



**THE MEDIATING EFFECT OF ENGAGEMENT ON THE RELATIONSHIP
BETWEEN JOB SATISFACTION AND EMPLOYEE PERFORMANCE IN THE CASE
OF ETHIO TELECOM (HEAD OFFICE)**

*A Thesis Submitted to Addis Ababa University College of Business and Economics, School of
Graduate Studies in Partial Fulfillment of Master of Science in Management Specialized in
Quality Management and Organizational Excellence*

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ADDIS ABABA, ETHIOPI

DECLARATION

I declare that this study entitled ‘THE MEDIATING EFFECT OF ENGAGEMENT ON THE RELATIONSHIP BETWEEN JOB SATISFACTION AND EMPLOYEE PERFORMANCE, THE CASE OF ETHIO TELECOM (HEAD OFFICE)’ is my original work and has not been submitted to any other Institution or University other than the Addis Ababa University College of Business and Economics. This Thesis has been presented for Examination with my Approval as the appointed Advisor, and that all sources of materials used for the study have been duly acknowledged.

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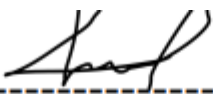
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**ADDIS ABABA UNIVERSITY
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Acronyms

ETC	Ethiopian Telecommunications Corporation
ETA	The Ethiopian Telecommunication Agency
PSTN	Public Switched Telecommunication Network
ET	Ethiotelecom
ICT	information and communication technology
HR	Human Resource
HRM	Human Resource Management
HO	Head Office

ABSTRACT

The purpose of this research was to investigate the mediating effect of employee engagement on the relationship between job satisfaction and employee performance, in case of Ethio telecom head office. The researcher used short form Minnesota satisfaction Questionnaire, the Utrecht Work Engagement Scale, and trait emotional intelligence question, to measure job satisfaction, employee engagement and job performance. Descriptive statistics was used to investigate the data and simple random sampling is used to select the samples. A structured close ended questionnaire was used to collect the data. Version twenty-seven Statistical Package for the Social Sciences, was used to conduct the statistical analysis of all data in this study. Multiple regression and Pearson correlation analysis were used to examine the proposed hypothesis and test the indirect and direct relationships and effects among variables. Additionally, bootstrapping method and Baron Kenny's four steps were used to examine the partial mediation of relations between job satisfaction, job performance and employee engagement. Generally, the study finding shows that all the variables are significantly affected each other and had significant positive relationship, Job satisfaction and Employee engagement are statistically significant contributors to job performance, there is significant partial mediating effect of engagement on the relationship between Job Satisfaction and Job Performance and The results of testing the hypotheses showed to accept all four alternative hypotheses. to conclude the researcher recommends using other dimension of measuring tools and mediator variable to investigate the effect of job satisfaction on job performance rather than those used in this study.

Key words, Job satisfaction, Employee engagement and Job performance

CHAPTER ONE

INTRODUCTION

This section deliberates the Background of the study, statement of the problem, objective of the study, research questions, significance of the study, scope of the study, limitation of the study and organization of the study.

1.1 Background of the Study

Greenberg and Baron (2008) defined job satisfaction as appositive or negative feelings towards employee's responsibilities at work., and acknowledged that it can differ among individuals. They also highlighted the significance of understanding the concept of job satisfaction as it cannot be satisfied in the same way for all employees. George and Jones (2005), employee job performance is vital for the success of any company. Lee & Wu (2011), managers and supervisors need to assess employee performance frequently to find strengths, weaknesses and areas for improvement, However, measuring employee job performance can be trick and subjective.

Howard (2009) views job satisfaction as a combination of likable and unlikable moods, in terms of mood, positive affect (likable mood) is often related with increased satisfaction levels. but it is not necessarily the only factor that contributes to satisfaction. Some research has proposed that negative affect (unlikable mood) can also play a role in determining overall satisfaction levels by serving as a difference to positive experiences. eventually, individual experiences and factors that contribute to satisfaction can differ greatly and the concept of satisfaction can be influenced by a range of individual, sociocultural and contextual factors.

Mowday, Porter, and Steers (2013), suggests that job dissatisfaction can lead to negative attitudes and reduced productivity between employees therefore it is important for bosses to listen their employee's apprehension and work to create a positive work environment. This may include addressing issues such as workload, compensation, work-life balance or opportunities for development and growth. in turn employees who feel respected and satisfied in their work are more expected to be interested and productive.

According to Mudah, Rafiki & Harahap (2014), organizational efficiency and effectiveness are deeply dependent on how efficient and effective the workers in the company are. the employees

form an energetic part of the organization and their productivity levels play an important part in the achievement of the company. Very efficient and effective employees have a positive influence on organizational performance as they contribute to attaining organizational aims and objectives, increasing productivity and profitability and improving overall performance. On the other hand, unproductive and incompetent employees can influence the organization negatively by diminishing productivity levels, affecting quality and reducing profitability.

1.2 Statement of the Problem

According to Cranny Smith and Stone (1992), job satisfaction is the degree to which an employee feels positively or negatively about their job, taking into account their expectations and experiences in the workplace. Employee satisfaction is influenced by numerous factors and one of them is expectations. If an employee has little expectation and finds a job that exceeds those expectations, they may feel pleased with their job. Instead, an employee with high expectations may have a harder time finding a job that meets all of their expectations and may become dissatisfied as a result. Job satisfaction level of employees is often influenced by factors like, salary, job security, work-life balance, opportunities for development and the overall culture and management of the company. Organizations struggle to attain a high level of performance, productivity and efficiency to stay competitive in their respective businesses. To attain these objectives organizations set goals and objectives and they look to attract and retain highly capable and motivated employees. This is because employees play a vital role in an organization's achievement. They are the ones who accomplish the day to day operational activities and contribute to the organization's overall performance and efficiency.

Many organizations identify the importance of having a satisfied and committed workforce to realize their goals, and they invest in workers employing, training and development to safeguard that they have a skilled and motivated workforce capable of meeting their purposes and objectives and promoting work-life balance, Bednarska and Azczyt (2015). By doing so, they intend to create a team of employees who are motivated and willing to work toward the success of the organizational goals.

Job satisfaction is an agreeable or constructive emotional state caused by the evaluation of one's job or job practice Fu and Deshpande (2013). Job satisfaction leads to a positive workforce behavior,

intentions, attitudes and presentation results both indirectly and directly, Bednarska and Azczyk (2015)

All organizations want to be effective since the existing situation is competitive and company's performances are persuaded by worker's satisfaction level, Muhammad S. Latif and Mushtaq Ahmad (2015). To eliminate difficulties organizations would be creating a solid and assertive connection with their staffs, leading them in the direction of task fulfillment and guaranteeing their work satisfaction, Fisher (2012). Additionally, to realize their objectives and goals companies should improve their plans to work within highly competitive marketplaces and to enhance their productivity.

The research was to explore two links between satisfaction and performance and among job satisfaction and employee engagement. Engagement mediates the association between job satisfaction and performance of employee, which shows that engagement happens after the companies fulfill all obligations and when the employees feel that all the requirements are fulfilled from the company side. Along with these employees attain job satisfaction. This result proposes that employee job satisfaction faiths to a certain degree with existence of a third variable like engagement to affect job performance companies. Consequently, engagement was used as a neutral variable for this research to inspect the effect of job satisfaction on workers' performance and how job satisfaction influences employees' performance.

Regardless of job satisfaction being and essential factor in worker performance, there is no sufficient academic work on the part of job satisfaction to discover the consequence of satisfaction on performance and the mediating effect of engagement on performance in developing countries like Ethiopia.

Even if research on job satisfaction have been studied they are mainly deal with other parts such as, impacts of employee motivation on job performance in the case of Tanzania banking sector,2013. Employee turnover and organizational performance in the case of Shintes ETB Garment PLC, 2018. The effect of absenteeism on corporate performance in the case study of Cadbury Nigeria Plc, 2015. And the effect of employee engagement on job performance the case of Ethiopian privet banks Jemal Abunu, 2017. Furthermore, very limited studies on job satisfaction have been completed in Ethiopia

According to Ethio telecom 2021/2022 EFY business performance report making the company human-centric means employees were able to advantage of various interventions including job satisfaction. This shows job satisfaction is a very important issue for organizations competitive benefit, however the issue does not get abundant concern about the mediating effect of employee's engagement on the association between job satisfaction and employee performance in Ethio telecom.

Generally, there is empirical evidence that job satisfaction affects organizations' job performance but the existing empirical researches have not sufficiently investigated the mediation effect and they were concentrated on the direct relationship between job satisfaction and employee's performance only instead of the mediation or indirect effect thus this takes a great gap that needs to be addressed within this study. therefore, this research investigated the mediating effect of employee engagement on the relationship between job satisfaction and employee performance in Ethio telecom head office.

1.3 Objective of the Study

1.3.1 General Objective

the over-all Objective of the research is to investigate the mediating effect of engagement on the relationship between job satisfaction and employee performance.

1.3.2 Specific Objective

The specific Objective of the research are,

- ✓ To assess whether employees are satisfied or not.
- ✓ To assess the effect of job satisfaction on employee performance
- ✓ To assess the effect of job satisfaction on employee engagement.
- ✓ To assess the effect of employee engagement on job performance
- ✓ To assess the mediating role of engagement on the relationship between job satisfaction and job performance.

1.4 Research Questions

The research was directed by the following questions

1. Are employees satisfied or not?
2. Does job satisfaction have an effect on employee performance?
3. Does job satisfaction have an effect on employee engagement?
4. Does employee engagement have an effect on employee performance?
5. Does engagement mediate the relationship between job satisfaction and employee performance?

1.5 Significance of the study

The results of the finding are significant to support the HRM (human resource management) in Ethio telecom to comprehend employee behavior better and develop improved policies and job satisfaction strategies and also the employees benefit from this research .in addition that the finding of this study will help managers in any other company at large that needs to understand the behavior of their employees and to understand job satisfaction influence on job performance, to build information and understanding for other investigators and academicians on the mediating effect of engagement on the relationship between job satisfaction and employee performance and also to benefit researchers as it is a support to the body of knowledge.

1.6 Scope of the study

Geographically the research was done in Ethio telecom head office only since it is thinkable but hard to study all zones and regions of Ethio telecom. Its due to resource and time limitations and the investigator used a simple random sampling technique, therefore the selected sample represents the entire population. This study uses the data as of 2021/2022 to assess the mediating effect of engagement on the relationship between job satisfaction and employee performance. Methodologically the researcher used the quantitative research method for the reason that the nature of the study questions is the most suitable technique.

Conceptually the research covers only two areas of job satisfaction, extrinsic and intrinsic job satisfaction, engagement was seen on three dimensions namely vigor, dedication, and absorption. And also three areas of Job Performance, extra-role job performance, in-role job performance and traits emotional intelligence.

1.7 Limitation of the study

Because of time and financial limitations, the research was restricted on the mediating effect of employee engagement on the relationship between job satisfaction and employee performance in Ethio telecom head office.

The research was limited to a Simple random sampling Technique b/c of simplicity and lack of bias and other researchers are advised to use other methods like Stratified sampling and cluster sampling, to obtain a complete generalizations and representation of the research results, any upcoming research conducted with a comparatively sufficient sample magnitude that would be chosen from other companies and Ethio telecom as whole.

1.8 Organization of the Study

The research is prepared in five chapters, the first chapter contains introduction part, background of the study, statement of the problem, questions of the study, scope of the study, significance of the study, objective of the study, definition of terms, theoretical frame work, research hypothesis and limitation of the study.

chapter two mostly focused on descriptions for related literature reviews on the mediating effect of engagement on the relationship between job satisfaction and employee performance and the empirical literature of the study.

Chapter three comprises the research methodology including, design, research approach, study area, data collection, validity and reliability, target population, methods of data collection, data analysis, and ethical consideration.

chapter four covers data analysis, discussion, interpretation, of the research on the mediating effect of engagement on the relationship between job satisfaction and employee performance in Ethio telecom head office. Lastly, chapter five mainly describes major results summary, recommendations, decisions, and suggestions forwarded for future research.

CHAPTER TWO

LITERATURE REVIEW

This chapter deliberates the empirical literature review and theoretical review of job satisfaction, job performance, and employee engagement including all the scopes under each main variable. Lastly, the theory of the research is deliberated, and the conceptual framework of the research drawn from review of literatures.

2.1 Theoretical review

This part deliberates the hypothetical part of job satisfaction on the dimension of intrinsic and extrinsic job satisfaction, engagement on the dimension of vigor, absorption, dedication, and employee performance with the dimension trait emotional intelligence, extra role job performance and in role job performance in detail.

2.2 Job satisfaction

According to Wehrich & Koontz, (1999), Maslow's hierarchy of needs is one of the best well-known theories of job satisfaction, there are other significant theories that also provide important insight in to what contributes to job satisfaction and dissatisfaction,

2.3 Theories of job satisfaction

2.3.1 Content Theories

Maslow's (1943) hierarchy of needs is the first theory of content theories of motivation. the theory suggests that human needs can be arranged in a hierarchical order. According to this theory, lower-order needs like, physiological needs and safety needs should be fulfilled before an individual can move on to higher-order needs, like belongingness, esteem and self-actualization needs. According to Maslow's (1943) hierarchy of needs theory individuals are motivated by a hierarchy of needs, each need building upon the other, in order to achieve self-actualization. According to Maslow's hierarchy of needs safety needs are necessary needs that should be met after physiological or hunger and thirst needs have been satisfied. Safety needs comprise feelings of security, stability, and orderliness. Infants and young children prove their safety needs through their emotional responses to their environments, while adults may learn to overpower these needs or express them in various ways. Safety needs can be met through different means such as having a stable living environment, personal security, and a sense of orderliness in one's life.

Alderfer (1969) discusses the ERG theory that categorizes human needs into three categories, existence, relatedness, and growth. His theory proposes that individuals have three basic sets of needs, relatedness, existence, and growth needs and these needs can affect their performance and motivation. In the work environment providing pay raises or bonuses to some employees but not others may create feelings of inequity and unfairness, leading to dissatisfaction or even anger among those who feel they have been disadvantaged.

2.3.2 job Characteristics Theory

Hackman and Oldham's (1980) job characteristics theory suggests that the design of a job can influence an employee's motivation, satisfaction, and performance. This theory suggests that job characteristics such as skill variety, task identity, task significance, autonomy, and feedback can affect an employee's psychological state leading to improved performance, job satisfaction, and personal development. Though, the degree to which job characteristics influence results can be moderated by factors such as individual differences, in motivation, personality, and values. Additionally, the clarity of job tasks and responsibilities can also influence job satisfaction and performance.

Effective organizations are often influenced by high productivity. When the workers of an organization are extremely productive, they can meet their deadlines, complete their jobs competently and provide high-quality work in shorter amount of time. This is not only improving the overall productivity of the companies but also increases the employee morale and satisfaction. Therefore, it is critical for organizations to prioritize and inspire high productivity among its employees to attain success, Abulwahab S. Bin Shmailan (2016). Even if all job satisfaction theories or models may have their own limitations, they can still deliver beneficial insights in to understanding and enhancing employee satisfaction, Newstrom, (2007); Moynihan & Pandey, (2007).

2.4 Job satisfaction and employee performance

Many researchers have studied the relationship between job satisfaction and job performance and there are numerous findings and theories about the relationship between the two. Some studies propose that there is positive relationship between job satisfaction and job performance, as workers who are happy with their task tend to be more productive and interested, Karatepe (2011)

2.5 The effect of job Satisfaction on employee performance

According to Amburgey, (2005), Job satisfaction defined as an individual's emotion and attitudes towards their work, including positive and negative feelings, beliefs and perceptions about various characteristics of their work. It can be influenced by a variety of issues such as job physiognomies, organizational culture, work-life balance, compensation and relationships with colleagues and supervisors. Job satisfaction is an employee's sense of achievement and success on the job. It is generally supposed to be directly linked to productivity as well as to personal well-being. Job satisfaction implies doing a job one enjoys, doing it well and being rewarded for one's efforts. Job satisfaction additionally implies enthusiasm and happiness with one's work. Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment, Kaliski, (2007)

Most studies show that workers and organizations perform better when they hold themselves responsible for resolving organizational difficulties. i.e. when workers and companies take ownership and responsibility for resolving organizational difficulties they are more motivated and participated in finding effective solutions. This leads to better performance, productivity and overall success in attaining organizational objectives. Additionally, when team members feel trusted and allowed to take responsibility, it fosters a culture of innovation and continuous improvement.

2.6 Employee Engagement and Job Performance

Employee engagement and job performance are directly related. Engaged workers tend to achieve better because they are more motivated, committed and enthusiastic about their work. Engaged employees feel a sense of belonging, they are willing to work beyond their responsibilities, and are likely to be more productive. When employees are engaged they feel a sense of purpose and are more likely to take ownership of their job. They are also more likely to have a positive attitude

towards their work, which can lead to improved job satisfaction and more positive work environment. On the other hand, disengaged employees are more likely to underperform and may even be risk to the organization. Disengaged employees may lack motivation, feel detached from their work and not give their greatest energy. In general employee engagement is a crucial part in job performance and organizations must focus on improving employee engagement to safeguard enhanced job performance, Bartender, (2019).

2.7 Job Satisfaction Models

2.7.1 The Dispositional Model

Dispositional model proposes that personality is primarily determined by inherent, stable traits or dispositions that a person is born with and that these traits influence their thoughts, feelings and behaviors across different situations and over time. This approach emphasizes that people's personality traits are relatively fixed and enduring, and that they can predict how individuals will generally respond to different situations or stimuli.

Franek and Vecera, (2008).

2.7.2 Herzberg's Two Factor Theory

Frederick Hertzberg's research is known as the two factor theory or motivation hygiene theory. The study involved asking workers to identify job factors that made them feel better about their work and job factors that made them feel bad about their job (hygiene factors). The motivators were found to include factors such as achievement, recognition, responsibility, growth and fulfilling work. These factors were considered to be intrinsic motivators that could lead to job satisfaction and motivation. On the other hand, hygiene factors were found to include factors such as salary, working conditions, job security, administration and interpersonal relationships. These factors were considered to be extrinsic motivators that could prevent dissatisfaction but were not enough to motivate employees. Over all Hertzberg's research highlighted the importance of intrinsic motivators in creating job satisfaction and motivation and the importance of meeting basic needs through hygiene factors to prevent job dissatisfaction,

Arikira Richard (2012)

In this study, the researchers use Herzberg's two-factor theory (model) to find out whether Ethio telecom employees were happy, engaged, and performing well or not.

2.8 Empirical Literature Review

Numerous researches have explored the association between job satisfaction and performance in the workplace. According to the review of literature by Judge and Bono (2001) there is positive correlation among job satisfaction and performance. job satisfaction leads to higher levels of motivation and effort. A study by Wright and Cropanzano (1998) found that job satisfaction is positively related to motivation and effort which in turn leads to higher levels of task performance.

The authors suggest that staffs who are satisfied with their job are more likely to be motivated to perform well and put in the effort required to achieve good performance. job satisfaction has a direct effect on task performance, a study by Lee and Ok (2012) found that job satisfaction has a direct impact on task performance, regardless of other factors such as organizational commitment and motivation. The study suggests that employees who are satisfied with their job are more likely perform well even if they are not particularly motivated or committed to their organization. Job satisfaction leads to lower turnover and absenteeism.

A study by Spector (1997) found that job satisfaction is damagingly connected to turnover and absenteeism. Workers who are more satisfied with their job are less likely to leave their organization or miss work, which in turn leads to better performance. Overall the literature suggests that there is a positive relationship among job satisfaction and performance in the workplace. Workers who are pleased with their work are more likely to be committed to their organization, motivated to perform well and less likely to leave or miss work.

Therefore, Organizations should implement strategies to enhance satisfaction level of employees and to reduce voluntary turnover rates and retain their employees since voluntary turnover can have a negative influence on the organization's productivity, cohesiveness, and image. This is because the leaving of an employee can disturb the workflow and relationship within a team, leading to decreased productivity and increased costs for hiring and training new employees.

2.9 Conceptual Framework

A conceptual framework is the arrangement in which the predictor and response variables are related, it shows the flow of the hypothetical framework, and specifies the working definition of a variable. Mediation is related to an indirect effect of a predictor variable on a response variable that passes through intermediary variables. The figure shows the conceptual framework of the research to

clarify the main ideas seen in the research and how they are related to each other to generate the result.

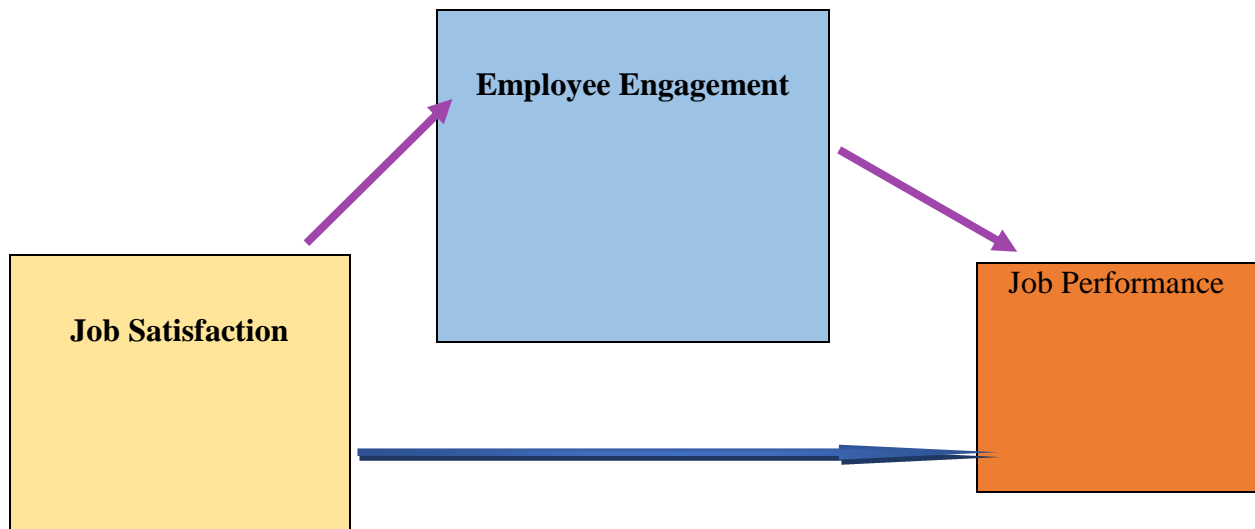


Figure 1 Conceptual Framework Model

A study by Kaliski, Aziri B (2007), says that Satisfied employees tend to be more motivated and productive because they have a higher level of job satisfaction. When employees feel satisfied with their work, they are more likely to be engaged and committed to their organization. This commitment translates into higher levels of job involvement and a willingness to go above and beyond to achieve organizational goals. Additionally, satisfied employees often have better interpersonal relationships with their co-workers. They tend to be more cooperative, collaborative, and supportive, which fosters a positive work environment. These positive interactions can enhance teamwork, communication, and overall job performance. Overall, organizations that prioritize employee satisfaction are more likely to reap the benefits of a motivated and engaged workforce, leading to improved productivity and performance.

2.10 Research Hypotheses

The below hypotheses were tested in this research

1. Hypothesis one

H1: the effect of job satisfaction on job performance is significant.

2. Hypothesis two

H2: the effect of job satisfaction on employee engagement is significant.

3. Hypothesis three Hypothesis three

H3: the effect of employee engagement on job performance is significant.

4. Hypothesis four

H4: the mediating effect of employee engagement on the relationship between job satisfaction and employee Performance is significant.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

On This section, back ground of the organization, the study approaches used to accomplish this research, research approach, population and sampling techniques, research design, research processes, information collection techniques and data examination techniques are discussed. It also defines how the information was gathered, interpreted and analyzed.

3.2 Background of the organization

In 1894, Emperor Menelik II established telecommunications services in Ethiopia and construction began on a telephone line from Harar to the capital Addis Ababa. The existing Ethiopian administration has made ICT development one of its tactical prioritization. The company now offers a full range of facilities (PSTN, internet, mobile phone, data communication services) in most areas with in the country. ET's vision is to become a leading provider of digital solutions. Its mission is to provide reliable telecommunications and digital financial services to simplify life and accelerate Ethiopia's digital transformation. In realizing its vision and mission, Ethio telecom will remain true to its core values: Human-centricity, integrity, excellence, social responsibility, and inclusivity.

According to the 2021/ 2022 annual performance report of the company, the total number of mobile voice users has reached 64.5 million, the total number of data internet users 25.6 million, total number of fixed broadband users 506.8K.

Internationally, the growth of tele-communication business is one of the essential pointer of economic and social growth of a country and using as an important device in the growth of Ethiopia. Therefore, Ethio telecom is inherent in this drive to take a paradigm shift in the growth of telecom service to sustain the continuous development of the state. Consequently, to acquire the competitive value of the market, Ethio telecom should improve the job satisfaction level of employees as a tactical tool to enhance their efficiency, and this will support to develop outstanding

human resource management, which will benefit to make advance employee capability to deliver the desires and demands of clients.

Study has shown that job satisfaction is positively connected with mental and physical health. Workers who are pleased with their works tend to have lower levels of stress and anxiety, better self-esteem and cognitive functioning, and engage in healthier behaviors such as exercise and taking care of their general well-being. On the other hand, workers who are dissatisfied with their works can experience negative effects on their physical and psychological health. therefore, to keep on competing in the market, organizations similar to Ethio telecom need to enhance the job satisfaction level of staffs to increase their productivity and achieve the planned goal of the company. so, the central goal of this research was to study the mediating impact of mediator variable on the association between job satisfaction and employee performance and to take an additional phase by examining job satisfaction from the strategic side.

3.3 Operational Definition of Terms

3.3.1 Job Satisfaction

As defined by Spector (1997) job satisfaction is an individual's overall emotional orientation towards their job, which is influenced by numerous factors like, the work itself, pay, promotion opportunities, job security, work environment and the relationship with co-workers and supervisors.

3.3.2 Employee Performance

According to Shields et al, (2015) employee performance refers to how well an employee finishes the responsibilities allocated to them by their superior or company.

3.3.3 Employee Engagement

Employee engagement refers the level of eagerness, devotion, and connection an employee has towards their work and the organization they work for, William Kahn in (1910).

3.4 Research Approach

The research has adopted quantitative research method. A quantitative research method is survey study in which a set of questions is developed and managed to a sample of individuals to gather numerical data. The collected data can be analyzed statistically to identify arrangements, relationships, and correlations among variables, (Manu Bhatia, 2018).

Since the Quantitative research technique is useful to rely on empirical evidence rather than subjective opinions or biases, the techniques used in quantitative research are replicable, the results of quantitative research can be generalized to larger populations, quantitative research methods used to test hypotheses or theories, the statistical analysis in quantitative research allows researchers to test whether their hypotheses are supported or not.

therefore, based on the above listed significances of quantitative research method and since the data collection tool questionnaire is best for this method. Quantitative research uses deductive logic which involves starting with a theory or hypothesis and then testing it using empirical data. The researcher develops a research question or hypothesis and then collects data through standardized procedures, the data is then analyzed using statistical methods to test the hypothesis and draw conclusions. This approach is considered deductive because it starts with a general theoretical proposition and tests it using specific observation and measurements.

3.5 Research Design

Research design discusses the overall strategy or design that summaries how an investigator proposes to conduct a research study. It encompasses the methods and procedures that will be applied to gather and analyze data, as well as the purposes or questions that the research aims to address. The research design provides the framework for the research process, including the selections of study participants, collection of data, data analysis, interpretation of findings and the reporting of results, (Ebrary.net,2014).

A descriptive research design is well suited to achieving the objective of understanding what is going on in head office Ethio telecom, as it is focused on describing and documenting the current state of phenomenon. Descriptive research designs are also being useful for identifying patterns or trends, which could shed light on cause and effect relationships and help to connect ideas.

Therefore, the researcher relies on a descriptive research approach which is suitable for this research. Since this research was measuring the mediating effect of engagement on the relationship between job satisfaction and employee performance in Ethio telecom on head office. In addition, cross sectional or one-time research data was used to finalize the research since the study is restricted to one time.

3.6 The study Area

The research was done in Ethio telecom head office only. The respondents participated in this study were selected from samples of head office employees of Ethio telecom. The reason for using samples was due to monetary and time limitations, which likely limited the ability of the researcher to conduct a large study.

3.7 Sampling Design and population

This segment addresses total target population of head office employees of Ethio telecom as well the details of sampling design.

3.7.1 Target population

According to Kendra Cherry and Will Kenton, target population refers to a specific group of individuals or entities that a research project aims to reach or have an impact on. This group is defined based on certain criteria like demographics, geographical location, interests, behaviors or needs. The target population is often selected to represent a large population of interest or to address a particular problem or opportunity.

A sample in research refers to a subset of the population that is chosen to represent the whole population being studied. It is almost difficult to study a whole population, so researchers choose a sample that is sufficiently representative of the overall population from which it is drawn. Samples are used in research to estimate the characteristics of the population, generalize findings to the large population and improve efficiency and cost effectiveness of research projects, (Bluman,2009).

As of Dec 2022 data Ethio telecom has 17141 permanent employees on country wide. permanent Ethio telecom head office employees were used as target population for this research. since it is difficult to study the overall workers of the organization due to resource constraints and

geographical difficulties. The research population was encompassing a total target population of 7034 permanent head office employees of Ethio telecom.

3.7.2 Sampling Design

Sample size is the number of individuals or observations included in a statistical analysis or it is the number of units in a sample. The size of a sample is an important consideration in statistical analysis, as large sample sizes generally provide more accurate and representative results. (Banrejee,2010)

Since Simple random sampling minimizes biases and ensures fairness in the selection process, the researcher has chosen the sample size by means of simple random sampling technique and the researcher was used 378 participants as a sample. The researcher has taken the sample size from head office employees of Ethio telecom. The sample size 378 has been calculated using the following formula. Yamane, 1967, 886

$$n = \frac{N}{1 + N(e)^2} = \frac{7034}{1 + 7034 * 0.05^2} = 378$$

where n=Sample size

N= target population

E=error term Sample size e= level of precision given that 95% confidence level and

p=±5 % p are assumed

3.8 Data Collection

In this research, primary & secondary data sources have been used to gather the information. Secondary Data refers to evidence that has already been collected by someone else and is readily available for use. This data may be sourced from various sources such as, reports, government publications, academic journals, websites and other similar sources.

Since secondary data is information that has previously gathered and analyzed, researchers use it to gain insights in to particular topic or problem without conducting new research themselves. It is cost effective and time efficient way of obtaining information and can be used to validate

primary data or to provide a boarder context for primary data analysis, (Kothari,2004). For this research secondary data has been obtained from published and unpublished sources of materials like company annual business performance reports and internet respectively. The primary data which has been used in this research obtained from the target samples, using structured close ended questionnaire.

As Dawson (2002) approves three main types of questionnaires are available, open-ended, close ended, and mixture of both.

the questionnaire used for this research was close ended which comprising boxes that the participants licked to show the degree to which they agree or disagree with the study declaration. In addition, this questionnaire has been stated in a simple, comprehensible language to deliver exact, impartial and comprehensive data.

3.9 Data Analysis Method

This study has been examined using statistical package for social since (SPSS) version 27. Pearson correlation test is generally used to determine the direction and strength of the linear relationship among two continuous variables. It is commonly used in statistics to evaluate the degree to which two variables are related with each other, therefore Pearson examination was conducted to regulate the direction, significance and nature of the association among the response variable and predictor variable and also to show the degree to which two or more variables are connected with or associated with each other.

Multiple linear regression analysis is a statistical method used to model the association between a response variable and two or more predictor variables, (Pedhazur, 1997). Therefore, the researcher had used multiple linear regression analysis to test the hypothesis and to review the association among a response variable and many predictor variables. The outcome has been stated in the form of tables and graphs. Furthermore, characteristics have been examined by a means of descriptive statistics containing frequency, mean, and standard deviation. Mediation examination has been evaluated by using Baron and Kenny's (1986) and Andrew Hayes, 2013 process macro model 4 bootstrapping technique has been carried out to measure the indirect consequence of mediator variable on response variable.

3.10 Validity and Reliability

3.10.1 Reliability

Cronbach's alpha values was used to test reliability, Cronbach's alpha is a measure of internal consistency and reliability for a set of items in a questionnaire or test. It ranges from 0 to 1, where values closer to 1 indicate higher internal consistency and higher reliability of the test. Typically, alpha values above 0.70 are considered acceptable for research purposes, while values above 0.80 are considered good, Sekaran and Bougie (2016)

As indicated in table 3.1 the Cronbach's alpha Values for job satisfaction, employee engagement and Job performance are above 0.80 thus it indicates high internal consistency and reliability of the measurement of variables and the items used to measure these variables are strongly correlated and collectively measure the constructs accurately.

Table 3.1 Reliability test analysis

NO	Description	Cronbach's alpha values	Number of Items
1	Job Satisfaction	.959	20
2	Employee Engagement	.961	17
3	Job performance	.948	19

3.10.2 Validity

validity test is a type of assessment that is used to determine whether a measure or test is actually measuring what it is intended to measure or it is a test of the accuracy and effectiveness of the assessment tool.

In this research criterion related validity was done using statistical examination such as correlations and linear regression. the gratified validity was verified through the consultant of this study. 1977 version short form Minnesota Satisfaction Questionnaire (MSQ), The Utrecht Work Engagement

Scale (UWES) developed by Schaufeli and Bakker (2003) and TEIQue Petrides and Furnham, 2003 for trait emotional intelligence, Goodman and Svyantek, 1999 for in role job performance, Williams and Anderson, 1991 for extra role job performance was used to validate job satisfaction, employee engagement, and job performance respectively Criterion validity assesses the extent to which a measuring instrument such as attest or questionnaire correlates with a criterion which is a more established or well-known measure the same construct. The reason why criterion validity is chosen for this research is that it helps to establish the accuracy and effectiveness of the measuring instruments in capturing the intended construct. In addition, by relating the outcomes of the measuring instrument with the outcomes of the iteration measure researchers can determine whether the measuring instrument is reliable and valid in measuring what it is intended to measure. And also this type of validity is important in ensuring that test or questionnaire results can be used in making accurate predictions or decisions. Based on those reasons the researcher has chosen criterion validity for this research.

3.11 Measurement Scale of Variables

The results of the MSQ can be useful for organizations in identifying factors that contribute to job satisfaction and in developing strategies to improve job satisfaction. It can also be useful for individuals in understanding their own job satisfaction and in identifying areas where they may want to make changes.

To measure job satisfaction, the researcher has collected baseline data and 1977 version short form (MSQ) was used to measure job satisfaction level of employees.

For this research job performance was tested in TEQue, petrides and Furnham, for trait emotional intelligence, Williams and Anderson, 1991 for extra role job performance and Goodman and Svyantek, 1991 for in role job performance.

Lastly the researcher used Utrecht work engagement scale or UWES established by schaufeli, salanova and bakker, 2002 comprising of three subscales, dedication,vigor and absorption was used to measure employee engagement.

Additionally, all the questions were rated on a 5 point Likert scale representing five levels of preferences from strongly disagree to strongly agree.

3.12 Ethical Considerations

Ethical considerations are an important aspect of research, and researchers must follow strict ethical guidelines to ensure that their work is conducted in a responsible and ethical manner it means ethical considerations are an integral part of any research project, and researchers need to give careful attention to these issues throughout the research process.

For example, any sources which are cited and taken as vital part of the research must be quoted. Which means admitting writers of books and articles is very essential then the information must be gathered from appropriate and pertinent source. Thus with admiration of the present research the researcher valued and followed with current ethical standards to make the study more reliable and acceptable by users of the result and academic communities.

The confidentiality of employees or participant's response was presented in the manner that their signature, address, names, and organizational role was not seemed and occupied on the questionnaire. In addition to that the investigator had also stated the results of the research without any misapprehension of the practicality.

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION AND DISCUSSION

The main objective of the study was to investigate the satisfaction level of workers in the Ethio telecom head office and its consequence on their job performance and also to examine the arbitrating role of employee engagement. to accomplish this objectives methodology was set in chapters three and two. In addition, relevant literature has been reviewed. Finally, this section summarizes the end result of data analysis got from the gathered data of participants. The gathered data, analyzed and the results of testing the hypothesis are stated in the next part.

4.1 Respondents response rate

For this research 378 questionnaires were dispersed and from these 88.62% or 335 questionnaires were coming back on time and comprised in the analysis procedure, while 11.38% or 43 questionnaires were not reversed for various reasons.

4.2 Respondents Demographic Profile

In this part demographic profile of participants was stated in detail. Besides the personal profile of participants was examined in accordance with their marital status, job category, years of service in the organization, educational qualification level, age and gender. consequently, the analysis might be more significant and important for readers. frequency results are specified on under tables.

To explain the results of respondent's descriptive statistics was done for demographic variables. Item number 1 of Table 4.1 below demonstrates the demographic profile of 335 participant's males were 54.0% and females were 46.0%, From total respondents of the investigation. This indicates that female's contribution at head office Ethio telecom rationally desires enhancement. Item number 2 of Table 4.1 below indicates that 16.4% of the participants (56 of them) were between 20 and 29, 56.7% of the respondents or 190 of them were between 30 and 39, and 21.78% of the participants or 73 of them were 40 to 49 and 5.1% of the participants 17 of them were 50 and above. This result shows questionnaires were distributed well according to age group and also it shows that the participants were encompass heterogeneous groups which allowed the investigator to obtain diverse answer across the sample elements equally distributed.

Item number 3 of Table 4.1 below shows that 6.3% of the participants or 21 of the respondent's educational attainment was a Diploma, 39.4% of the respondents or 132 of them were first-degree, 53.4% respondents or 179 of them were master's degree and the remaining 3(.9%) participants were reported as other. In general, most of the participants (92.8%) had master's and first degrees. Highly educated workers return better output and competence for their company like Ethio telecom. finally, the general learning requirement matrix of the 311 participants indicates that the participants can simply comprehend the questions used for this research and reply correctly containing necessary data.

Item number 4 of Table 4.1 below describes the operational experience of participants. i.e. respondents' experience from 0-1 years was 3 (.9%) respondents' experience from 2-5 years was 67(20.0%),128(38.2%) participants was 6 - 10, 11-20 years' experience was 105(31.3%) and finally 21 and above years of experience were 32 (9.6%).

the result implies that highest sample participants of Ethio telecom (79.1%) have reasonably adequate experience that can support them to carry out accountability and to deliver adequate information about their company and apply better performance too.

Item number 5 of Table 4.1 below describes the job category of sample participants at Ethio telecom head office. 92.2% of the respondents or 309 respondents were in non-managerial positions and 27.8% of the respondents or 26 of them were in administrative.in summary most participants were in non-managerial position.

Finally, Item number 6 of Table 4.1 below shows the participants marital status.19.7% (66) participants was single, 78.5% (263) was married, 1.2%(4) participants was divorced and .06%(2) was widowed. Generally, the result shows that most of the participants (78.5%) was married. Research findings shows that being married may lead to a stronger sense of responsibility and motivation to provide for one's family, which can translate into better job performance. therefore, it indicates that Ethio telecom will be advantageous.

Table, 4.1 Respondents Demographic Profile

Gender		Frequency	Percent	Valid Percent	Cumulative Percent
1	Male	181	54.0	54.0	54.0
	Female	154	46.0	46.0	100
Age		Frequency	Percent	Valid Percent	Cumulative Percent
2	20-29	55	16.4	16.4	16.4
	30-39	190	56.7	56.7	73.1
	40-49	73	21.8	21.8	94.9
	50 and above	17	5.1	5.1	100
Educational Qualification		Frequency	Percent	Valid Percent	Cumulative Percent
3	Diploma	21	6.3	6.3	6.3
	First Degree	132	39.4	39.4	45.7
	Master's Degree	179	53.4	53.4	99.1
	PhD	0	0	0	99.1
	Other	3	.9	.9	100
Work experience in Years		Frequency	Percent	Valid Percent	Cumulative Percent
4	0-1	3	.9	.9	.9
	2-5	67	20	20	20.9
	6-10	128	38.2	38.2	59.1
	11-20	105	31.3	31.3	90.4
	21 and above	32	9.6	9.6	100
Job category		Frequency	Percent	Valid Percent	Cumulative Percent
5	Managerial	26	7.8	7.8	7.8
	Non-Managerial	309	92.2	92.2	100
Marital Status		Frequency	Percent	Valid Percent	Cumulative Percent
6	Single	66	19.7	19.7	19.7
	Married	263	78.5	78.5	98.2
	Divorced	4	1.2	1.2	99.4
	Widowed	2	0.6	0.6	100

Source, The researcher Survey data output,2023

4.3 Descriptive statistics of variables

as specified on table 4.2 Job satisfaction was measured using twenty questions, the participants were questioned to describe how often they experienced a certain emotion at workplace, the aggregate mean result of Job satisfaction indicated on under table is 3.3157 with standard deviation (SD) .92996 therefore this result implies that majority of head office employees at Ethio telecom were satisfied with their pay and work.

Employee engagement was measured using seventeen questions and the aggregate mean score of the response was 3.3810 with a standard deviation (SD) .95291. thus it indicates that most employees were engaged on their job. Finally, job performance was measured using nineteen questions and the average mean result of job performance was 3.5943 with SD .79492 which implies that respondents of head office employees at Ethio telecom are conscious for their job and achieve all the allocated responsibilities successfully and competently.

Table 4.2 Descriptive Statistics of Variables

Variables	Mean	Std. Deviation	N
Job Performance	3.5943	.79492	335
Job Satisfaction	3.3157	.92996	335
Employee Engagement	3.3810	.95291	335

Source, the researcher survey data output, 2023

4.4 Correlation Analysis

here, the relations among response variable and predictor variables and the relationship among predictor variable and response variable with the neutral variable are discussed briefly.

4.4.1 Relationships between response and predictor Variable

The aim of the study is to assess the association among predictor variable and job performance at Ethio telecom head office. Pearson correlation coefficient is a measure of the linear relationship among two variables, which ranges from -1 to 1. value of 1 specifies a perfect positive correlation, value of -1 shows a perfect negative correlation and a value of 0 shows that there is no linear relationship among the variables. The closer the absolute value of the correlation coefficient is to 1, the stronger the relationship between the variables. Macrczyk, D. and Festinger, 2005.

According to Marczyk, d. and festinger 2005, relationships of .90 to 1.00 are expected very large, associations of .70 to .90 are expected large, relationships of .30 to .70 are assumed as moderate and associations of .01 to .30 are considered small. thus statistics of Pearson correlation and regression examination was applied and the fallouts are described here.

on this research, significant and large correlations were seen between job satisfaction & mediator variable ($r=.831$, $p<.05$) that means job satisfaction and employee engagement are significantly, largely and positively correlated. there is also large and significant correlation among job satisfaction and worker's performance with a correlation coefficient ($r=.725$, $p<.05$).

In addition, the mediator variable also has positive, moderate, and significant connection with job performance with ($r=.696$, $p<.05$) in head office employees of Ethio telecom. Therefore, the result shows that there is significant and positive connection among response variable and employee engagement, predictor variable with response variable, and also between employee engagement and job performance. this indicates that job satisfaction and employee engagement are closely related to worker's emotional feeling towards their organization and job performance.

as presented in Table 4.3 significant and large correlation occurs between the independent variable job satisfaction and mediator variable ($r=.831$ $p<.05$) it indicates that job satisfaction is significantly, positively and largely connected to the mediator variable. there is also a significant correlation between response variable and mediator variable with ($r=.696$, $p<.05$), finally response variable and predictor variable are also positively and significantly correlated with ($r=.725$, $p<.05$).

Table 4.3 Correlation for all variables

Correlations						
No.		1	2	3		
1	Job Satisfaction	1				
2	Job performance	.725**	1			
3	Employee engagement	.831**	.696**	1		
Correlation is significant at 0.01 level(2-tailed)						

Source, the researcher survey data output, 2023

4.5 Regression Analysis To approve the significant assumption of regressions like normality, linearity and multi-collinearity test preliminary analysis was revealed before undertaking a regression analysis and testing the research hypothesis

4.5.1 Multi Collinearity Test

According to Zikmund et al, 2013, multi collinearity refers to the problem of high correlation among predictor variables in a regression model. When the predictor variables are highly correlated, it becomes hard to determine the individual impact of each variable on the response variable. This can be difficult as it can lead to unstable and unreliable estimates of the regression coefficients. For this research both indicators of variance inflation factor (VIF) value and tolerance value are used to test multi-collinearity problem. Andy, 2006 suggests that a tolerance value less than 0.1 shows a serious collinearity problem and (Liu,2010) proposes that VIF value higher than 10 is more severe multi collinearity. To conclude and as its indicated on table 4.4, there is no multi-collinearity problem happens between the dimension of the predictor variables specified i.e VIF values are below 10 and all the tolerance values are above 0.10 i.e. ((T=.304 & VIF=3.289) in this research.

Table 4.4 The VIF and Tolerance values

		coefficients	
		Collinearity Statistics	
model		Tolerance	VIF
1	Satisfaction	.304	3.289
	Engagement	.304	3.289

Dependent variable: Performance

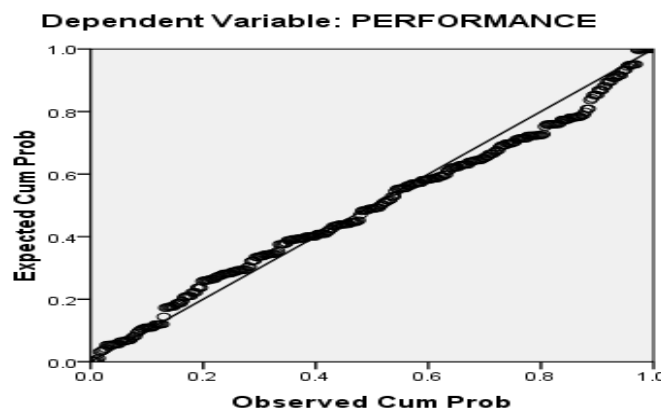
Source, the researcher survey data output, 2023

4.5.2 Linearity and Homoscedasticity Test

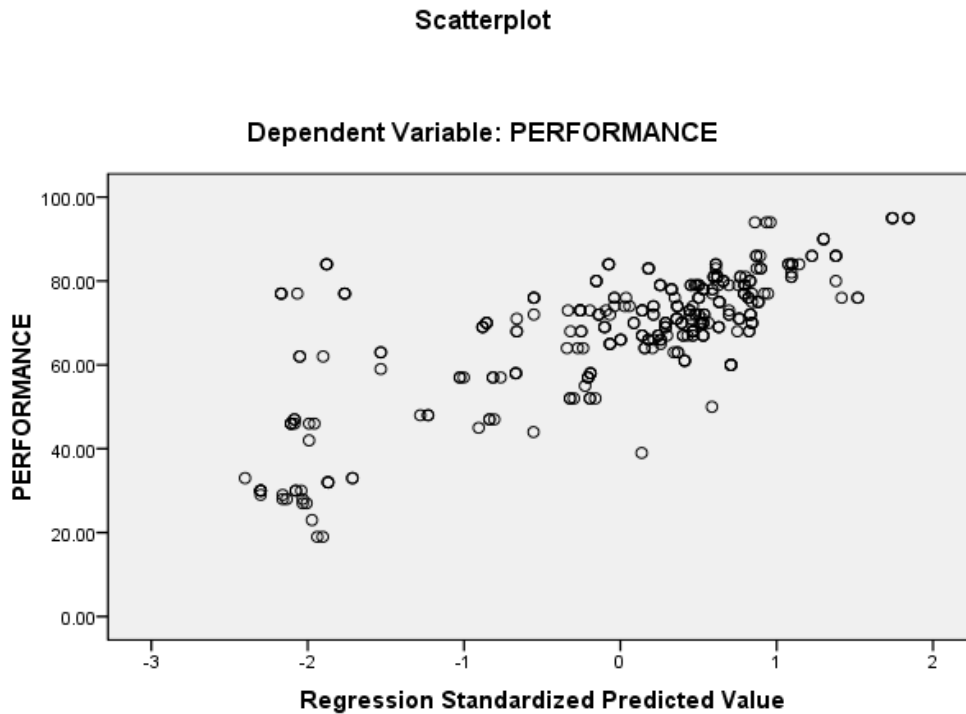
The linearity test is an important prerequisite in correlation and linear regression analysis because these statistical methods assume that there is a linear relationship between the two variables being analyzed. If this assumption is not met, the consequences of the analysis may not be valid or reliable. Therefore, it is important to test for linearity before conducting correlation or linear regression analysis. There are several ways to test for linearity, such as visual inspection of scatterplots, the use of correlation coefficients, or statistical tests such as the Durbin-Watson test. scatter plot of residuals on under Figure 4.1 shows that the points lie in a straight line from lowest - top right. the scatter plot is on better manner to see whether the information is homoscedasticity means the residuals are the same across the regression route. Hence in this research assumption of homoscedasticity and linearity was not violated.

Fig, 4.1 Linearity and Homoscedasticity test

Normal P-P Plot of Regression Standardized Residual



Source, the researcher survey data output, 2023



Source, the researcher survey data output,2023

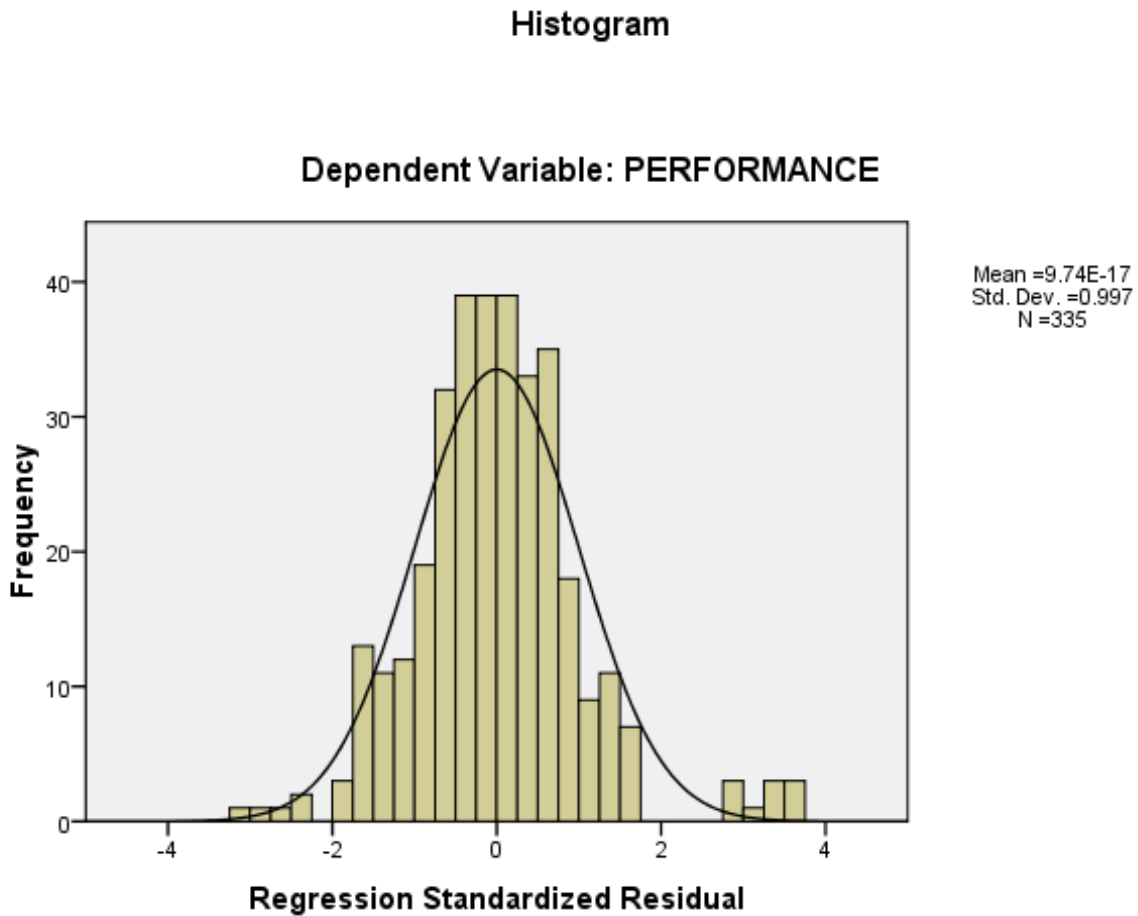
4.5.3 Normality test

Normality tests are applied to check whether a given data set follows a normal distribution or not. If the data is normally distributed, it implies that the mean, median, and mode of the data are the same or almost the same, and the data is symmetrical around the mean. Skewness values less than -1 or greater than 1 indicate a significant departure from a normal distribution, and such values often indicate the presence of extreme values or outliers. However, whether this degree of skewness is considered "highly skewed" or not may depend on other factors such as the sample size, the purpose of the analysis, or the nature of the data being examined, Brown, 2016

table 4.2 results indicate that the variables are skewed highly. However, kurtosis is a measurement check whether the data is heavy tailed or light tailed relative to the standard distribution. subsequently the kurtosis is below 3 for job satisfaction, job performance, and employee

engagement (Browmn,2016) it indicates that comparatively as compares to normal distribution its tails are smaller and solvent. Therefore, the result of this research indicates that the population was normally distributed with some tolerance.

Fig 4.2 Normality



Source, the researcher survey data output, 2023

4.6 Regression Results

This portion discusses the impact predictor variable on response variable, the impact of predictor variable on mediator variable, & the effect of mediator variable on outcome variable.

4.6.1 Testing the research hypothesis

According to (Pedhaazur, 1977) Multiple regression analysis is a statistical technique used to examine the association among one response variable, which is also known as the outcome variable, and two or more predictor variables, which are also referred to as independent variables or covariates. Mediation is a hypothesized causal chain in which the mediator explains the relationship between an independent variable and a dependent variable. The mediator affects the second variable, which then affects the third variable. A four phase approach of Baron Kenny (1986) was applied to test mediation and coefficients of R square value, beta value and p-value for each significant relationship and at $p < .05$.

Model summary shows detail about the characteristics of the model. In this case job satisfaction, employee engagement and job satisfaction were the main variables considered. As it is seen on below table 4.5 the R square value indicates that 54.4% of the variance in the response variable is explained by job satisfaction and employee engagement.

the response variable is explained by predictor variables of Ethio telecom head office employees. The adjusted R square result shows the external validity of the model and permits simplifying the outcomes used from the participants to the entire population. The result of adjusted R square = .551 is near to the result of R square = .554 if the adjusted R square is deducted from R square the result will be $(.554 - .551 = 0.003)$, the reduction of this amount indicates that if the entire population was included on the research the model was fitted and there will be 0.5% less variance in the result.

Table 4.5 Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.744	.544	.551	10.11825
A, Predictors (constant) Engagement, Satisfaction				
Source researcher survey data output 2023				

ANOVA table regulates whether the model is important sufficient to regulate the result of P-value or significance value usually.95% confidence interval or 5% level of the significance level is used for this research, therefore the P-value must be less than 0.05. in the under table result is below .05 thus the result is significant there is option of refusing the null hypothesis.

Table, 4.6 ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	42201.498	2	21100.749	206.104	.000 ^a
	Residual	33989.833	332	102.379		
	Total	76191.331	334			
a. Predictors: engagement, satisfaction						
b. response variable: performance						

Source: researcher survey data output, 2023

4.6.2 Mediation effect Analysis

The four-step approach proposed by Baron and Kenny 1986, is a widely used method for testing mediation in the social sciences. The steps are as follows: Step 1 the predictor variable should be significantly related to the response variable. Step 2 the mediator variable should be significantly related to the predictor. Step 3 the mediator variable should be related to the response variable both in the presence and absence of the predictor. Step 4, to establish that M completely mediates the X-Y relationship, the effects of X on Y controlling for M should be Zero. This means that after the mediator is entered in the regression model, the relationship between the independent and dependent variables should either disappear (full mediation) or significantly diminish (partial mediation) Barron and Kenny (1986).

At each step, beta coefficients and p values for each of the significant relationships were studied. Additionally, the coefficient of determination (R-square value) was calculated to determine the proportion of the variability in the outcome variable that can be explained by the predictor and

mediator variables. Overall, the four-step approach provides a systematic way to test for mediation effects and can help researchers to better understand the underlying mechanisms of the relationships between variables.

Following four steps of Baron Kenny regression analysis was tested to conclude the impact of job satisfaction on response variable and mediator variable.

Note: X-Job Satisfaction

Y- Job performance

M- Employee Engagement

E= error term

on table 4.8 the regression analysis result indicates that job satisfaction predicts positively and significantly the response variable with (B=0.589, P=0.000). therefore, the first step of Baron Kenny mediation analysis is tested and passed.

$$Y=C + x +e$$

$$Y=29.24+.589x$$

Table 4.7 Coefficients model 1

Model		Unstandardized Coefficients		t	Sig,
		B	Std. Error		
1	Constant	29.24	2.110	13.858	.000
	Job satisfaction	.589	.031	19.220	.000

Source, the researcher survey data output, 2023

on second regression analysis result on 4.9 table indicates that job satisfaction is positively and significantly predicting the mediator variable employee engagement with ($\beta=0.724$, $p=0.00$,). So the second step of Baron Kenny was meet.

$$M=9.478+.724$$

Table 4.8 Coefficients Model 2

Model		Unstandardized Coefficients		T	Sig.
		B	Std. Error		
2	(Constant)	9.478	1.828	5.185	.000
	Job Satisfaction	.724	.724	27.266	.000

Source. the researcher survey data output, 2023

The 3rd analysis result on table 4.10 and table 4.11 indicates that the mediator variable was positively and significantly effects the response variable both in the presence and absence of independent variable with ($\beta=0.649, p=0.000$) & ($\beta=0.280, p=0.000$) Therefore, this is statistically significant and the 3rd step of Baron Kenny was meet.

$$Y=31.011+0.649M$$

Table 4.9 Coefficients model 3

Model		Unstandardized Coefficients		t	Sig.
		B	Std. Error		
3	(Constant)	31.011	2.191	14.151	.000
	Employee Engagement	.649	.037	17.673	.000

Source. The researcher survey data output, 2023

Table 4.10 Coefficients (Model 4)

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
4	(Constant)	26.583	2.131		12.474	.000
	SATISFACTI ON	.386	.054	.475	7.212	.000
	ENGAGEME NT	.280	.061	.301	4.562	.000
a. dependent variable, performance						

Source, the researcher survey data output, 2023

The fourth condition states that after the mediator is entered in the regression model, the relationship between the independent and dependent variables should either disappear (full mediation) or significantly diminish (partial mediation) Baron and Kenny (1986). In this research the regression coefficient shows a change and reduction by ($\beta=0.203$) but not zero, Therefore, partial mediation is observed and the fourth condition of baron and Kenny was met and supported the 4th hypothesis which says that the mediating effect of employee engagement on the relationship between job satisfaction and employee Performance is significant.

Baron and Kenny, 1986 technique does not really test the indirect impact of predictor variable on response variable through mediator variable, their method suffers from low statistical power. to fill the gap of Baron Kenny (1986) limitations the investigator used Andrew Hayes (2013) process macro model 4 bootstrapping technique to calculate the indirect effect. Andrew Hayes (2013) process macro model 4 bootstrapping method result shows that total aggregate effect of job satisfaction is significant and positive on response variable with (B=.648), SE=. (.053), p=0.001) so it supports mediation and 4th hypothesis (see appendix-2).

The indirect impact of employee engagement on employee performance was tested using 1000 non-parametric bootstrap samples with outcomes showing that coefficients was statistically significant with bootstrapping result at 95% confidence interval (b=.367, SE=.098, and 95% CI L=.157 and CIU=.531. Since the 95% confidence interval which is not zero, thus there was significant indirect effect and partial mediation was realized.

The partial mediation impact seen in the study as path become significant and the magnitude of path coefficient reduces from (.648, p=0.001) to. 367, p=0.001) after the entry of the mediator variable in the model. Consequently, this indicates to accept the 4th main and alternative hypothesis which describes that there is partial significant mediating impact of employee engagement on the relationship between job satisfaction and job performance.

finally, the finding suggests that employee engagement was partially mediated the effect of job satisfaction on job performance with 64.8% that means job performance was indirectly influenced by employee engagement. Other 35.2% was influenced directly by job satisfaction. thus, the finding shows that employee engagement was partially mediated the impact of job satisfaction on response variable with 64.8% and the response variable was indirectly influenced by employee engagement; the remaining 35.2% was directly influenced by job satisfaction in head office employees of Ethio telecom.

Table 4.11 Summary of Hypothesis Result

Hypothesis	Method used	Results
Ha1 , the effect of job satisfaction on job performance is significant (at α level \leq .05)	Correlation & Regression	Accept:(B=.589, $p < .05$) 95% confidence
Ha2 , the effect of job satisfaction on employee engagement is significant(at α level \leq .05).	Correlation & Regression	Accept:(B=.724, $p < .05$) 95& confidence
Ha3 , the effect of employee engagement on job performance is significant (at α level \leq .05).	Correlation & Regression	Accept: (B=.649, $p < .05$)
Ha4 , the mediating effect of employee engagement on the relationship between job satisfaction and employee performance is significant (at α level \leq .05).	Andrews bootstrapping method	Accept: (B=.328, $p < .05$)

Source, the researcher survey data output, 2023

CHAPTER FIVE

SUMMARY OF MAJOR FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

On this part results of the analysis and collected data discussions for the gathered data, conclusions caused from the results of the research and appropriate suggestions given to discourse the investigated concern is stated as per the result of the research. additionally, recommendations for future researchers is addressed.

5.1 Summary of major findings

The key aim of the research was to study the mediating impact of the mediator variable on the relationship among job satisfaction and dependent variable (employee performance) under Ethio telecom head office

The data was collected from Ethio telecom head office only in the form of questionnaire from 378 sample, 335 returned out of 7034 permanent Ethio telecom head office employees. Participants personal profile was examined according to their marital status, job category, years of service in the organization, gender, age, and level of educational achievements. This gives an insight for readers to understand it easily.

the findings of descriptive statistics show that the aggregate mean result of job satisfaction was $M=66.3134$ with $SD 18.59915$, and also employee engagement is figured an average level of $M=57.47760$ with $(SD) 16.19950$. finally, the aggregate average result of job performance was $M=68.2925$ with $SD 15.10357$ which is respectively high. To obtain these mean results variables were measured with 20,17, and 19 questions respectively.

The result of Pearson correlation analysis shows that at 95% confidence level job satisfaction had significant relation with job performance ($r=.725$) at $p=.000$).

and also significant correlation was occurred among job satisfaction and employee engagement, with ($r=.831$, $p<.05$) this indicates that the independent variable is positively, significantly and

moderately correlated with employee engagement. Additionally, significant correlation among job performance and employee engagement was realized at ($r=.696$, $p<.05$).

The 1st regression outcome indicated that job satisfaction is a significant predictor of the response variable with (Beta=.589, $p<.05$).

The 2nd regression result showed that the predictor variable has a strong and significant impact on mediator variable with (Beta=.724, $p<0.05$).

The 3rd regression result indicates that the mediator variable has strong and significant impact on response variable with (Beta=.649, $p<0.01$).

to give response for research questions and to fulfilled the study objectives four main hypothesis were evaluated. i.e. there is positive and significant association among job satisfaction and response variable in Ethio telecom head office. And also positive and significance association between predictor variable and employee engagement was seen in Ethio telecom head office employees. There is also significant and positive association among mediator variable and response variable then finally the mediating impact of the mediator variable is significant on the relationships among predictor variable and response variable.

As a result, the alternative must be accepted and the null hypothesis should be rejected as per the results from all hypothesis. Because the p value for regression and correlation is $<.05$ or under 95% confidence interval.

5.2 Conclusions

this research shown a wide variety of concerns connected to the impact of job satisfaction on the response variable and the mediating role of employee engagement at Ethio telecom head office. As per the examination of the research & the results presented earlier the investigator prepared the under conclusions for research questions.

1. Are employees satisfied or not?
2. Does job satisfaction have an effect on employee performance?
3. Does job satisfaction have an effect on employee engagement?
4. Does employee engagement have an effect on employee performance?

5. Does engagement mediate the relationship between job satisfaction and employee performance?

The first research question, are employees of Ethio telecom at head office satisfied or not?

According to the outcomes of the study the aggregate average score of satisfaction is 66.3134 with SD, 18.59915 it implies that majority of Ethio telecom head office workers was satisfied with their work and pay. and also most workers perceived their meaningfulness, availability and safety requirements are meet. So, workers of Ethio telecom at head office were moderately satisfied.

The second research question, Does Job satisfaction have effect on employee performance?

The result of the research shows that the predictor variable is significantly, strongly and positively predicting the response variable with (Beta=.589, $p=0.000$).

The third research question, Does Job satisfaction have effect on employee engagement?

The result of the research shows that job satisfaction is significantly and positively predicting the mediator variable employee engagement with (Beta=.724, $p=0.000$).

The fourth research question, does employee engagement have an effect on employee performance?

The result of the research shows that employee engagement is significantly and positively predicting the response variable Job performance with (Beta=.649, $p=0.000$).

The fifth research question, Does the mediator variable mediate the association between job satisfaction and job performance?

The research output approved that employee engagement was partially mediates the relationship among predictor variable and response variable.

hypothesis testing results indicated that all alternative hypothesis was accepted and the null hypothesis rejected. all the above three hypothesis results show that there was positive and significant effect between variables of the study. i.e. between predictor and response, between predictor and mediator, and between mediator and response variables.

The fourth main hypothesis outcome of Baron and Kenny (1986) four steps and Andrew Hayes, 2013 process macro model 4 bootstrapping method result shows that partial mediation was observed and the mediator variable was partially mediating the relationship between predictor variable and response variable. Generally, the research has approved that variables are significantly impacted each other, had positive, significant relationship and supports the ability of employee engagement to mediate partially the job satisfaction-job performance association in Ethio telecom head office.

5.3 Recommendations

As a result of summaries and conclusions the below advises are forwarded to Ethio telecom head office management team and employees.

Immediate managers must give priority to satisfy workers by their works and create a favorable work place that empower the satisfaction level of employees since enhancing the satisfaction level of employees will help them to achieve organizational goals.

Top level management and human resource management team must apply better policies and strategies to improve performance level of employees in Ethio telecom head office employees and senior management. Additionally, reviewing salary and compensation schemes, job security and benefits of Ethio telecom head office employees would be the top concern of managers as they play an important role to determine the satisfaction level of employees.

Although compensation or pay, benefits and job security shape the degree to which Ethio telecom head office employees are satisfied or not. It's also significant to mention that the degree of their significance differs as a result of external factors such as changing economic conditions (SHRM,2016). Thus bosses must create sense of involved, valued and feeling in the business. In addition to that top level managers should develop and apply appropriate systems, policies and structures to improve satisfaction and engagement level of workers which will lead to better performance. This will benefit both for Ethio telecom head office workers and the company.

5.4 Suggestion for future researchers

The investigator suggests applying other job satisfaction evaluating techniques and other areas of evaluating the impact of job satisfaction on response variable other than the tools applied for this

research, and also using other mediator variable rather than the mediator variable used in this research is recommended for future researchers.

This research was done only in Ethio telecom head office with a small sample size therefore future researchers can use a larger amount of sample size and also can study Ethio telecom as a whole or other companies too.

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Apendex-1



ADDIS ABABA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

MSC IN MANAGEMENT

QUESTIONNAIRE

Dear Respondents: -The aim of the questionnaire is to gather data in order to assess job satisfaction level of employees in Ethio telecom and to measure the mediating effect of engagement on the relationship between job satisfaction and employee performance and the mediating role of engagement in the title ‘**the mediating effect of engagement on the relationship between job satisfaction and employee performance**’ for academic purpose. Therefore, I kindly request you to fill this questionnaire genuinely and freely assuring that the data will be used only for the intended academic purpose (for partial fulfillment of Master of Science in Management Specialization in Quality Management and Organizational Excellence). Please follow the instructions and answer all questions. Your answers will be treated strictly confidential. You don’t need to make public your identity.

You can call Etsehiwot Habete @ +251(0) 911511401 or email me etsehabte04@gmail.com for any question or explanation you need.

Thank You for Your Participation!

Part One: - Demographic and other information

Please put tick mark (✓) in the circle with most closely represents your personal situation and mark one item only per question.

1. Gender: Male Female
2. Age: 20-29 30-39 40-49 50 and above
3. Educational Qualification: Diploma First Degree
 Master's Degree PhD Other
4. Work experience in your current organization in years
 0-1 2-5 6-10 11-20
 21 and above
5. Job category: Managerial Non-managerial
6. Marital Status: Single Married
 Divorced Widowed

Part Two: Employee job satisfaction Level Survey Questions

Please put tick mark (✓) in the box corresponding to the option that identifies your level of overall (agreement) on the true feeling you have on a five-point scale ranging from extreme disagreement to extreme agreement where 5 is extremely agreement and 1 is extremely disagreement. (1=strongly disagree 2=disagree 3=neutral 4=agree 5=strongly agree)

Job Satisfaction Level Questions

No	Description of the Item	1	2	3	4	5
1	Being able to keep busy all the time					

2	The chance to work alone on the job					
3	The chance to do different things from time to time					
4	The chance to be “somebody” in the community					
5	The way my boss handles his/her personnel					
6	The competence of my supervisor in making decisions					
7	Being able to do things that don't go against my conscience					
8	The way my job provides for steady employment					
9	The chance to do things for other people					
10	The chance to tell people what to do					
11	The chance to do something that makes use of my abilities					
12	The way department policies are put into practice					
13	My pay and the amount of work I do					
14	The chances for advancement in this job					
15	The freedom to use my own judgment					
16	The chance to try my own methods of doing the job					
17	The working conditions					
18	The way my co-workers get along with each other					
19	The praise I get for doing a good job					
20	The feeling of accomplishment I get from the job					

Part three: Engagement Questions

No	Description of the Item	1	2	3	4	5
21	At my work I feel like satisfied with energy					
22	At my job I feel strong and vigorous.					
23	When I get up in the morning, I feel like going to work.					
24	I can continue to work for long periods of time.					
25	At my job, I am mentally resilient (Strong)					

26	At my job, I always persevere (Stick with). Even when things do not go well					
27	I find the work that I do meaningful and purposeful.					
28	I am enthusiastic about my job					
29	My job inspires me					
30	I am proud of the work that I do.					
31	My job is challenging me					
32	Time flies when I am at work					
33	When I work, I forget everything else around me					
34	I feel happy when I work intensively.					
35	I am immersed (deep) in my work.					
36	I get carried away when I work.					
37	It is difficult to detach (Isolate) myself from my job.					

Part Four: Job Performance Level Questions

No	Description of the Item	1	2	3	4	5
38	Expressing my emotions with words is not a problem for me					
39	Overall, I'm a highly motivated person					
40	I usually find it difficult to regulate my emotions					
41	I can deal effectively with people					
42	I feel that I have several good qualities					
43	I help others who have been absent.					
44	I take the time to listen to co-worker's problems and worries.					

45	I take a personal interest in other employees.					
46	I go out of the way to help new employees.					
47	I give advanced notice when unable to come to work.					
48	My attendance at work is above the norm.					
49	I tend to take understand work breaks.					
50	I adhere (follow) to informal rules devised maintain order.					
51	I fulfill all the requirements of my job.					
52	I demonstrate expertise in all job-related tasks.					
53	I could manage more responsibility in my job than is typically assigned to me.					
54	I feel I appear suitable for a higher-level role.					
55	I am competent in all areas of my job, handling tasks with proficiency.					
56	I perform well in my overall job by carrying out tasks as expected.					

Thank You!!!

Appendix- 2 bootstrap result

Bootstrap for Coefficients

Model	B	Bias	Std. Error	Bootstrap Sig. (2- tailed)	95% Confidence Interval		
					Lower	Upper	
1	(Constant)	1.360	-.010	.196	.001	.975	1.740
	satisfactions	.648	.003	.053	.001	.548	.752

a. Unless otherwise noted, bootstrap results are based on 1000 bootstrap samples

Bootstrap for Coefficients

Model	B	Bias	Std. Error	Bootstrap Sig. (2- tailed)	95% Confidence Interval		
					Lower	Upper	
1	(Constant)	1.187	-.018	.212	.001	.763	1.617
	satisfactions	.367	-.008	.098	.001	.157	.531
	engagement e	.328	.013	.100	.002	.163	.542

a. Unless otherwise noted, bootstrap results are based on 1000 bootstrap samples