Open University of Cyprus

Faculty of Economic Sciences and Management

Postgraduate Programme of *Business Administration*

Master's Dissertation

"Employee Engagement and Job Satisfaction, A Case Study Analysis."

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Supervisor

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requirements for the award of the postgraduate title
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Summary

Successful organizations recognize that employee satisfaction, performance and employee engagement are very important dimensions. A great deal of research has been conducted on how organizations can become more competitive and profitable. Research indicates that there are three factors that most successful companies share; job satisfaction and strong performance for employees and engagement with the business. The purpose of this research has been to examine the degree of job satisfaction and engagement of employees in the private sector in Cyprus, to identify the most important factors that may affect employees' job satisfaction and also to examine for possible differences in job satisfaction determinants and employee engagement across different groups of employees, such as age, gender, and years within the same position. The data were collected from 71 participants with the use of an online questionnaire due to the restrictions of COVID-19 virus. The research took place between the months of December 2020 and January 2021. The participants ranged from 18 until 65 years of age. Based on the analysis this research has showed that providing employee engagement opportunities, a company can improve their employees' job satisfaction and at the same time increase the retention rate of their employees. It has further been found that salary, benefits and welfare and personal growth are important motivators for employees within the private sector. This study's findings may hold serious implications for organizations. Organizations that want to become more successful and productive should direct their efforts in increasing their employees engagement and job satisfaction, and at the same time minimize the turnover intention, by providing more meaningful benefits, including better salaries and welfare, more training and developments processes so that people become more motivated and committed towards the organization, not only based on how the perceive their job, or how well they deal with their colleagues, but also based on the rewards they would receive by doing a good job, such as opportunities for growth within the company and pay rises.

Acknowledgements

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I will also like to thank all participants in this research. Their time spend in completing the questionnaire is truly appreciated and made this research possible.

Last, but not least I would like to thank my family and friends who in one way or another shared their support and encouragement and helped me into completing this project.

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Chapter 1: Introduction

Successful organizations know that employee satisfaction, performance and employee engagement are very important dimensions. A great deal of research has been conducted on how organizations can become more competitive and profitable. Research indicates that there are three factors that most successful companies share; job satisfaction and strong performance for employees and engagement with the business. Successful organizations heavily depend on the high performance of their employees to fulfill their objectives. According to Lado and Wilson (1994) and Dessler (2011) for organizations to achieve their strategic aims and retain their competitive advantage, their employees must perform at high levels.

Organizations seek typically to improve their management practices aiming to boost their productivity and efficiency. Many studies indicate that management practices focusing on improving employees' satisfaction are more effective towards this direction (Ali and Wajidi, 2013). This is because job satisfaction is directly linked with labor productivity and efficiency while the implementation of such practices might be less costly for companies. However, in order to be effective, management practices should focus on the most important determinants of job satisfaction which may vary across employees with different characteristics.

The concept of employee engagement is closely related to job satisfaction, as this concept measures how happy employees feel within their work roles and subsequently within their working environment. High morale among employees can be seen as a remarkable benefit to organizations since employees who are actively engaged are more productive and also more loyal towards the company they work for.

In today's increasingly competitive environment organizations face extreme difficulties in retaining their talented personnel. Studies have shown that an employee\s intention to stay within an organization is positively and strongly linked with an employee's satisfaction and engagement within their working environment and role. Further, studies have shown that it costs more for an organization to recruit new talent than to retain their existing employees, which implies the importance of keeping employees satisfied and engaged.

Having satisfied employees is especially important when it comes to the private sector, as public employees are being "protected" by the permanency of the jobs. Organizations that operate within the private sector, in comparison to those in the public sector, base their growth and economic survival on their employees, since highly motivated, satisfied and engaged employees provide better service and create a competitive advantage for their organization against the competition.

The private sector in Cyprus has been one of the sectors that have received the greatest hit the past years. With the economic crisis and the hair-cut back in 2013 and now with the impact of the Coronovirus the private sector seems to be experiencing great difficulties. Employees of the private sector tend to feel as the "scapegoat" each time a crisis appears. The last couple of years employees within the private sector feel less motivated, less engaged and less satisfied with their job.   Thus, this study may potentially offer some interesting findings for managers and policy makers for the importance of motivators. Managers also need to focus on the importance of locally assessing conditions and managing incentives to ensure employees are motivated in their work, become more engaged and hence reduce the rate of turnover.

1.1   Objectives of Research

Along these lines, the main objectives of this dissertation are to:

- statistically examine the degree of job satisfaction and engagement of employees in the private sector in Cyprus
- identify the most important factors that affect employees' job satisfaction
- statistically examine for possible differences in job satisfaction determinants and employee engagement across different groups of employees (sex, age, years within same position etc.)
- develop a set of management recommendations for the HR professionals in Cyprus

1.2 Structure of thesis

This research is structured in six Chapters as follow:

Chapter 1 provides a brief introduction to the topic under investigation, while in *Chapter 2* the literature is reviewed in depth. Specifically the concepts of employee motivation, job satisfaction and engagement are being reviewed as well as past research around the topic in the public and private sector. *Chapter 3* deals with the methodology; the method the data have been collected, the measurement scales used, the sampling strategy, the way the data will be analyzed as well as the research ethics. *Chapter 4* provides an analysis of the data while *Chapter 5* provides a thorough discussion of the findings. Chapter 6 is the closing chapter and provides some concluding remarks.

2 Chapter 2: Literature Review

It is a common belief among managers that efficiency and productivity are more and more in demand nowadays than ever before. Due to the increasing competition and technological advancements, organizations are striving to increase their performance. It is a fact that organizations face numerous challenges and obstacles as they deal with the complexities of the 21st century. A vast amount of studies and theories have given a correlation of job satisfaction and employ engagement suggesting that satisfied human power are more committed, creative and loyal, leading to lower employee turnover rates (Ssegawa, 2014), (Bako, 2008).

2.1 Employee Motivation and Job Satisfaction

The motivation of the employees seems to be one of the predominant problems that managers face all around the world and across industries. Different authors, such as Armostrong (2012) and Wilson (2010) , suggest that the ability to influence employee's motivation is a crucial aspect, not only for the effective management, but also for the propensity of organizations. Therefore, in the context of management, motivation is something that is done by one person or a group to another, implying that the motivated parties need to be encouraged to perform some action or expend a degree of effort which, in any other way, would not wish to do. Different authors have attempted to define the term of motivation. In 1998 Lindner suggested that motivation can be described as a force that comes within the individual and drives that individual into fulfilling his own, and at the same time, the organization's goals. Similar to Lindner, Mullins (2010), defined motivation as that force that pushes employees to complete their tasks in the best of their capacity in order to achieve certain goals, while Ryan and Deci (2000) suggested that motivation concerns energy, direction, persistence and equifinality. Deriving from the above, it is clear that the term motivation means "to move" and the involved aspects cover issues regarding needs or expectations of individuals that affect their level of motivation (Kechagias, 2013). The term motivation is interrelated with a number of beliefs, perceptions, values and actions, all of which lead to specific behaviours of employees', for example the resistance or the willingness to perform well.

An important parameter for the long-term survival of an organization is that of a motivated employee. As such, it is evident that organizations need to understand how and why people are being motivated to work so as to increase their productivity to an optimal level (Hahn and Kleiner, 2002). However, it has not yet been clear what it is that actually motivates employees, despite the fact managers spend an increasing amount of time to try and develop different motivational techniques (Hise, 1993; Creech, 1995), all of which have been extensively researched and analyzed through a number of relevant theories.

2.1.1 Maslow's hierarchy of needs.

Maslow's "hierarchy of needs", as the "classic among classic" remains up until the modern days the conceptual starting point for motivation theory (Matteson & Ivancevich, 1989). Maslow in 1943 developed the "hierarchy of needs" theory by which he suggest that people possess five sets of needs, namely the physiological needs, safety needs, love needs, esteem needs and need for self-actualization (Figure 1) . These five steps are coming out in a predictable stair-step fashion and all individuals, starting at the lowest level of the pyramid are motivated to satisfy each level in an ascending order. According to Maslow, each level needs to be fully satisfied for the individual to move to the next step of needs, all of which are innate and thus remain universal and unchanging (Wilson, 2010). According to Maslow's hierarchy of needs theory, motivation never ceases to exist as at the top of the pyramid lies the self-actualization need which can never fully be satisfied. The strength of this theory lies in the fact that it supports management practices that encourage employee autonomy and personal growth, since these practices will empower employees to fulfill esteem and self –actualization needs.

Self-Actualization Needs
(truth, justice, problem solving, creativity)

Esteem Needs   (recognition, attention, social status, self-respect)

Love Needs
(social relationships, connection with other people, belong to a groups)

Safety Needs
(physical safety, financial security, protection from harm, obtain adequate materials to sustain survival)

Physiological Needs
(eating, drinking, breathing and excretion)

Figure 1: Maslow's Hierarchy

2.1.2   Herzberg's theory

The psychologist Frederick Herzberg in 1959 developed the two-factor theory, also known as the motivator – hygiene theory. According to this theory there are some job related factors that result in satisfaction while there are others that prevent dissatisfaction. It is worth noting that according to Herzberg, the opposite of job satisfaction is not job dissatisfaction as one would assume, but rather no job satisfaction. By implication then, the opposite of job dissatisfaction is no job dissatisfaction. The terms job satisfaction and job dissatisfaction were associated with a new set of factors called motivators or satisfiers and hygiene factors or dissatisfiers respectively. As shown in the Figure that follows motivators are intrinsic rewards mainly associated with recognition, achievement and responsibility and development, while hygiene factors are associated with extrinsic rewards such as employee's salary, working conditions and policies within one's organization (Lindner, 1998). Put simply, based on Herzberg's theory, the primary causes of job satisfaction are thought to be the motivators, while at the same time the hygiene factors can be perceived as the main causes of one's feeling of unhappiness in their workplace, and by implication the motivators can be seen as an effective force to superior effort and performance (House and Wigdor, nd).

| **Motivators** |
| (Achievement, Recognition, The work itself, Responsibility, Advancement, Growth) |

Satisfaction   No Satisfaction

| **Hygiene** |
| (Salary, Company policies, Supervision, Work conditions, Status, Security) |

Dissatisfaction   No Dissatisfaction

Figure 2: Herzberg's two factor theory

2.1.3   McClelland's need for achievement theory

McClelland's need for achievement theory, developed in 1960, asserts that, an employee's motivation derives from three main driving factors-motivators; the need for power, affiliation

and achievement. McClelland assumes that, regardless of age, sex, race and culture, all people possess these needs, and it is believed that these motives tend to energize and direct behavior. According to McClelland et al., (1953), people that exhibit higher nee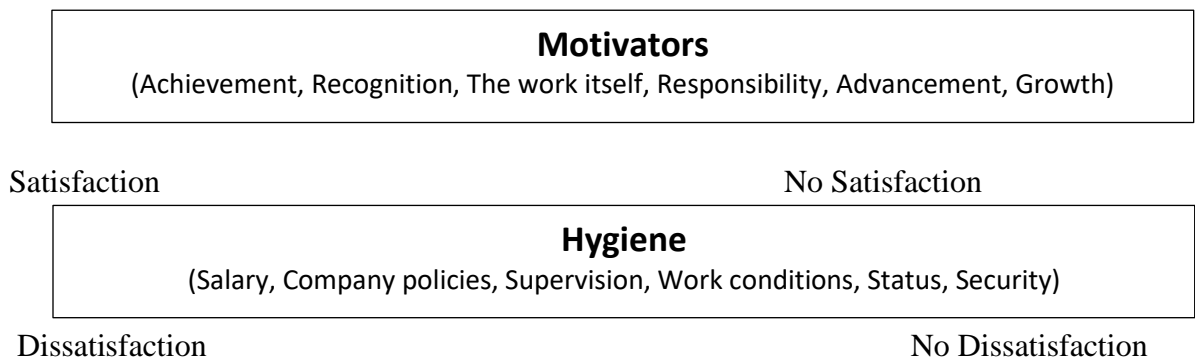d for achievement tend to also exhibit stronger desire to assume personal responsibility for performing a task, tend to set challenging goals and have a stronger desire for feedback about their performance. Further this theory implies that there is a relationship between the need for achievement and economic growth of organizations, in the sense that the more people with a need for achievement the greater the economic growth and vice versa.

2.1.4 McGregor's Theory X and Theory Y

The motivation concept has also been investigated by Douglas McGregor. However, Mc Gregor took a slightly different approach to this investigation by questioning the assumptions that were held about employees (McGregor, 1957). This investigation resulted in his Theory X and Theory Y, which suggests that there are two aspects of human behaviour at work; Theory X being the negative and Theory Y the positive.

According to McGregor, the perception of managers on the nature of individuals is based on numerous assumptions. Theory X suggests that, intrinsically the average employee does not enjoy working and if he had the chance he will try to shy away from it. Thus, since the employee does not enjoy working he then will have to be persuaded into it or even warned of possible consequences and punishment to achieve the goals set. It can therefore be assumed that this theory adopts a more authoritarian style. Theory Y, on the other hand, can be seen as a participative style of management, and assumes that people will always exercise self-control and self-direction in order to achieve the organizational objectives. Theory Y also assumes that, if an employee perceives its job as a satisfying and rewarding, then he will be more committed and loyal to the company.

Derived from the above discussion, it can be implied that Theory X presents a pessimistic view of employees' nature and behaviour at work, while Theory Y presents a more optimistic view. . In trying to related this theory to Maslow's hierarchy of needs theory, one may suggest that Theory X is based on the assumption that the employees emphasize on the physiological needs

and the safety needs; while Theory Y is based on the assumption that employees are dominated by the social, esteem and the self-actualization needs.

2.1.5   Process Theories of Motivation

Many of the theories of motivation are based on assumptions that need to be questioned, since motivation is not only about classifying a set of needs nor simply assuming that there are simple relationships between an employee's needs and organizational productivity. Thus, Process Theories begun to emerge sometime during mid-1960 and focused on identifying not only the processes that underlie motivation at work but also these theories attempted to explain "how" motivation occurs (Stotz and Bolger, nd). J. Stacy Adams (1963), Victor Vroom (1964) and Edwin Locke and Gary Latham (1968) are considered amongst the major 'Process Theorists'.

"Equity Theory" which was developed by Stacy Adams (1963) dealt with two fundamental questions: what do people consider fair and equitable and how do they respond when they feel that they are getting far more or less than they deserve (Walster et al., 1978). According to Adam's theory people are willing and capable to recognize fairness in their immediate environment and that people will act in light of what they perceive as being fair. Therefore, it can be inferred that employees' motivation is influenced by the obtained sense of equality between the amount of effort they put for a job (input) and the given benefits they receive (output). The concept of equity is interpreted as a positive relationship between employees' effort or performance and the pay they receive. Employees enclose feelings of inequitable treatment when they are not receiving fair returns for their efforts and contributions. As a result, organizations are challenged to develop fair and equitable reward systems according to employees' beliefs on their own provided value to the organization (Pinder 1984 as cited in Ramlall, 2004).

The second process theory is the one developed by Victor Vroom in 1964, the 'Expectancy Theory'. Vroom, with his theory, argued that an individual's behavior related to work can be predicted once the probabilities of an employee for attaining certain outcomes are known (Berl et.al. 1984). This theory advocates that people weight costs and benefits, consider alternatives and then decide on the correct way forward for attaining maximum effectiveness. The theory

proposes a causal relationship between expectancy attitudes and motivation supporting that an employees' behavior is determined based on the desirability of the expected outcome from his work (Montana & Charnov, 2008). The attractiveness of a particular task and the energy invested in it will be influenced by the extent to which the employee believes its accomplishment will lead to valued outcomes (Steers et al., 2004, p. 382). Therefore, an employee's effort will lead to performance and consequently performance will lead to rewards, some of which may be positive or negative (Lindner, 1998).

The "Goal-Setting theory" of motivation emerged in 1968 by Latham and Locke. The "Goal-setting theory" suggests that goal setting is largely linked to task performance. Specifically it supports the notion that challenging and specific goals together with the appropriate feedback contribute to higher and improved task performance. In other words, goals indicate and give direction to an employee about what needs to be done, but also how much effort is required to be invested in the task. Hence, the underlying assumption of this theory is that when employees work towards a goal that has clarity, challenge, commitment, feedback, and task complexity, can improve performance and motivate employees (Locke, 1968)

The large body of research around motivation suggests that it is vital factor for employees' performance. Motivational theories related to performance can be partly subsumed under (a) the individual differences perspectives (i.e. the need for achievement), (b) the situational perspectives (i.e., extrinsic rewards), and (c) the performance regulation perspective (i.e., goal setting).

2.2 Employee Engagement

Engagement is a relatively new field of study (Saks, 2006). Khan was the first scholar to provide a definition to personal engagement as *"the harnessing of organization member's selves to their work roles: in engagement, people employ and express themselves physically, cognitively, emotionally and mentally during role performance"* (Khan, 1990, p.694). According to Shanmuga and Vijayadurai (2014), employee engagement is a measurable degree of an employee's positive or negative emotional attachment to their job, colleagues and organization that profoundly influence their willingness to learn and perform at work, while Schaufeli et al

(2006, p.702) suggested that employee engagement is a *"positive fulfilling work-related state of mind that is characterized by vigour, dedication and absorption"*. In a somewhat similar notion, Maslach et al (2001) claim that engagement is characterized by energy, involvement and efficacy, which are the direct opposites of the three burnout dimensions of exhaustion, cynicism and ineffectiveness.

Employee engagement, has emerged as a critical component of organization success, especially so in today's competitive marketplace. High levels of engagement promote retention of talent, foster customer loyalty and more importantly improve organizational performance and stakeholder value. Thus, organizations realizing the potentials of employee engagement and the creation of a solid competitive advantage, are starting to turn towards setting an agenda for employee engagement and commitment (SHRM, 2017). It is becoming evident that employee engagement has a direct effect on an organization's productivity, and by expansion to the organization's profitability. Engagement and productivity can be affected by a number of different variables, such as social cohesion, feeling supported by one's supervisor, communication and trust.

Employee engagement can be seen as a workplace approach designed to ensure that an organization's employees are committed to the goals and values as set by the organization, are motivated enough to contribute to the success of the organization and at the same time being able to enhance their own sense of well-being (Vorina, et al, 2017). In terms of engagement there are differences between attitude, behaviour and outcomes, however all three are part of the engagement concept. The study of Vorina (2013) showed that the engagement of employees would increase if the satisfaction with life also increased. It is a fact that many researchers have tried to identify those factors that lead to employee engagement and tried to develop models to draw implications for managers. The Penna research report (2007) tried to distinguish which means at work can possibly be significant for bringing employers and employees closer together to the benefit of both. This report also came up with a new model called "Hierarchy of engagement" which resembles Maslow's hierarchy of needs model. At the bottom there are basic needs such as pay and benefits, and once fulfilled the employee moves towards the development opportunities, the possibility of promotion and then leadership. When all these have been

fulfilled then the employee seeks for an arrangement of significant worth importance, which is displayed by a true sense of association, a common feeling of importance at work.

2.3   Findings of Past Research in the Public and Private Sector.

It is a fact that investing in employee engagement is very important for companies as it is significantly related to business outcomes. Employee engagement matters to both the employee as well as the organization and has emerged as one of the greatest challenges in today's working environment Studies have shown that employee engagement influences organization performance outcomes such as profitability, productivity, customer loyalty and employee retention.

Studies such as those of Ellis and Sorensen (2007), Coffman (2000), Hewitt Associates (2004), Coffman and Gonzalez-Molina (2002), Towers Perrin Talent Report (2003) and Heintzman and Marson (2005) have indicated that engagement is positively related to customer satisfaction as the employee who is engaged demonstrates high performance consistently, while Markos and Sridevi (2010) in their study, have indicated that there is a direct positive relationship between employee engagement and a company's overall competitiveness and profitability.

Lee et al. (2002) investigated the job satisfaction effect on employees' turnover based on different turnover groups. Their study found that job satisfaction is a strong predictor for those quitting after succesfully searching for other jobs and those quitting to search for other jobs, and a weak predictor in those living in response to unsolicited job offers. Similarly, Yucel in 2012 found that high levels of job satisfaction results in lower turnover intention and higher commitment.

Numerous studies have tried to investigate the relationship between employee engagement and employee satisfaction, both in the public and private sector. Many studies have found that public employees are less satisfied with their jobs than their counterparts in the private sector. There are, however, other studies who propose the opposite, that public employees are more satisfied

with certain aspects of their jobs, than private employees, while at the same time other studies showed no difference at all.

For instance in 1993, Schneider and Vaught, in their study, found that despite the fact that public sector managers exhibited lower levels of satisfaction with regard to their pay, their overall job satisfaction and intrinsic satisfaction were similar to the level of satisfaction with their counterparts in the private sector. In a somewhat similar notion, Cho and Lee (2001) concluded in their study that managers in the public and private sector in the banking industry in Korea were equally satisfied with their jobs.

Matei and Fataciune (2016) explored the job satisfaction of public and private employees in Romania with the results indicating a moderate degree of work satisfaction of participants across different dimensions of job satisfaction, with the highest score being reported in one intrinsic dimension, the nature of work, and one extrinsic dimension, communication, in both sectors. DeSantis and Durst (1996) researched the job satisfaction in the public and private sector and found that monetary reward and personal characteristics were strongly related to job satisfaction within employees in the private sector, while in the public sector job satisfaction was strongly related with job significance and organizational climate.

The Society for Human Resource Management (SHRM) in their yearly "Employee Job Satisfaction and Engagement Survey" assess 43 aspects of employee job satisfaction and 37 aspects of employee engagement, in an attempt to identify those factors that influence overall employee satisfaction and engagement in the workplace. In 2015 this survey indicated that 88% of U.S employees reported being satisfied with their overall job, with 37% reporting being very satisfied. Among the top five contributors to employee job satisfaction was respectful treatment of all employees at all levels, financial features of job such as pay and benefits, job security and trust between employees and senior management (SHRM, 2015).

In 2003 Harter et al. conducted a meta-analysis of studies previously conducted by the Gallup Organization. With a sample of 7939 business units in 36 organizations, the study examined employee job satisfaction sentiments and employee engagement, and found positive and

substantive correlation between employee satisfaction, engagement and business unit outcomes of productivity, profit, employee turnover, employee accidents and customer satisfaction

In 2012 Swatee and Srivastave (2012) investigated the role and impact of organizational culture and communication on driving employee engagement in banks. The sample consisted of 195 employees at executive level from selected nationalized banks in India and found that organizational culture and communication have a positive effect in shaping employee engagement.

In 2013 Yeh aimed to study the relationship among tourism involvement, work engagement and job satisfaction. With a sample of 336 hotel employees from 22 different hotels located in Taiwan this study revealed a positive relationship between work engagement and job satisfaction, and a mediating effect of work engagement on relationship between tourism involvement and job satisfaction. Mcbain (2006), in his research, found that senior executes of an organization are more engaged with their work, are more motivated and enthusiastic in comparison with employees of line level.

Kenny et al, (2016) examined job satisfaction of nurses and its association with their intention to stay in their job, and found that work preparation was significantly and positively associated with two satisfaction sub-scales that of work environment and work hours and wages satisfaction, but only the only sub-scale that was associated with the nurses expectation to stay was work environment satisfaction. On a somewhat similar notion, Risman, Erickson and Diefendorf (2016) in their study examined the impact of person-organization fit on nurse's job satisfaction and patient care quality and found that nurse's perceive person-organization fit is a significant predictor of general job satisfaction.

Studies, such as those of Porter et al (1974) and Shen and Zhu (2012) examined the correlation between job satisfaction and turnover intention of employees and concluded that a higher job satisfaction often translates into lower employee turnover rate. This view has been also confirmed by other empirical studies. For instance in 2010 Wang and Zhang in their empirical study on relations among person-organization fit, job satisfaction and turnover intention, found

that job satisfaction is positively related to the employee's intention to stay within their job. Similarly, Scanlan and Still (2013) examined factors related to job satisfaction, turnover intention and burnout in a group of occupational therapists in mental health and their results indicated that burnout was associated with lower job satisfaction and higher turnover intention, while higher satisfaction was associated with rewards and challenging work.

Based on the above it is evident that job satisfaction is closely related to the concept of employee engagement and subsequently to an organization's retention rates. Organizations with employees that are satisfied with their working environment and who implement employee engagement strategies will tend to exhibit higher levels of employee engagement, improved customer satisfaction, productivity and profit and lower levels of turnover. Organizations who are able to monitor what makes employees become disengaged, will be able to address those issues and provide valuable feedback to improve their employee's engagement.

3   Chapter 3: Research Methodology

The research methodology employed for this research was the quantitative. The reason behind the chosen method lies in the fact that this strategy provides the researcher with the ability to explore, explain and interpret the phenomenon in question. This approach refers to the experiential examination of social phenomena through statistical, mathematical or numerical data or computational techniques (Given, 2008). Further, it involves data that are quantifiable and can include statistical results, financial or demographic data. This kind of an approach gives emphasis on collecting numerical data and generalizing results from a large pool of participants and used to quantify attitudes, behaviors and opinions (Babbie, 2010). Furthermore, quantitative approach provides the researcher the opportunity to investigate a phenomenon without influencing it or being influenced by it, and hence the researcher need to be objective and free of biases to reach generalizable results that can explain the objective truth (Muijs, 2011).

3.1   Method of Data Collection

The data were collected through a structured questionnaire. The questionnaires that were used for the purposes of this research included questions that contained lists of pre-coded items for each of the operationalized constructs and were measured on a 5-point Likert Scales with the exception of the socio-demographic characteristics. The questionnaire was structured into four main parts (Appendix 1).

Part A included socio-demographic questions such as age, gender, educational level, marital and family and employment status. Part B included 22 questions regarding the employees' job satisfaction. The scale of job satisfaction included six sub-dimensions namely; work itself, salary and welfare, leadership behavior, personal growth, interpersonal relationship and job competence. The scale contained questions such as *"I feel my work is rewarded accordingly"*, *"In terms of salary, I feel I am adequately valued", I derive pleasure from my job"* and *"I improve my abilities during the training process of the company"*. Answers were given on a 5-

point likert scale where 1-Strongly Disagree, 2-Disagree, 3- Neutral, 4- Agree and 5-Strongly Agree.

Part C included 14 questions that intended to explore the employee's engagement. Respondents had to indicate their level of agreement or disagreement on the statements on a scale from 1-5. Sample phrases included *"I feel fulfilled and proud of the work I am engaged in", I am motivated to produce good work", It is difficult to detach myself from my job"* and *"My supervisor inspires me to get involved"*.

The last part of the questionnaire, Part D, included questions that pertain to the turnover intention of the employees and included four statements such as *"I consider leaving my current enterprise one day"* and *"I think my own prospects might not be good if I continue to stay in the company"*

All scales used for the purposes of this research were drawn from previous studies (Mobley, et al, 1979; Griffeth and Hom, 1988; Kim-Soon, and Manikayasagam 2015; Xianyin et al, 2017) and modified to fit this specific research. This was done in an attempt to maximize the validity and reliability of the results.

3.2   Sample and Sampling Strategy

The target population of this research were employees working within the private sector in the Republic of Cyprus. The study took place during the months of December 2020 and January 2021 and was performed with the use of an online questionnaire with the help of Google Forms. Online questionnaires were used due to the restriction of the COVID-19 virus and the need to maintain social distancing and restricting the spread of the virus. The questionnaires were sent through different online means, such as email, Social Media (e.g. Facebook) and other social platforms such as Viber and What'sUp.

A total of 71 participants completed the questionnaire. Of those 61% were male and 39% female, while the age of the participants ranged from 18 years of age until 65 with 52% falling under the

age group of 35-44. Further, 74% reported being married while the majority of the respondents indicated holding a Master's Degree with a 44% (See Chapter 4).

3.3 Analysing Data

All the data collected through the questionnaires were entered into the Statistical Package for Social Sciences (SPSS) for further analysis. Frequencies, descriptive, group analysis comparison, independent samples t-tests and Mann-Whitney U-tests were performed. Also the Cronbach's alpha of Job Satisfaction, Employee Engagement and Turnover Intention items has been calculated in an attempt to ensure the reliability and validity of our research. The results of Cronbach's alpha are presented in Chapter 4 (4.2 Reliability and Validity).

3.4 Research Ethics

Research ethics play an integral part in any research as it promotes the validity and objectiveness of the research. As such, this research has also applied strict ethical principles. Firstly, with a cover letter, all participants have been informed of the objectives of the research, the method of the research as well as how the findings of the specific study will be used. Participants were also informed that the answers provided will be anonymous and confidential (Chung and Monroe, 2003) and that will only be used for purely academic reasons and to compile this MBA thesis.

4 Chapter 4: Analysis of Research Data

4.1 Demographic Profile of Respondents

This section represents the demographic characteristics of the 71 respondents. As Figure 3 shows

61% of the participant were male while 39% were women. Ages of the respondent ranged from

18 to 65 years of age, with the majority falling under the range group of 35-44 with 52 % and 25-

34 with 35%. 6% fell under the age group of 45-54 years of age, 4% were under the age group of

18-24 and 3% in the category of 55-65 (Figure 4).
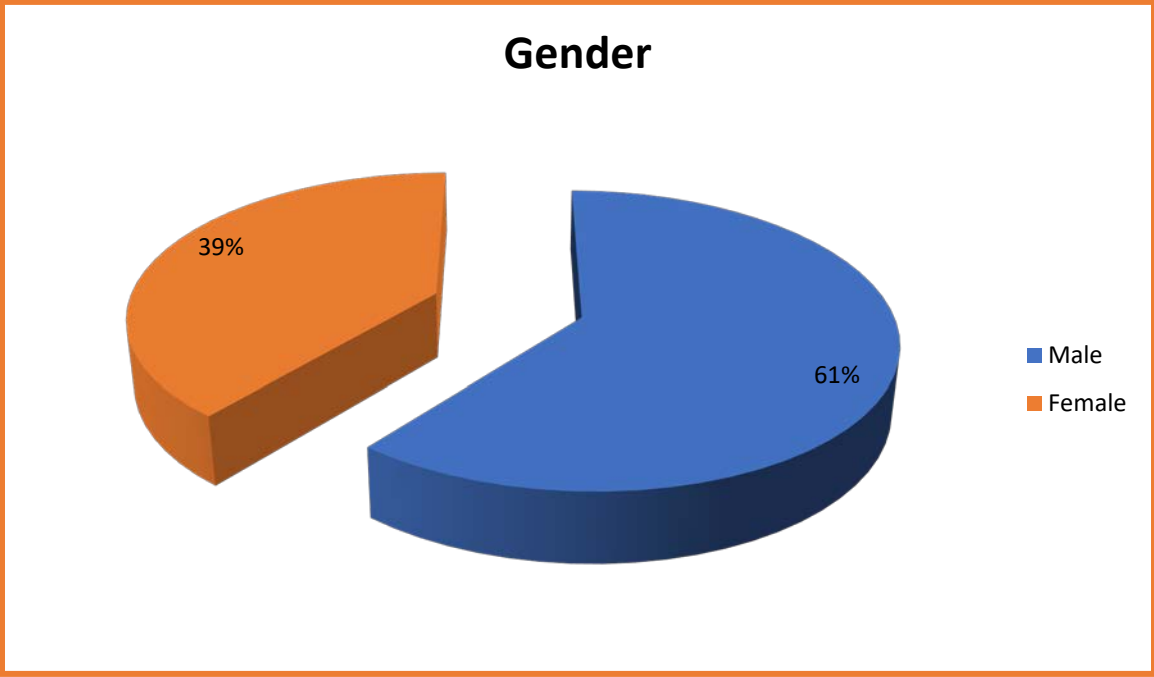
Figure 3: Gender of Respondents

Age

- 18-25
- 25-34
- 35-44
- 45-54
- 55-65

6% 3% 4%
35%
52%
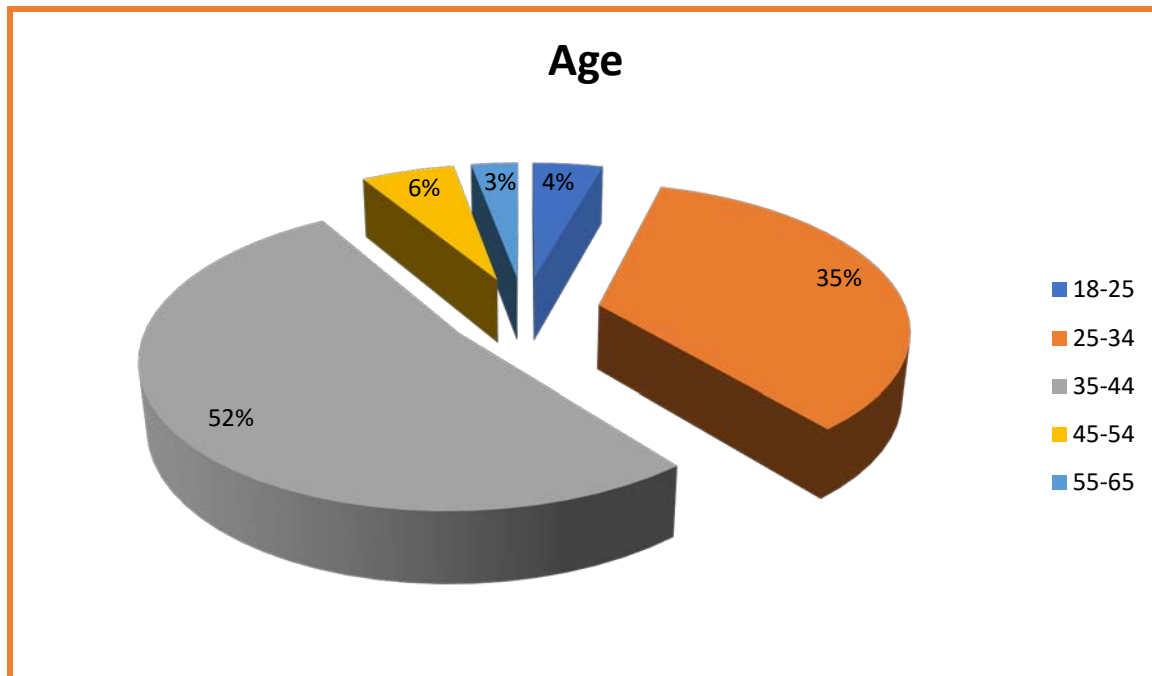
Figure 4: Age of Respondents

Figure 5 and 6 below indicate respondent's marital status and educational level respectively. Out of 71 participants, 74% reported being married while 26% reported as being single (Figure 5). When it comes to their educational level, 44% reported that they held a Master's Degree or a PhD, 26% that they held a Postgraduate Degree and 17% that they held a College Degree (Figure 6). Of the remaining participants 3% finished the Elementary School, 11% the High School, 10% were Undergraduates and 4% held a Professional Degree (Figure 6).

Marital Status

Single — 26%
Married — 74%

Level of Education

■ Elementary   ■ High School   ■ College
■ Undergraduate   ■ Postgraduate   ■ Master's degree or PhD
■ Professional Degree

3% 3%
9%
15%
9%
23%
38%
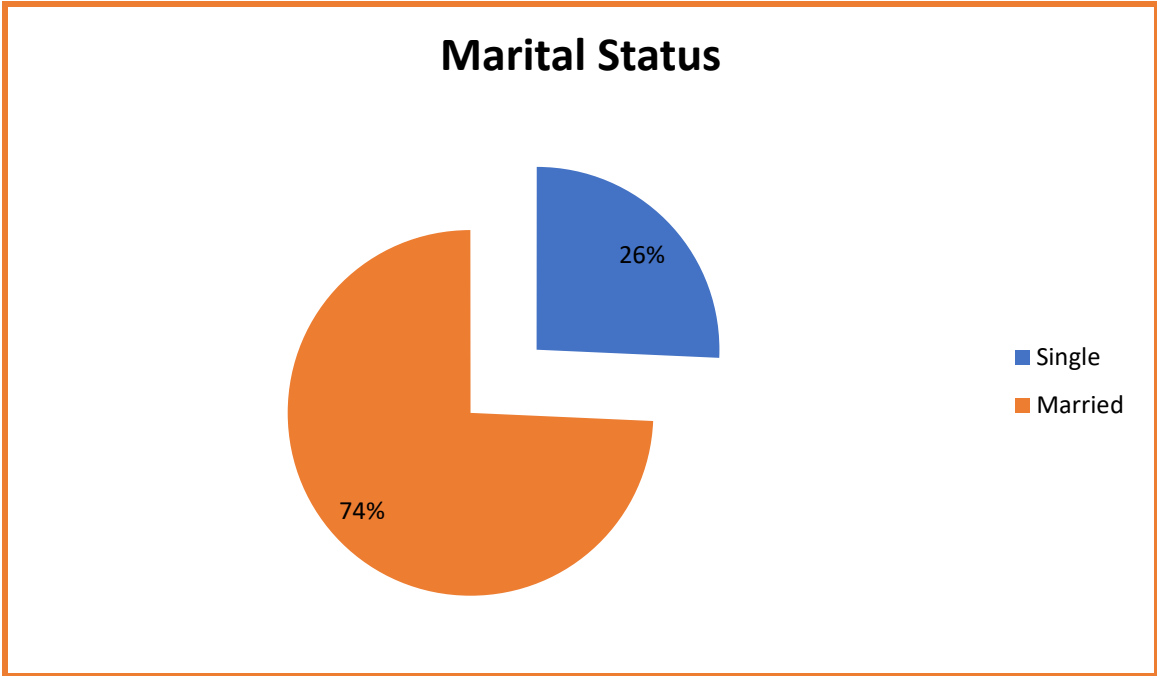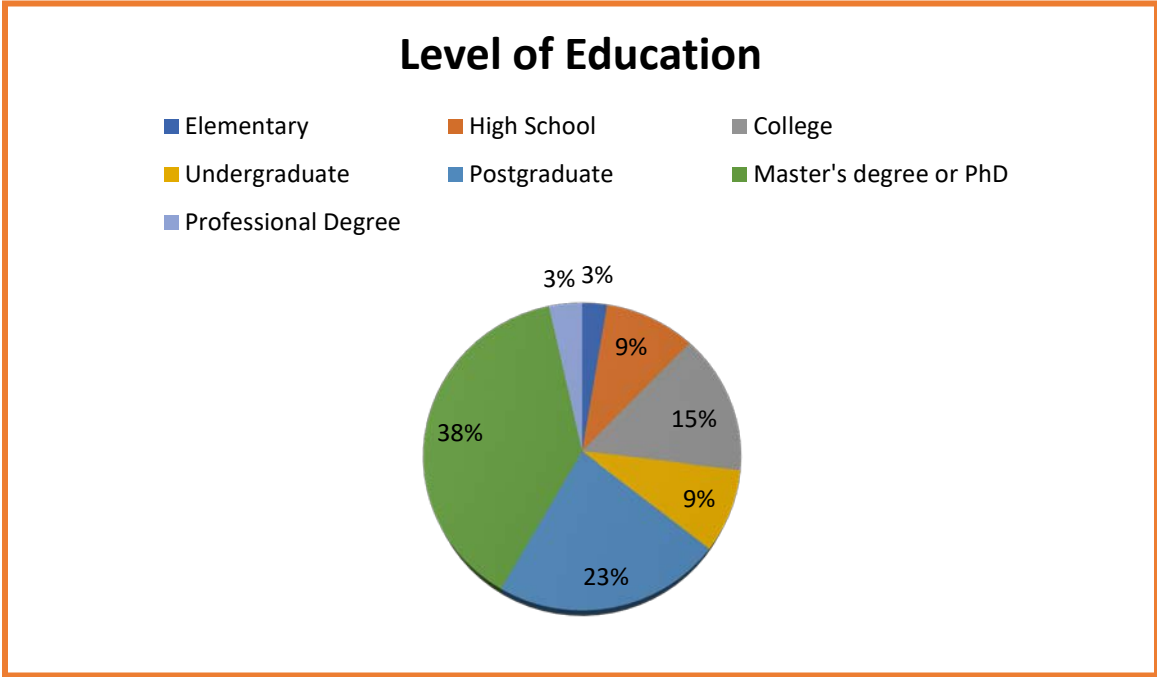
Figure 6: Respondents Educational Level

Participants were also asked to indicate their current position. Based on their responses 30% of the sample, indicated holding a managerial position (head of department, senior management), while a 70% non-managerial positions (Figure 7).

Current Position

Managerial
Non-managerial
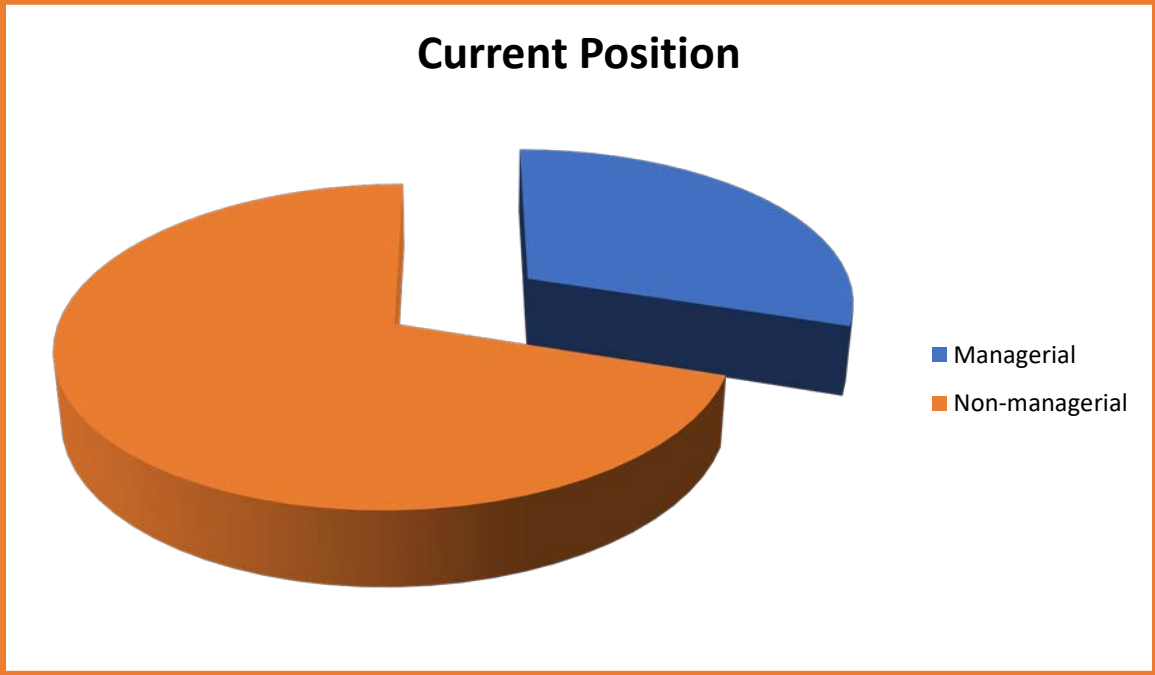
Figure 7:Current position within the company

The figure below indicates the number of years within their current position. Out of the 71 respondents only 69 indicated the amount of years spend within their current position. 14% of the sample (10 participants) reported being in their current position for 1 year, 12% (8 participants) for 2 years while 7% (5 participants) reported holding their current position for 13 years (Figure 8).
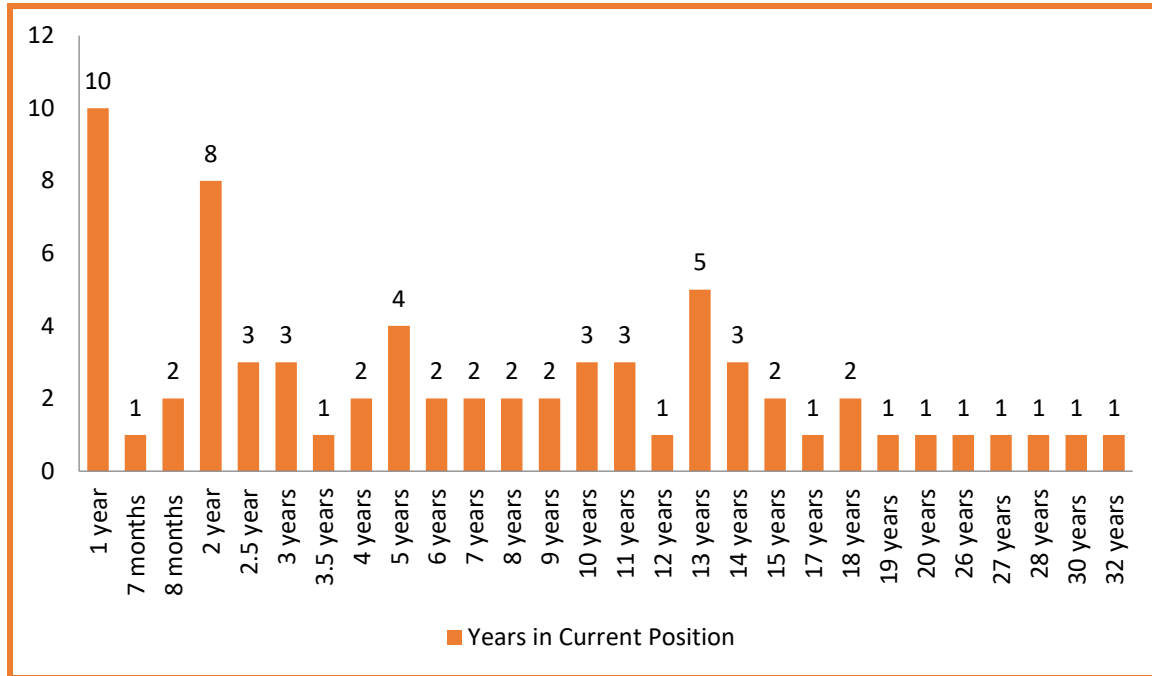
Figure 8: Years in Current Position

4.2   Reliability and Validity

Cronbach's Alpha test in SPSS Statistics was used to identify the reliability of the items of the variables used within this research. Cronach's Alpha is a measure of internal consistency, meaning how closely related a set of items are as a group. Cronbach's Alpha takes values from 0 to 1, with 1 being the highest value, translated into perfect internal consistency. A Cronbach's Alpha with reliability coefficient of 0.7 or higher is considered as reliable (Nunnaly, 1978).

The table below presents the results of the test. All research question items of the variables have relatively high internal consistency since the alpha coefficient is above 0.7. Specifically, the Cronbach's Alpha for the research questions of Job Satisfaction reported a coefficient of 0.948, the items of the Employee Engagement variable reported a coefficient of .932 and the items of Turnover Intention reported a coefficient of 0.885 (Table 1), implying that the items are positively and strongly co-variate with each other.

Variables	Number of Items	Cronbach's Alpha
Job Satisfaction	22	.948
Employee Engagement	14	.932
Turnover Intention	4	.885

Table 1: Cronbach's Alpha

The tables 2, 3 and 4 that follow reveal the new Cronbach's Alpha value if one research question item was deleted. As shown below, the alpha coefficient for the job satisfaction variable will increase to 0.953 if question item 22 will be deleted (Table 2), while for the employee engagement variable the alpha coefficient will increase to 0.934 if item question 34 will be deleted (Table 3) provider an even higher level of consistency and reliability.

Job Satisfaction Items	Cronbach's Alpha if Item Deleted
1. I feel satisfied of the welfare of my company compared to competitors	.946
2. I feel my work is rewarded accordingly	.945
3. In terms of salary i feel I am adequately valued	.945
4. Welfare and benefits of the company stimulate me to work hard	.945
5. I find the salary system of the company motivating	.944
6. I feel satisfied about my opportunity for a pay rise	.944
7. I derive pleasure from my work	.945
8. My job makes me happy	.944
9. My company supplies me with a stable job	.946
10. My superior motivates me to perform well	.944
11. My superior is fair to subordinates	.945
12. My superior is very capable	.945
13. As long as i do a good job I have good promotion prospects	.944
14. I improve my abilities during the training process of the company	.945
15. I feel satisfied with my promotion prospects	.944
16. I constantly get knowledge and experience from my work	.945
17. I feel very happy working with my colleagues	.946
18. I am satisfied with the way in which colleagues deal with	.945

each other in the company	
19. My role in the team is recognized	.944
20. My work allows me to have personal time	.947
21. My workload constantly surpasses me endurance	.952
22. The rules and regulations in our work unit make it difficult for one to do the job	.953

Table 2: Cronbach's Alpha if Job Satisfaction items were deleted

Employee Engagement Items	Cronbach's Alpha if Item Deleted
23. I feel fulfilled and proud of the work I am engaged in	.925
24. I would recommend this company as a good workplace.]	.926
25. I am motivated to produce good work	.923
26. I am motivated with the rewards provided	.925
27. I take pride of my work	.929
28. I can work for long periods of time	.925
29. I feel happy when I am working intensely	.930
30. It is difficult to detach myself from my job	.929
31. I am deeply involved in my work	.927
32. I never feel that my work is meaningless	.927
33. I am willing to accept difficult work and challenges	.930
34. My workload never surpasses my endurance	.934
35. My supervisor inspires me to work hard	.923
36. My supervisor inspires me to get involved	.924

Table 3:Cronbach's Alpha if Employee Engagement items were deleted

Turnover Intention Items	Cronbach's Alpha if Item Deleted
1. I consider leaving my current enterpise one day	.860
2. I constantly want to quit my current job	.874
3. I try looking for a suitable new job next year	.812
4. I think my own prospects might not be good if I continue to stay in the company	.857

Table 4:Cronbach's Alpha if Turnover Intention items were deleted

4.3 Group Comparison Analysis

As the descriptive statistics suggest, the constructs of Job Satisfaction (JS) (M=3,28, SD=.81), Employee Engagement (EE) (M=3,48, SD=.84) are on the average side of the scale, while the Turnover Intention (TI)2,75, SD=1,10) is on the lower side of the scale (see Table 5). Employee Engagement (EE) reported the highest construct mean (M=3,48), with the highest item mean score being that of EE11 *"I am willing to accept difficult work and challenges"* (M=4,10), followed by EE9 *"I am deeply involved in my work"* (M=3,78), EE6 *"I can work for long periods of time"* (M=3,77) , *"I feel happy when I am working intensely"* (M=3,77) and EE1 *"I feel fulfilled and proud of the work I am engaged in"* (M=3,70) (see Table 5).

The construct of Job Satisfaction (JS) reported a mean score of M=3,28, with the highest item scores being reported by JS9 *"My company supplies me with a stable job"* (M=3,87), EE17 *"I feel very happy working with my colleagues"* (M=3,85), EE16 *"I constantly get new knowledge and experience from my work"* (M=3,80), EE15 *"I feel satisfied with my promotion prospects"* (M=2,74) and EE20 *"My work allows me to have personal time"* (M=3,60) (see Table 5). The scale of job satisfaction included six sub-dimensions namely; work itself, salary and welfare, leadership behavior, personal growth, interpersonal relationship and job competence. Out of these sub-dimensions the highest score were reported by *Interpersonal Relationship* (M=3.65) followed by *Work Itself* (M=3.62), while the lowest score was reported by the sub-dimension of *Salary and Welfare* with a mean score of M=3.06 (Table 5). The sub-dimesions of *Leadearhsip Behavior, Personal Growth* and *Job Competence* reported mean scores of M=3.29,M=3.20 and M=3.16 respectively (Table 5).

The Turnover Intention (TI) scale reported a mean score of M=2.75, with the highest score being reported by TI1 *"I consider leaving my current enterprise one day"* (M=3.12), followed by TI4 *"I think my own prospects might not be good if I continue to stay in the company"* (M=2.92) and TI3 *"I try looking for a suitable new job next year"* (M=2,60). The lowest score was reported by TI2 *"I constantly want to quite my current job"* (M=2,37) (Table 5).

Construct	Scale Items	Item Mean * (standard deviation)	Construct Mean * (standard deviation)
Job Satisfaction (JS)			3,28 (.81)
Salary and Welfare			3,06 (1,02)
	1. I feel satisfied about the welfare of the company compared to competitors	3,62 (1,05)	
	2. I feel my work is rewarded accordingly	3,14 (1,18)	
	3. In terms of salary I feel I am adequately valued	2,97 (1,23)	
	4. Welfare and benefits of the company stimulate me to work hard	2,94 (1,20)	
	5. I find the salary system of the company motivating	2,78 (1,21)	
	6. I feel satisfied about my opportunity for a pay rise.	2,90 (1,32)	
Work itself			3,62 (,98)
	7. I derive pleasure from my job	3,47 (1,12)	
	8. My job makes me happy	3,52 (1,09)	
	9. My company supplies me with a stable job	3,87 (1,15)	
Leadership Behavior			3,29 (1,17)
	10. My superior motivates me to perform well	3,10 (1,26)	
	11. My superior is fair to subordinates	3,30 (1,26)	
	12. My superior is very capable	3,47 (1,31)	
Personal Growth			3,20 (1,02)
	13. As long as I do a good job, I have good promotion prospects	2,84 (1,32)	
	14. I improve my abilities during the training process of the company	3,42 (1,12)	
	15. I feel satisfied with my promotion prospects	2,74 (1,33)	
	16. I constantly get new knowledge and experience from my work	3,80 (1,13)	
Interpersonal Relationship			3,65 (,99)
	17. I feel very happy working with my colleagues	3,85 (1,02)	
	18. I am satisfied with the way in which colleagues deal with each other in the company	3,54 (1,09)	

	19. My role in the team is recognized	3,55 (1,16)	
Job competence			3,16 (,76)
	20. My work allows me to have personal time	3,60 (1,15)	
	21. My workload constantly surpasses my endurance	3,00 (1,14)	
	22. The rules and regulations in our work unit make it difficult for one to do a good job	2,88 (1,05)	
Employee Engagement (EE)			3,48(,84)
	1. I feel fulfilled and proud of the work I am engaged in	3,70 (,98)	
	2. I would recommend this company as a good workplace	3,61 (1,29)	
	3. I am motivated to produce good work	3,45 (1,12)	
	4. I am motivated with the rewards provided	2,91 (1,21)	
	5. I take pride of my work	3,77 (1,11)	
	6. I can work for long periods of time	3,77(1,15)	
	7. I feel happy when I am working intensely	3,52 (1,01)	
	8. It's difficult to detach myself from my job	3,11 (1,02)	
	9. I am deeply involved in my work	3,78 (,96)	
	10. I never feel that my work is meaningless	3,55 (1,17)	
	11. I am willing to accept difficult work and challenges	4,10 (1,03)	
	12. My workload never surpasses my endurance	3,17(1,21)	
	13. My supervisor inspires me to work hard	3,10 (1,36)	
	14. My supervisor inspires me to get involved	3,24 (1,36)	
Turnover Intention (TI)			2,75 (1,10)
	1. I consider leaving my current enterprise one day	3,12(1,19)	
	2. I constantly want to quit my current job	2,37 (1,13)	
	3. I try looking for a suitable new job	2,60 (1,38)	

	next year	
4.	I think my own prospects might not be good if I continue to stay in the company	2,92(1,37)

Note: Mean scores are based on a five-point scale ranging from 1=strongly disagree to 5=strongly agree

Further, independent –samples t-tests were performed. In doing so, a split-group approach was used specifically, the initial sample of participants was divided into gender (male vs female), age (younger <35 years vs. older >35 years), marital status (single vs. married), education (without a degree vs, with a degree) and years within current position (up to 10 years vs >10 years).

According to independent samples t-tests, in terms of the participants marital status, married (M=3.61, SD=.78) appeared to have significantly higher levels of employee engagement than those who were single (M=3.11, SD=.82), t=-2.45, p<.05 (Table 6). In terms of the respondents educational level it has been found that individuals with a degree exhibited higher satisfaction with the dimensions of work itself (M=3.75, SD=1.00) than those without degree (M=3.21, SD=.81), t=-2.00, p=<.05 (Table 7). The same has been found on the dimension of leadership behaviour; individuals with a degree (M=3.45, SD=1.15), exhibited higher satisfaction level in the dimension leadership behaviour, than those without a degree (M=2.78, SD=1.11, t=-2.09, p<.05 (Table 7).

Years holding the same position also proved to be a moderator. Respondents with less than 10 years (M=2.96, SD=1.11) exhibited higher turnover intentions than those with more than 10 years (M=2.45, SD=.99), t=1.92, p<.05 (Table 8)

Marital Status	Employee Engagement		
	Mean (SD)*	t- value	p- value
Single	3.11 (.78)		
Married	3.61 (.82)	-2.45	.028

Table 6: Differences between gender and Employee Engagement

Education Level	Job Satisfaction Dimensions		
Work Itself			
	Mean (SD)*	t- value	p- value
Without Degree	3.21(.81)	-2.00	.049
With Degree	3.75(1.00)		
Leadership Behaviour			
Without Degree	2.78 (1.11)	-2.09	0.40
With Degree	3.45 (1.15)		

Table 7: Differences between Educational Level and Job Satisfaction

Years within same position	Turnover Intention		
	Mean (SD)*	t- value	p- value
Less than 10 years	2.96 (1.11)	1.92	.050
More than 10 years	2.45 (.99)		

Table 8: Differences between years in position and Turnover Intention

The independent samples t-tests did not reveal any significant differences between the gender of respondents (male vs female), or in terms of their age (below 35 vs above 35 years of age), in terms of their job satisfaction, employee engagement and turnover intention. However when it comes to age, the researcher decided to perform independent samples t-tests, in different age groups and found that people within the age group of 25-34 years of age (M=3.16,SD=.68) exhibited higher levels of satisfaction in the sub-dimension of job competence compared to those that fell in the age group of 45-54 years of age (M=2.41,SD=.56), t=2.76, p<.05 Table 9). Also individuals that were in the age group of 25-34 (M=3.09, SD=1.11) reported higher turnover intention when compare to the age group of 55-65 years of age (M=1.37, SD=.53), t=2.13, p<.05 (Table 9).

Age			
Job Satisfaction – Job Confidence Dimension			
	Mean (SD)*	*t- value*	*p- value*
25-34 years of age	3.16(.68)	2.76	
			.048
45-54 years of age	2.41(.56)		
Turnover Intention			
25-34 years of age	3.09 (1.11)	2.13	0.43
55-65 years of age	1.37 (.53)		

Table 9: Differences between age

4.4 Non –Parametric Tests-Mann-Whitney U test

Mann-Whitney U test was also performed on all question items. Due to the fact that the items of each scale are ordinal data, Mann-Whitney U-test the most appropriate test to use. Unlike the independent-sample t-test, the Mann-Ehitney U-test is a non-paracontinuous-level test, meaning that the test does not assume any propertied regarding the distribution of the underlying variabes in the analysis.   Similarly to the independent-sample t-test a split approach was used; gender (male vs female), age (younger <35 years vs. older >35 years), marital status (single vs. married) and education (without a degree vs, with a degree).

When analyzing Job Satisfaction question items the Mann-Whitney U-test reported statistically significant differences in the following question items and groups:

In terms of participant's education level, participants with a university degree reported higher scores than those without a university degree on the following items (Table 10):

1. "I derive pleasure from my work" reported higher scores by participants with a university degree (M=38.71) than those without university degree (M=25.50), U=280,500, z=-2.429, p=.015

2. "My job makes me happy" reported higher scores by participants with a university degree (M=38.15) than those without university degree (M=27.24), U=310.000, z=-1.995, p=.046

3. "My superior motivates me to perform well" reported higher scores by participants with a university degree (M=38.13) than those without university degree (M=27.29), U=311.000, z=-1.958, p=.050

4. "My superior is fair to subordinates" reported higher scores by participants with a university degree (M=38.25) than those without university degree (M=26.94), U=305.00, z=-2.045, p =.041

5. "I constantly get knowledge and experience from my work", reported higher scores by participants with a university degree (M=38.12) than those without university degree (M=27.32), U=311.500, z=-1.990, p=.033.

In terms of marital status, the Mann-Whitney U-test revealed that question item "My job makes me happy" reported higher scores from participants that are married (M=38.66) than those who are single (M=26.36), U=303.500, z=-2.292, p=.022 (Table 11) . No other statistical significant differences were observed among Job Satisfaction question items and other groups, such as gender and age.

Question Items	Education Level	Mean Rank	U-value	z-value	p-value
I feel satisfied of the welfare of my company compared to competitors	without university degree	32.85	405.500	-.648	.517
	with university degree	36.35			
I feel my work is rewarded accordingly	without university degree	36.79	428.500	-.312	.755
	with university degree	35.08			
In terms of salary I feel I am adequately valued	without university degree	34.97	441.500	-.126	.899
	with university degree	35.67			
Welfare and benefits of the company stimulate me to work hard	without university degree	31.68	385.500	-.915	.360
	with university degree	36.73			
I find the salary system of the company motivating	without university degree	33.41	415.000	-.500	.617
	with university degree	36.17			
I feel satisfied about my opportunity for a pay rise	without university degree	29.12	342.000	-1.520	.128
	with university degree	37.55			
I derive pleasure from my work	without university degree	25.50	280.500	-2.429	.015
	with university degree	38.71			
My job makes me happy	without university degree	27.24	310.000	-1.995	.046
	with university degree	38.15			
My company supplies me with a stable job	without university degree	29.29	345.000	-1.513	.130
	with university degree	37.49			
My superior motivates me to perform well	without university degree	27.29	311.000	-1.958	.050
	with university degree	38.13			
My superior is fair to subordinates	without university degree	26.94	305.000	-2.045	.041
	with university degree	38.25			
My superior is very capable	without university degree	28.09	324.500	-1.784	.074
	with university degree	37.88			

As long as i do a good job I have good promotion prospects	without university degree	29.18	343.000	-1.507	.132
	with university degree	37.53			
I improve my abilities during the training process of the company	without university degree	30.62	367.500	-1.175	.240
	with university degree	37.07			
I feel satisfied with my promotion prospects	without university degree	30.50	365.500	-1.175	.240
	with university degree	37.10			
I constantly get knowledge and experience from my work	without university degree	27.32	311.500	-1.990	.047
	with university degree	38.12			
I feel very happy working with my colleagues	without university degree	26.79	302.500	-2.131	.033
	with university degree	38.29			
I am satisfied with the way in which colleagues deal with each other in the company	without university degree	29.50	348.500	-1.464	.143
	with university degree	37.42			
My role in the team is recognized	without university degree	32.38	397.500	-.753	.452
	with university degree	36.50			
My work allows me to have personal time	without university degree	28.59	333.000	-1.670	.095
	with university degree	37.72			
My workload constantly surpasses me endurance	without university degree	37.82	411.000	-.559	.570
	with university degree	34.75			
The rules and regulations in our work unit make it difficult for one to do the job	without university degree	38.88	393.000	-.831	.406
	with university degree	34.42			

Table 10: Mann Whitney U-test -Job Satisfaction and Education

Question Items	Marital Status	Mean Rank	U-value	Z-value	P-value
I feel satisfied of the welfare of my company compared to competitors	Single	35.39	466.000	-.028	.977
	Married	35.54			
I feel my work is rewarded accordingly	Single	36.86	443.500	-.340	.734
	Married	35.03			
In terms of salary I feel I am adequately valued	Single	35.06	460.000	-.110	.912
	Married	35.65			
Welfare and benefits of the company stimulate me to work hard	Single	31.69	395.500	-.946	.344
	Married	36.82			
I find the salary system of the company motivating	Single	31.69	399.500	-.947	.344
	Married	36.82			
I feel satisfied about my opportunity for a pay rise	Single	30.36	375.500	-1.272	.204
	Married	37.28			
I derive pleasure from my work	Single	35.17	462.000	-.084	.933
	Married	35.62			
My job makes me happy	Single	26.36	303.500	-2.292	.022
	Married	38.66			
My company supplies me with a stable job	Single	32.36	411.500	-.795	.427
	Married	36.59			
My superior motivates me to perform well	Single	28.89	349.000	-1.639	.101
	Married	37.79			
My superior is fair to subordinates	Single	35.56	467.000	-.014	.989
	Married	35.48			
My superior is very capable	Single	31.89	403.000	-.903	.367
	Married	36.75			
As long as i do a good job I have good promotion prospects	Single	29.86	366.500	-1.396	.163
	Married	37.45			
I improve my abilities during the training process of the company	Single	33.72	436.000	-.444	.657
	Married	36.12			
I feel satisfied with my promotion prospects	Single	32.19	408.500	-.818	.413
	Married	36.64			
I constantly get knowledge and experience from my work	Single	29.19	354.500	-1.594	.111
	Married	37.68			
I feel very happy working with my colleagues	Single	31.22	391.000	-1.088	.277
	Married	36.98			

I am satisfied with the way in which colleagues deal with each other in the company	Single	29.44	359.000	-1.535	.125
	Married	37.60			
My role in the team is recognized	Single	28.56	343.000	-1.742	.082
	Married	37.90			
My work allows me to have personal time	Single	37.81	426.500	-.579	.563
	Married	34.70			
My workload constantly surpasses me endurance	Single	32.25	409.500	-.812	.417
	Married	36.63			
The rules and regulations in our work unit make it difficult for one to do the job	Single	30.42	376.500	-1.297	.195
	Married	37.26			

Table 11: Mann Whitney U-test- Job Satisfaction and Marital Status

When analyzing Employee Engagement question items the Mann-Whitney U-test reported statistically significant differences only in terms of participants marital status as shown below (Table 12):

1. On item "I feel fulfilled and proud of the work I am engaged in" married people (M=38.23) reported higher scores than single participants (M=27.61)U=326.000, z=-2.022, p=0.43

2. On item "It is difficult to detach myself from my job" married people (M=39.40) reported higher scores than single participants (M=24.22), U=265.000, z=-2.847, p=.004,

3. On item "I am deeply involved in my work" married people (M=39.60) reported higher scores than single participants (M=23.67), U=255.000, z=-3.017,p=.003

4. On item "I never feel than my work is meaningless" married people (M=39.06) reported higher scores than single participants (M=25.22), U=283.000, z=-2.579, p=.010

5. On item "I am willing to accept difficult work and challenges", married people (M=38.52) reported higher scores than single participants (M=26.78), U=311.000, z=-2.256, p=.024

6. On item "My supervisor inspires me to work hard" married people (M=38.27) reported higher scores than single participants (M=27.50,)U=324.000, z=-1.978, p=.048

Question Items	Marital Status	Mean Rank	U-value	Z-value	P-value
I feel fulfilled and proud of the work I am engaged in	Single	27.61	326.000	-2.022	.043
	Married	38.23			
I would recommend this company as a good workplace.	Single	31.67	399.000	-.960	.337
	Married	36.83			
I am motivated to produce good work	Single	28.31	338.500	-1.796	0.73
	Married	37.99			
I am motivated with the rewards provided	Single	30.17	372.000	-1.332	.183
	Married	37.35			
I take pride of my work	Single	29.03	351.500	-1.634	.102
	Married	37.74			
I can work for long periods of time	Single	30.00	369.000	-1.394	.163
	Married	37.40			
I feel happy when I am working intensely	Single	34.78	455.000	-.182	.855
	Married	35.75			
It is difficult to detach myself from my job	Single	24.22	265.000	-2.847	.004
	Married	39.40			
I am deeply involved in my work	Single	23.67	255.000	-3.017	.003
	Married	39.60			
I never feel that my work is meaningless	Single	25.22	283.000	-2.579	.010
	Married	39.06			
I am willing to accept difficult work and challenges	Single	26.78	311.000	-2.256	.024
	Married	38.52			
My workload never surpasses my endurance	Single	34.25	445.500	-.311	.756
	Married	35.93			
My supervisor inspires me to work hard	Single	27.50	324.000	-1.978	.048
	Married	38.27			
My supervisor inspires me to get involved	Single	29.92	367.500	-1.382	.167
	Married	37.43			

Table 12: Mann Whitney U-test-Employee Engagement and Marital Status

No other significant differences were reported among Employee Engagement questions items and education, gender or age.

When analyzing Turnover Intention question items the Mann-Whitney U-test reported statistically significant differences in terms of participants marital status and age as shown below (Table 13 &14):

1. On item "I think my own prospects might not be good if I continue to stay in the company" single people (M=44.56) reported higher scores than married people (M=32.37), U=305.000, z=-2.243, p=.025 and

2. On item "I try looking for a suitable new job next year, participants below 35 years of age (M=41.15) reported higher scores than people above the age of 35 (M=31.05), U=401.000, z=-2.096, p=0.36.

No significant differences between gender or education were observed.

Question Items	Marital Status	Mean Rank	U-value	z-value	p-value
I consider leaving my current enterprise one day	Single	38.83	408.000	-.830	.407
	Married	34.35			
I constantly want to quit my current job	Single	36.61	448.000	-.281	.779
	Married	35.12			
I try looking for a suitable new job next year	Single	39.58	394.500	-1.014	.311
	Married	34.09			
I think my own prospects might not be good if I continue to stay in the company	Single	44.56	305.000	-2.243	0.25
	Married	32.37			

Table 13:Mann Whitney U-test- Turnover Intention and Marital Status

Question Items	Age	Mean Rank	U-value	z-value	p-value
I consider leaving my current enterprise one day	below 35	37.85	490.000	-.974	.330
	above 35	33.17			
I constantly want to quit my current job	below 35	39.00	459.000	-1.386	.166
	above 35	32.43			
I try looking for a suitable new job next year	below 35	41.15	401.000	-2.096	.036
	above 35	31.05			
I think my own prospects might not be good if I continue to stay in the company	below 35	37.94	487.500	-1.001	.317
	above 35	33.11			

5 Chapter 5: Discussion of Findings , Results and Managerial Implications

The purpose of this research has been to examine the degree of job satisfaction and engagement of employees in the private sector in Cyprus, to identify the most important factors that may affect employees' job satisfaction and also to examine for possible differences in job satisfaction determinants and employee engagement across different groups of employees, such as age, gender, and years within the same position.

Based on the analysis of the data, it has been revealed that there exists a moderate level of job satisfaction and employee engagement among the employees in the private sector, while at the same time there exists a lower level of turnover intention among the employees. Among the different dimensions of job satisfaction, the study revealed that there exists a higher level of job satisfaction in the dimension of interpersonal relationship and the dimension of work itself, a moderate level in the dimensions of leadership behavior, personal growth and job competence and a slightly lower level in the dimension of salary and welfare. These findings could potentially imply that employees in the private sector derive more satisfaction with their interaction with their colleagues and the nature of the job they are doing, rather than from the leadership style of their supervisors, their growth opportunities and the salary and benefits that they receive from their organization. One could suggest that the job satisfaction derives mainly from the employee's internal motivators rather than external ones, such as salary and benefits.

When examining the employee engagement of the respondents, the analysis showed that, again, the engagement of employees is rather a more internal procedure, since the items that score the higher mean scores are those related to how an employee perceives the job role, and how willing is the employee in accepting new tasks and challenges. The items related to the motivation that comes from the organization, such as the rewards and the attitude of the supervisor scored the lowest. This may hold several implications for organizations that want to increase the

motivation, employee engagement and subsequently their employees' job satisfaction, in that they have to invest in processes and practices such as trainings, promotions and better welfare and benefits.

The findings also revealed that there are statistical differences when examining for possible differences in job satisfaction determinants and employee engagement across different groups of employees, it has been found that there exists statistical differences among married, their educational level and years within the same position. Married people have been found to exhibit higher levels of employee engagement that single people. This finding may imply that because people who are married show signs of commitment, they will also show more commitment towards their work role. Married people are simultaneously committed to multiple entities, such as economic and familial, they tend to also commit themselves to their employers, co-workers, supervisors and customers. Married people, in comparison to single people, tend to devote time and energy to fulfill their on-the-job-responsibilities as they do with their family and personal obligations.

Statistical differences have also been found in terms of the respondent's educational level and job satisfaction. Individuals holding a university degree exhibited higher levels of job satisfaction in the sub-dimensions of work itself and leadership behaviour, than individuals without a university degree.

When examined the turnover intention rate of employees for possible differences in across different groups of employees it revealed that individuals within the age group of 25-34 exhibited higher levels of turnover intention rates than those in the age group of 55-65. This finding may imply that younger people are more prone into leaving an organization if the prospects within that organization are not promising enough as they are more eager to advance and grow in their professional life, compared to individuals of higher age and especially those who are almost at their retirement stage. These individuals will tend to stay within their job even if not satisfied since they have only a few years left before retiring and they wouldn't want to

lose their benefits associated with that, and also at the age group of 55-65 it is more difficult to find another job.

Years within the same position in an organization also proved to have a statistical difference. Employees who have been within the same position for less than 10 years exhibited higher turnover intention than those who are within the same position for more than 10 years. This could potentially imply that people who are in the same position for many years seem to unwilling to swift either careers or positions as they could feel that they are more accustomed to their current work and don't want to take up new challenges, while people with less than 10 years, who could potentially also be of younger generation tend to want to grow within an organization and therefore they will be more willing to leave a job if they believe that they do not offer them the appropriate growth opportunities. Hence, companies need to invest in these people and give the motivation needed to stay within the organization, such as provide them with challenging prospects of growth within the organizational ladder.

All the above results hold serious implications for organizations. Organizations that want to become more successful and productive should direct their efforts in increasing their employees engagement and job satisfaction, and at the same time minimize the turnover intention, by providing more meaningful benefits, including better salaries and welfare, more training and developments processes so that people become more motivated and committed towards the organization, not only based on how the perceive their job, or how well they deal with their colleagues, but also based on the rewards they would receive by doing a good job, such as opportunities for growth within the company and pay rises.

In today's highly competitive environment, one way to create a competitive advantage is to have satisfied and fully engaged employees. This study has showed that indeed providing employee engagement opportunities, a company can improve their employees' job satisfaction and simultaneously increase the retention rate of their employees. Salary, benefits and welfare, and personal growth opportunities should be at the heart of any organization. Apart from a happy working environment, employees, especially in the private sector, want to receive more; they want not only to derive pleasure from the work that they do, but also to feel that their job is

adequately rewarded, the salary system to be motivating enough to go the extra mile, that there exists opportunities for personal growth within the organization and adequate training to excel in their job.

6   Chapter 6: Epilogue

The private sector in Cyprus has been one of the sectors that have received the greatest hit the past years. With the economic crisis and the hair-cut back in 2013 and now with the impact of the Coronovirus seems the private sector seems to be experiencing great difficulties. Employees of the private sector tend to feel as the "scapegoat" each time a crisis appears. The last couple of years employees within the private sector feel less motivated, less engaged and less satisfied with their job.   Thus, this study may potentially offer some interesting findings for managers and policy makers for the importance of motivators. Managers also need to focus on the importance of localy assessing conditions and managing incentives to ensure employees are motivated in their work, become more engaged and hence reduce the rate of turnover.

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8 Appendices:

8.1 Appendix 1: Questionnaire

QUESTIONNAIRE ON EMPLOYEE ENGAGEMENT AND JOB SATISFACTION

This questionnaire is designed to ascertain information for purely academic purposes. This questionnaire is completely anonymous, and the data collected will only be used to compile my MBA dissertation.

THANK YOU VERY MUCH FOR YOUR ASSISTANCE IN THIS SURVEY!

Part A: Demographics

1. **Gender**: Male ☐ Female ☐

2. **Age group**: 18–24 ☐ 25–34 ☐ 35–44 ☐ 45–54 ☐ 55–65 ☐

3. **Number of years within your current company**: _____years

4. **Current Position (Title):** _____

5. **Marital Status:** Single ☐ Married ☐

6. **Educational Level**:

   Elementary ☐ High School ☐

   College ☐ Undergraduate ☐

   Postgraduate ☐ Professional Degree ☐

Part B: Job Satisfaction

<u>Instructions:</u> On a scale from 1-5 (where 1=strongly disagree to 5=strongly Agree) please indicate your level of agreement or disagreement to the following statements:

		SD	D	N	A	SA
1	I feel satisfied about the welfare of the company compared to competitors					
2	I feel my work is rewarded accordingly					
3	In terms of salary I feel I am adequately valued					
4	Welfare and benefits of the company stimulate me to work hard					
5	I find the salary system of the company motivating					
6	I feel satisfied about my opportunity for a pay rise.					
7	I derive pleasure from my job					
8	My job makes me happy					
9	My work supplies me with a stable job					
10	My superior motivates me to perform well					
11	My superior is fair to subordinates					
12	My superior is very capable					
13	As long as I do a good job, I have good promotion prospects					
14	I improve my abilities during the training process of the company					
15	I feel satisfied with my promotion prospects					
16	I constantly get new knowledge and experience from my work					
17	I feel very happy working with my colleagues					
18	I am satisfied with the way in which colleagues deal with each other in the company					
19	My role in the team is recognized					
20	My work allows me to have personal time					
21	My workload never surpasses my endurance (R).					
22	The rules and regulations in our work unit make it difficult for one to do a good job					

Part C: Employee Engagement

Instructions: On a scale from 1-5 (where 1=strongly disagree to 5=strongly Agree) please indicate your level of agreement or disagreement to the following statements:

No	Questions	SD	D	N	A	SA
1	I feel fulfilled and proud of the work I am engaged in					
2	I would recommend this company as a good workplace					
3	I am motivated to produce good work					
4	I am motivated with the rewards provided					
5	I take pride of my work					
6	I can work for long periods of time					
7	I feel happy when I am working intensely					
8	It's difficult to detach myself from my job					
9	I am deeply involved in my work					
10	I never feel that my work is meaningless					
11	I am willing to accept difficult work and challenges					
12	My workload never surpasses my endurance					
13	My supervisor inspires me to work hard					
14	My supervisor inspires me to get involved					

Part D: Turnover

Instructions: On a scale from 1-5 (where 1=strongly disagree to 5=strongly Agree) please indicate your level of agreement or disagreement to the following statements:

No	Questions	SD	D	N	A	SA
1	I consider leaving my current enterprise one day					
2	I constantly want to quit the current job					
3	I try looking for a suitable new job next year					
4	I think my own prospects might not be good if I continue to stay in the company					

5. From 0-100% what is the probability of voluntarily leaving your current job within the next year?

Answer: _____%

8.2 Appendix 2 : Cover Letter

Dear Participant,

I am a post-graduate student of Open University of Cyprus and I am currently conducting my thesis as part of my degree of Master's in Business Administration.

My research aims to identify the relationship between employee engagement, job satisfaction and job turnover rate within the Cyprus private sector.

To participate you must be of 18 years of age and older. Completion of the questionnaire will be considered consent. Participation in this study is completely voluntary. All questionnaires are received anonymously and will be treated as such. This questionnaire is designed to ascertain information for purely academic purposes and the data collected will only be used to compile my MBA thesis.

Thank you for you participation.