated with the mediator and establishment of the correlation between the mediator variable and the outcome variable there exists correlation between the mediator and the outcome variable because they both are caused due to the initial variable* are must be fulfilled.

There has been very few empirical studies to test the mediating role of engagement in the relationship between POS and employee performance. Study by Ruble & Kee (2013) investigated how perceived organizational and supervisory support influence employee in-role performance by examining the mediating effect of employee engagement in Bangladesh Garment industry. The study reveals a significant positive relations exists between both organizational support and employee in-role performance. In addition the results indicate that both organizational and supervisory supports have positive significant relationship with employee engagement that is also positively related with employee in-role performance. Further employee engagement partially mediates the link between perceived support and in-role performance.

Evidently, looking into literatures and empirical researches mentioned in this study, the research propose to test the mediation role of engagement empirically in this study.

H4: Engagement would mediate the relationship between perceived organizational support and employee performance

2.9 Empirical literature review

In Ethiopia it is difficult to find comprehensive empirical research regarding POS, engagement and employee performance. However researchers such as Abuna, 2017 & Eshetu, 2018 studied engagement factors and level of engagement in Ethiopian private banks and health centers respectively. The studies confirmed that POS is one of the factors affecting employee engagement. The studies also confirmed that POS has positive and significant impact on employee engagement. Concerning the mediating role of engagement, Kene (2018) studied on the mediating Role of employee Engagement in the relationship between organizational justice and employee turnover intention in the case of Commercial Bank of Ethiopia. However, the result confirmed that employee engagement had no mediating role.

Menguc, Auh, Fisher & Haddad (2013) used Job Demand-Resource (JD-R) model to explore the antecedents and consequences of service employee engagement. They observed that the main effect of resources (autonomy, feedback, and support) on engagement and how the interaction among resources impacts engagement. Further, they also examined the mediating role of engagement in linking resources to customers' perceived level of service employee performance. Results suggested that supervisory feedback is positively related to engagement. More engagement is related to more positive service employee performance. Also, engagement was a full mediator between supervisory feedback and service employee performance.

Research by Shuck, Reio & Rocco (2011) examined the links between job fit, affective commitment, psychological climate, and employee engagement, and the dependent variables, discretionary effort, and intention to turnover. An Internet-based survey battery of six scales was administered to a heterogeneous sampling of organizations from service, technology, healthcare, retail, banking, nonprofit, and hospitality fields. Hypotheses were tested through correlational and hierarchical regression analytic procedures. Job fit, affective commitment, and psychological climate were all significantly related to employee engagement, while employee engagement was significantly related to both discretionary effort and intention to turnover. For the discretionary effort model, the hierarchical regression analysis results suggested that the employees who reported experiencing a positive psychological climate were more likely to report higher levels of discretionary effort.

Research by Perrin (2005) covered 85,000 people employed in large and midsize companies in 16 countries on four continents shows that there is a vast reserve of untapped “employee performance potential” can drive better financial results if companies can successfully tap into this reserve. The study shows that highly engaged workers believe they can and do contribute more directly to business results than less engaged employees. For instance: 84% of highly engaged employees believe they can positively impact the quality of their company’s products, compared with 31% of the disengaged. 72% of the highly engaged believe they can positively affect customer service, versus 27% of the disengaged. 68% of the highly engaged believe they can positively impact costs in their job or unit, versus 19% of the disengaged.

Soane et al. (2012) build on Kahn’s (1990) psychological conditions of personal engagement and disengagement at work theory and develop a model of engagement that has three requirements: a work-role focus, activation and positive affect .The model was operationalized in a new measure: the intellectual, social, Affective Engagement Scale (ISA Engagement Scale) comprising three facets: intellectual, social and affective engagement. The results indicted positive associations with three theoretically and empirically important outcomes: task performance, organizational citizenship behavior (OCB) and turnover intentions.

.Biswas & Bhatnagar (2013) assessed the mediating role of employee engagement between perceived organizational support (POS) and person-organization fit (P-O fit) as the antecedents and organizational commitment and job satisfaction as the consequences. The findings suggest that when individuals perceive positive levels of organizational collaboration, they are intrinsically encouraged towards exerting considerably higher levels of effort. The notion that P-O fit deals with the congruence between employees’ personal values and those of the organization makes for greater meaningfulness and psychological safety leading to higher levels of employee engagement. A high level of employee engagement reflects a greater trust and loyal relationship between the individual and the organization.

Ram & Prabhakar (2011) investigated the antecedents and consequences of employee engagement in Jordanian industry and the result confirm that relationship between employee engagement and perceived organizational support. The effect of job characteristics, intrinsic and extrinsic rewards,

perceived supervisor support, perceptions of procedural justice, and perceptions of distributive justice on employee engagement is also confirmed.

Schweyer (2009) confirmed that engaged employees work smarter, not harder. They look for ways to improve performance and they find them. This means more sales, lower costs, better quality and innovative products. Engaged employees communicate – they share information with colleagues, they pass on ideas, suggestions and advice and they speak up for the organization. This leads to better performance, greater innovation and happier customers. Engaged employees go out of their way to meet customers' needs. Customers aren't slow to notice and this leads to higher levels of repeat business, at a lower cost to the business than that of acquiring a new customer.

Bakker et al. (2012) examined whether the relationship between work engagement and employee performance is stronger by the extent to which individuals are inclined to work hard, careful, and goal-oriented. On the basis of the literature, it was hypothesized that conscientiousness strengthens the relationship between work engagement and supervisor ratings of task and contextual performance as well as active learning. The hypotheses were tested on a sample of 144 employees from several occupations. Results showed work engagement was positively related to task performance, contextual performance, and active learning, particularly for employees high in conscientiousness.

Rashid et al. (2011) also done another research to see the link between employ engagement and organizational performance in the banking sector. The results revealed that there is significant relationship among employee engagement and decision making / co-ordination, performance reward systems and employee involvement.

Therefore, empirical research results have shown that engagement plays a vital role for organizational success in achieving its goal. It also have shown that there are number of factors affecting engagement which are in consistent with the engagement models reviewed in this study. In addition, the significance role of engagement in mediating POS and employee performance is clearly shown as employees who perceive high organizational support are engaged as well as better performers.

2.10 Summary Gap of Review of Related Literature

Literatures and researches mentioned in this study concerning employee performance, employee engagement and perceived organizational support are more focused on profit making organizations and the context of work environment is different from Ethiopia. Moreover, apart from few researches concerning the mediating role of engagement (Eg. Ruble & Kee, 2013), most of the researches shows the direct relationship between POS, engagement and employee performance.

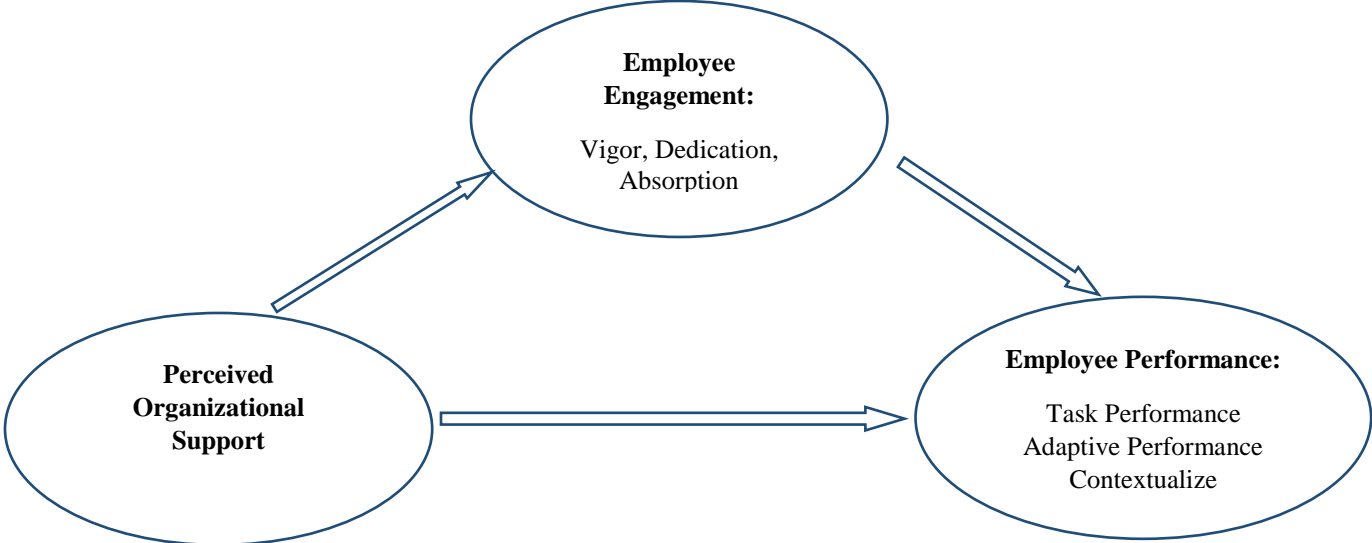
Local researches (Eg. Eshetu, 2018 & Dibekulu, 2017) are more concerned with investigating factors affecting employee engagement level and again the focus in profit making organization. Though it is not the same tile of this study, local empirical research from Kene (2018) showed that employee engagement had no mediating role in the relationship between organizational justice (one of POS element) and employee performance.

Therefore, having the argument of different result and limited researches specific to the role of employee engagement in the relationship between POS and employee performance, this study investigates the mediating role of employee engagement in addition to the direct relationship between variables.

2.11 Conceptual Framework

The conceptual framework proposed is derived based on review of literature discussed in the preceding section on the relationship of POS, engagement, and employee performance. Independent variable, Perceived organizational support, has direct relationship with employee performance (dependent variable) as POS has positive effect on performance. However, the direct relationship of POS and employee performance will be reduced (partially mediation) or becomes zero (full mediation) when engagement mediates the relationship between them since POS has positive and direct effect on engagement and its effect through engagement increases the effect of POS on employee performance. Therefore, engagement is the third variable which represents the generative mechanisms through which POS is able to influence the dependent variable employee performance.

Hence, the proposed conceptual framework of the study is depict below in diagram for ease of understanding of the hypothesis made above and includes dimensions of variables to be measured.



Source: adopted Baron and Keeny (1986), Mediation Model

Figure 2.1. Conceptual framework

CHAPTER THREE METHODOLOGY

3.1 Introduction

This research is to explore the impact of perceived organizational support on employee performance and the mediating role employee engagement. The study employed quantitative approaches in the analysis. It utilized both primary and secondary data.

3.2 Background of World Vision Ethiopia

World Vision is a global Christian relief, development and humanitarian organization dedicated to working with children, families and communities to overcome poverty. For more than 40 years, World Vision Ethiopia (WVE) has worked with the poorest and most vulnerable communities. Today, WVE works in more than 100 districts across the country supported by about 1,400 staffs. Close to three hundred long-term development programs benefit over six million children and their families (World Vision Ethiopia, 2018)

In continuing its global service in a more strategic way, World Vision International (WVI) has embarked on a bold and new strategy called *Our Promise 2030: Building Brighter Futures for Vulnerable Children* starting from 2017. The organization in its new strategy is forwarding to deepen its commitment to most vulnerable children in focusing for great result, collaborating, advocating for broader impact, sustainable funding and exercising its Christian faith. The organization expects to achieve its strategy through four mind-sets to be exercised by individual employee in their day to day activities: *unity and trust, wise stewardship, looking outward, and timely truth telling with love* (World Vision International, 2017)

Therefore, considering at the imperatives that the organization promised to achieve by 2030 and expected attitudes and behaviours from employees through the four mind-sets, World Vision Ethiopia need to work towards employee engagement for better performance.

3.3 Research Design

In this study explanatory research design is implemented to identify why and how perceived organizational support impact on employee performance in the case of World Vision Ethiopia. According to Punch (2005) explanatory research seeks to account for what has happened, or for how things are proceeding, or what something or someone is like. This approach involves finding reasons for things, events and situations, showing why and how they have come to be what they are. Researchers identify sources of social behaviors, beliefs, conditions and events. This type of research documents causes, tests theories, and provides reasons as well (Neuman, 2007).

The researcher adopted quantitative research design which is testing objective theories by examining the relationship among variable. These variables, in turn, can be measured, typically on instrument, so that numbered data can be analyzed using statistical procedures (Creswell, 2003)

3.4 Types and Sources of data

The research used both primary and secondary data. Primary data is collected through questionnaire designed for this specific study. The questionnaire includes independent and dependent variables that were designed based on the empirical experience from different published documents. The questionnaire was distributed to employees who are based in Addis Ababa. This respondents were selected randomly from WVE's employee file.

The secondary data used throughout the research includes data from World Vision Ethiopia HIRS, WVI strategy document, and published and unpublished journals, books, articles and related information in this study area.

3.5 Study Population

In order to get more accurate and representative data, the researcher used all employees as a population. Number and categories of employees are presented below.

Table 3.1: Total Number of WVE staffs Across the Country as of November 2018

Positions classification	Male	Female	Total	Percentage
Directors	8	5	13	0.93
Associate Directors	6	-	6	0.43
Managers	114	26	140	10.06
Specialists and Coordinators	146	48	194	13.95
Officers and lower level specialist	582	100	682	49.03
Other Support Staffs	325	31	356	25.59
Total			1391	100%

Source: WVE HIRS database, (November 16, 2018)

3.6 Sample Design

The sample for this study was selected using stratified random sampling method. A stratified random sample is obtained by separating the population into mutually exclusive sets, or strata, and then drawing simple random samples from each stratum. Therefore, sample staffs are selected from the location such as Head Office, Regional and Cluster Offices based in Addis Ababa. In order to maintain the quality for the information collected lower levels staffs (mainly drivers) were excluded as the questionnaire needs higher level of literacy to understand the information contained therein.

Table 3.2: WVE's Staffs located in Addis Ababa, as of November 2018

Positions classification	Male	Female	Total	Percentage
Directors	11	5	16	6%
Managers	50	8	58	21%
Specialists	34	11	45	16%
Coordinators	51	12	63	23%
Officers	53	24	77	28%
Other Support Staffs	15	5	20	7%
Total			279	100%

Source: WVE HIRS database, (November 16, 2018)

Out of the total 279 employees 162 sample size is determined by using Krejcie & Morgan (1970) from finite population at 95% confidence.

Table 3.3: Sample Population

Positions classification	Number of employees	Proportion	Sample Size
Directors	16	0.58	9
Managers	58	0.58	34
Specialists	45	0.58	26
Coordinators	63	0.58	37
Officers	77	0.58	45
Other Support Staffs	20	0.58	11
Total	279		162

Source: Own Survey, 2019

3.7 Instrument of Collection

The main instrument of data collection for this research is structured questionnaire distributed to each and every of the respondents. The questions in the questionnaire are closed-ended in order to ease the process of analyzing the data from respondents. According to Nachmias (1997), a questionnaire consists of a list of questions that must be formulated, constructed and sequenced to produce the most constructive data in the most effective manner. According to Babbie & Mouton (2006), the use of questionnaires is advantageous because questionnaires are economical, speedy, there is no bias, and the possibility of anonymity and privacy encourages candidates to be willing to respond on sensitive issues, and do so honestly. The questionnaire is preferred because it translates the research objectives into specific questions that will be asked to the respondents.

The research questionnaire used in this study has four parts. The first part assesses general demographic information about the respondents on gender, age, education background, work experience and marital status; the second part measures the respondents' level of perceived organizational support (POS) using eight items of survey question developed by Eisenberger et al. (1984); the third part assess the level of engagement using the Utrecht Work Engagement Scale

(UWES) of the adjusted 9 items scale; and the fourth and final part measures employee performance in applying triarchy model of employee performance by Pradhan & Jena (2014).

The questionnaire was developed in five scales ranging from 1 (strongly disagree) to 5 (strongly agree). Harry & Deborah (2012) state that Likert scale data are analyzed at the interval measurement scale by calculating a composite score (sum or mean) from four or more Likert type items.

3.8 Instruments of Validity and Reliability

Validity concerns the degree to which a question measures what it is intended to measure. Validity is the most critical criterion and indicates the degree to which an instrument measures what it is supposed to measure (Kothari, 2004). Validity is concerned with how well the concepts are defined by the measure(s). It also refers to the extent to which an empirical measure adequately reflects the real meaning of the concept under consideration (O'Leary, 2004).

Hence, in order to assure the validity of the study, the researcher discussed with the advisor and World Vision Ethiopia's People and Culture Director about the questionnaires before it is distributed. The questionnaires used were also standard questions tested and proven in many researches.

The other major concern is reliability. According to Khotari (2004), reliability refers to consistency, where internal consistency involves correlating the responses to each question in the questionnaire with those other questions in the questionnaire.

Before the questioner was distributed to the respondents, the instrument was checked by the advisor to see whether it measures what it alleged to measure. Prior to the actual data collection reliability test was conducted on samples to check whether the data collection instrument was consistent and dependable in measuring what it intended to measure. Consequently, Cronbach's alpha was employed to test the reliability of the questionnaire and all of the questionnaire items were found to have a result higher than 0.7 as suggested by such research as: Nunnally (1978) reliability score of 0.70 or better is acceptable when used in basic social science research.

Table 3.5: Summary of Cronbach’s alpha values

S//N	Item	Cronbach’s Alpha	No. of Items
1	Perceived Organizational Support	.835	8
2	Employee Engagement	.900	9
3	Employee Performance	.901	23
	Total	.945	40

Source – Own Survey, 2019

3.9 Method of data analysis

The collected data is summarized and analyzed using Statistical Package for the Social Sciences, (SPSS) version 24 software. Descriptive statistics of background information and study variable were summarized using mean distribution across different categories.

Since the questionnaire was developed as Likert scale, mean was calculated for the Likert items of each variable during the data analysis procedure. According to Harry & Deborah (2012) descriptive statistics recommended for Likert scale data include mean for central tendency and standard deviation for variability, in addition other procedures of data analysis recommended for such type of data include Pearson’s correlation (r), ANOVA, and regression analysis are used to test the impact of the independent variables (POS) on the dependent variable (Employee Performance) and the mediating role of engagement on the relationship between the two variables.

3.10 Ethical Considerations

The researcher has followed the expected ethical consideration in using proper citation, access and use of data, analysis and reporting of the findings in a moral and responsible way. Before conducting data collection, the researcher ensured that all participants were fully informed of what the study is all about and got full consent to take part in the research. The respondents were also assured the collected data would remain confidential and their anonymity will be maintained.

CHAPTER FOUR DATA ANALYSIS, INTERPRETATION AND DISCUSSION

This section of the research presents the results of the study using descriptive and inferential statistical analysis tool on the data collected through questionnaire.

The sample size determined while designing the research methodology was 162. In order to get 162 sample sizes, a total of 190 questionnaires were distributed to employees found in Addis Ababa and 156 (96%) useable questionnaires were obtained and used for further analysis. The data collected were entered, analyzed and interpreted using SPSS software version 24.

Descriptive statistics of demographic information as well as the study variables are presented in the following section, followed by one-way analysis of variance (one-way ANOVA), Pearson correlation among the variables in the study and multiple regression analyses of the dependent variable over the and independent variable.

4.1 Descriptive Statistics of Background Information

Under this section the selected demographic characteristics of the study respondents such as gender, age, work experience, educational level, job categories and marital status are presented. Descriptive statistics using frequencies was used to analyze the demographic characteristics of the respondents and hence the result of the analysis is described in detail hereunder.

From the total sample respondents 60.3% % was male and the remaining 39.7 % was female out of the total 156 respondents which is appears to be a good representation of both sex groups. When looking at the age group 42.3% and 34% of respondents are between the age of 31-40 years and 41 -50 years respectively. This shows majority of the workforce is middle age and that the sample is consistent with the distribution of middle age employees in the World Vision where the majority is found to be middle age between 30 – 50 years.

Looking at the educational background, 54.5% have second degree and 38.5% have first degree that implies the consistency of the sample that World Vision Ethiopia requires second degree for specialists and above positions and first degrees for coordinator and officer levels.

Another important variable is the work experience in World Vision Ethiopia, which is found to be fairly distributed in three groups: 30.1% between 2-5 years, 27.6% between 6-10years and 25.6% between 10-20 years. (See Annex I for statistical table)

4.2 Relationship of Demographic Factors with Study Variables

One-way ANOVA is a set of analytical procedures which is based on comparison of two estimates. The first estimate derives from differences of score within each group and the second estimates derives from differences in group means which is considered as the replica of group differences including errors. If no differences were found in the two estimates, it can be concluded that the entire group means come from the same sampling distribution (Pallant, 2011). In this connection a one-way ANOVA was conducted in this study to examine means difference that exist between the different gender, age, educational status, work experience, job category and marital status on the dependent and independent variables employed in this study.

The data analysis of one-way ANOVA shows (see Annex II) there is significant difference across gender and age on the level of Perceived Organization Support ($F(22, 133) = 2.198, P < .05$.) and ($F(3, 152) = 9.552, P < .05$) respectively. On the other hand, the mean difference of other demographic factors: education, work experience, job category and marital status did not result significant difference on WVE employees. Furthermore post hoc test was conducted to see which age group has significant difference and resulted that age group 18-30 and 41-50 has significant difference ($P = 0.00$) and age group 31 -40 and 41-50 has significant difference ($P = .00$). In relation with engagement level, one-way ANOVA shows that there is no mean difference among demographic factors and all result shows insignificant difference.

And educational level and job category have significant mean difference across WVE's employee ($F(2,153) = 3.289, P < .05$) and ($F(42,113) = 1.726, P < .05$) on employee performance level. Post hoc test showed that diploma and second degree has significant difference ($P = .043$) and the job

category of directors and support staff ($P = .003$), managers and support staffs have significance difference ($P = .004$) in their level of performance.

4.3 Descriptive Statistics of Study Variable

Descriptive statistics was employed to examine the mean and standard deviation of the responses of respondents in regards to perceived organizational support, employee engagement, and employee performance and summary of the result is presented in this section (See Annex III for the statistical table). According to Zaidatol (2009), mean score of < 3.39 is considered as low, the mean score from $3.40 - 3.79$ is considered as moderate and mean score > 3.8 is considered as high as illustrated by comparison bases of mean of score of five-point Likert scale instrument.

4.1.1 Perceived Organizational Support

The analytical result of the data indicates that the overall mean of perceived organizational support of mean 3.61 and $SD = .584$, which can be understood as employees' perception of organizational support is moderate. For the question that says "the organization values my contribution to its well-being" scored highest mean out of eight items ($M = 4.10$, $SD = 0.679$). This implies most of employees perceived their contribution to the organization is higher than what they get from the organization in comparing with the question "the organization really cares about my well-being", which scores ($M = 3.63$, $SD = 0.844$).

For the question that asks "does the organization fails to appreciate any extra effort from me" scores lowest among other items in POS assessment questions ($M = 3.38$, $SD = 0.954$). This implies most of the employees feels that their extra effort is not appreciated by the organization.

Therefore, though the overall mean falls into the moderate level of perceived organizational level, most employees perceive that the support from the organization is less than their contribution.

Table 4.1. Descriptive statistics of Perceived Organizational Support

Variable - POS	N	Min	Max	Mean	SD
The organization values my contribution to its well-being	156	1	5	4.10	.679
The organization fails to appreciate any extra effort from me.	156	1	5	3.38	.954
The organization would ignore any complaint from me.	156	1	5	3.56	.866
The organization really cares about my well-being.	156	1	5	3.63	.844
Even if I did the best job possible, the organization would fail to notice	156	2	5	3.55	.918
The organization cares about my general satisfaction at work.	156	1	5	3.43	.828
The organization shows very little concern for me.	156	1	5	3.64	.908
The organization takes pride in my accomplishments at work	156	1	5	3.60	.840
Total POS	156	1.75	5	3.612	.584
Valid N (listwise)	156				

Source: Own Survey, 2019

4.1.2 Engagement

The overall mean of engagement level of employees was found out (M= 3.69, SD=.0666), which implies most of the employees are moderately engaged. However, the question in vigor dimension “When I get up in the morning, I feel like going to work” result shows (M= 4.08, SD=0.770) higher than other vigor dimension and the question “I am proud on the work that I do” from dedication dimension of engagement result shows (M=4.02, SD= 0.634) which is higher than other dedication level of employees engagement. In contrast one of the dimensions of engagement, absorption scored lower (M=3.37, SD= 0.735) which implies that the employees’ level of being totally and happily immersed in their work and being carried away in their job is low.

Furthermore, the overall engagement level shows that the engagement level of staffs in the WVE are at different levels, which is the consistent with the problem statement at the beginning of the research study.

Table 4.2. Descriptive Statistics of Employee Engagement

Variables of Analysis	N	Min	Max	Mean	SD	
Vigor Dimension						
At my work, I feel bursting with energy	156	1	5	3.45	.986	
At my job, I feel strong and vigorous	156	1	5	3.85	.849	
When I get up in the morning, I feel like going to work	156	1	5	4.08	.770	
Vigor				3.78	.642	
Dedication Dimension						
I am enthusiastic about my job	156	2	5	3.87	.895	
My job inspires me	156	2	5	3.92	.869	
I am proud on the work that I do	156	1	5	4.02	.898	
Dedication				3.96	.740	
Absorption Dimension						
I am immersed in my work	156	2	5	3.78	.829	
I get carried away when I'm working	156	2	5	3.18	.926	
I feel happy when I am working with intensely	156	1	5	3.06	.998	
Absorption				3.37	.735	
Aggregate Engagement		156	2.11	4.89	3.69	.666
Valid N (listwise)		156				

Source: Own Survey, 2019

4.1.3 Employee Performance

The overall mean score of employee performance is (M=3.93, SD = 0.460), which shows most of staffs are performing well. Among dimensions in the employee performance, adaptive performance scores lower (M=3.88, SD= 0.564), which implies employees' level of cope up with organizational changes and working in the face of difficulties are moderate.

Table 4.3 Descriptive Statistics of Job Performance

Variable	N	Min	Max	Mean	SD
Task Performance Dimension					
I use to maintain high standard of work.	156	2	5	4.12	.646
I am capable of handling my assignments without much supervision.	156	2	5	4.26	.634
I am very passionate about my work.	156	1	5	3.89	.968
I know I can handle multiple assignments for achieving organizational goals.	156	2	5	4.18	.723
I use to complete my assignments on time	156	2	5	4.14	.749
My colleagues believe I am a high performer in my organization	156	2	5	3.65	.785
I use to perform well to mobilize collective intelligence for effective team work	156	2	5	3.83	.777
Total Task Performance				4.01	.505
Adaptive Performance Dimension					
I could manage change in my job very well whenever the situation demands	156	1	5	3.99	.858
I can handle effectively my work team in the face of change.	156	1	5	3.99	.766
I always believe that mutual understanding can lead to a viable solution in organization.	156	2	5	4.39	.638
I use to lose my temper when faced with criticism from my team members.	156	1	5	3.41	.996
I am very comfortable with job flexibility.	156	1	5	3.63	.964
I use to cope well with organizational changes from time to time.	156	1	5	3.88	.880
Total Adaptive Performance				3.88	.564
Contextual Performance Dimension					
I used to extend help to my co-workers when asked or needed	156	2	5	4.30	.573
I love to handle extra responsibilities	156	2	5	3.64	1.053
I extend my sympathy and empathy to my co-workers when they are in trouble	156	3	5	4.28	.574
I actively participate in group discussions and work meetings.	156	2	5	3.88	.918
I use to praise my co-workers for their good work.	156	2	5	3.70	1.068
I derive lot of satisfaction nurturing others in organization.	156	2	5	3.62	.838
I use to share knowledge and ideas among my team members.	156	3	5	4.23	.566

I use to maintain good coordination among fellow workers	156	2	5	4.16	.638
I use to guide new colleagues beyond my job purview.	156	1	5	3.47	1.006
I communicate effectively with my colleagues for problem solving and decision making.	156	2	5	3.88	.872
Total Contextualize Performance				3.91	.540
Aggregate Job Performance	156	2.74	4.87	3.936	.460
Valid N (listwise)	156				

Source - Own survey 2019

4.4 Correlation Analysis

Correlations analysis is a method used to describe the strength and direction of the linear relationship between variables. In this study, correlation analysis was conducted to test the level of relationship between perceived organizational support, employee engagement and employee performance. Pearson’s correlation coefficient (r) was used to indicate the strength and direction of relationship using the guide that Evans (1996) suggests for the absolute value of (r) as mentioned in (Beldjazia & Alatou, 2016) 0.00-0.19: “very weak” ,0.20-0.39: “weak”, 0.40-0.59; “moderate”, 0.60-0.79: “strong” and 0.80-1.0: “very strong”. In addition, the p-value was used to indicate the significance of the relationship.

4.1.4 Correlation between variables

The correlation analysis between POS and employee engagement shows in table 4.1, there is strong, positive and significant relationship between perceived organization support and employee engagement ($r = .0798$, $P < 0.01$). The previous studies by Murthy (2017), Yongxing et.al. (2017) and Saks (2006) also show there is a positive and significant relationship between POS and EE, which are (0.789, $P < 0.001$: 0.89, $P < 0.005$: 0.44, $P < 0.001$) respectively.

Similarly, there is strong, positive and significant relationship between employee engagement and employee performance ($r = 0.660$, $P < 0.01$). Again the study result by Yongxing et.al. (2017) shows that there is positive and significant relationship between EE and employee performance (0.16, $P < 0.005$)

The relationship between POS and employee performance is also strong, positive and significant ($r = 0.636$, $P < .001$) as shown in table 4.1. This result has similarity with the previous studies by Rasheed et al. (2013) that ($r = 0.211$, $P > 0.001$) among other variables of employee performance antecedents. Furthermore, Eisenberger et.al (1990) result shows positive and significant relationship between POS and employee performance ($r = .19$, $p < .01$) for hourly workers and ($r = .37$, $p < .01$) for the managers.

Table 4.4: Descriptive and correlation analysis between study variables

Variables	Mean	SD	1	2	3
1.Percieved Organizational Support	3.61	0.58	1		
2.Employee Engagement	3.69	0.67	.798**	1	
3.Employee Performance	3.94	0.46	.636**	.660**	1

Note: N= 156, **P<0.01

Source: Own Survey

Therefore, the correlation analysis result fulfilled assumptions of the casual effect model that independent, dependent and mediator variables must have correlation between them.

4.5 Regression Analysis

Prior to conducting regression analysis, basic assumption of multiple regression analysis autocorrelation, multicollinearity, linearity, normality and Homoscedasticity were checked accordingly.

Autocorrelation Test

According to Durbin-Watson test for independence (Durbin & Watson, 1951) the required statistics should be 1.5 to 2.5 to be considered non-autocorrelation. Accordingly looking at the model summary (1.53), the assumption of autocorrelation is not violated.

Table 4.5. Autocorrelation test result

Model	R	Model Summary ^b		Std. Error of the Estimate	Durbin-Watson
		R Square	Adjusted R Square		
1	.685 ^a	.469	.462	.33762	1.533

a. Predictors: (Constant), POS, Employee Engagement

b. Dependent Variable: Employee Performance

Multicollinearity Test

One major assumption that applies in multiple regression analysis is the existence of a very high correlation between the independent variables of the study which is termed as Multi-co linearity (Burns and Burns, 2008). In this research multi co linearity was checked with tolerance and VIF statistics. Andy (2006) suggests that a tolerance value less than 0.1 almost certainly indicates a serious co linearity problem. Burns and Burns (2008) also state that a VIF value greater than 10 is also a concern. In this study, all of the independent variables were found to have a tolerance of more than 0.1 and a VIF value of less than 10, which indicates that the assumption of Multi-co linearity is not violated.

Table 4.6: Collinearity test result

	Collinearity Statistics	
	Tolerance	VIF
Perceived Organizational Support	.364	2.748
Employee Engagement	.364	2.748

Dependent Variable – Employee Performance

Source: Own Survey, 2019

Linearity Test

Linearity refers to the degree to which the change in the dependent variable is related to the change in the independent variables. If linearity is violated all the estimates of the regression including

regression coefficients, standard errors, and tests of statistical significance may be biased (Keith, 2006). To determine whether the relationship between the dependent variables and the independent variables is linear; scatter plots of the regression residuals for each model had been used. The scatter plot of residuals showed in that the points lie in a reasonably straight line from bottom left to top right. This is, therefore, showed that the assumption of linearity was not violated.

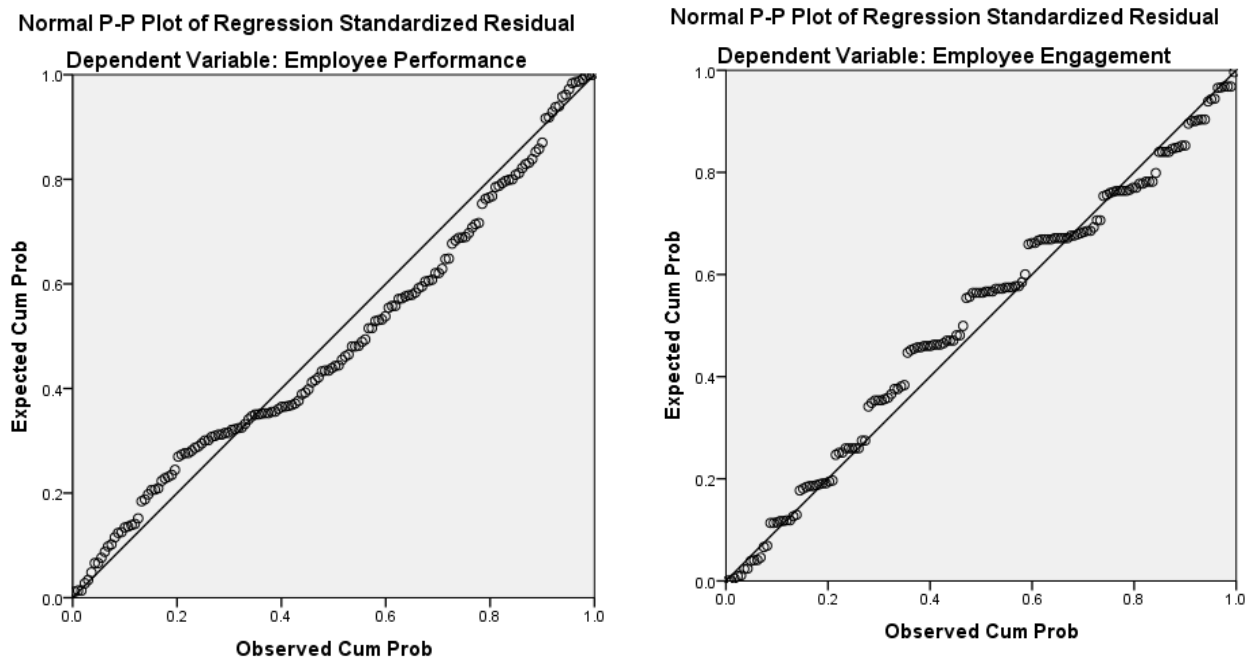


Figure 4.1. Normal P-P Plot of Regression standardized residual

Source: Own Survey, 2019

Normality Test

Normality focuses on the extent to which the sample data distributes according to normal distribution (Hair et al., 2010). Figure 4.2 shows the frequency distribution of the standardized residuals compared to a normal distribution. As seen in the figure 4.2 although there are some residuals (e.g., those occurring around 0) that are relatively far away from the curve, many of the residuals are fairly close. Moreover, the histograms are bell shaped which lead to infer that the residual (disturbance or errors) are normally distributed for all models. Thus, no violations of the assumption normally distributed error term.

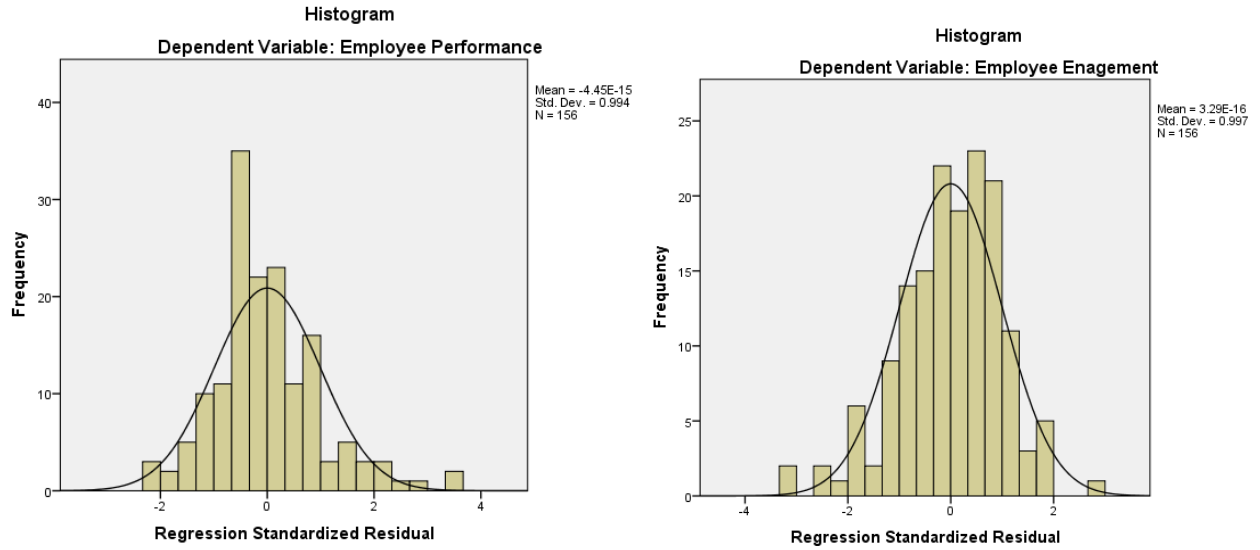


Figure 4.2. Normality result

Source: own survey

Homoscedasticity test

Homoscedasticity test was conducted to see a situation in which the error term is the same across all values of the independent variables. Accordingly the assumption of homoscedastic is not violated as seen in figure 4.3

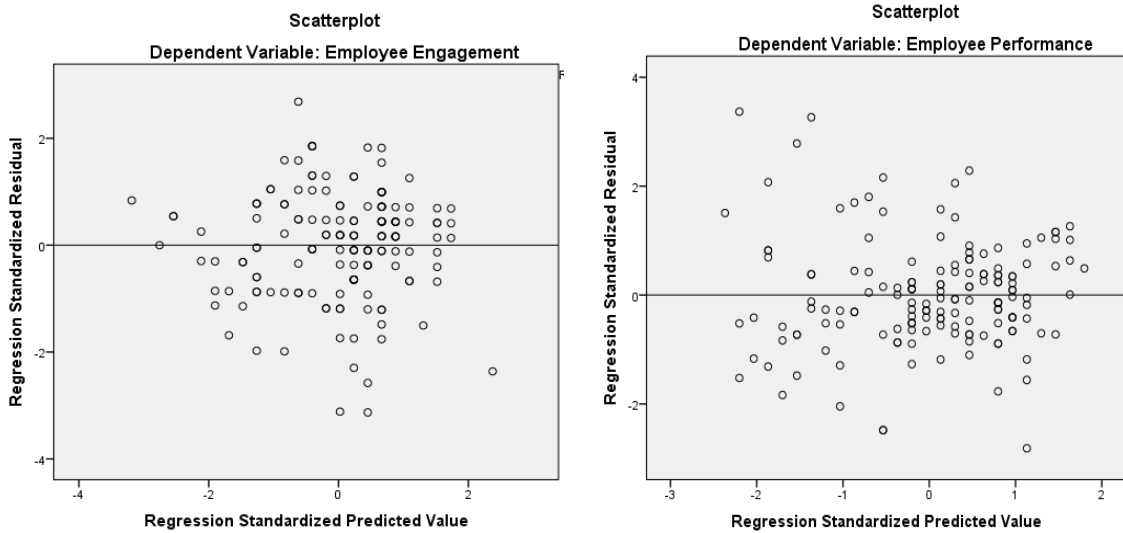


Figure 4.3. The result of scatter plot

Thus, from an examination of the information presented in all the five tests the researcher concludes that there are no significant data problems that would lead to say the assumptions of multiple linear regression have been violated.

4.1.5 Hypothesis testing

Hypothesis testing was conducted using PROCESS macro V3.3 by Hayes (2019) in SPSS to see direct and indirect effects between independent, dependent and mediating variables. From table 4.2 we can see that perceived organizational support significantly affects employee engagement (0.91, $P < 0.01$) and the variance explained by 63.6%. Therefore, hypothesis one ‘*Perceived organizational support has positive effect on employee engagement*’ is confirmed. If the organization’s support is perceived by employees, the stronger sense of belongingness they have to the organization. In referring literature reviews this result has similarity with Saks (2006) that organizational support (0.36, $p < 0.01$) was significant predictors of job engagement among other variables.

Table 4.7. Result of Multiple Regression Analysis

Independent Variable	Dependent Variables					
	Engagement			Employee Performance		
	B	SE	ΔR^2	B	SE	ΔR^2
Perceived Organizational Support	.9101**	.0555	.6362	.5004**	.0490	.4039
Perceived Organizational Support				.2354*	.0769	.4686
Employee Engagement				.2911**	.0674	.4686

Note: N=156, ** $P < 0.01$, * $P < 0.05$,

Source: Own Survey, 2019

And employee engagement significantly affects employee performance (0.29, $P < 0.01$) and the variance explained by 46.86%. Thus, hypothesis two ‘*Employee engagement has positive effect on employee performance*’ is confirmed. Again in benchmarking the previous literature reviews, this

positive predictive result has similarities with Yongxing et.al. (2017) and Rasheed et al. (2013) results (0.16, P<005, 0.211, P<0.001).

The third hypothesis made in this study was ‘*Perceived Organizational Support has positive effect on employee performance*’ the regression result also shows POS has significant impact on employee performance (0.50, P< 0.01) and the variance is explained by 40.39%.

The fourth and the final hypothesis, ‘*employee engagement has mediating role in the relationship between perceived organizational support and employee performance*’ result revealed that employee engagement has significant partial mediating role in the relationship between employee engagement and employee performance (0.26, CI: .1253 to .3931). In PROCESS macro the significance level is determined by the bootstrap confidence interval (BootLLCI: BootULCI) doesn’t includes zero (Hays, 2019). When we compare the direct and indirect effect, the indirect effect coefficient is more than the direct effect and the significance level of the direct effect decrease (P< 0026) when we control employee engagement. Therefore, employee engagement has a partial mediating role in the relationship between POS and employee performance. A unit increase in employee engagement will reduce the direct impact of POS on employee performance. The relationship is depicted in figure 4.1 for ease of understanding.

Table 4.8. Result of Multiple Regression Analysis on Direct and Indirect effects

Total and Direct Effects						
	Effect	SE	t	p	LLCI	ULCI
Total effect of POS on EP	.5004	.0490	10.2146	.0000	.4036	.5972
Direct Effect	.2354	.0769	3.0670	.0026	.0835	.3874
Indirect Effect						
	Effect	BootSE	BootLLCI	BootULCI		
Indirect Effects of POS on EP	.2649	.0678	.1253	.3931		

Note: *EE (Employee Engagement, EP (Employee performance)*

Source: *Own Survey, 2019*

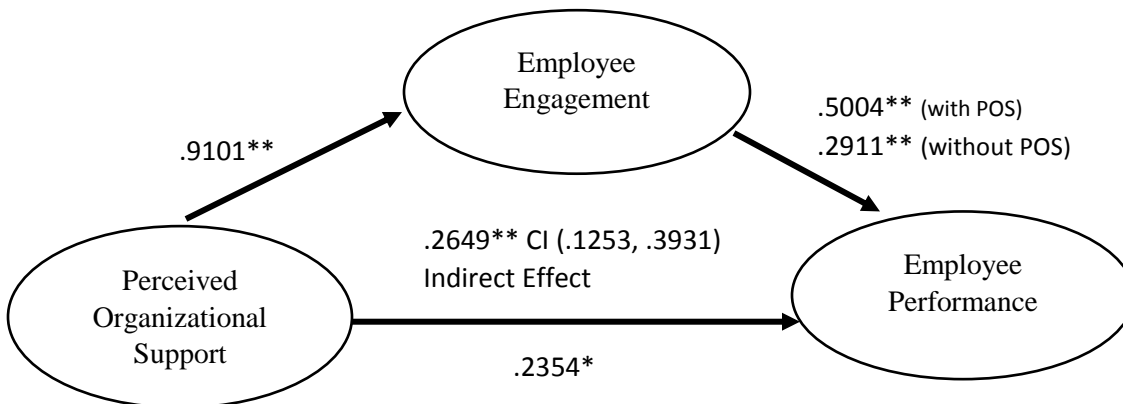


Figure 4.4. The partial mediating model of employee engagement

Note: ** means $P < 0.001$, * means, $P < 0.05$

Source: Own Survey

Again to double check the mediating effect of engagement in the relationship between POS and employee engagement, Sobel test (Sobel 1986) was conducted to see the indirect effect of the POS on employee performance through employee engagement is significantly different from zero in using simple regression results. Accordingly, the Sobel test statistics appeared to be 9.07 with a significance of 0.000 ($P < 0.05$)

Table 4.9. Simple linear regression result

Independent Variable	Dependent Variables					
	Engagement			Employee Performance		
	B	SE	ΔR^2	B	SE	ΔR^2
Perceived Organizational Support	.910**	.0555	.6362			
Employee Engagement				.456**	.042**	.436

Note: $N=156$, ** $P < 0.01$, * $P < 0.05$,

Source: Own Survey, 2019

CHAPTER FIVE

MAJOR FINDINGS, CONCLUSION AND RECOMMENDATION

5.1 Major Findings

- Based on the ANOVA analysis there is significant difference across gender and age on the level of Perceived Organization Support ($F(22, 133) = 2.198, P < .05$) and ($F(3, 152) = 9.552, P < .05$) respectively. On the other hand, the mean difference of other demographic factors: education, work experience, job category and marital status did not result significant difference on WVE employees. And post hoc test revealed that age group 18-30 and 41-50 has significant difference ($P = 0.00$) and age group 31-40 and 41-50 has significant difference ($P = .00$).

In relation with engagement level, one-way ANOVA shows that there is no mean difference among demographic factors and all result shows insignificant difference. And educational level and job category have significant mean difference across WVE's employee ($F(2, 153) = 3.289, P < .05$) and ($F(42, 113) = 1.726, P < .05$) on employee performance level. Post hoc test showed that diploma and second degree has significant difference ($P = .043$) and the job category of directors and support staff ($P = .003$), managers and support staffs have significance difference in their level of performance.

- In this study, the overall mean of perceived organizational support was resulted ($M = 3.61$ and $SD = 0.584$) which translates employees' perception of organizational support is moderate. However, employees perceive their contribution to the wellbeing of the organization is higher ($M = 4.10, SD = 0.679$) than what they get from the organization ($M = 3.63, SD = 0.844$). In addition, employees have lower perception of appreciation from the organization for their extra effort ($M = 3.38, SD = 0.954$) among other items assessed in the level of POS.

- In line with the result of POS, the mean score of engagement result revealed that employees in World Vision Ethiopia are moderately engaged ($M= 3.69$, $SD= 0.666$). However, one of engagement dimension “absorption” level of employees is lower than vigor and dedication ($M=3.37$, $SD= 0.735$) which implies that the employees’ level of being totally and happily immersed in their work and being carried away in their job is low. Looking at the percentage, 41.6% of WVE employees are highly engaged, 29.4% are moderately engaged and 28.8% are disengaged.
- Furthermore, result of mean score of employee performance is ($M=3.93$, $SD= 0.460$), which shows most of WVE staffs are performing well. This result deviates from the different literatures and researches mentioned in this study that the link between POS and engagement due to the tendency of people to rate themselves high in their performance level. Among dimensions in the employee performance, adaptive performance scores lower ($M=3.88$, $SD= 0.564$), which implies employees level of cope up with organizational changes and working in the face of difficulties are moderate. This indicate that the employee performance dimension “adaptive performance and contextualize performance” are more linked with engagement level of employees since these two dimensions are not written activities as “task performance”. However, contextualize performance result doesn’t show moderate or lower mean score in the case of World Vision Ethiopia.
- Looking at how dependent and independent variables are correlated, the result of correlation analysis shows that there is strong, positive and significant relationship between perceived organizational support and employee engagement ($r= 0.798$, $P<0.01$), employee engagement and employee performance ($r= 0.660$, $P<0.01$) and perceived organizational support and employee performance ($r= 0.636$, $P<.001$). However, looking at the dimensions of employee performance, task performance has weak relationship with perceived organizational support ($r= 0.471$, $P<.001$). This is also consistent with the theory of performance that task performance is more related with activities that are written in job description and people tend to do those activities as it is required and happen to be none optional.

- Finally the regression analysis result showed that perceived organizational support significantly affects the level of employee performance ($\beta_1 = 0.5004$, $P < 0.01$) and employee engagement ($\beta_1 = 0.910$, $P < 0.01$). Furthermore, employee engagement has a partial mediation role in the relationship between POS and employee performance (.26, CI: .1253 to .3931)

5.2 Conclusion

This study attempted to examine the mediating role of employee engagement in the relationship between perceived organizational support and employee performance in World Vision Ethiopia. The result revealed that, POS, employee engagement and performance has positive and significant relationship and engagement has a partial mediating role in the relationship between POS and employee performance as the direct impact reduces when the indirect relationship through engagement increases. The result is consistent with the findings of other similar studies conducted elsewhere and presented in the literature of this study.

The result is also revealed moderate levels POS and employee engagement and high level of performance in WVE. The result of one-way NOVA revealed that demographic factors have impact in determining the level of Perceived Organizational Support and employee performance. However, demographic factors are not significant difference across the sample population to determine the engagement level in WVE.

The study findings shows that the importance of employee engagement and its impact on employee performance. This means organizations should support employees to strengthen their engagement towards their job and organization and in return employee's performance increase. According to the organizational support theory, organizations should give their employees favorable job conditions, be fair in procedural justice and allocation of resources, and pay attention to their contribution to the organization and their well-being to improve their perception of organizational support. This theory is well demonstrated in this study that POS has positive and significant relationship with engagement and employee performance.

5.3 Recommendation

Based on the findings of the researcher, the following are forwarded recommendations to the leadership of World Vision Ethiopia.

- Since employee engagement mediates the relationship between POS and employee performance, World Vision need to develop mechanism to improve engagement level of employees. Among employee engagement dimensions, the research result indicates low level of absorption which the organization need to focus to improve absorption level of employees since it leads to going for extra mile in doing the assigned job.
- This study shows that the level of POS significantly affects the level of engagement. WVE must pay attention to the contribution of employees and appreciate extra mile efforts to increase the perception employees on organizational support. For example, supervisors to appreciate the extra effort of subordinates and recognize the best job possible, assessment of employees' satisfaction at work and attentively responding complaints can be mechanisms to improve the level of POS as questions related with satisfaction, recognition and appreciation of extra efforts scored low in the research findings.
- The organization need to design the change management strategy to improve employees' change resilience level since the research result revealed low level of adaptive performance among the dimensions of performance measurements. For example, WVE need to focus on the improvement of employees' job flexibility and managing communication.
- As employees perceived supervisors as agents of the organization, WVE need to train supervisors in creating or motivating the perception of organizational support among subordinates in coaching, communicating effectively, listening to their concerns and response due diligence. World Vision Ethiopia also need to attach employees' achievements with organizational rewards and recognition. Rewards can goes from recognition/appreciation of well-done achievement to pay and benefit.

5.4 Future Research Recommendation

The scope of this study can be increased to include other antecedents of employee engagement and increase sample population of World Vision Ethiopia staff outside of Addis Ababa as well as additional NGOs in Ethiopia to see the impact of employee engagement on employee performance and generalize the result. The study can also include actual performance evaluation data of employees to see the real effect instead of perceived employee performance. Furthermore longitudinal assessment can be applied to see the changes in the level of employee engagement through time.

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ANNEX I - Descriptive Statistics of Background Information

Variables	Characteristics	Frequency	Percentage
Gender	Female	62	39.7%
	Male	94	60.3%
	Total	156	100%
Age	18-30 years	22	14.1%
	31-40 years	66	42.3%
	41-50 years	53	34.0%
	51 years and above	15	9.6%
	Total	156	100%
Education	Diploma	10	6.4%
	First Degree	60	38%
	Second Degree	85	54.5%
	PhD	1	6%
	Total	156	100%
Work Experience	1-2 years	14	9.0%
	2-5 years	47	30.1%
	6-10 years	43	27.6%
	11-20 years	40	25.6%
	21 years and above	12	7.7%
	Total	156	100%
Job Category	Director	7	4.5%
	Managerial	34	21.8%
	Specialists	26	16.7%
	Coordinators	37	23.7%
	Officers	41	26.3%
	Other Support Staffs	11	7.1%
	Total	156	100%
Marital Status	Single	31	19.9%
	Married	118	75.6%
	Divorced	3	1.9%
	Widowed	4	2.6%
	Total	156	100%

ANNEX II – ANNOVA Table

The result Analysis of Variance (One-way ANOVA) - POS

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Gender*POS	Between Groups	9.962	22	.453	2.198	.003
	Within Groups	27.397	133	.206		
	Total	37.359	155			
Age*POS	Between Groups	8.376	3	2.792	9.522	.000
	Within Groups	44.567	152	.293		
	Total	52.943	155			
Education*POS	Between Groups	.914	2	.457	1.344	.264
	Within Groups	52.029	153	.340		
	Total	52.943	155			
Experience*POS	Between Groups	31.080	22	1.413	1.181	.276
	Within Groups	159.144	133	1.197		
	Total	190.224	155			
Job category* POS	Between Groups	56.556	22	2.571	1.448	.104
	Within Groups	236.110	133	1.775		
	Total	292.667	155			
Marital Status*POS	Between Groups	7.526	22	.342	1.140	.314
	Within Groups	39.910	133	.300		
	Total	47.436	155			

Engagement

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Gender* Engagement	Between Groups	8.076	25	.323	1.434	.100
	Within Groups	29.283	130	.225		
	Total	37.359	155			

Age* Engagement	Between Groups	25.430	25	1.017	1.543	.062
	Within Groups	85.718	130	.659		
	Total	111.147	155			
Education* Engagement	Between Groups	2.572	2	1.286	2.965	.055
	Within Groups	66.366	153	.434		
	Total	60.994	155			
Experience* Engagement	Between Groups	33.843	25	1.354	1.125	.324
	Within Groups	156.381	130	1.203		
	Total	190.224	155			
Job category* Engagement	Between Groups	63.361	25	2.534	1.437	.099
	Within Groups	229.305	130	1.764		
	Total	292.667	155			
Marital Status* Engagement	Between Groups	8.743	25	.350	1.175	.275
	Within Groups	38.693	130	.298		
	Total	47.436	155			

Employee Performance

ANOVA						
Gender* Employee Performance	Between Groups	11.013	42	.262	1.125	.308
	Within Groups	26.346	113	.233		
	Total	37.359	155			
Age*Employee Performance	Between Groups	34.065	42	.811	1.189	.235
	Within Groups	77.083	113	.682		
	Total	111.147	155			
Education* Employee Performance	Between Groups	1.353	2	.676	3.289	.040
	Within Groups	31.469	153	.206		
	Total	32.822	155			
Experience* Employee Performance	Between Groups	63.667	42	1.516	1.353	.107
	Within Groups	126.558	113	1.120		

	Total	190.224	155			
Job category* Employee Performance	Between Groups	114.396	42	2.724	1.726	.012
	Within Groups	178.271	113	1.578		
	Total	292.667	155			
Marital Status* Employee Performance	Between Groups	11.755	42	.280	.886	.665
	Within Groups	35.681	113	.316		
	Total	47.436	155			

Source – Own Survey 2019

Post Hoc Test for POS

Age

Multiple Comparisons

Dependent Variable: POS

Tukey HSD

(I) Age	(J) Age	Mean Difference			95% Confidence Interval	
		(I-J)	Std. Error	Sig.	Lower Bound	Upper Bound
18-20yrs	31-40yrs	-.2405	.12691	.237	-.5721	.0910
	41-50yrs	-.6533*	.13074	.000	-.9949	-.3117
	51yrs above	-.4000	.17261	.101	-.8510	.0510
31-40yrs	18-20yrs	.2405	.12691	.237	-.0910	.5721
	41-50yrs	-.4128*	.09508	.000	-.6612	-.1643
	51yrs above	-.1595	.14745	.702	-.5447	.2258
41-50yrs	18-20yrs	.6533*	.13074	.000	.3117	.9949
	31-40yrs	.4128*	.09508	.000	.1643	.6612
	51yrs above	.2533	.15076	.340	-.1406	.6472
51yrs above	18-20yrs	.4000	.17261	.101	-.0510	.8510
	31-40yrs	.1595	.14745	.702	-.2258	.5447
	41-50yrs	-.2533	.15076	.340	-.6472	.1406

Based on observed means.

The error term is Mean Square(Error) = .266.

*. The mean difference is significant at the .05 level.

Post Hoc Test for Employee Performance

Education

Multiple Comparisons

Dependent Variable: Employee Performance

Tukey HSD

(I) Edu	(J) Edu	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Diploma	First degree	-.2406	.14941	.245	-.5945	.1133
	Second degree	-.3552*	.14615	.043	-.7014	-.0090
First degree	Diploma	.2406	.14941	.245	-.1133	.5945
	Second degree	-.1146	.07358	.267	-.2889	.0597
Second degree	Diploma	.3552*	.14615	.043	.0090	.7014
	First degree	.1146	.07358	.267	-.0597	.2889

Based on observed means.

The error term is Mean Square(Error) = .191.

*. The mean difference is significant at the .05 level.

Homogenous Subset

Employee Performance

Tukey HSD^{a,b,c}

Edu	N	Subset	
		1	2
Diploma	10	3.6478	
First degree	60	3.8884	3.8884
Second degree	86		4.0030
Sig.		.148	.644

Means for groups in homogeneous subsets are displayed.

Based on observed means.

The error term is Mean Square(Error) = .191.

- Uses Harmonic Mean Sample Size = 23.384.
- The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.
- Alpha = .05.

Job Category

Multiple Comparisons

Dependent Variable: Employee Performance

Tukey HSD

(I) Job_cat	(J) Job_cat	Mean Difference	Std. Error	Sig.	95% Confidence Interval	
		(I-J)			Lower Bound	Upper Bound
Directors	Managers	.2218	.18156	.826	-.3027	.7463
	Specialists	.4780	.18627	.113	-.0601	1.0161
	Coordinators	.5113	.18030	.058	-.0095	1.0322
	Officers	.5020	.17889	.062	-.0148	1.0189
	Support staff	.7837*	.21150	.004	.1727	1.3948
Managers	Directors	-.2218	.18156	.826	-.7463	.3027
	Specialists	.2562	.11396	.223	-.0730	.5855
	Coordinators	.2896	.10392	.066	-.0107	.5898
	Officers	.2803	.10146	.070	-.0129	.5734
	Support staff	.5620*	.15173	.004	.1236	1.0003
Specialists	Directors	-.4780	.18627	.113	-1.0161	.0601
	Managers	-.2562	.11396	.223	-.5855	.0730
	Coordinators	.0333	.11194	1.000	-.2901	.3567
	Officers	.0240	.10967	1.000	-.2928	.3408
	Support staff	.3057	.15734	.381	-.1488	.7603
Coordinators	Directors	-.5113	.18030	.058	-1.0322	.0095
	Managers	-.2896	.10392	.066	-.5898	.0107
	Specialists	-.0333	.11194	1.000	-.3567	.2901
	Officers	-.0093	.09919	1.000	-.2958	.2773
	Support staff	.2724	.15022	.461	-.1616	.7064
Officers	Directors	-.5020	.17889	.062	-1.0189	.0148
	Managers	-.2803	.10146	.070	-.5734	.0129
	Specialists	-.0240	.10967	1.000	-.3408	.2928
	Coordinators	.0093	.09919	1.000	-.2773	.2958
	Support staff	.2817	.14853	.409	-.1474	.7108
Support staff	Directors	-.7837*	.21150	.004	-1.3948	-.1727
	Managers	-.5620*	.15173	.004	-1.0003	-.1236
	Specialists	-.3057	.15734	.381	-.7603	.1488
	Coordinators	-.2724	.15022	.461	-.7064	.1616
	Officers	-.2817	.14853	.409	-.7108	.1474

Based on observed means.

The error term is Mean Square(Error) = .191.

*. The mean difference is significant at the .05 level.

Homogenous Subset

Employee Performance

Tukey HSD^{a,b,c}

Job_cat	N	Subset		
		1	2	3
Support staff	11	3.5889		
Coordinators	37	3.8613	3.8613	
Officers	41	3.8706	3.8706	
Specialists	26	3.8946	3.8946	
Managers	34		4.1509	4.1509
Directors	7			4.3727
Sig.		.327	.389	.679

Means for groups in homogeneous subsets are displayed.

Based on observed means.

The error term is Mean Square(Error) = .191.

- Uses Harmonic Mean Sample Size = 16.994.
- The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.
- Alpha = .05.

ANNEX III – Regression output with PROCESS Macro

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 3.3 *****

Written by Andrew F. Hayes, Ph.D. www.afhayes.com
 Documentation available in Hayes (2018). www.guilford.com/p/hayes3

Model : 4
 Y : AVE_JP
 X : AVE_POS_
 M : AVE_EE

Sample
 Size: 156

OUTCOME VARIABLE:

AVE_EE

Model Summary

	R	R-sq	MSE	F	df1	df2	p
	.7976	.6362	.1629	269.2668	1.0000	154.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	.4026	.2029	1.9837	.0491	.0017	.8035
AVE_POS_	.9101	.0555	16.4093	.0000	.8006	1.0197

Standardized coefficients

	coeff
AVE_POS_	.7976

OUTCOME VARIABLE:

AVE_JP

Model Summary

	R	R-sq	MSE	F	df1	df2	p
	.6846	.4686	.1140	67.4685	2.0000	153.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	2.0115	.1719	11.6996	.0000	1.6718	2.3512
AVE_POS_	.2354	.0769	3.0607	.0026	.0835	.3874
AVE_EE	.2911	.0674	4.3180	.0000	.1579	.4243

Standardized coefficients

	coeff
AVE_POS_	.2990
AVE_EE	.4219

***** TOTAL EFFECT MODEL *****

OUTCOME VARIABLE:

AVE_JP

Model Summary

	R	R-sq	MSE	F	df1	df2	p
	.6355	.4039	.1271	104.3372	1.0000	154.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	2.1287	.1792	11.8764	.0000	1.7746	2.4828
AVE_POS_	.5004	.0490	10.2146	.0000	.4036	.5972

Standardized coefficients

	coeff
AVE_POS_	.6355

***** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y *****

Total effect of X on Y

	Effect	se	t	p	LLCI	ULCI	c_ps
c_cs	.5004	.0490	10.2146	.0000	.4036	.5972	1.0874
	.6355						

Direct effect of X on Y

	Effect	se	t	p	LLCI	ULCI	c'_ps
c'_cs	.2354	.0769	3.0607	.0026	.0835	.3874	.5117
	.2990						

Indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
AVE_EE	.2649	.0678	.1253	.3931

Partially standardized indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
AVE_EE	.5757	.1478	.2725	.8618

Completely standardized indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
AVE_EE	.3365	.0830	.1631	.4917

***** ANALYSIS NOTES AND ERRORS *****

Level of confidence for all confidence intervals in output:

95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:

5000

NOTE: Variables names longer than eight characters can produce incorrect output.

Shorter variable names are recommended.

----- END MATRIX -----

ANNEX IV - Questionnaire

Addis Ababa University
College of Business and Economics
Department of Management

Dear Respondents:

This research is conducted as part of the fulfilment of MBA in Management at Addis Ababa University College of Business and Economics. To ensure the success of the research I would like to seek your support and cooperation in answering the questionnaire by providing your honest and most accurate response to the questions. The information that you gave in this questionnaire will be used for academic purpose and will be kept confidential. The findings from this questionnaire will be reported only in aggregate level and anonymity of individuals that respond to this questionnaire is guaranteed.

General Instructions

- No need to write your name
- In all cases where answer options are available please tick (√) in the appropriate box.

Thank you, for your cooperation and timely response in advance

Part One: Demographic information

Please put tick mark (√) in the rectangle with most closely represent your personal information. Please mark only one item per question.

1. Gender Female Male
2. Age 18-30years 31-40 41-50 51 years and above
3. Highest Level of Education
Diploma First Degree Second Degree PhD
4. How many years did you work in World Vision Ethiopia?
> 1year 2-5years 6-10years 11-20years 21years and above
5. Job Category
Directors Managerial Specialist Coordinator Officer Others
Support Staff
6. Marital Status
Single Married Divorced Widowed

Part Two:

The following are question on how you perceived the support you are getting from World Vision Ethiopia. Please read carefully and put (√) that best describes how you feel.

		Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
		1	2	3	4	5
1	The organization values my contribution to its well-being					
2	The organization fails to appreciate any extra effort from me.					
3	The organization would ignore any complaint from me.					
4	The organization really cares about my well-being.					
5	Even if I did the best job possible, the organization would fail to notice					
6	The organization cares about my general satisfaction at work.					
7	The organization shows very little concern for me.					
8	The organization takes pride in my accomplishments at work					

Part Three:

The following statements are about how you feel at work. Please read each statement carefully and decide how often you feel it by putting (√) that best describes how frequently you feel that way.

		Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
		1	2	3	4	5
	Vigor Dimension					
1	At my work, I feel bursting with energy					
2	At my job, I feel strong and vigorous					
3	When I get up in the morning, I feel like going to work					
	Dedication Dimension					
4	I am enthusiastic about my job					
5	My job inspires me					
6	I am proud on the work that I do					
	Absorption Dimension					
7	I am immersed in my work					
8	I get carried away when I'm working					
9	I feel happy when I am working with intensely					

Part Four:

<i>The following statements are about how you feel about your performance in WVE. Please read each statement carefully and decide how often you feel it by putting (√) that best describes how frequently you feel that way.</i>						
		Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
	Task Performance Dimension	1	2	3	4	5
1	I use to maintain high standard of work.					
2	I am capable of handling my assignments without much supervision.					
3	I am very passionate about my work.					
4	I know I can handle multiple assignments for achieving organizational goals.					
5	I use to complete my assignments on time					
6	My colleagues believe I am a high performer in my organization					
7	I use to perform well to mobilize collective intelligence for effective team work					
	Adaptive Performance Dimension					
8	I could manage change in my job very well whenever the situation demands					
9	I can handle effectively my work team in the face of change.					
10	I always believe that mutual understanding can lead to a viable solution in organization.					
11	I use to lose my temper when faced with criticism from my team members.					
12	I am very comfortable with job flexibility.					
13	I use to cope well with organizational changes from time to time.					
14	I used to extend help to my co-workers when asked or needed					
15	I love to handle extra responsibilities					
	Contextual Performance Dimension					
16	I extend my sympathy and empathy to my co-workers when they are in trouble					
17	I actively participate in group discussions and work meetings.					
18	I use to praise my co-workers for their good work.					
19	I derive lot of satisfaction nurturing others in organization.					
20	I use to share knowledge and ideas among my team members.					
21	I use to maintain good coordination among fellow workers					
22	I use to guide new colleagues beyond my job purview.					
23	I communicate effectively with my colleagues for problem solving and decision making.					