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**ADDIS ABABA UNIVERSITY**

**FACULTY OF BUSINESS AND ECONOMICS**

**DEPARTMENT OF BUSSINESS ADMINISTRATION**

**Factors affecting employee engagement: The mediation role of job satisfaction in the case of Ethiopian Airlines**

**BY: MEKDES NEGASH**

**A Thesis Submitted to the School of Graduate Studies of Addis Ababa University in Partial Fulfilment of the Requirements for the Degree of Masters of Art in business administration (MBA)**

**Advisor: LAKEW ALEMU (PhD)**

Jan, 2020

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## **ENDORSEMENT**

A Study on Factors Affecting Employee Engagement: The mediation role of Job Satisfaction in the case of Ethiopian Airlines has been submitted to Addis Ababa University Faculty of Business and Economics Department of Business Administration, with my guidance and approval as a University Advisor.

.....

Lakew Alemu (Asst. Professor)

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## **DECLARATION**

I, Mekdes Negash, declare that this research Project entitled “Factors Affecting Employee Engagement: The mediation role of Job Satisfaction in the case of Ethiopian Airlines” is my own original work. It contains no material which has been accepted for the award of any other degree of the University or any other institution of higher learning. All sources of materials used for the research paper have been duly acknowledged.

.....

Mekdes Negash

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### **Acronyms and Abbreviations**

POS: perceived organizational Support.

SET: Social exchange theory

SDT: Self- determination theory

ET: Ethiopian Airlines

OST: Organizational Support theory

ERF: employee related factors

ORF: organizational related factors

WLB: Work-Life Balance

SE: Self-Efficacy

CJE: Clear Job Expectation

OC: Organizational culture

CM: communication

DO: Development opportunities

JS: Job satisfaction

EE: Employee engagement

AVE: Average Variance Extracted

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CR: Composite reliability

SE: Standard Error

CCO: Chief Commercial Officer

COO: Chief Operations officer

GCEO: Group Chief Executive officer

HRM: Human Resource Management

IATA: International Air Transport Association

EAE: Ethiopian Airports Enterprise

FA: Factor Analysis

KMO: Kaiser-Meyer-Olkin

OB: Organizational Behavior

VIF: Variance inflation factor

DW: Durbin Watson

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My appreciation also goes to Employees of Ethiopian airlines who gave their valuable time filling the questionnaires, also giving me their valuable suggestions and recommendations. I trust that the findings will be of benefit to you and Ethiopian airlines to identify the most factors that affects employee engagement and deploy techniques that will improve employee engagement to best benefit of the company and its employees. Thank you all!!

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## **ABSTARCT**

*This research is intended to measure the relationship between selected predictor variables and employee engagement with the mediation role of Job satisfaction in Ethiopian airlines using social exchange theory as a theoretical foundation. This study has developed a model that job satisfaction as a mediator to measure the relationships between employee and Organizational related antecedent variables, and workplace attitude: employee engagement.*

*The study has employed a quantitative research approach and explanatory type of research design to see the causal relationship between eight antecedent variables: Work-life balance, Self-efficacy, Clear job expectation, Reward & recognition, Communication, Development opportunities, Autonym support and Organizational culture; and dependent variable: Employee engagement with a mediation of Job satisfaction. Questionnaires were administered and collected data from 374 employees of Ethiopian Airlines. Model diagnostic tests: normality, homoscedasticity, autocorrelation and regression analysis was measured. Regression analysis shows that WLB, Self-efficacy, Clear Job expectation, Reward& recognition, Development Opportunities, Communication and Autonym support have statistically significant relationship with employee engagement; However, organizational culture has found statistically insignificant relationship with engagement. In this study Job satisfaction is found to mediate the antecedent- consequence relationships, where Clear job expectation is mediated by Job satisfaction.*

*Based on the findings, managements of Ethiopian airlines should focus on both employee and organizational aspects of antecedents such as balancing the work-personal life of the employees, arrange appropriate reward & recognition systems to maximize employment engagement level in the organization. Further, Implications of this research point out the role of managements of Ethiopian airlines in creating an environment that sustain high level of satisfaction leading to engagement.*

*Future researchers shall study by including more antecedent and mediator variables to measure their relationships with employee engagement in Ethiopian airlines as well as other organization.*

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***Key words: Employee engagement, Job satisfaction, Employee and organizational factors, Ethiopian airlines, mediation.***

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## CHAPTER ONE

### 1. INTRODUCTION AND BACKGROUND OF THE STUDY

#### 1.1 INTRODUCTION

In this chapter, background of the study and the organization, statement of the problem, research questions, research hypothesis, general and specific objectives, significance, scope and organization of the study are presented.

#### 1.2 Background of the study

Employee engagement, a work motivation concept developed by Kahn (1990), is currently a hot topic both in the business and academic communities. (Vance, 2006; Macey & Schneider, 2008), due to increasing economic pressures over the last decade, many businesses are heavily working to survive and gain a competitive lead in the market.

In addition, Solomon et.al (2010), stated that current businesses are intensively demanding efficiency and productivity than ever before to stay in the competition and take the leading market share. Many scholars agreed that the most competitive resource in a company is human talent whose skills, ability, and knowledge as well as the behavioral attribute is relevant to the organization's objectives. Further, to hold economic development and take the competitive advantage, companies need to create talented work force and enhancing employees' input and output in a priority position. Ashton & Morton (2005), explained that the ability to attract, engage, develop and retain talent is become increasingly important for gaining competitive advantage.

An organization regardless of its size, nature and scope of operations, needs competent human resource if it aims to be highly competitive in the current rapidly changing environment. Fallen M. & Marius U. (2011), however, arguing that having only talent on its own will not be sufficient to achieve the objectives an organization sets, rather employees have to be engaged to their jobs.

Especially in an airline industry where the competition is high and sturdy that competes to sale perishable products (seats) where once the flight take-off, unsold seats spoiled that will lead to loss, employees are un-substitutable asset if and only if they are engaged on their job during their working hours.

However, according to employee engagement survey Gallup released in November 2013, only 13% of employees in the world are engaged in their work and 87% of employees are not engaged in their work. On the other hand, in 2017, based on the data from the companies that participated in the Gallup survey employees are only 10% are engaged and the remaining 90% are not engaged. These show that there is a gap where the problem is caused, due to this and other reasons, many organizations and scholars are conducting continuous research on employee engagement by surveying employers and employees.

According to the Society for Human Resource Management (SHRM)/Globoforce (2013) survey, nearly half of HR professionals indicated that employee engagement is one of the top three challenges their organization face. Due to this fact human resource managements and higher executives applied different means to control and make employees to stay with their job.

Chanchai&Li (2019), show their argument that despite plenty of researches done on employee engagement, there is lack of the consistency in its definitions, measures, antecedents and outcomes. In addition, due to cultural differences and nature of the business the same engagement antecedents do not necessarily work for all business in all countries.

On one of management meeting (2019), declares that current situation; world political, social and economic issues are seriously affecting the company's business and in order to remain in the competition, Ethiopian airlines doesn't have tangible asset like fuel as other airlines, like Emirates does, however the only asset Ethiopian airlines has is its employees. He pointed out that only present in the work place is not a guarantee rather it is the level of engagement each employee shows on the assigned task. From this we can understand that the higher managements are highly concerned on employee engagement level practice in Ethiopian airlines.

Hence, this research measures the relationship between the selected contextual predictor variables Employee related factors: work-life balance, self-efficacy and clear job expectations: and organizational related factors: autonomy support, development opportunities, organizational culture, communication and reward & recognition on the outcome variable employee engagement through a mediator variable: job satisfaction. At the same time this study determines the major significant factors that affects level of employee engagement in Ethiopian airlines.

In general, this study explores the employee engagement predictors-job Satisfaction-Employee engagement relationship in the case of Ethiopian airlines

### **1.3 Background of the Company**

Ethiopian Airlines, formerly Ethiopian Air Lines and often referred to as simply Ethiopian, is Ethiopia's flag carrier and is wholly owned by the country's government. ET was founded on 21 December 1945 and inaugurated operations on 8 April 1946, expanding to international flights in 1951. The firm became a share company in 1965 and has been a member of the International Air Transport Association (IATA) since 1959 and of the African Airlines Association since 1968 and joined Star Alliance member in December 2011.

ET is Africa's largest airline in terms of passengers carried, destinations served, fleet size, and revenue and is also the world's 4<sup>th</sup> largest airline by the number of countries served.

Its hub and headquarters are at Bole International Airport in Addis Ababa, from where it serves a network of 125 passenger destinations 20 of them domestic and 44 freighter destinations. Further Currently Ethiopian airlines owns a total of 121 fleets passenger services aircraft and 13 cargo fleets.

The aim of the airline is to maximize efficiency, enhance customer service to a global standard, and ease of long term planning. The airline consists of the Ethiopian Airports Enterprise(EAE) which made strategic merger with, the Passenger Airline company, Cargo Airline and Logistics Company, Ethiopian Aviation Academy, Ethiopian In-flight Catering Services, Ethiopian MRO Services, and Ethiopian Hotel and Tourism Services of which Skylight is one of them under the supervisor with ET along with chain's partner.

Based on the reported released by Ethiopian Government on Jun 30, 2019, ET has transported about 12.10 million passengers and 432,000 tons of cargos shipments, and generated ETB8900 Million net profit from these services.

## 1.4 Statement of the Problem

According to Buckingham et al (1999), the concept of employee engagement has appeared fairly recently in the literature. Because of this, there is lack of information about the relationship between known employee engagement factors with Job satisfaction. Marciano (2010) shows that employees in the present context are expected to be engaged in their assigned job, that is their role should contribute and affect the business in a greater sense.

Moreover, Bailey et.al (2016) stated that employee engagement and employees are critical organizational requirements as organizations face globalization, competitors and innovative individuals and others, specially recovering from the global recession to gain competitive advantage over the others.

Bailey et.al (2016) declared that many companies realized that employees are organizations best assets that they can compete with internal and external organizations in their sectors. In today's business world, employees' requirements do go beyond the basic salary, which has shifted the focus of employers to understand the real essence of the employee engagement practices.

Furthermore, with rapid globalization and increased needs, retaining the talent pool and to engage employees is a challenge for the HR managers in the organization. According to Globoforce survey (2013), nearly half of HR professionals indicated that employee engagement as one of the top three challenges their organization faces. This shows that the issue is sensitive and timely where every organization is worried about.

Lockwood (2007) stated that “The challenge today is not just retaining talented people, but fully engaging them, capturing their minds and hearts at each stage of their work lives”

Because of this and other reasons, many researchers have identified factors leading to employee engagement and developed models and theories to draw implications for managers.

Based on the survey done by CIPD (2006) on 2000 employees indicates that communication is the top listed factors that affects employee engagement. On another study, Sapna and Irfan (2016) come up with the impact of leadership style which they used age and education as a moderating factor to test the relationship between leadership style and engagement; and they came up with age and education has significant moderating effect on engagement.

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Ermiyas (2017), on his studies carried on the relationship between leadership style and employee engagement and resulted on significant relationship between the two leadership styles (transactional and transformational) and employees' engagement. We can understand that there is similar finding found on the above two studies where they found the significant relationship between leadership style and employee engagement.

On the other hand, Alshammari, H. (2015) came up with that employee development is the highest contributing factor to employee engagement in hotel business where the finding is by far different from the above studies.

On the other study by Ruyle, Eichinger & De Meuse (2009) who identified eleven main factors that affects Employee Engagement and the research indicates that the single most important factor to drive employee engagement is the immediate manager working relationship. This shows that the most influencing factor is the boss-worker relationship; i.e. employees to be engaged based on immediate manager behavior, personal and social relationship with his/her subordinates highly important

On the other hand, Siti, et.al (2016) identified reward, leadership style, internal communication and training & development are the most significant factor on employee engagement. This finding varies from other above studies, as it came up with multiple significant factors that affects level of employee engagement; this means that it's not only a single variable that determines employee engagement rather more than one factors can significantly and mostly equally affects employees' engagement.

Abdulwahab, S (2016) also studied the relationship between job satisfaction, job performance and engagement by examining several factors such as job fit, good communication, appreciation and clear objectives; and concluded that employee satisfaction has a direct relationship with employee engagement. This tells us that employees will be highly engaged in their assigned job when they have high job satisfaction and also the reverse works.

Although there are researches done on factors that determine employee engagement worldwide, the researcher is interested to work on employee engagement as there are discrepancies between studies that obscure understanding of the relationships of the variables where the researcher is attracted to see why the different results emerged and to test them accordingly.

In general, some researchers concluded that communication is momentous factor that determine employee engagement, others came up with that leadership style has the most significant factors on

employee engagement, and still others suggest that employee development is the most contributing factors on employee engagement. Besides, there are studies that shows the direct relationship between job satisfaction and employee engagement.

Most of the studied were conducted with uni-variable (single factor) to test the relationship and at the same time to the best knowledge of the researcher, no research on this specific title is maintained on factors affecting employee engagement, the mediation role of job satisfaction in the case of Ethiopian airlines.

### **1.5 Research Questions**

To address the issues under the statement of the problem, the following research questions were developed:

1. What are the significant factors that affect employee engagement in Ethiopian airlines?
2. Is there significant relation between employee related factors and job satisfaction?
3. Is there significant relation between organizational related factors and job satisfaction?
4. Is there significant relation between job satisfaction and employee engagement?
5. Does job satisfaction mediate the relationship between employee and organizational factors with employee engagement?

### **1.6 Research Hypothesis**

In this research, the researcher identified variables that best explain employee engagement based on previous literature and research findings where both employee and organizational related factors of explanatory variables are included. The employee related factors are work-life balance, clear job expectation, self-efficacy. Organizational related factors are organizational culture, reward & recognition, developmental opportunities, Autonomy support and commination. Based on the above contradictory empirical result mentioned on statement of the problem, the researcher formulated the following hypothesis.

Hypothesis 1: Work-Life Balance has a positive and significant effect on job satisfaction.

Hypothesis 2: Clear Job expectation has a positive and significant effect on job satisfaction.

Hypothesis 3: Self- efficacy has a positive and significant effect on job satisfaction.

Hypothesis 4: Reward & Recognition has a positive and significant effect on job satisfaction.

Hypothesis 5: Communication has a positive and significant effect on job satisfaction.

Hypothesis 6: Development opportunities has a positive and significant effect on job satisfaction.

Hypothesis 7: Autonym Support has a positive and significant effect on job satisfaction.

Hypothesis 8: Organizational culture has a positive and significant effect on job satisfaction.

Hypothesis 9: Work-Life Balance has a positive and significant effect on Employee engagement.

Hypothesis 10: Clear Job expectation has a positive and significant effect on Employee engagement.

Hypothesis 11: Self-efficacy has a positive and significant effect on Employee Engagement.

Hypothesis 12: Reward & Recognition has a positive and significant effect on Employee Engagement.

Hypothesis 13: Communication has a positive and significant effect on Employee Engagement.

Hypothesis 14: Development Opportunities has a positive and significant effect on Employee Engagement.

Hypothesis 15: Autonym support has a positive and significant effect on Employee Engagement.

Hypothesis 16: Organizational Culture has a positive and significant effect on Employee Engagement.

Hypothesis 17: Job satisfaction has a positive and significant effect on Employee Engagement.

Hypothesis 18: Job satisfaction significantly mediate between employee related factors and employee engagement.

Hypothesis 19: Job satisfaction significantly mediate between organizational related factors and employee engagement.

## **1.7 Objectives of the study**

### **1.7.1 General objective of the study**

The general objective of this study is to examine the major determinants that significantly affect employee engagement in Ethiopian Airlines.

### **1.7.2 Specific objective of the study**

1. To identify factors that significantly affects employee engagement in Ethiopian airlines.
2. To assess whether there is significant relationship between employee related factors and job satisfaction.
3. To assess whether there is significant relationship between organizational related factors and job satisfaction.
4. To measure the significant relationship between job satisfaction and employee engagement.
5. To measure the mediation effect of job satisfaction with employee & organizational factors with employee engagement.

### **1.8 Significance of the study**

This study is significant to academicians by increasing the body of knowledge and fill the gap of the literature by showing the major determinants of employee engagement in Ethiopian airlines. At the same time, it provides valuable information to responsible managers of Ethiopian airlines on the major determinant factors of employee engagement in the organization. It also serves as a source document for those who want to pursue further study in the area.

### **1.9 Scope of the study**

This study intended to identify the significant factors that affects employee engagement in Ethiopian airlines that is limited on permanently hired Employees of Ethiopian airlines that based on headquarter only, which may restrict generalization of the findings to other airlines. This study tried to underline the factors affecting employee engagement in Ethiopian airlines using job satisfaction as mediation variable. This study focused on collecting data only from permanent employees: both from management and non-management employees based on headquarter

### **1.10 Organization of the study**

This study contains five chapters: chapter one is an introductory part containing discussions on background of the study, background of the company, statement of the problem, questions, hypothesis, objectives of the study, significance of the study, scope of the study and organization or layout of the study. Chapter Two presents literature review, empirical literature review, summary of literature review

and conceptual framework. Chapter three discusses about research methodology and chapter four presents research findings and discussions and chapter five comprehends research conclusions, recommendations and areas for future study.

### **1.11 Ethical issues**

In conducting this study, the privacy of participants was kept, and it was made known to every participant that the nature of participation was voluntary. The confidentiality of data and the participants' confidentiality was maintained. In all cases, names were kept confidential thus collective names like “respondents” was used.

The researcher took into account the issues of feasibility and sufficiency in relation to gaining access to data and the impact of these on the nature and content of the study questions and objectives. In addition, all sources cited in this study have been appropriately acknowledged.

## CHAPTER TWO

### 2. LITERATURE REVIEW

#### 2.1 Introduction

The literature review chapter describes and examines related and supporting theories of the research Problem, definitions and concepts of employee engagement; at the same time theories and models of employee engagement have been reviewed. Further the factors and variable that influence each concept were identified, the relationship between concepts from previous researches is summarized and conceptual frame work of the research is included.

#### 2.2 Concept of Employee engagement

The term employee engagement is defined by different scholars; Kahn (1990, 694), defined engagement as the “harnessing of organization members of an organization identities to their work roles: in engagement, people employ and express themselves physically, cognitively, emotionally, and mentally during role performances”.

Schaufeli, Salanova, González-Romá, & Bakker, (2002) defined it as “a positive, fulfilling, work related state of mind that is characterized by vigor, dedication, and absorption”, where vigor refers to high levels of energy, the willingness to work; dedication refers being strongly involved in one’s work, and absorption refers to fully engaged in one’s assigned work.

On the other hand, according to Mercer (2011), engagement is defined as psychological state where employees feel real interest in the company and perform to a high standard that may exceed the standard of the job.

Further, Park and Gursoy, (2012), explained the concept of work engagement as positive work experience that affects organizational life which produces various benefits to the organization. Additionally, Truss et.al, (2006) defined employee engagement as “passion for work.”

## 2.2.1 Types of Employee Engagement

According to Yuan & Lee, (2011) classified employees in to three depending on the level of commitment as Actively Engaged, Not Engaged and Actively Disengaged.

- **Engaged Employees:** According to Yuan & Lee, (2011) these type employees are those who work with full passion and are emotionally attached to the organization. They are also innovative and provide new ideas and have consistent performance to move the organization success. At the same time, they also personalize the company's goals and objectives, and always work above and beyond their job requirements for the betterment of the organization.
- **Not Engaged Employees:** Yuan & Lee (2011) described such employees present on their work place per their schedule, but not with passion and energy. These are the ones who do only what is asked of them and can hold either a negative or positive attitude towards the organization. In general, they consider their job as a paycheck, nothing more.
- **Actively Disengaged Employees:** Yuan & Lee (2011) described these type of employees who are unhappy, offended, and spread negativity within the organization. According to Yuan & Lee, (2011) despite doing less than the minimum, these employees last longer in the firm by removing employees whom they believe they will have better position sooner.

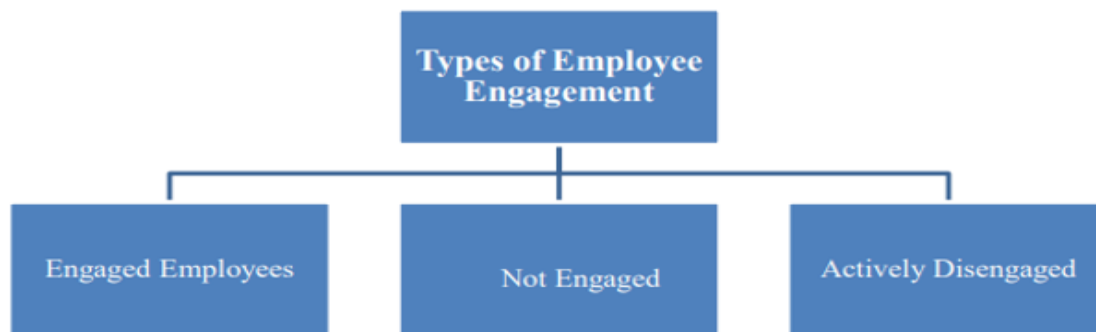


Figure 2.1 Types of Employee engagement based on level of engagement.

Source:(Yuan&Lee,2011)

## **2.3 Theories of Employee Engagement**

Over the past years, several employee engagement theories and models have been developed by different scholars. Some of the theories are summarized below along their significance to this study below.

### **2.3.1 Social Exchange Theory (SET)**

According to Cropanzano, R., and Mitchell, M. S. (2005), Social exchange theory is described as the most influential conceptual models to understand workplace behavior which has been used by organizational researchers and scholars to explain the motivational basis behind employee behaviors and the formation of positive employee attitudes. Cropanzano, R., & Mitchell, M. S. (2005) states employment as a trade of effort and loyalty for both intrinsic and extrinsic benefits. Specifically, one of the basic beliefs of this theory is that relationships evolve over time into trusting, loyal, and mutual commitment. According to Cropanzano, R., & Mitchell, M. S. (2005), to maintain this, culture of exchange is served as the guideline of exchange processes that must be obeyed by exchanging parties.

As per SET, relationships evolve over time into trusting loyal and mutual commitments if parties abide by those predetermined norms of exchange. Such rules involve reciprocity so that the actions of one party lead to the response by other party. Thus, employees engage themselves with degrees in response to the resources they receive from the organization.. Hence employees are likely to exchange their engagement for resources and benefits provided by their organization. Therefore, from this we can say that SET offers a theoretical basis to explain why employees choose to become more or less engaged in their assigned job.

According to Cropanzano, R., & Mitchell, M. S. (2005), the central belief of the social exchange theory is that people make social decisions based on perceived costs and benefits. This assumption asserts that human being evaluate all social relationships to determine the benefits they will obtain out of such relationship.

This theory is also supported by the model that brings more deeply into employees' role performances as repayment for the resources they receive from the organization. When organization does not provide these resources, employees are likely to disengage from their roles. Accordingly, many

scholars have used this theory as underlining theory while conducting studies on employee engagement.

According to Saks (2006), level of engagement is the way the employee repays their own organization. Further, AbuKhalifeh, A. N., & Som, A. P. M. (2013) find out that the employees will decide the level of engagement in relation to the resources they obtained from the organization. Hence, employees are likely to exchange their engagement for resources and benefits provided by their organization.

Accordingly, this theory provides a theoretical frame work to explain why employees choose to become more engaged, due the fact that, many scholars have used this theory as a theoretical foundation to conduct studies on employee engagement. Khan (1990) conducted a research and concluded that employees feel obliged to bring more deeply into their role as repayment for the resources they receive from the organization.

Moreover, Siti et.al (2016) conducted a study using SET as an underlining theory and came up with four independent variables as factors which are training and development, internal communication, rewards, and leadership. On the other hand, Reindl et al., (2011) used this theory as bench mark and concluded that work-life balance can also lead to job satisfaction and organizational success where the relationship between work-life balance practices and work engagement can be explained using the social exchange theory.

This theory states that when employers provide care and opportunities to their employees, these employees will show certain positive attitudes and behaviors. More specifically, when employees receive favorable treatment they give back, which in turn leads to beneficial outcomes for both employers and employees.

### **2.3.2 Self-determination Theory (SDT)**

According to Deci and Ryan (1985), SDT is defined as a set of related theories that explains human behavior of motivation that an individual may engage in for a task or set of activities. In SDT, satisfaction of the basic needs for autonomy, competence, and relatedness are considered a crucial condition for individual's functioning and satisfaction of the three basic needs (autonomy, competence

and relatedness).

According to Deci & Ryan (2002), SDT predicts that higher perceived autonomy support will be related to higher employee engagement. Further, employee engagement is closely linked to an employee's motivation where SDT predicts that employees' perceptions of their managers' autonomy support will predict satisfaction of their intrinsic needs for competence, autonomy, and relatedness, and in turn will predict work performance.

### **2.3.3 Self-efficacy Theory**

This theory is introduced by Bandura in 1957 that shows the central influential belief about people's capabilities that they can control their own level of functioning and events that affect their lives. Bandura, A., Freeman, W. H., & Lightsey, R. (1999) defined Self-efficacy theory as "the belief of one's capabilities to exercise control over events that affect one's life, and to mobilize the motivational and cognitive resources and courses of action needed to meet given situation-demands." At the same time, Chen, Gully & Eden (2001) defined self-efficacy is as one's beliefs in one's overall competence to affect necessary performances across a wide variety of achievement situations.

According to Bandura (1997, p.36) "Efficacy beliefs are concerned not only with the exercise of control over action but also with the self-regulation of thought processes, motivation, and affective and physiological states." Further, Bandura (1957) stated that Self-efficacy has important effects on the amount of effort individuals apply to a given task. Accordingly, it is believed that someone with high levels of self-efficacy for a given task will be resilient at the time of difficulties, while with low level of self-efficacy employees may disengage or avoid the situation.

Salanova, Llorens, & Schaufeli, (2001) indicated that work engagement is positively related with self-efficacy. Self-efficacy does not only precede engagement but follows engagement which creates an upward relationship in which self-efficacy affects engagement which in turn increases efficacy beliefs.

Luthans et al, (2006) founded self-efficacy would affect job satisfaction through its association with practical success on the job. on another study, Mustafa & Oya (2012) conducted a survey on the relationships between self-efficacy, work engagement and job satisfaction using general self-efficacy scale, work engagement scale and Minnesota job satisfaction scale where sample of financial advisors were included on the study and they found that self-efficacy and job satisfaction has significant

relationship.

### **2.3.4 Organizational Support Theory (OST)**

Eisenberger et al., (1986) explained that in order to meet socio-emotional needs and to assess the benefits of increased work effort, employees form a general perception concerning the extent to which the organization values their contributions and cares about their well-being. Such perceived organizational support (POS) would increase employees' felt obligation to help the organization reaches its objectives, their affective commitment to the organization, and their expectation that improved performance would be rewarded.

Eisenberger et.al., (1986), stated that employees tend to assign human-like characteristics to organization and thus encourage the development of POS. As a result, Cotterell et.al (1992) stated that when the organization gives resources to employees in a voluntary manner rather than under circumstances beyond their control, employees will view these as being valued and respected by the organization.

## **2.4 Models of Employee Engagement**

Schaufeli and Bakker (2004) defined Employee engagement model as a scientific method which sketches the direct strategy to build up employees in the organization. Schaufeli and Bakker (2004) indicated that a contemporary business field required this model in all respect of its progress and achievement due to realizing that employees are the real asset of an organization. Hence, numbers of scholars have come up with different engagement models. Here below are some of them that the researchers believe support the title outlined.

### **2.4.1 Robinson Model of Employee Engagement**

Robinson (2004) has given this engagement model, which described that feeling of value is a major component of employee engagement. It is purely based on personal values of a human being, that may high, medium or neutral. The management could be able to create such kinds of value factor by giving proper training and communication strategies developed in the organization. This model is highly applicable in industry and allied business activity where large number of employees are working.

### **2.4.2 Zinger Model of Employee Engagement**

David Zinger (2009) proposed this model to maintain a balance between various inputs such as leadership, individual and organizational. This may cause to stabilize the engagement factor in a sound

manner that he proposed sound leaders are the base of an organization that contributes to develop organizational culture and values, ask to employees regarding their problems and obstructions. It also helps employees making out of employee engagement for themselves and to educate and make aware the managers and leaders about the importance of employee engagement and to ensure that, top leaders or supervisors are being supporting management of the organization.

### **2.4.3 Gallup's Engagement Measurement Model**

According to Gallup's Engagement Measurement Model, employee engagement is the sum of four distinct categories. These are entitlements, contribution, community and growth.

#### **2.4.3.1 Entitlements**

For employees to be engaged, they need to know precisely what is expected of them and what their job responsibilities are. They also need to be equipped with the tools and technologies that enable them to do their job well and easily.

#### **2.4.3.2 Contribution**

Engaged employees are able to contribute to their organizations in a measurable way on a daily basis. Managers of engaged employees also understand that their employees have their sights set on moving forward at some point during their careers. To that end, they are interested in helping their employees develop professionally.

#### **2.4.3.3 Community**

According to this model, engaged employees love the people they work with and some of their coworkers are even considered their actual friends outside the office. Further, engaged employees feel as though they have a voice at their company. When they speak, people listen and respond. Engaged employees believe that the work they are doing is invaluable to their companies. If they were to start producing less, everyone would notice.

#### **2.4.3.4 Growth**

Engaged employees have adequate opportunities for professional development at their organizations. It means it is the ability to get career advancement for those employees that are more responsibility.

## 2.5 Empirical literature

Various scholars studied on the area of employee engagement. To see some of them, Kahn (1990) declares that employee engagement is affected by different job-related, individual related and organizational related factors. This means that engagement might be affected by either of the three major determinant causes: job, individual and organizational related antecedes.

Sapna &Iran (2016) conducted an empirical study on drivers of employee engagement where data was collected from 340 front-line employees from five organizations and the study reveals there is significant relationships between leadership styles and employee engagement. Siti et.al (2016) studied a research on determinants of employee engagement that only measures the relationship between independent and dependent variables and identified four significant factors: training & development, internal communication, rewards, and Leadership that affects employee engagement.

On the other hand, AbuKhalifeh& Ahmad (2013) studied determinants of employee engagement and came up with employee development is the highest contributing factors to employee engagement in hotel business where the study only tested the relationship between the predictor variable and dependent variable employee engagement.

Further, a review of the research by Ruyle, Eichinger& De Meuse (2009) identified eleven main factors affecting Employee Engagement and the research indicates that the single most important factor that drives employee engagement is the Immediate Manager Working Relationship. This tells us that the other remaining predictor variables were statistically insignificant factors for employee engagement.

Shmailan (2016) studied the relations between job satisfaction, job performance and engagement by examining several factors such as job fit, good communication, appreciation and clear objectives; and concluded that job satisfaction has a direct relationship with employee engagement. This study measures the relationship among triple variables: job satisfaction, job performance and engagement.

On the other hand, a study by Haar & Spell (2004) that used social exchange theory as underlying theory investigated beliefs and program around work-family practices and their relationship to organizational commitment. About 203 employees completed the surveys to provide the data and it was

found that effective commitment was related to the knowledge that employees had about the work-life programs in their organizations than the actual work-life practices. However, on the other study, N. van Saane et al (2003) found that the balance between work and private life was not found to be an explicit work factor related to job satisfaction. Jawaharrani (2007) found that organizations which encourage work-life balance in principle and in practice reap the benefits of increased employee engagement and higher productivity.

As a result, Jawaharrani (2010) examined work-life balance as a key driver to employee engagement. In this study, he argues that there is indeed relationship between work-life balance and employee engagement. Further, Dawi et al (2018) on a study, ‘the effect of Work-life Balance towards employee engagement’ concluded that WLB is one of factors which affects employee engagement on millennial generation.

Additionally, Mustafa&Oya (2012) conducted a survey on the relation between Self-efficacy and work engagement where social cognitive theory was their base and found that there is significant positive relationship between self-efficacy and work engagement which lead to job satisfaction. In this study, the relationships between self-efficacy, work-engagement and job satisfaction have been investigated. The survey indicated the significant relationship between the variables.

Jing&Jinping (2018) conducted a Study on the influence of career growth on engagement; where data was collected from 207 enterprise employees and found that employees’ career growth has a significant positive impact on organizational identification and work engagement; this study reveals organizational identification plays a partial mediating role between career growth and work engagement;

Ermiyas Z. (2017) conducted a study ‘the relationship between leadership style and employee engagement’ and came up with that there is significant relationship between the two leadership styles (transactional and transformational) and employees’ engagement. This cross-sectional study targeted 9604 employee of Ethiopian airlines, where 370 samples were selected and standardized questionnaires of leadership behavior (Multi Factor Leadership) and Urchitect employees’ engagement rating scale were deployed to collected the data. The regression results showed that two leadership styles have positive relationship with employee engagement.

## **2.6 Synthesis of Reviewed literature, Conclusions and Knowledge Gap**

Although many researches done on factors that determine employee engagement worldwide, there are

discrepancies between their result that obscure understanding of the relationships of the variables. Most of the studies focus on the relationship of a single predictor with outcome variable employee engagement, whereas this paper sees the relationship of predictors and the outcome variable: employee engagement with a mediating variable: job satisfaction in the case Ethiopian airlines. To the knowledge of the researcher, all researches conducted so far didn't see the relationship between predictor variables and the outcome (Employee engagement) with Job satisfaction as a mediating variable. Further, based on nature of the business and work culture of an organization, factors that are identified as drives of employee engagement may not be same for Ethiopian airlines. Thus, this paper addressed the gap observed from empirical studied related to the topic of this study.

From methodological perspective, most of the reviewed empirical studies used qualitative, quantitative or mixed research approach with descriptive, exploratory or hypothesis testing as their research design. The use of cross-sectional survey data was almost common by most of reviewed studies. Five-point Likert scale web-based survey questionnaire was also used to collect data from respondents. Thus, this paper will fill the gap of such issues.

## **2.7 Conceptual Framework**

This study examined the hypothesized relationship between the selected predictor variables: work-life balance, autonomy Support, development opportunities, clear job expectations, organization culture, rewards & recognition, communication and Self-efficacy on the outcome variable: employee engagement through the mediator variable: job satisfaction. This study included nine independent variables that are grouped in to two major categories as Employee related factor and organizational related factor, where Work-life balance, clear job expectation and self-efficacy are grouped as Employee related factor AND Autonomy Support, Development Opportunities ,Organization Culture, Rewards and Recognition, and Communication as organizational related factors, where this research explained the relationship between each independent variables with the mediating variable and the relationship between the mediating variable: Job satisfaction with dependent variable: employee engagement.

Further, the study also showed the change while measuring the relationship between the independent

variables and dependent variable: employee engagement by controlling the mediating variable: Job satisfaction.

Most studies categorized employee engagement antecedents in to three as individual, organizational and job-related factors, however in this research the factors are grouped in to two as individual(employee) and organizational based on the nature of the predictor variables used.

### 2.8 Conceptual Model

On the basis of the reviewed theoretical and empirical literature, the conceptual framework of the study is portrayed as follows.

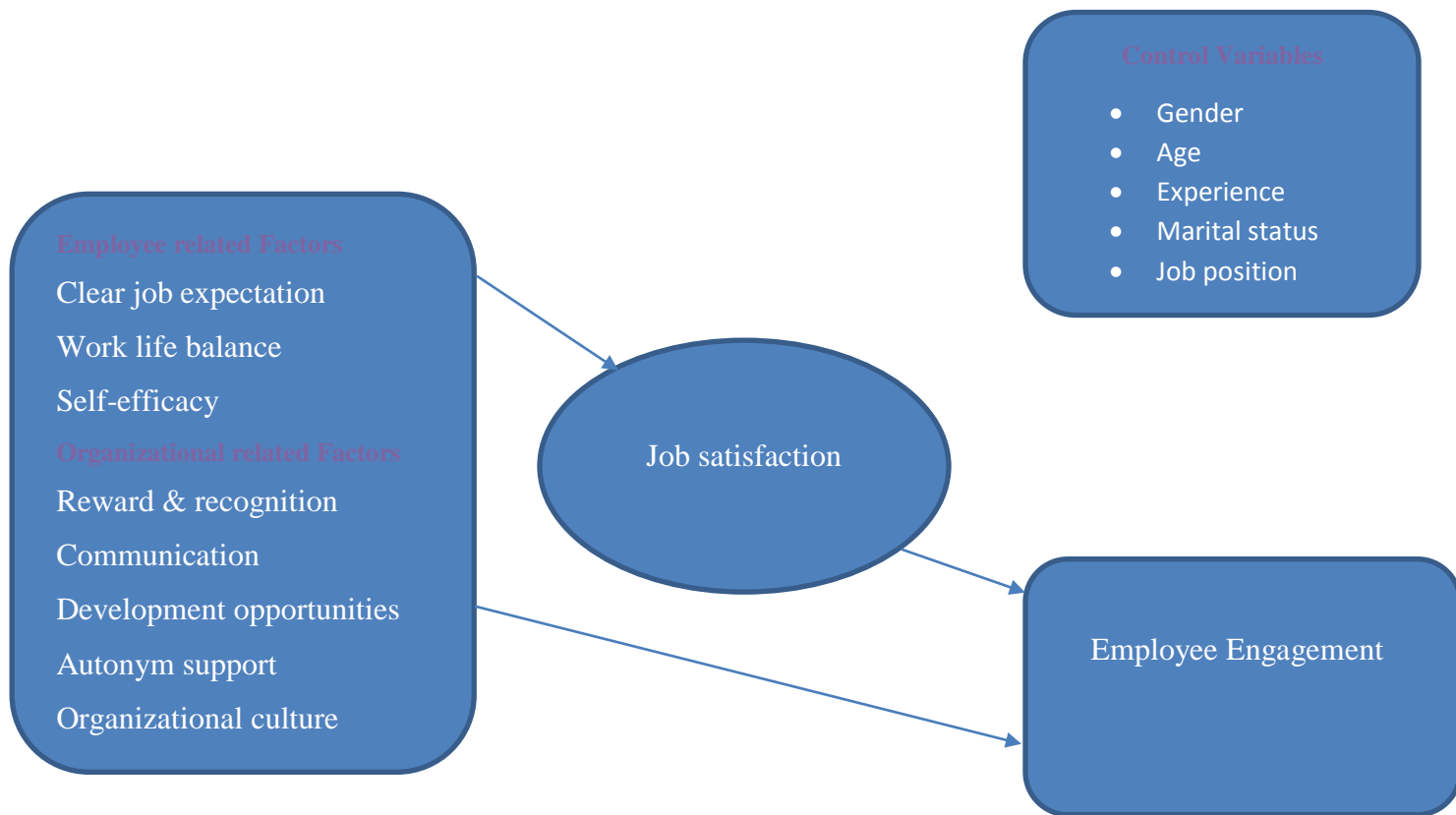


Figure 2.2 conceptual Model

Source: Researcher’s Personal design based on Khan, (2013) and Alem S. (2019)

### 2.9 Operationalization of variables

The variables and items used in this study were adapted from review of earlier empirical studies. This study includes both interest variables (work-life balance, self-efficacy, clear job expectation, reward & recognition, development opportunities, autonomy support, communication, organizational culture, job expectation and employee engagement) and control variable (age, gender, experience, educational status, marital status and job position). Below is a summary of operationalization presented on table (2.1).

Table 2.1 Operationalization of variables of the study

Variables	Category	Indicator	Instrument
Age, Gender, marital status Educational status, Experience & job position	Control variables	Demographic profile of respondents	Part I of the respondents' on the questionnaire
Employee Engagement	Dependent variable	Level of employee commitment in their job	Part II of the respondents' on the questionnaire
WLB	Independent variable	Lack of opposition of work and personal life	Part II of the respondents' on the questionnaire of Item I on the Likert scale.
Self-Efficacy	Independent variable	Employees' belief on their capacity to perform assigned job.	Part II of the respondents' on the questionnaire of Item II on the Likert scale.
Clear Job expectation	Independent variable	Employees expectation what to do	Part II of the respondents' on the questionnaire of Item IV on the Likert scale.
Reward & Recognition	Independent variable	Acknowledgement and motivational exchange as a result of achievement	Part II of the respondents' on the questionnaire of Item III on the Likert scale.

		certain tasks	
Development Opportunities	Independent variable	Training and growth opportunities for carrier improvement	Part II of the respondents' on the questionnaire of Item VI on the Likert scale.
Organizational culture	Independent variable	Values and behaviors exercised in the organization	Part II of the respondents' on the questionnaire of Item VII on the Likert scale.
Communication	Independent variable	Exchanging and updating of information regarding what is going on in the organization	Part II of the respondents' on the questionnaire of Item VIII on the Likert scale.
Autonym support	Independent variable	Freedom given to employees to decide on the job they are assigned for.	Part II of the respondents' on the questionnaire of Item VIII on the Likert scale.
Job satisfaction	Mediating Variable	Employees positive feeling about their job	Part II of the respondents' on the questionnaire of Item IV on the Likert scale.

Source: Alem S. (2019) and own

**Control Variables:** demographic profiles of respondents such as age, gender, educational level, marital status, work experience and job position have been proved to influence employee engagement. These variables were constructed by the author based on the assumed effect on the relation between dependent, mediator and independent variables. The measures and coding of control variables used in this study are described in Part I Annex I of respondents' (employees of ET) questionnaire.

**Dependent Variable:** the dependent variable, Employee engagement, was adapted from Khan (1990), Harter et al. (2002), (Saks, 2005). Employee engagement was assessed in terms respondents' qualitative assessment of engagement against nine items: WLB, Self-efficacy, reward & recognition, job satisfaction, clear job expectation, development opportunities, organizational culture,

communication and autonomy support. Each item was rated on a 5-point Likert scale, where 1 represents strongly disagree, 2 disagree, 3 Neutral, 4 agree and 5 represents strongly agree. Five items which construct employee engagement are indicated in Annex I of respondents' (employees of Ethiopian airlines) questionnaire.

**Independent Variables:** the independent variables: WLB, Self-efficacy, reward & recognition, clear job expectation, development opportunities, organizational culture, communication were operationalized into two variables namely employee and organizational related factors. fifty items were formed on the questionnaire administered which are indicated in Part II Annex I.

**Mediating Variable:** in this study, job satisfaction is a variable that is assumed to mediate the relationship between employee & organizational related factors and employee engagement. Five items which formed job satisfaction construct is indicated in Part II Annex I questionnaire.

## **CHAPTER THREE**

### **3 METHODOLOGY OF THE STUDY**

#### **3.1 Introduction**

The preceding chapter presented the review of existing literatures, theories, and research findings that shows factors affecting employee engagement in an organization. These literatures are essential in identifying the explanatory variables need to be selected and tested. Then, this chapter discuss methods that the researcher used when collecting data, analyzing and presenting findings. This includes, research design, data collection methods and data analysis techniques. In order to test the availability of relationships among variables and its significance, regression analysis was conducted. For this analysis, the researcher used SPSS version 20 software for the analysis.

#### **3.2 Research Approach & Design**

In this study, a cross-sectional survey design was used. Malhotra et al., (1996) Cross-sectional design is used when information is to be collected only once. Cross-sectional survey design is justified on the ground that one should adopt one-time observation, involving proximate and ultimate variables necessary for the study.

At the same time in this study explanatory type of research was employed to design and to establish causal relationship between variables. The researcher used primary source through survey to collect data from Ethiopian airlines employees to identify proximate variables and to examine the impact of independent variables: work-life balance, Autonomy Support, Development Opportunities, clear job expectations, Organization Culture, Rewards and Recognition, Communication, Self-efficacy on the outcome variable: employee engagement through the mediator variable: job satisfaction.

#### **3.3 Target population, sample size and sampling strategy**

### 3.3.1 Target Population

The study is conducted at Ethiopian Airlines Head Quarter located in Addis Ababa. The target of the population of this study is permanent head office-based employees of Ethiopian Airlines; Where only the head office based employees were included due to convenience, accessibility and representativeness of the total number of Ethiopian Airlines Employees.

As per the data obtained from the human resources department of Ethiopian Airlines on Aug 30,2019 the total number of permanent employees was 9522. It is summarized below per division on Table 3.1

Table 3.1. Target population of the study

NO	1	2	3	4	5	6	7	8	9	10	
Division	GCEO	Legal & Counsel	Audit & Compliance	Corporate Finance	Information Technology	ET Aviation Academy	operation officer)	CCO	Corporate HRM	Customer Service	<b>total</b>
Male	4	13	32	280	250	158	3819	719	673	89	<b>6037</b>
Female	1	4	10	177	60	45	386	486	255	2061	<b>3485</b>
<b>Total</b>	<b>5</b>	<b>17</b>	<b>42</b>	<b>457</b>	<b>310</b>	<b>203</b>	<b>4205</b>	<b>1205</b>	<b>928</b>	<b>2150</b>	<b>9522</b>

*Source: Ethiopian airlines corporate HRM office (Sep,2019)*

### 3.3.2 Data source, Sampling technique and sample size

Ethiopian employees work in different location and divisions; most of them works at head office and rest outside the headquarter like; city ticket office, domestic stations and outstation that Ethiopian airlines operates its flights. Only head office employees were included in this study due to conveniences and limited resource representativeness of the whole employees. Based on the data received from Human resource office, headquarter employees including higher officials are 9522. From the total employees of Ethiopian 14056, about 67.7% works at headquarter, hence these employees are the target population and samples were selected from these employees only.

Accordingly, from the target population, 383 sample were selected through stratified sampling technique where the target population works in different 10 divisions. To get samples from each division the target employees were stratified based on the division they work and from each strata sample was selected through random sampling technique.

The sample size (n=383), which constituted the sampling framework, was determined using sample size determination formula of Krejcie & Morgan (1970) as presented below.

$$n = \frac{X^2 NP(1 - P)}{d^2(N - 1) + X^2 P(1 - P)}$$

Where n = sample size

$X^2$  = Chi-square for the specified confidence level at 1 degree of freedom (i.e., in this study, for 95% confidence level, Chi-square value is 3.9916)

N = Population size of this study is 9522

P = Population proportion (assumed to be 0.50 since this would provide the maximum sample size).

d = Desired margin of error (expressed as a proportion, 5%)

$$n = \frac{(3.9916)(9522)(0.5)(0.5)}{(0.05^2)(9521) + (3.9916)(0.5)(0.5)} = 383$$

### 3.4 Data collection method

In order to gather the required data to answer the research questions, primary data was collected from sample respondents through questionnaire that was adopted from previous researches which are decision wise leadership intelligence; employee engagement survey. Further some of the questionnaire items are adopted from previous researches done like, Stoneman S (2013), on his work, what is the best way of measuring employee engagement.

The questionnaire was designed to consist four sections and was developed in line with the research objectives and questions that are stated in chapter one. The questionnaire was Self-administered as the main data collection method in this study; each respondent was asked to respond to the same set of questions. The questionnaire was composed of questions in Likert-style rating with a five-point rating scale and each respondent asked how strongly he or she agreed or disagreed with a statement or series of statements. In this case, 1 represented 'strongly disagree' and 5 represented 'strongly agree'.

### **3.5 Data Analysis Technique**

In this study, the researcher used descriptive analysis and regression analysis where the descriptive analysis shows the detailed information about each relevant variable and at the same time regression analysis is used to examine the relationship between the dependent variable; employee engagement and the independent variables; at the same time to measure the relationship between mediation variable

#### **3.5.1. Descriptive analysis**

The descriptive analysis included average, percentage, coefficient of variation, Pearson product moment correlation, and graphs.

#### **3.5.2. Factor Analysis (FA)**

Factor Analysis (FA) was conducted using principal components as well as per variable items. The detail results of FA are attached as Annex II of this study. The specific goal of FA was to summarize patterns of correlations among observed variables and to provide a regression equation for an underlying process by using observed variables. Varimax rotation determined the grouping of independent, mediator and dependent variables. For factor loadings of this study, any value less than 0.3 was suppressed and the variable associated with that factor loading was excluded from the rest of the variables. Per the FA result, the eight principle variables are found to be in four components, however when the individual variable's FA is analyzed, the result is found to be stable.

### **3.6 Instrument Validity and Reliability**

#### **3.6.1 Instrument Validity**

According to Joppe (2000), Validity refers to the degree to which results obtained from the analysis of the data actually represents the phenomena under study. It is a matter of degree and not a specific value. The questionnaire used to collect the data for this survey is adopted from previously used by scholars that are also validated. Besides, proper detection and approval of the research advisor was helpful to ensure validity of the instruments. Finally, the improved version of the questionnaires was printed, duplicated and dispatched accordingly.

### 3.6.2 Instrument Reliability

The study measured the internal consistency of cross-sectional data collection instrument, i.e., questionnaire, using Cronbach alpha coefficient. The Cronbach alpha coefficient composite reliability which is based on the average correlation among items, was calculated for a total of 50 Likert-scale items using SPSS Amos version 20 and the result is presented in the following table for each item:

Table 3.2 Cronbach’s Alpha, composite reliability and Average Variance Extracted

Constructs	Cronbach’s Alpha	Composite Reliability	AVE <sup>b</sup>
Work-life balance	0.939	0.897	0.594
Self-Efficacy	0.936	0.9039	0.6542
Clear Job expectation	0.937	0.9081	0.7120
Reward & Recognition	0.966	0.9457	0.7770
Job Satisfaction	0.960	0.9374	0.7498
Development Opportunities	0.957	0.9321	0.7335
Organizational Culture	0.907	0.8821	0.7147
Communication	0.885	0.8381	0.5658
Autonym Support	0.893	0.8455	0.5791
Employee Engagement	0.922	0.8760	0.5859

*Source: survey data (2019)*

Although, there is no generally agreed cutoff, the higher the alpha is, the more reliable the test is. (Nunnally, 1978; Sreiner and Norman, 2008), a reliability coefficient alpha is excellent if alpha is larger than 0.75; acceptable if alpha is between 0.40 and 0.74 and poor if alpha is less than 0.4. Accordingly,

the Cronbach alpha coefficient of all variables is more than 0.8 shown in the above table. This indicates the existence of excellent internal consistency of the items in the scale.

Unlike Cronbach's alpha which assumes factor loadings to be the same for all items, Composite Reliability (CR) does not assume this. CR takes into consideration the varying factor loadings of the item. CR which indicates the reliability and internal consistency of a hidden construct was calculated and summarized in Table 3.2.

In order to attain composite reliability for a construct, it should exceed a value of 0.6. Results in Table 3.2 shows that all constructs namely WLB (CR = 0.897), Self-efficacy (CR = 0.9039), Clear Job expectation (CR = 0.9081), Reward & recognition (CR = 0.9457), Job satisfaction (CR=0.9374), development opportunities (CR=0.9321), organizational culture (CR=0.8821), communication (CR=0.8381) and Autonym support (CR=0.8455) had composite reliability values that exceeded the minimum threshold value of 0.6 indicating composite reliability is achieved.

Another reliability measure is Average Variance Extracted (AVE), Fornell & Larcker, (1981). AVE is basically a measure of the amount of variance that is extracted by the corresponding construct relatively to the amount of variance caused by measurement errors. Fornell & Larcker, (1981), AVE values above 0.7 are considered as very good whereas a value of 0.5 is acceptable. As shown in Table 3.2, AVE was calculated for each constructs: WLB had AVE of 0.594, Self-efficacy had 0.6542, Clear Job expectation had 0.7120, Reward & recognition had 0.7770, Job satisfaction had 0.7498, development opportunities had 0.7335, organizational culture had 0.7147, communication had 0.5658 and Autonym support had AVE of 0.5791. All AVE values of each construct exceeded 0.50 indicating acceptable to very good level of reliability of the measurement model in measuring the constructs.

### **3.7 Test for sampling adequacy**

Kaiser-Meyer-Olkin (KMO) test, which measures sampling adequacy for each variable in the model and for the complete model, was conducted. Kaiser (1974) suggests that "KMO values between 0.60 to 0.69 are considered as mediocre, 0.70 to 0.79 middling, 0.80 to 0.89 meritorious and 0.90 to 1.00 marvelous". Results of sampling adequacy test are summarized in Table 3.3.

Table 3.1.Kaiser-Meyer-Olkin (KMO) and Bartlett's Test

Tests		Constructs		
		Predictor variables(WLB,SE,CJE,RR,DO,OC,CM,AS)	Job satisfaction	Employee Engagement
KMO Measure of Sampling Adequacy.		0.943	0.896	0.849
Bartlett's Test of Sphericity	Approx. Chi-Square	4562.550	2164.329	1450.736
	Degrees of freedom	28	10	15
	Sig.	.000	.000	.000
<b>Total Variance Explained (%)</b>		<b>87.05%</b>	<b>86.58%</b>	<b>64.36%</b>

Source: Survey data (2019)

Accordingly, the results from KMO test shows values ranging from middling in case of employee engagement (KMO = 0.849) to meritorious in case of Job satisfaction (KMO=0.896) and marvelous in the case of Predictor variables (WLB, SE, CJE, RR, DO, OC, CM, AS) (KMO = 0.943). Measures of sampling adequacy require KMO values to be greater than 0.5 and Bartlett's test of sphericity should be significant. Hence, in this study, the values of KMO were all greater than 0.5 and Bartlett's test for all three main constructs were significant ( $p < 0.01$ ). A statistically significant Bartlett's test of sphericity indicates that the matrix is not an identity matrix indicating that there were patterned relationships between the items.

Regarding the total variance explained by each constructs Henson and Roberts (2006) suggested that here is no agreement in cumulative percentage of variance in the factor analysis method, particularly in different research area. For instance, in humanities, the explained variance is generally as low as 50% -

60% (Hair, Anderson, Tatham and Black, 1995a). According to Hair (2006), total variance explained should exceed the 60% threshold commonly used in social sciences. In this study, results from KMO and Bartlett's Test of Sphericity tests as well as total variance explained by the constructs is within acceptable limit suggesting that the sample was considered to be adequate for further analysis.

## CHAPTER FOUR

### 4. PRESENTATION OF FINDINGS AND DISCUSSION

#### 4.1 Introduction

The results and discussion below is presented. The first part tries to analyze the response rate and the profile of the respondents by age, gender, marital status, education status, experience and job position. The second part presents the findings of the questions asked to identify factors that affects employee engagement with a mediation role of job satisfaction in Ethiopian airlines. The third part shows the results and discussions contains the findings of the questions towards factors affecting employee engagement in Ethiopian airlines.

#### 4.2 Response Rate

According to Mugenda and Mugenda (2003), a 50% response rate is adequate, 60% good and above 70% rated very well. The study targeted s ample of 383 respondents. From those respondents 374 of them have completed the questionnaires and returned to the researcher. Hence, the response rate is found to be 97.65% which means Mugenda & Mugenda (2003) is rated “very well”. Therefore, it can be considered that the response rate was sufficient for the purpose of this study

#### 4.3 Descriptive Analysis

Table 4.1 No of valid responses

		WLB - Work Life Balance	SE- Self Efficacy	RR- Reward Recognition	JS- Job Satisfaction	CJE- Clear Job Expectation	DO- Development	OC- Organizational	CM- Communicatio	AS-Autonomy Support	EE- Employee Engagement
N	Valid	374	374	374	374	374	374	374	374	374	374

Missing	0	0	0	0	0	0	0	0	0	0	0
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Source: survey Data,2019

383 questionnaires have been distributed of which 374 of them were successfully filled and returned. Table 4.1 above shows the number of question items properly filled and the dimensions of dependent and independent variables.

#### 4.4 General Demographic Profile of Respondents

Characteristics	Category	All Respondents (n=374)	
		Number	Percentage
Gender	Male	226	60.4
	Female	148	39.6
Age (years)	20 and below	35	9.4
	21 – 30	172	46.0
	31 – 40	101	27.0
	41 – 50	62	16.6
	>50	4	1.1
Marital Status	Married	191	51.1
	Unmarried	178	47.6
	Divorced	5	1.3
	Widowed	0	0
Education level	Diploma	47	12.6
	1st degree	277	74.1
	Master's Degree	50	13.4

	Others	0	0
Job position	Managerial	214	57.2
	Non-managerial	160	42.8

Table 4.2 demographic profile of the respondents

Source: survey data (2019)

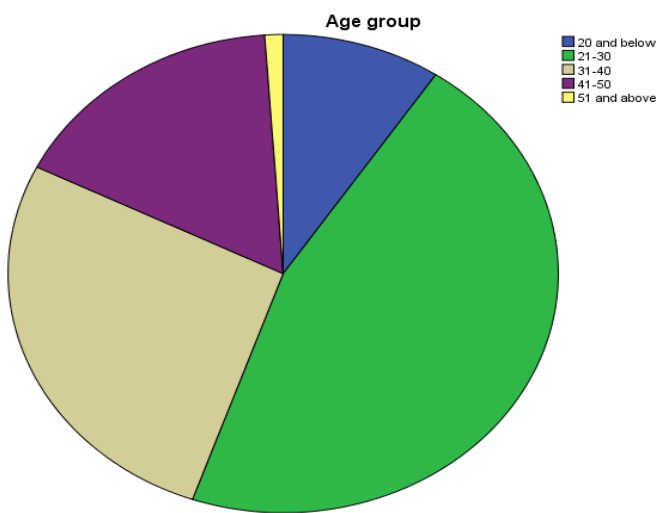
**Gender profile of the respondents:**

From the above table, we can understand that 60.4% of the respondents are male and 39.6% are female. This tells us that majority of the respondents in this survey are male.

**Age profile of respondents**

Regarding the age group data, it shows that 46% of the respondents are between 21-30 years old, 27% of the respondents are between 31-40 years old, 16.6% are between 41-50, 9.4% of them are 20 and below years old and 1.1 % of the respondents are 51 and above years old.

This indicates that majority of the respondents (73%) are between 21-40 years’ old which shows majority of the respondents are mature enough to understand the questionnaire and reply accordingly. Further, this shows that majority of the respondents are young and expected to have energy, passion to work on their assigned job properly.



Graph 4.1 Age of respondents

*Source: survey data (2019)*

### **Marital Status of respondents**

The marital status of the report of the respondents indicates that 51% of the respondents are married, 47.6% of them are unmarried and 1.3% of the respondents are divorced. This shows that majority of the respondents are married in this survey.

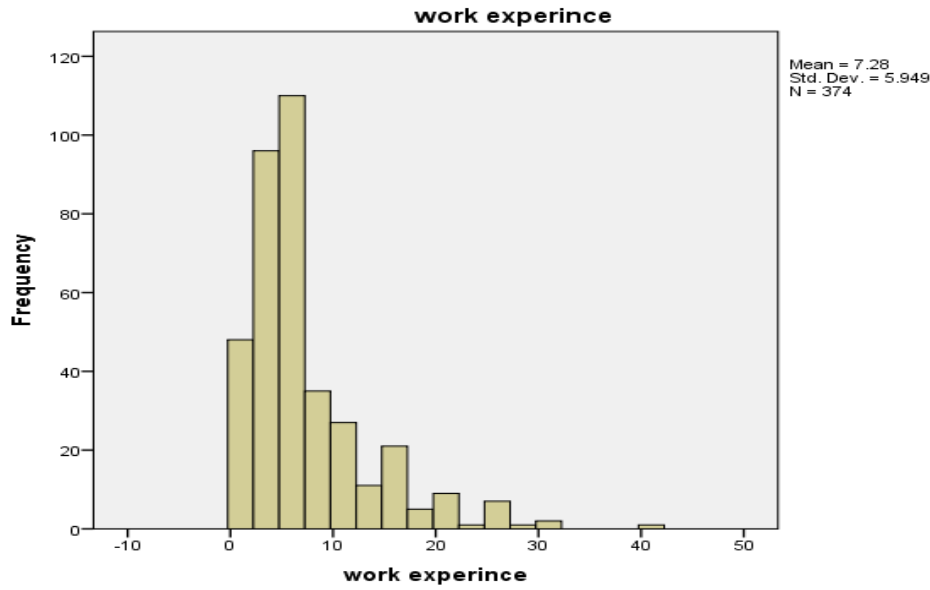
### **Educational status of the respondents**

Based on the data found, 74% of the respondents hold 1st degree, 13.4% of the respondents have finished their master's degree and 12.6 % of them are diploma holder. This finding tells that all the respondents acquire sufficient educational level to comprehend and respond to the given questionnaire. Beside it is believed that higher educated people have better motivational and engagement level, hence based on the date most of the respondents have 1<sup>st</sup> degree which shows that most of the respondents have better motivational and engagement level.

### **Work experience of respondents**

Based on the questionnaire collected, the work experience is continuous and the average work experience of the respondents is 7.28 years. This result tells that the respondents are experienced enough to understand the working environment and their job which means that they have sufficient experience to respond the questions.

Further, according to OB theories, work experience has a significant relationship with work place behavior. It is believed that when working experience increases, level satisfaction increases and the same time, level of engagement improved when working experience increased.



Graph 4.2 work experince of respondents

Source: survey data (2019)

### Job position of respondents

The above table result shows that 57.2% of the respondents are under managerial position and the remaining 42.8% of the respondents are non- managerial job position. This shows that the selected sample is almost proportional for this study.

Again its observed that job position has a relationship with work place behavior that employees who have managerial position tends to have higher engagement level than others(non-managerial) position holder employees.

### 4.5 Rating of variables

This study mainly used three major variables; the dependent: employee engagement, the mediation (job satisfaction and the interest variables: WLB, Self-efficacy, clear job expectation, reward & recognition, development opportunities, organizational culture, communication and autonym support. The rating of these variables were measured using central tendency (SD, mean and mode) using descriptive statistic. The result is summarized as follows.

#### 4.5.1. Employee and organizational related factors, mediation variable and dependent variables of respondents.

In this study, employee related factors was measured by WLB, Self-efficacy and clear job

expectations and organizational related factors was operationalized by Reward & recognition, development opportunities, organizational culture, communication and autonomy support. Job satisfaction as a mediation factor and employee engagement as dependent variable.

In this study, all variables were assessed with five items where respondents' over all mean rating of each items that consists job satisfaction in the questionnaire were measured using five-point Likert scale (i.e., 1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree).

<b>Aspect</b>	<b>Mode</b>	<b>Mean</b>	<b>Standard Deviation</b>
<b>Employee related factors</b>			
Work- life balance	2	3.23	1.048
Self-efficacy	4	3.77	0.859
Clear Job expectation	4	3.86	0.900
<b>Organizational related factors</b>			
Reward & recognition	4	3.14	0.992
Development opportunities	4	3.27	1.075
Organizational culture	4	3.57	0.977
Communication	3	3.22	0.924

Autonym support	3	2.82	0.938
Job satisfaction	4	3.69	0.900
Employee engagement	3	3.31	0.880

Table 4.3 rating summary of variables.

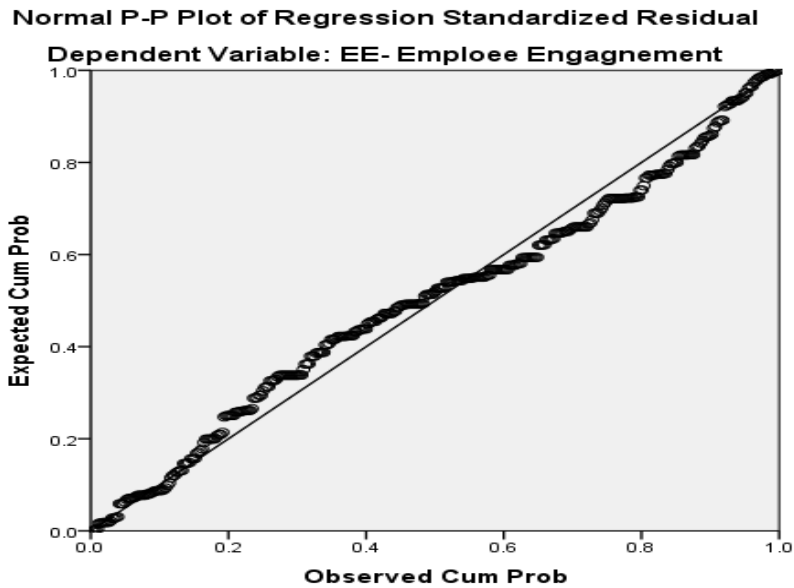
*Source: survey. 2019*

#### **4.6 Regression model diagnostic tests**

The cross-sectional data that were collected to establish the relationship between independent, mediator and dependent variables. The data was diagnosed for tests of normality of residuals, heteroscedasticity and multi-collinearity and autocorrelation before full-scale data analysis was carried out.

##### **4.6.1 Test on normality of residuals**

Normality is one of the assumptions in linear regression that determines whether the residuals are normally distributed or not. Normality assumption of residuals is attained if P-P plot dots are closer to the diagonal line; Normal P-P plot points should lie reasonably straight diagonal line from the bottom left to the top right. The P-P plot of regression of independent variables on dependent variable is showed below in Figure 4.3. As it is seen on the below figure, the points in the P-P plot lie on a straight diagonal line with a minimal deviation from the straight line. This indicates that the data were approximately normally distributed.



*Figure 4.1 Normal P-P plot of regression standardized residual*

*Source: Own survey data (2019)*

#### **4.6.2 Test of Homoscedasticity**

One of the assumptions of ordinary least squares estimation; homoscedasticity tests if the errors in linear regression model have a common variance or equally distributed. If residuals have constant variance, it is said homoscedastic. In a linear regression the data is homoscedastic if it looks somewhat like short-gun blast of randomly distributed data. Accordingly, the data was tested and found that residuals are equally distributed. This is shown below in figure 4.4.

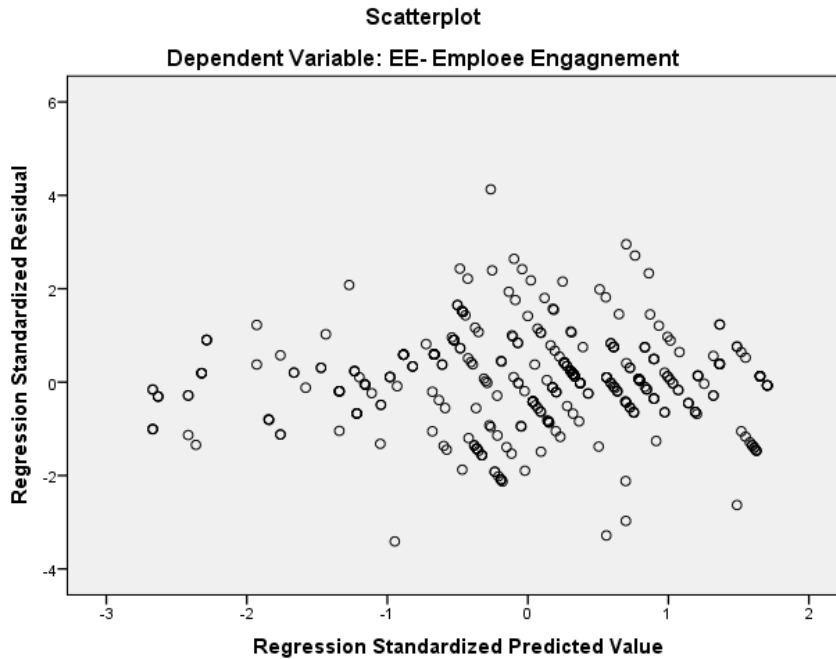


Figure 4.2 P-P plot of regression for standardized equal distribution of residual

Source: Own survey data (2019)

### 4.6.3 Multi-collinearity

According to Myers (1990) Multi-collinearity refers to ‘very high’ inter-correlation among predictor variables. A perfect linear relationship among the independent variables implies difficulty of computing unique estimates for a regression model. As the degree of multi-collinearity increases, the estimates from the regression model become unstable and hence it would be difficult to discrete the separate effect of predictor variables. In addition, the standard errors for the coefficients would be highly inflated. Variance inflation factor (VIF) was used to check the seriousness of multi-collinearity among explanatory variables. As a rule of thumb, multi-collinearity is a potential problem when VIF is greater than 4; and, a serious problem when it is greater than 10. According to Myers (1990) a variable having VIF greater than ten indicates high multi-collinearity which requires further investigation. VIFs were calculated for all predictor variables except commination were found to be less than ten and the tolerance level is less than two implying that multi-collinearity was not a concern in this study. Hence, if a bivariate correlation between predictor variables is less than 0.8, it shows multi-collinearity is not a serious concern.

Table 4.4 Multi-Collinearity Tests

Constructs	Collinearity statistic		sign
	Tolerance	VIF	
Work-life balance(WLB)	<b>.211</b>	4.731	0.000
Self-efficacy(SE)	.147	6.799	0.000
Clear Job expectation(CJE)	.128	7.815	0.008
Development opportunities(DO)	.119	8.371	0.000
Reward & Recognition(RR)	.157	6.356	0.000
Communication(CM)	<b>.098</b>	<b>10.207</b>	0.000
Organizational culture (OC)	.128	7.813	0.498
Autonym Support(AS)	.120	8.366	0.019

Dependent Variable: Engagement

Source: own survey 2020

Table 4.4 Multi-Collinearity Tests

#### 4.6.4. Testing for autocorrelation

According to Will Kenton (2019), Durbin Watson (DW) statistic is a test for autocorrelation in the residuals from a statistical regression analysis. According to Kenton, the Durbin-Watson statistic will always have a value between 0 and 4. A value of 2.0 means that there is no autocorrelation detected in the sample. Values from 0 to less than 2 indicate positive autocorrelation and values from 2 to 4 indicate negative autocorrelation.

In order to test whether autocorrelation of residuals from the linear regression models were exist or not in this study, Durbin-Watson test statistic was used. The Durbin-Watson test statistic ranges from a value close to zero, which denotes positive autocorrelation, to a value near to four which suggests

negative autocorrelation. The commonly used benchmark is that values of Durbin-Watson (d) which fall in the range between 1.5 to 2.5 indicates non-existence of residual autocorrelation. As it is shown in Table 4.5, the calculated Durbin-Watson test statistic (d=1.528) is within the range of 1.5 and 2.5 indicating that there is no autocorrelation among the variables.

The computed Durbin-Watson test statistic is shown in Table 4.5

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.960b	.921	.919	.223	1.528

Predictors: (Constant), independent variables;(WLB, SE, CJE, RR, DO, OC, CM and AS)

Dependent variable: employee engagement

Table 4.5. Testing for autocorrelation

Source: Own survey data (2020)

#### 4.6.5 Regression Analysis

After correlation analysis done, linear and multiple regression analysis were conducted to find any association between the independent variables, mediator and the dependent variable. Here below, the regression result and analysis is presented.

In this study nineteen hypotheses were tested. In each of the regression analysis, R; correlation coefficients, measured the linear correlation between the observed and model-predicted values of the dependent variable. Goodness-of-fit of the regression models were evaluated using adjusted R-square. Further, F-statistic was used to determine the statistical significance of the fitted regression model while t-test was used to test the significance of each of the regression model coefficients. In each of hypothesis testing, regression was applied.

1. Regression was applied for control variables (age, marital status, work experiences, gender, job position, educational level) to measure their potential effect on the dependent and the mediation variable with the predictor variables.
2. Regression was applied for control variables and interest variables, separately; for employee related factors, organizational related factors)
3. Regression was also done for independent variables and the mediation variable multiple regression; both employee and organizational related variables.
4. Regression was done for predictor variables and the dependent variable (employee

engagement).

5. Regression was applied for the mediation variable and the dependent variable.

Table 4.5 Regression dependent variable, constant predictors and independent predictors.

Variables	Step 1 <sup>b</sup>				Step 2 <sup>c</sup>			
	Unstandardized Coefficients <sup>a</sup>		Standardized Coefficients <sup>a</sup>	Sig.	Unstandardized Coefficients <sup>a</sup>		Standardized Coefficients <sup>a</sup>	Sig.
	B	S.E	Beta		B	S.E.	Beta	
(Constant)	3.876	.353		.000	.655	.101		.000
Age group	-.040	.065	-.047	.534	.016	.017	.019	.345
Gender	.065	.084	.040	.444	.028	.023	.017	.221
Marital status	-.027	.079	-.018	.733	.023	.020	.015	.255
Education al status	-.034	.080	-.022	.670	.024	.020	.016	.233
work experienc e	-.001	.010	-.006	.940	-.001	.003	-.007	.714
Position	.006	.084	.004	.945	.040	.021	.025	.058
<b>WLB</b>					.219	.021	<b>.294</b>	<b>.000</b>
<b>SE</b>					.258	.032	<b>.283</b>	<b>.000</b>
<b>RR</b>					.118	.026	<b>.149</b>	<b>.000</b>
<b>CJE</b>					.081	.033	<b>.093</b>	<b>.014</b>
<b>DO</b>					.231	.028	<b>.317</b>	<b>.000</b>
<b>OC</b>					.020	.029	.025	.491
<b>CM</b>					-.180	.035	<b>-.212</b>	<b>.000</b>
<b>AS</b>					.078	.032	<b>.093</b>	<b>.016</b>
R-square	.005				.939			
Change in R-square	.005				.934			
ANOVA (F)	.298				688.087			

**Note:** Dependent Variable: Employee Engagement; predictors A: (constant), position, educational Status, Marital status, Gender, Age group and work experience; Predictors B: (constant), Work-Life balance, Self-Efficacy, Reward & Recognition, Autonomy Support, Clear Job Expectation, Development opportunities and communication.

*Source: Survey data,2019*

As reflected in Table 4.4, the regression model is stable and fit at  $F=395.231$   $p < 0.001$  for further data analysis. Accordingly, except Organizational culture all seven of the independent predictors are found significant in this model at  $p < 0.05$ ; hence these predictor variables independently also reflect a statistically significant relationship with employee engagement. The model predicts that up to 93.7% (adjusted  $R^2$ , 0.937) of variance in employee engagement is due to predictor variables: WLB, SE, CJE, DO, RR, CM and AS. Therefore, the regression model is useable for predicting how strong the influence of the predictor variables towards employee engagement. The remaining 6.3% is explained by other independent variables that are not explained in this research.

Hence; based on the regression result, it is found that WLB has a positive significant relationship at ( $\beta = 0.294$ , 0.00,  $P < 0.01$ ), Self-efficacy has also a positive significant effect ( $\beta = 0.283$ , 0.00,  $p < 0.01$ ), Reward & recognition has a positive significant relationship at ( $\beta = 0.149$ , 0.00  $p < 0.01$ ), Development opportunities is positively statistically significant at ( $\beta = 0.317$ , 0.00 ,  $P < 0.01$ ), clear job expectation has a positive statistically significant effect at ( $\beta = 0.093$ , 0.014,  $P < 0.05$ ), autonym support has also a positive relationship ( $\beta = 0.093$ , 0.016 ,  $P < 0.05$ ) and communication has a negative significant effect at ( $\beta = -0.212$ , 0.00,  $P < 0.01$ ) on employee engagement.

This result tells us that when employees' work and personal life is balanced, level of employees' engagement will increase. At the same time when an employee knows well about the job that she/he is assigned to, his/her engagement to the assigned job will increase. Same is for reward & recognition; when employees' achievement is well recognized and rewarded for, the level of engagement will be higher. Further; when appropriate, timely and relevant development opportunities are arranged in the company, employees will be more engaged in their assigned job. Same works for autonomy, when an employee required level of freedom to do and decide on his/her assigned job, they tend to be more engaged.

While evaluating the influence of demographic factors: age group, gender, work experience, marital status, job position, educational status; it is found that none of these factors have significant effect on employee engagement when regression is done along with independent variables. Hence based on the regression result it is found that demographic factors are insignificant.

The above results show consistency with previously reviewed studies, for example; as study done by Haar & Spell (2004), Temple & Gillespie, (2009) concluded that WLB has significant effect on employee engagement and Jawaharrani (2010) came up with that WLB has apposite significant effect on employee engagement. On another study, Siti, et.al (2016) found out that reward & recognition, Development opportunities and communication have a significant relationship with engagement, though in this study, communication has a negative significant relationship with engagement. On other hand Mustafa&Oya (2012), studied and found Self-Efficacy has significant relationship with employee engagement.

Table 4.6 Regression job satisfaction, constant predictors and independent predictors

Variables	Step 1 <sup>b</sup>				Step 2 <sup>c</sup>			
	Unstandardized Coefficients <sup>a</sup>		Standardized Coefficients <sup>a</sup>	Sig.	Unstandardized Coefficients <sup>a</sup>		Standardized Coefficients <sup>a</sup>	Sig.
	B	S.E	Beta		B	S.E.	Beta	
(Constant)	4.027	.405		.000	.249	.174		.154
Age group	.020	.075	.020	.789	.030	.029	.031	.297
Gender	-.041	.097	-.022	.671	-.133	.039	-.072	.001
Marital status	-.006	.091	-.003	.952	.052	.034	.031	.128
Education al status	-.038	.092	-.022	.681	.028	.035	.016	.426
work experience	-.004	.011	-.029	.708	.003	.004	.023	.443
Position	-.124	.097	-.069	.200	-.083	.037	<b>-.046</b>	<b>.024</b>
<b>WLB</b>					.102	.037	<b>.118</b>	<b>.006</b>
<b>SE</b>					.287	.055	<b>.274</b>	<b>.000</b>
<b>RR</b>					.037	.045	.041	.406
<b>CJE</b>					.335	.056	<b>.335</b>	<b>.000</b>
<b>DO</b>					.197	.048	<b>.236</b>	<b>.000</b>
<b>OC</b>					.159	.051	<b>.173</b>	<b>.002</b>
<b>CM</b>					-.100	.061	-.102	.103
<b>AS</b>					-.084	.056	-.087	.133
R-square	.006				.863			
Change in R-square	.006				.857			

ANOVA (F)	.372	280.705
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Source: Survey 2020

**Note:** *Dependent Variable: Job Satisfaction; predictors A: (constant), position, educational Status, Marital status, Gender, Age group and work experience; Predictors B: (constant), Work-Life balance, Self-Efficacy, Reward & Recognition, Autonomy Support, Clear Job Expectation, Development opportunities and communication.*

Source: Survey 2020

As reflected in Table 4.5, the regression model is stable and fit at  $F=161.534p < 0.001$  for further data analysis. Work-life balance, Self-Efficacy, Clear Job expectation, Development Opportunities and organizational culture of the independent predictors are found significant in this model at  $p < 0.05$ ; hence these predictor variables independently also reflect a statistically significant relationship with job satisfaction.

Hence; Based on the regression result, it is found that WLB has a positive significant relationship at ( $\beta=0.116$ ,  $0.006$ ,  $p < 0.05$ ), Self-efficacy has also a positive significant effect ( $\beta =0.247$ ,  $0.00$ ,  $p < 0.01$ ), Clear Job expectation has a positive significant relationship at ( $\beta =.335$ ,  $0.00$ ,  $P < 0.01$ ), Development opportunities is positively statistically significant at ( $\beta = 0.236$ ,  $0.00$ ,  $p < 0.05$ ) and Organizational culture has also a positive relationship ( $\beta =0.173$ ,  $0.02$ ,  $P < 0.05$ ) on Job satisfaction. However, Reward & recognition, communication and autonomy support are found to have insignificant relationship with job satisfaction in this study.

This result tells us that the more employees of work and job life is balanced, employees will be satisfied on their job, and the more employees have the capabilities of doing assigned job, they will be happy on their job; further, this tells us that when the employees know what is expected from them clearly, they will be satisfied about their job. At the same time, when employees get development opportunities, they will be satisfied on the job they are assigned and the more the organizational values are suitable, and conducive, employees tend to enjoy their job.

Further, while evaluating the influence of demographic factors: age group, gender, work experience,

marital status, job position, educational status; it is found that gender and job position have a negative significant effect on job satisfaction when regression is done along with independent variables. Hence based on the regression result it is found that demographic factors are insignificant factors. This tell us the non- managerial position holder employees are more satisfied about their job

Table 4.7 Regression Job Satisfaction, constant predictors and dependent variable.

Variables	Step 1 <sup>b</sup>				Step 2 <sup>c</sup>			
	Unstandardized Coefficients <sup>a</sup>		Standardized Coefficients <sup>a</sup>	Sig.	Unstandardized Coefficients <sup>a</sup>		Standardized Coefficients <sup>a</sup>	Sig.
	B	S.E	Beta		B	S.E.	Beta	
(Constant)	3.876	.353		.000	.727	.175		.000
Age group	-.040	.065	-.047	.534	-.056	.029	-.065	.050
Gender	.065	.084	.040	.444	.097	.037	.060	.009
Marital status	-.027	.079	-.018	.733	-.023	.035	-.015	.514
Education al status	-.034	.080	-.022	.670	-.005	.035	-.003	.898
work experience	-.001	.010	-.006	.940	.003	.004	.020	.550
Position	.006	.084	.004	.945	.103	.037	.065	.006
<b>JS</b>					.782	.020	<b>.899</b>	<b>.000</b>
R-square	.005				.808			
Change in R-square	.005				.803			
ANOVA (F)	.298				1533.982			

**Note:** Dependent Variable: Employee engagement; predictors A: (constant), position, educational Status, Marital status, Gender, Age group and work experience; Predictors B: (constant), Job satisfaction.

Source: Survey 2020

As reflected in Table 4.7, the regression model is stable and fit at  $F=220.462$ ,  $p < 0.001$  for further data analysis. Job satisfaction is found significant in this model at  $p < 0.05$ .

Hence; Based on the regression result, it is found that job satisfaction has a positive significant

relationship at ( $\beta = 0.899$ ,  $0.000$ ,  $P < 0.01$ ) with employee engagement. This result shows that when employees are satisfied on their job, they will be more engaged on their assigned work. This finding is consistent with a research done by S. Abraham, (2012) that proves the significant relationship job satisfaction and employee engagement have.

On the above table we can find that job position and gender from demographic factors have a positive significant effect on employee engagement when job satisfaction is used as the predictor variable.

The multiple regression result shows that the higher the job position employees hold, the higher their level of engagement on their assigned job. In this study the highest job position category was managerial position, hence managerial position holder employees are more engaged than others.

Table 4.8 Regression independent variables, mediator variable, constant predictors and dependent variable

Variables	Step 1 <sup>b</sup>				Step 2 <sup>c</sup>				Step 3 <sup>d</sup>			
	Unstandardized Coefficients <sup>a</sup>		Standardized Coefficients <sup>a</sup>	Sig.	Unstandardized Coefficients <sup>a</sup>		Standardized Coefficients <sup>a</sup>	Sig.	Unstandardized Coefficients <sup>a</sup>		Standardized Coefficients <sup>a</sup>	Sig.
	B	S.E.	Beta		B	S.E.	Beta		B	S.E.	Beta	
(Constant)	3.876	.353		.000	.655	.101		.000	.635	.100		.000
Age group	-.040	.065	-.047	.534	.016	.017	.019	.345	.014	.017	.016	.420
Gender	.065	.084	.040	.444	.028	.023	.017	.221	.038	.023	.024	.093
Marital status	-.027	.079	-.018	.733	.023	.020	.015	.255	.019	.020	.012	.351
Education al status	-.034	.080	-.022	.670	.024	.020	.016	.233	.022	.020	.014	.275
work experience	-.001	.010	-.006	.940	-.001	.003	-.007	.714	-.001	.003	-.009	.635
Position	.006	.084	.004	.945	.040	.021	.025	.058	.047	.021	<b>.030</b>	<b>.028</b>
<b>WLB</b>					.219	.021	<b>.294</b>	<b>.000</b>	.211	.022	<b>.283</b>	<b>.000</b>
<b>SE</b>					.258	.032	<b>.283</b>	<b>.000</b>	.235	.033	<b>.258</b>	<b>.000</b>
<b>RR</b>					.118	.026	<b>.149</b>	<b>.000</b>	.115	.026	<b>.146</b>	<b>.000</b>
<b>CJE</b>					.081	.033	<b>.093</b>	<b>.014</b>	.054	.034	<b>****.063</b>	<b>** .111</b>
<b>DO</b>					.231	.028	<b>.317</b>	<b>.000</b>	.215	.028	<b>.296</b>	<b>.000</b>
<b>OC</b>					.020	.029	.025	.491	.007	.029	.009	.800
<b>CM</b>					-.180	.035	<b>-.212</b>	<b>.000</b>	-.172	.035	<b>-.203</b>	<b>.000</b>
<b>AS</b>					.078	.032	<b>.093</b>	<b>.016</b>	.084	.032	<b>.101</b>	<b>.009</b>

JS									.080	.030	.092	.009
R-square	.005			.939			.940					
Change in R-square	.005			.934			.001					
ANOVA (F)	.298			688.087			6.931					

**Note:** *Dependent Variable: Employee Engagement; Mediator variable: Job satisfaction; predictors A: (constant), position, educational Status, Marital status, Gender, Age group and work experience; Predictors B: (constant), Work-Life balance, Self-Efficacy, Reward & Recognition, Autonomy Support, Clear Job Expectation, Development opportunities and communication.*

*Source: survey data ,2020*

In order to test the mediation effect of job satisfaction on the group of factors and employee engagement; the multiple regression analysis was again employed. Three step regression analysis was conducted, first the demographic factors with the dependent variable. Second independent variables with the dependent variable was regressed, lastly employee engagement; the dependent variable was regressed together with independent factors with Job satisfaction controlled.

In testing the mediated relationship, the four-step causal method, initially designed by Baron and Kenny (1986) and summarized by Hayes (2017), was adopted. According to Hayes (2017), first, the independent variable must be related to the dependent variable. Second, the independent variable must be related to the mediator variable. Third, the mediator variable must be significantly related to the dependent variable. Finally, when the mediator variable is controlled for, the relationship (i.e., the coefficient) between the independent variable and dependent variable should be either no longer significant (full mediation) or substantially reduced (partial mediation). Hayes, (2017) Partial mediation implies that the mechanism through mediator variable does not entirely account for the association observed between independent and dependent variable, whereas complete mediation means that the association between independent and dependent variable is entirely accounted for by the indirect mechanism.

Accordingly, the result of the first regression, it is exhibited a statistically significant relationship between predictor variables (Work-life balance, Self-efficacy, Clear-Job expectation, reward &

recognition, development opportunities, Communication and autonomy support) and dependent variable: Employee engagement. Results of second regression demonstrated a statistically significant relationship existed between predictor variables (Work-life balance, Self-Efficacy, Clear Job expectation, Development Opportunities and organizational culture) and Job satisfaction.

The multiple regression results on the third model indicated the existence of a statistically significant relationship between Job satisfaction and employee engagement. In the relationship between the independent variables and dependent variable, job satisfaction met the first three conditions of mediation specified by Baron and Kenny (1986). Then job satisfaction was then tested to determine if it met the fourth condition for mediation. The analysis was carried out to examine the effect of job satisfaction where predictor variables (WLB, self-efficacy, clear job expectation, reward & recognition, development opportunities, communication, autonym support were independent variables and employee engagement was dependent variable.

Multiple regression models were fitted by simultaneously regressing employee engagement independent variables and job satisfaction to measure the mediating role of job satisfaction. By investigation changes in beta-coefficients and the significant level, the mediating role of job satisfaction in the relationship between independent variables and employee engagement was examined.

Hence, based on the regression result, it is found that job satisfaction mediates the relationship between independent predictor (Clear job expectation) and dependent variable: employee engagement.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION & RECOMMENDATIONS**

#### **5.1 Introduction**

The previous chapter presented the analysis of the findings. This chapter presents summary of the findings, conclusions and the recommendation that the researcher provided. The first section presents summary of the findings, the second section presents conclusion of the research and the last section presents recommendation of the researcher.

#### **5.2 Summary**

The study is conducted to identify the factors affecting engagement of employees of Ethiopian airlines. To conduct this research, existing literatures and researches have been reviewed by the researcher and identified that there are both employee and organizational related factors that can affect engagement in Ethiopian airlines.

The researcher has taken Employee engagement as a dependent variable that is measured by six items, where at the same time eight explanatory variables (WLB, self-efficacy, clear job expectation, Reward & recognition, Development opportunities, organizational culture, communication and autonym) have been selected and Job satisfaction has been used as a mediation variable in this study.

To meet the purpose of this study, the researcher has collected primary data from selected employees of Ethiopian airlines through questionnaire. The collected data was analyzed by employing regression on SPSS version 20 to get the existing relationship between the explanatory, dependent and mediator variables.

The theoretical foundation of this research is social exchange theory. As this theory tells us, this study confirmed the existence of significant relationship between the predictor variables and dependent variable.

Accordingly, except organizational culture, all independent variables have a statistically positive significant relationship with employee engagement; of these variables only communication has a negative significant effect on employee engagement. Surprisingly, communication has a negative relationship with engagement to the contrary from theories and previous study results.

WLB, Self-efficacy, Clear job expectation, development opportunities and organizational culture have a positive significant relationship with job satisfaction. Employees' job position has impacts on the level of employee engagement to a certain extent where the result depicts that job position has a negative significant relationship with engagement; the possible reasons might be non-management position holder employees aspire of getting the management position in terms of their own careers.

Based on the regression result the job satisfaction has a positive significant relationship with employee engagement. This tell us that when employees are happy on their job, their engagement level on their assigned job will increase. Further, gender and position from the demographic factors have statistical significant relationship with engagement while the relationship between job satisfaction and employee engagement is measured.

Finally, Job satisfaction has partial mediate the relationship between predictor variables and employee engagement thought there are few exceptions.

### **5.3 Conclusion**

On the basis of the analysis, it can be concluded that both job and organizational related factors except organizational culture have statistically significant relationship with employee engagement, which this result was as expected. This means, these predicator variables inspires and motivates employees to work towards to their organizational goals.

The study also evidenced that employees job position from the demographic factors impacts employee engagement to a certain extent. This relationship reveals negative based on the result where, this tells us that the non-management position holders have a higher level on engagement.

In general, except organizational culture all the predictor variables and job satisfaction have a positive significant relationship with the dependent variable: employee engagement. Besides, from the control variables, gender and job position have significant relationship with job satisfaction.

Further, this study also found that Job satisfaction mediates the relationship between predictor variable: clear job expectation and employee engagement.

#### **5.4 Recommendations and Implication**

Employee engagement is a crucial variable impacting many organizational outcomes. Besides, other issue Ethiopian airlines concerned to, the management should focus contextual drivers of employee engagement to maintain its employee more engaged on their assigned jobs.

The results of this study have brought insights on employee engagement in the case of Ethiopian airlines. From the regression output, WLB, Self-efficacy, development opportunities, communication, Reward & recognition and autonomy support are significant and positive factors to engagement of the airlines. So, Ethiopian airlines need to keep communicating and assure the positive reward & recognition system so that employees will be engaged more in their assigned jobs.

Further, the airline should take serious attention while arranging development opportunities, WLB (scheduling job assignment), and availing autonomy so that employees might not take the chances for personal uses and might be disengaged.

Aon Hewitt's (2014) global engagement report suggests that 'companies will need employees to go above and beyond in different ways—not just to engage by working harder, but to engage in ways that show resiliency, learning, adaptability and speed'.

Hence, the researcher also recommends the management of ET to use the result of this study and

decide which area should they give attention to maintain and maximize employee engagement. In most theories and researches, it is revealed that employees be more engaged when they are given something that stimulates to do so, hence; ET's management shall see and maintain "give and take" assumption systematically. The management team shall know what, to whom and when these systems shall be given, so that the target (engagement level) be improved in the company.

### **5.5 Areas for future research**

This study focuses on employee engagement in Ethiopian airlines and other studies could examine if similar findings can be obtained on other organization.

Although this study included many explanatory variables to measure the relationship with employee engagement, the researcher recommends the future researchers to include more explanatory variables and mediator/moderator variables to measure their relationship with the dependent variable: employee engagement.

At the same time the researcher suggests others to use different research methods and measure the relationship between engagement predictor variables and employee engagement.

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## Appendix I

**ADDIS ABABA UNIVERSITY**  
**FACULTY OF BUSNISS AND ECONOMICS**  
**Questionnaire for employees of Ethiopian airlines**

Dear Valued Respondent,

This questionnaire is designed to conduct a research for partial fulfillment Master of Art in Business Administration (MBA). The purpose of this study is to identify and analyze factors that affect employee engagement in Ethiopian airlines. Thus, you are kindly requested to take your precious time and cooperate in filling this questionnaire at your convenience. Your honest and accurate responses will make this study more valuable. No need to write your name and your responses are solely meant for academic purpose and kept confidential.

Thank you in advance for your cooperation.

*For any request, you may contact Mekdes Negash( [Tel:+251929244560](tel:+251929244560),  
Email:[Mekdisinu@gmail.com](mailto:Mekdisinu@gmail.com))*

**General instruction:** - please select the appropriate choice with a tick mark (√) or write your answer on the space provided.

**PART I: - Profile of Respondents**

1) Age group: A) 20 and below  B) 21 to 30  C) 31 to 40  D) 41 to 50   
 E) 51 and above

2) Gender: A) Male  B) Female

3) Marital Status: A) Married  B) Unmarried  C) Divorced  D) Widowed

4) Educational Status:

A) Certificate  B) College Diploma  C) 1<sup>st</sup> Degree   
 D) master's Degree & Above  E) others specify-----  
 -----

5) Work experience -----

6) Position A. Managerial  B. Non-Managerial

**PART II**

**Please read the following items and respond by indicating your degree of agreement on each statement on the five points Likert scale which are labeled from 1 to 5, as 1=Strongly disagree,2=Disagree,3=Neutral ,4= Agree and 5=Strongly Agree.**

Items	Strongly disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)

There is flexible working conditions in my organization.					
My work schedule denied me to attend appointments and events in my family.					
There are times when I need to be at work and at home at the same time.					
I feel that my work takes so much of my energy that negatively affect my private life.					
The demands of my work interfere with my private and family life.					
Due to work-related duties, I must make changes to my plans for private and family activities.					
I am always able to solve difficult problems, if I try hard enough.					
It is easy for me to stick to my plans and reach my objectives.					
I feel confident that I can handle unexpected events.					
When I have a problem, I can usually find several ways of solving it.					
Regardless of what happens, I usually manage					
My work is recognized and appreciated by the management					
employees are appreciated when they have done a good job					
The management respects employees' activities at workplace					
I feel my efforts are rewarded the way they should be.					
I feel recognized and appreciated at work.					

I am enthusiastic about my job.					
I am immersed in my work.					
My job is stimulating and energizing.					
I like doing the things I do at work.					
I am satisfied with type of work I do.					
I know exactly which areas of my responsibilities are					
I know exactly what is expected from me at work					
Work assignments are fully explained.					
I clearly understand what my supervisor expects of me.					
This organization provides attractive opportunities for training and development.					
There are Possibility of learning new things through my work.					
There are opportunities to develop employees skills in my organization.					
There are opportunities for my own advancement in my organization.					
Training and development opportunities are given timely in my organization.					
There is good working culture in my organization.					
Fairness is one of the my organizational culture.					
Attendance regulation is a very good culture in my organization.					

Communications seem good within this organization.					
The goals of this organization are not clearly communicated to me.					
At work, expectations are clearly communicated					
The organization communicates well with all employees about what is going on					
plenty of freedom is given to decide how to do my work in my area of responsibility.					
It is possible to influence the amount of work assigned to me					
There is high degree of influence on me on the decisions concerning work.					
There is freedom to choose how to best perform job.					
It is difficult to detach myself from my job					
When I am working, I forget everything else around me					
I can continue working for very long periods of time					
At my work, I feel bursting with energy.					
I am proud to be an employee at my company					
I am willing to go the extra mile for the company					

Appendix II

**Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %		% of Variance	Cumulative %
1	32.362	68.855	68.855	32.362	68.855	68.855	16.626	35.374	35.374
2	2.155	4.586	73.441	2.155	4.586	73.441	12.362	26.302	61.676
3	1.495	3.181	76.622	1.495	3.181	76.622	6.699	14.254	75.930
4	1.156	2.460	79.082	1.156	2.460	79.082	1.482	3.152	79.082
5	.866	1.843	80.925						
6	.783	1.665	82.590						
7	.712	1.516	84.106						
8	.590	1.256	85.362						
9	.521	1.109	86.471						
10	.489	1.041	87.512						
11	.458	.975	88.487						
12	.430	.916	89.402						
13	.382	.814	90.216						

14	.364	.775	90.992				
15	.336	.714	91.706				
16	.310	.659	92.365				
17	.289	.614	92.979				
18	.283	.603	93.582				
19	.266	.566	94.148				
20	.239	.508	94.657				
21	.230	.489	95.146				
22	.213	.453	95.599				
23	.201	.428	96.026				
24	.181	.384	96.411				
25	.166	.352	96.763				
26	.160	.340	97.103				
27	.145	.309	97.412				
28	.133	.282	97.694				
29	.129	.275	97.969				
30	.115	.244	98.214				
31	.108	.230	98.443				
32	.098	.209	98.652				
33	.090	.192	98.845				
34	.087	.185	99.030				
35	.080	.171	99.201				
36	.075	.159	99.360				
37	.066	.140	99.500				
38	.058	.122	99.622				
39	.056	.119	99.742				
40	.047	.101	99.843				
41	.044	.093	99.935				
42	.030	.065	100.000				
43	1.901E-016	4.044E-016	100.000				
44	7.934E-017	1.688E-016	100.000				
45	2.503E-017	5.326E-017	100.000				
46	2.458E-018	5.230E-018	100.000				
47	-1.540E-017	-3.276E-017	100.000				

Extraction Method: Principal Component Analysis.

Rotated Component Matrix<sup>a</sup>

	Component			
	1	2	3	4
WLB1 There is flexible working conditions in my organization	.737	.347	.318	
WLB2 My work schedule denied me to attend appointments and events in my family	.446	.356	.658	
WLB3 There are times when I need to be at work and at home at the same time.	.398	.356	.683	
WLB4 I feel that my work takes so much of my energy that negatively affect my private life.	.302	.405	.773	
WLB5 The demands of my work interfere with my private and family life.	.468	.316	.702	
WLB6 Due to work-related duties, I must make changes to my plans for private and family activities.	.356	.483	.682	
SE1 I am always able to solve difficult problems, if I try hard enough.		.806	.380	
SE2 It is easy for me to stick to my plans and reach my objectives.	.617	.457	.331	
SE3 I feel confident that I can handle unexpected events.	.327	.760	.311	
SE4 When I have a problem, I can usually find several ways of solving it.	.328	.787		

SE5 Regardless of what happens, I usually manage	.409	.722		
RR1 My work is recognized and appreciated by the management	.737	.399		
RR2 employees are appreciated when they have done a good job	.764	.420		
RR3 The management respects employees' activities at workplace	.697	.491		
RR4 I feel my efforts are rewarded the way they should be.	.771	.372		
RR5 I feel recognized and appreciated at work.	.782	.356		
JS1 I am enthusiastic about my job.	.564	.521	.371	
JS2 I am immersed in my work.	.485	.599	.378	
JS3 My job is stimulating and energizing.	.499	.665		.313
JS4 I like doing the things I do at work.	.516	.673		
JS5 I am satisfied with type of work I do.	.586	.598		
CJE1 I know exactly which areas of my responsibilities are	.385	.749		
CJE2 I know exactly what is expected from me at work	.415	.770		
CJE3 Work assignments are fully explained.	.609	.565	.304	
CJE4 I clearly understand what my supervisor expects of me.	.574	.633		
DO1 This organization provides attractive opportunities for training and development.	.757		.371	

DO2 There are Possibility of learning new things through my work.	.586	.601		
DO3 There are opportunities to develop employees skills in my organization.	.749	.404	.301	
DO4 There are opportunities for my own advancement in my organization.	.788	.372		
DO5 Training and development opportunities are given timely in my organization.	.769	.323	.340	
OC1 There is good working culture in my organization.	.667	.513		
OC2 Fairness is one of the my organizational culture.	.767	.388		
OC3 Attendance regulation is a very good culture in my organization.	.488	.651		
CM1 Communications seem good within this organization.	.659	.513		
CM2 The goals of this organization are not clearly communicated to me.	.513		.629	
CM3 At work, expectations are clearly communicated	.655	.502		
CM4 The organization communicates well with all employees about what is going on	.786			
AS1 plenty of freedom is given to decide how to do my work in my area of responsibility.	.741			
AS2 It is possible to influence the amount of work assigned to me	.707	.304		

AS3 There is high degree of influence on me on the decisions concerning work.	.489	.384	.409	
AS4 There is freedom to choose how to best perform job.	.746		.332	
EE1 It is difficult to detach myself from my job		.806	.380	
EE2 When I am working, I forget everything else around me	.764	.420		
EE3 I can continue working for very long periods of time	.499	.665		.313
EE4 At my work, I feel bursting with energy.	.788	.372		
EE5 I am proud to be an employee at my company				-.889
EE6 I am willing to go the extra mile for the company.	.356	.483	.682	

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 5 iterations.

#### Component Transformation Matrix

Component	1	2	3	4
1	.693	.585	.412	.087
2	.684	-.703	-.120	-.153
3	-.220	-.261	.833	-.436
4	.059	.309	-.350	-.882

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

#### Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.611	76.845	76.845	4.611	76.845	76.845
2	.437	7.283	84.128			

3	.311	5.179	89.307		
4	.259	4.322	93.629		
5	.227	3.788	97.417		
6	.155	2.583	100.000		

Extraction Method: Principal Component Analysis.

**Component Matrix<sup>a</sup>**

	Component
	1
WLB1 There is flexible working conditions in my organization	.799
WLB2 My work schedule denied me to attend appointments and events in my family	.886
WLB3 There are times when I need to be at work and at home at the same time.	.877
WLB4 I feel that my work takes so much of my energy that negatively affect my private life.	.898
WLB5 The demands of my work interfere with my private and family life.	.902
WLB6 Due to work-related duties, I must make changes to my plans for private and family activities.	.893

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

**Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.032	80.636	80.636	4.032	80.636	80.636

2	.396	7.920	88.556		
3	.226	4.511	93.067		
4	.191	3.823	96.890		
5	.156	3.110	100.000		

Extraction Method: Principal Component Analysis.

**Component Matrix<sup>a</sup>**

	Component
	1
SE1 I am always able to solve difficult problems, if I try hard enough.	.895
SE2 It is easy for me to stick to my plans and reach my objectives.	.833
SE3 I feel confident that I can handle unexpected events.	.917
SE4 When I have a problem, I can usually find several ways of solving it.	.905
SE5 Regardless of what happens, I usually manage	.937

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

**Rotated  
Component  
Matrix<sup>a</sup>**

--

a. Only one component was extracted. The solution cannot be rotated.

**Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.407	88.139	88.139	4.407	88.139	88.139
2	.206	4.126	92.265			
3	.173	3.461	95.726			
4	.139	2.773	98.499			
5	.075	1.501	100.000			

Extraction Method: Principal Component Analysis.

**Component Matrix<sup>a</sup>**

	Component
	1
RR1 My work is recognized and appreciated by the management	.942
RR2 employees are appreciated when they have done a good job	.940
RR3 The management respects employees' activities at workplace	.920
RR4 I feel my efforts are rewarded the way they should be.	.936
RR5 I feel recognized and appreciated at work.	.955

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

**Rotated  
Component  
Matrix<sup>a</sup>**

[ ]

a. Only one component was extracted. The solution cannot be rotated.

**Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.329	86.583	86.583	4.329	86.583	86.583
2	.229	4.581	91.164			
3	.203	4.067	95.230			
4	.126	2.512	97.742			
5	.113	2.258	100.000			

Extraction Method: Principal Component Analysis.

**Rotated  
Component  
Matrix<sup>a</sup>**

[ ]

a. Only one component was extracted. The solution cannot be rotated.

**Component Matrix<sup>a</sup>**

	Component
	1
JS1 I am enthusiastic about my job.	.920
JS2 I am immersed in my work.	.936

JS3 My job is stimulating and energizing.	.935
JS4 I like doing the things I do at work.	.940
JS5 I am satisfied with type of work I do.	.921

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

**Rotated Component Matrix<sup>a</sup>**

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a. Only one component was extracted. The solution cannot be rotated.

**Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.373	84.335	84.335	3.373	84.335	84.335
2	.365	9.126	93.461			
3	.154	3.853	97.314			
4	.107	2.686	100.000			

Extraction Method: Principal Component Analysis.

**Component Matrix<sup>a</sup>**

	Component
	1
CJE1 I know exactly which areas of my responsibilities are	.904

CJE2 I know exactly what is expected from me at work	.937
CJE3 Work assignments are fully explained.	.920
CJE4 I clearly understand what my supervisor expects of me.	.913

Extraction Method: Principal Component

Analysis.

a. 1 components extracted.

**Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.276	85.518	85.518	4.276	85.518	85.518
2	.341	6.811	92.329			
3	.156	3.114	95.443			
4	.133	2.659	98.102			
5	.095	1.898	100.000			

Extraction Method: Principal Component Analysis.

**Component Matrix<sup>a</sup>**

	Component
	1
DO1 This organization provides attractive opportunities for training and development.	.924
DO2 There are Possibility of learning new things through my work.	.886
DO3 There are opportunities to develop employees skills in my organization.	.954

DO4 There are opportunities for my own advancement in my organization.	.947
DO5 Training and development opportunities are given timely in my organization.	.911

Extraction Method: Principal Component

Analysis.

a. 1 components extracted.

**Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.531	84.368	84.368	2.531	84.368	84.368
2	.339	11.310	95.678			
3	.130	4.322	100.000			

Extraction Method: Principal Component Analysis.

**Component Matrix<sup>a</sup>**

	Component
	1
OC1 There is good working culture in my organization.	.955
OC2 Fairness is one of the my organizational culture.	.914
OC3 Attendance regulation is a very good culture in my organization.	.885

Extraction Method: Principal Component

Analysis.

a. 1 components extracted.

**Total Variance Explained**

Component	Initial Eigenvalues	Extraction Sums of Squared Loadings
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	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.999	74.986	74.986	2.999	74.986	74.986
2	.462	11.538	86.524			
3	.308	7.705	94.229			
4	.231	5.771	100.000			

Extraction Method: Principal Component Analysis.

**Component Matrix<sup>a</sup>**

	Component
	1
CM1 Communications seem good within this organization.	.903
CM2 The goals of this organization are not clearly communicated to me.	.807
CM3 At work, expectations are clearly communicated	.871
CM4 The organization communicates well with all employees about what is going on	.880

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

**Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.035	75.878	75.878	3.035	75.878	75.878
2	.435	10.874	86.752			
3	.320	8.003	94.755			
4	.210	5.245	100.000			

Extraction Method: Principal Component Analysis.

**Component Matrix<sup>a</sup>**

	Component
	1
AS1 plenty of freedom is given to decide how to do my work in my area of responsibility.	.863
AS2 It is possible to influence the amount of work assigned to me	.894
AS3 There is high degree of influence on me on the decisions concerning work.	.818
AS4 There is freedom to choose how to best perform job.	.906

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

**Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.862	64.360	64.360	3.862	64.360	64.360
2	.989	16.477	80.837			
3	.462	7.698	88.536			
4	.273	4.552	93.088			
5	.254	4.238	97.326			
6	.160	2.674	100.000			

Extraction Method: Principal Component Analysis.

**Component Matrix<sup>a</sup>**

	Component
	1
EE1 It is difficult to detach myself from my job	.845

EE2 When I am working, I forget everything else around me	.876
EE3 I can continue working for very long periods of time	.890
EE4 At my work, I feel bursting with energy.	.885
EE5 I am proud to be an employee at my company	
EE6 I am willing to go the extra mile for the company.	.868

Extraction Method: Principal Component Analysis.

a. 1 components extracted.