

The mediating role of work engagement:

A case study of managers in a large multi-national telecoms company in Pakistan

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by

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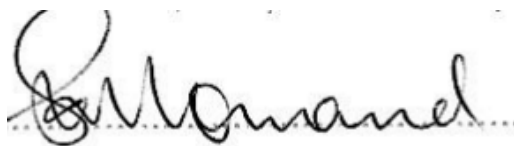
December 2018

Certification by the Candidate

I certify that the work in this thesis entitled ‘The mediating role of work engagement: A case study of managers in a large multi-national telecoms company in Pakistan’ has not previously been submitted for a degree nor has it been submitted as part of requirements for a degree to any other university or institution other than Macquarie University, Australia.

I also certify that the thesis is an original piece of research and it has been written by me. Any help and assistance that I have received in my research work and the preparation of the thesis itself has been appropriately acknowledged. In addition, I certify that all information sources and literature used are indicated in the thesis.

The research presented in this thesis was approved by Business and Economics Subcommittee, Ethics Approval Reference No: 5201833204712, Project ID: 3320 on 18 October 2018.

A handwritten signature in black ink, appearing to read 'Sher Azam Khan Momand', written over a dotted line.

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List of Abbreviations

| | |
|---------|--------------------------------------|
| AVE | Average Variance Extracted |
| HRM | Human Resource Management |
| HTMT | Heterotrait-monotrait |
| OCB | Organisational Citizenship Behaviour |
| OST | Organisational Support Theory |
| PLS | Partial Least Squares |
| P-O fit | Person-Organisation Fit |
| POS | Perceived organisational support |
| RMS | Root Mean Square |
| SEM | Structural Equation Modelling |
| SRMR | Standard Root Mean Square |
| VIF | Variance Inflation Factor |

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Abstract

Organisations in the current business environment are grappling with managerial challenges and issues as they strive to remain profitable and competitive. The challenges of heightened performance, financial turbulence, new technology, globalisation and increasingly diverse workforces affect organisations' effectiveness and performance. Managers and leaders in organisations are concluding that innovative and unique competitive edges reside within human resources. For organisations to remain competitive, they must increase the motivation and talent of all employees to meet business objectives. Current efforts to enhance organisational competency or performance have started to focus on positive emotions and the positive organisational behaviour concepts of work engagement, trust and optimism.

Work engagement has emerged as a significant organisational concept in the past decade that encourages organisations to reduce employee turnover through improved job satisfaction, organisational commitment and organisational citizenship behaviour. The practical interest and application in work engagement has surpassed the recently available studies. Challenges such as the importance of work engagement, why and how work engagement benefits organisations, managers and individuals and how work engagement can be improved still need to be addressed. Research suggests that there is a considerable difference between the roles and responsibilities of managers and employees. Managers play a pivotal role in employee engagement by fostering an environment conducive to providing employees with a sense of recognition and growth at work.

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Chapter 1: Introduction

1.1 Research Background

Work is an important human activity. It allows humans to earn to meet their basic necessities. It is one of those activities that cover most of the day. Work engagement is one of the more important elements that influence a firm's productivity and employee performance at work. According to Choi, Tran and Park (2015), work engagement is defined as a positive feeling or a motivating state of work-related subjective well-being. Additionally, work engagement is considered an important index for the overall quality of one's working life. Work engagement can be described as a positive work-related outcome or state of mind that is categorised through dedication (challenge, enthusiasm and significance), vigour (flexible mental attitude and high energy) and absorption (a propensity to be highly engrossed in work; Schaufeli, Salanova, Gonzales-Roma, & Bakker, 2002). Within the discipline of human resource management (HRM), work engagement has even greater importance. It is related to high productivity and other different and important concepts of HRM stem from work engagement. The most important aspects of work engagement are the overall human capital behaviour within the organisation, the overall rate of absenteeism, reluctance to work, work motivation and the tendency to go the extra mile for the company. These components of work engagement lead towards overall productivity and performance of human resources that are aligned with the overall performance of an organisation (Barrick, Thurgood, Smith, & Courtright, 2015).

Human capital remains the most important asset of an organisation that drives a business towards growth and development. The presence of impeccable strategies, ample financial resources, opportunities and markets is meaningless until there is the human capital to breathe life into strategies while utilising financial resources to avail the business of opportunities (Baskerville & Wood-Harper, 2016). Further, human capital is important

because, for organisations to remain competitive, they need to focus on implementing work engagement strategies. Employees who are connected or engaged in their work have a high degree of energy, are enthusiastically related to their job and are entirely immersed in their job activities. A number of studies have effectively developed a between-person approach, reflecting that there is a significant difference in work engagement among people as a function of the working environment, behavioural strategies and personal characteristics. The research from the past decade has reflected that work engagement might also change or vary with situations and time. The research by AbuKhalifeh and Som (2013) found that employees in an organisation are most engaged during challenging work times and when they have access to different resources in the organisation. The study suggests that to increase work engagement, managers need to assign challenging tasks to employees and provide access to different resources.

Business environments are changing because of highly fragmented market segments and varying consumer preferences. As a result, work engagement strategies, human capital preferences and motivational techniques need to be embedded carefully with the current developments taking place. A Gallup poll found that only 13% of employees in 142 regions across the world are engaged and committed to their work. In contrast, 63% of workers were found to be not committed and not engaged, which means they struggle to put effort into meeting business goals and are not likely to innovate or go the extra mile for the business entity. In addition, 24% of employees were categorised as disengaged (Zhong, Wayne, & Liden, 2016).

Further research has found that work engagement is connected to a range of positive results for organisations and individuals. It also reflects critical insights about the workforce, such as mental and physical health, organisational commitment, high job satisfaction, high performance, organisational citizenship behaviour (OCB) and minimum turnover intentions,

which can help organisations to develop future strategies. Further investigating the matter is feasible and beneficial, as it allows the business to focus on performance feedback and social support. It helps create a healthy environment, enabling managers and supervisors to control significant work-related decisions, create work that is meaningful and challenging and offer a positive sense of identity by the good match among work and personal values.

1.2 Purpose of the Current Study

Organisations across the world have been focusing their attention on improving productivity and performance. Different studies suggest that performance measurement systems have been ineffective because employees do not find them supportive in terms of enhancing their organisational competencies. Therefore, employee engagement has received considerable research attention as an important component of performance. Studies have found that increased employee engagement is positively linked to organisational performance and success. Albdour and Altarawneh (2014) argued that to enhance employee work engagement, it is important for managers to support employees and teams to increase performance.

It is important to determine the importance and mediating role of work engagement in organisations and the role of managers in supporting employees in meeting long-term strategic goals. With different factors pertaining to engagement management, the organisation performance is enhanced. Therefore, the purpose of this research is to examine the mediating role of work engagement and the role of managers in increasing the level of organisational engagement. The factors include value congruence, perceived supervisor support, perceived organisational support, organisational commitment and OCB.

1.3 Significance of the Study

This research critically examines the role of managers in supporting or providing guidance to employees to enhance work engagement. The study also measures work

engagement from the perspective of managers. The research is specific to a multi-national telecoms company operating in Pakistan. The Pakistani telecoms industry has been fast-paced in the last four years. The sector contributes a significant amount of economic activity in Pakistan. The telecoms industry in Pakistan is immensely competitive because multiple companies offer similar services to customers and have engaged in aggressive marketing strategies (Shuck & Reio Jr, 2014).

Critical analyses by experts have found that businesses must attract customers through improving internal operations and competencies to lead and operate effectively in an industry. To this end, employees and managers are critical. Engaged managers contribute to increasing organisational effectiveness and performance. This research will provide information and data related to the significance of work engagement and examine approaches used by managers to increase work engagement and employee motivation and to create a positive work culture in the long run.

1.4 Research Objective

This research intends to analyse the mediating role of work engagement from a managerial perspective by focusing on the role of managers in motivating employees to meet strategic goals. This study also examines the mediating role of work engagement and the role of managers in engaging employees in their work. The literature suggests that engaged managers have the ability to perceive issues and problems of employees in the organisation while achieving long-term business goals. It also suggests that managers are not only able to determine what issues workers face in the organisation but also support them to allocate the required tangible and intangible resources to meet the business goals effectively.

1.5 Problem Statement

According to Saks (2006), managers play an important role in supporting employees to meet their job duties and responsibilities. Managers in the organisation are responsible for

dealing with and aligning the overall task and resource allocation to meet the strategic goals of the business. Research by Alfes, Truss, Soane, Rees and Gatenby (2013) concluded that managers play the key role in increasing the work engagement in the organisation. Similarly, Mishra, Boynton and Mishra (2014) argued that an organisation whose managers do not focus on employee engagement will eventually be led into a situation where employees are not able to meet the strategic objectives. As a result, overall performance and competency of the business are hurt.

Barrick et al. (2015) argued that the absence of effective work engagement and effective managers results in the inability to acquire strategic objectives. Employees are left without guidance and support, which is necessary for them to complete their job. Different studies have examined the role of work engagement with regard to managers. Agarwal and Gupta (2018) found that there is a positive and significant relationship between worker performance and managers in increasing work engagement. However, the core focus of such research has been on the engagement of employees through managers. An untapped area of research is managers and their engagement to assure the performance is observed. Moreover, in the context of Pakistan, little research work has been completed on the telecoms industry. Hence, there is a strong need to examine the mediating role of work engagement in the telecoms sector of Pakistan. Therefore, hypotheses are constructed to meet the research purpose and to examine the mediating role of work engagement in increasing organisational performance within the telecoms sector of Pakistan.

1.6 Research Hypotheses

On the basis of the problem statement and research background, this study proposes the following research hypotheses:

- value congruence of managers is positively related to work engagement of managers

- perceived supervisor support of managers is positively related to work engagement of managers
- perceived organisational support of managers is positively related to work engagement of managers
- core self-evaluation of managers is positively related to work engagement of managers
- work engagement of managers is positively related to OCB of managers
- work engagement of managers is positively related to job satisfaction of managers
- work engagement of managers is positively related to turnover intentions of managers
- work engagement of managers is positively related to organisational commitment of managers
- work engagement of managers plays a mediating role between its antecedents, that is, perceived organisational support, perceived supervisor support, value congruence and core self-evaluation and its consequences (i.e., OCB, organisational commitment, job satisfaction and turnover intentions).

Work engagement of managers plays a pivotal role between its antecedents—perceived supervisor support, perceived organisational support, value congruence and core self-evaluation—and the outcomes of job satisfaction, OCB, turnover intentions and organisational commitment (Saks, 2006; Rich et al., 2010; Anita, 2014; Franks, 2017). The relationship between independent variables, dependent variables and the mediating variable is established in the theoretical model outlined in Figure 1.1.

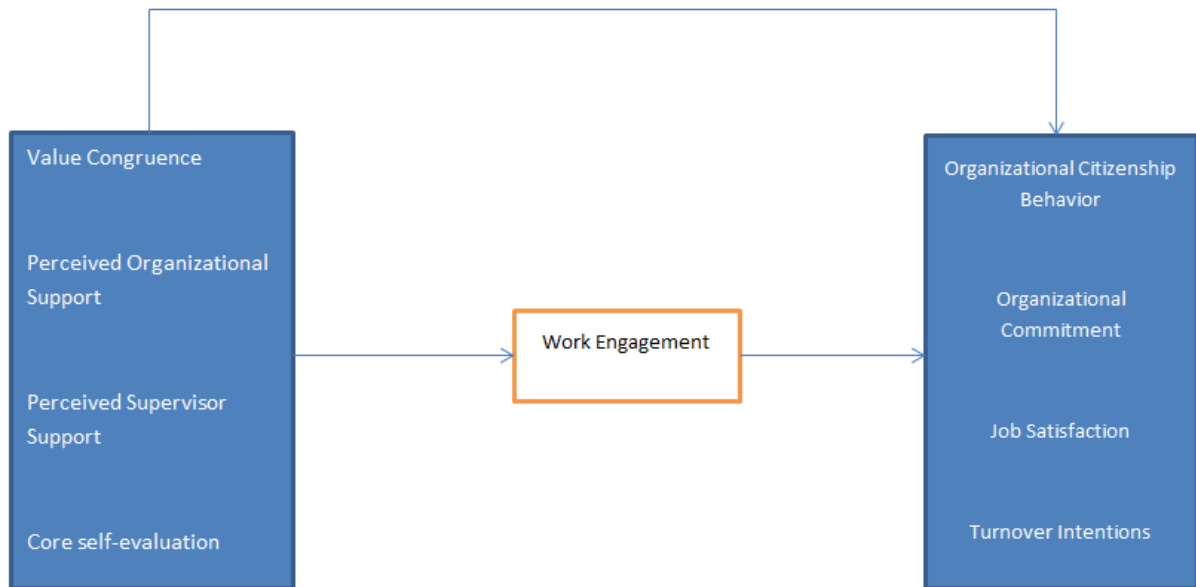


Figure 1.1. Theoretical model of the research study.

Chapter 2: Literature Review

2.1 Introduction

This section of the research study discusses relevant past studies. Only relevant and updated studies have been integrated to make a fresh examination of the issue. Research studies that used a structure similar to this study based on the mediating role of employee engagement in the workplace have been incorporated. A detailed, rigorous review of the existing literature is presented, allowing the reader to grasp the fundamental of this particular study. Further, the framework for this study is based on the theories suggested by the literature.

2.2 Employee Engagement

In the first chapter, the concept of employee engagement was comprehensively defined in light of different scholars and practitioners. Nevertheless, employee engagement is a complex and critical concept made up of different elements. Albdour and Altarawneh (2014) argued that because of the importance of the concept, organisations strive to determine the factors that most influence employee engagement. It has been observed from several research studies and scholarly research articles that organisations in every industry and sector are investing more in their workforce in terms of skills and expertise development. They are seeking to improve workforce performance and employee motivation through monetary and non-monetary benefits that improve workforce loyalty. All these efforts are intended to improve employee engagement because this leads to reductions in staff turnover rate, improved efficiency and productivity and maximising of performance and results. These outcomes and results eventually lead to improved organisational performance. Therefore, employee engagement is proven to be one important factor that helps companies and organisations to maximise overall business performance.

Previous studies have clearly noted that employee engagement has become an integral and important part of every organisation. There are several fundamental factors related to employee engagement. The key factors considered in this study are value congruence, perceived organisational support, perceived supervisor support, core self-evaluation, OCB, organisational commitment, job satisfaction and turnover intentions.

2.3 Value Congruence

Value congruence is the overall compatibility of the work-related values among the organisational entities and employees (thus, comprising groups, individuals and the organisation; Asensio-Martínez, Masluk, Herrera-Mercadal, & García-Campayo, 2017). In contrast, the person-organisation fit (P-O fit) is the degree of value compatibility between the organisation and focal person. Researchers have examined and contrasted value congruence and P-O fit on the basis of the degree and have treated value congruence and supplementary fit, which mainly include all three levels of different organisational entities. It is found that value congruence mainly refers to the overall value fit, whereas P-O fit can effectively show other characteristics.

There have been three important models used to consider the congruence of the values in an organisation. The first model considers the congruence among the subordinate work values and the work values of the supervisors. The second model determines the congruence among the work values and co-workers (Ren & Hamann, 2015). The third model examines the congruence among work values of employees and the dominant values of the firm.

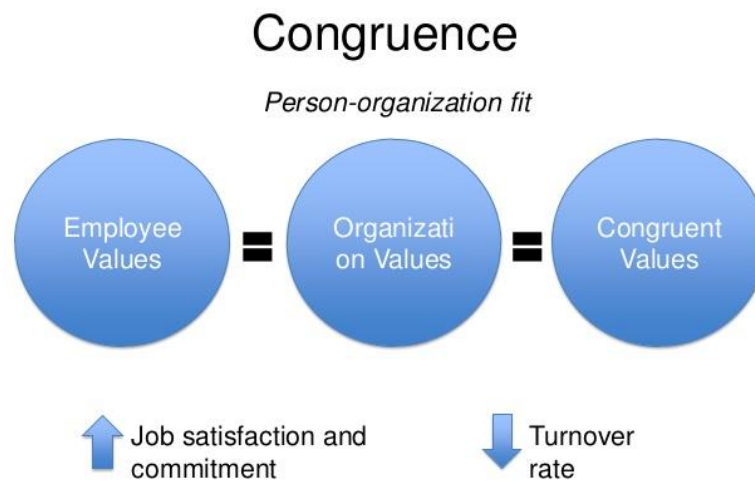


Figure 2.1. Congruent values model (source: Hunt, 2014).

Asensio-Martínez et al. (2017) argued that the values of the individual in an organisation are directly connected to the organisational behaviour and workplace environment. Organisational behaviour, conversely, is examined through the individual rather than the external environment or the organisational structure or organisational technology. Organisational behaviour is a function of the attitudes of individuals who are mainly propagating inside the business and informs the values distributed by personalities. This indicates that values are considered good and strong indicators of whether individuals fit in an organisation with respect to their own preferences and values and the organisational values. There are different approaches used by researchers to assess or measure the value congruence in an organisation. Researchers apply different scores or indexes to effectively measure the congruence among the employees and organisational values. It has been found that the variation in the score measuring congruence can be squared or can remain unsquared. These scores suggest that the squared indexes mainly emphasise the large unit variation among the organisational and individual values.

2.4 Perceived Organisational Support

The organisational support theory (OST) mainly proposes that employees develop a generalised perception about the extent the firm values their contribution and is concerned for their well-being, known as perceived organisation support (POS). The research by Kurtessis et al. (2017) developed the hypothesis comprising social exchange, self-enhancement, attribution and conducted the meta-analytic assessment for OST. Their research used the outcomes from 588 studies. They found that OST was generally effective in its predictions relating both to the antecedents of POS (such as employee-organisation, working conditions, leadership and human resource practices) and its outcomes (such as employee performance, employee orientation towards the work and organisation). The study also found that OST successfully measures the relative magnitude of various associations, influences of the process variables and overall meditational effects.

Dai, Hou, Chen and Zhuang (2018) discussed that employees form specific values and beliefs relating to how much the firm values their struggle and contribution. With POS, an organisation can lead employees to feel an obligation to support the firm in achieving its strategic goals. The perceived organisational support is the attitude of the employee towards the consideration that the firm returns the efforts of employees. Arshadi (2011) described the POS by implementing Khan's (1990) engagement model with respect to social exchange theory. It was found that the employee's psychological safety perception is mainly embedded through the amount of overall support that employees receive from the organisation and their immediate boss. The key objective of a business is to meet the employee's expectation which will lead to better firm performance.

2.5 Perceived Supervisor Support

Perceived supervisor support is a concept that reflects an employee's opinion related to the constructive support and overall recognition gained from managers in exchange for

their efforts. Employees in organisations consider managers or supervisors as representatives of the organisation and therefore support from a supervisor is perceived to be important and of great significance. The support from a supervisor is assumed to be more proximal to the workers of the company as compared with the POS. Guchait, Paşamehmetoğlu and Dawson (2014) determined that managers are the important part of a business as they manage, direct and monitor the activities of employees. In addition, a supervisor provides vision and guidelines to workers to meet the business goals and align them in one unified direction. Employees and workers in an organisation mainly perceive soft skills in their supervisors. The strong support from supervisors will enable employees to increase their performance. The work of workers is entirely based on the directions and guidance of the managers and supervisors. Therefore, it is important for supervisors to support workers in meeting business goals. The engagement between employees and supervisors tends to help a business by increasing firm competency and performance in the long run.

The research conducted by Bhatnagar (2014) determined the effects of the three dimensions of the organisation—justice, POS and perceived supervisor support—and their effect on employee turnover. The research included a sample of 384 salespeople from business-to-business settings. The study found a strong relationship between organisational commitment and work engagement among the POS and turnover intentions. The support given to employees from supervisors in the telecoms industry is important for the workforce and productive work and outside the organisation. The literature found that nearly 85% of managers have been recognised to compel workplace deviance. Employees in organisations consider supervisors to be agents working on behalf of the organisation. It has been found that perceived supervisor support and perceived organisational support are interlinked.

2.6 Core Self-Evaluation

Kim, Liden, Kim and Lee (2015) defined the term ‘core self-evaluation’ as complete self-assessment that individuals develop to acknowledge their self-worth as employees within the office. It covers multiple aspects, including the ability to manage different challenges, the ability to complete tasks and ways to control their life. It has been found that people with high core self-evaluation during complex tasks or problems believe that they can handle the issue. However, the tendency to self-evaluate positively or negatively might influence their overall evaluation of others and their world. Jiang and Jiang (2015) discussed the four important traits of core self-evaluation that are hierarchically connected to each other. It is assumed that self-esteem might be an important cause of other traits. Kim et al. (2015) argued that individuals with minimum low self-esteem or self-worth might tend to face more anxiety and sadness (neuroticism) and face difficulties in managing complex tasks as they doubt their value.

Emerging research recommends that core self-evaluation define the variation among individuals who are not detained through the current wide personality taxonomies such as the Big Five personality traits. The relationship between core self-evaluation and the Big Five personality traits are predicted; however, the Big Five traits might not define the difference between the core self-evaluation and individuals.

2.7 Workplace Engagement

Employees’ engagement within the workplace fosters mental safety, meaningfulness and an environment that ensures the availability of resources and the growth of the organisation. The engagement level of a manager is different from the employees (Anitha, 2014). Managers are liable to collect different resources (people, material, information, etc.) across boundaries for a common purpose so that they can work together. As a result, employee engagement is also the responsibility of the managers (May, Gilson, & Harter,

2004). However, management is responsible for the engagement of managers in the workplace. Organisations evaluate personality characteristics of the managers to allocate them designation (Anitha, 2014). Moreover, the education and experiences of the managers also afford them a higher rank in many organisations (Rich, Lepine, & Crawford, 2010).

Engagement of employees is different from the engagement of managers. However, from the organisational perspective, it is defined as the attachment of the members of the organisation to perform their roles (Schaufeli, Bakker, & Salanova, 2006). The employees in an organisation exercise and express cognitively, physically and emotionally with the difference of their job descriptions (Saks, 2006). The organisation provides the same level of values, strategies and benefits to the managers as for the employees. Managers of the organisation are key decision makers on organisational issues. According to Aktar and Pangil (2018), organisations face issues retaining talented managers. Managers are also more affected by the salaries and variance in salaries than employees. They earn higher salaries than employees; however, variance in the salaries depends on the difference in industries (Al-Tit & Hunitie, 2015).

For organisations, it is important to focus on managers' engagement because losing managers can be the catalyst for high employee turnover, eventually reducing overall organisational performance (Rich et al., 2010). Organisations strive to create an environment that supports managers so they can further delegate roles and responsibilities to subordinates and employees (Mohammad, Quoquab Habib, & Alias, 2011). Meaningfulness depends on task accomplishment according to the client (Joo & Lee, 2017). This is the managers' skill: to understand the quality of work demanded by the customers and the work provided by the organisation. Managers take responsibility for the work done by their subordinates (May et al., 2004). The management place confidence in the managers to achieve excellent outcomes.

This confidence is one of the achievements of the managers in the organisation. It entitles managers to become attached to the organisation emotionally (Bin, 2018).

2.8 Organisational Citizenship Behaviour

Studies in OCB have examined the different contexts of an organisation. Paillé (2013) examined the effects of OCB on the retention and turnover of employees. OCB is the behaviour of an employee in the workplace. In the viewpoint of Mohammad, Quoquab Habib and Alias (2011), OCB is the behaviour of the person in the workplace. It deals with the collegial support that helps in the recruitment of employees and adjustment to the working environment. It demonstrates the flexibility level of the organisation based on how much can be deemed upon the requests for the excessive or defending image for the organisation. OCB has either a positive or negative effect on the environment. In the viewpoint of Prasetio, Yuniarsih and Ahman (2017), OCB is also a kind of social exchange. If employees are provided with support and treated fairly in the organisation, they feel positive civic behaviour in the organisational environment. However, they may feel negatively when the environment is biased and non-collaborative. This view is supported by Mitonga-Monga, Flotman and Cilliers (2016) who argued that OCB directly influences the personal motivation of employees. Employees receive recognition if they perform well. As they are encouraged for their work, employees go beyond their job description and work according to the needs of the organisation.

2.9 Organisational Commitment

Upasna Agarwal (2018) argued that if employees enjoy high-quality relationships with their supervisors, they show a high commitment level towards the firm. Employees appreciate resource provision, open communication, manager attention and increased support from their managers. Organisational commitment of the employees is based on the values that organisations give to the employees. Similarly, authority granted to the managers affects

employees as well as managers in the organisation. Managers have the responsibility to manage the tasks and targets of the employees (Mitonga-Monga, Flotman, & Cilliers, 2016). They have to create an environment of collaboration. If employees do not perform according to the demands of the job, supervisors guide the employees.

The managers who are engaged with organisations provide added support, opportunities and resources for their subordinates and motivate them to exercise additional efforts (Kahn, 1990). These measures are taken to achieve the organisational goals in effective manners. It is the organisation's responsibility to fulfil the demands of the job. Managers have to manage all kinds of resources to accommodate employees to accomplish their work. From the viewpoint of Tuzün (2014), value congruence, core self-evaluation, OCB and perceived organisational support have a direct relationship with employees (Rich et al., 2010). At every level of management, managers get more liability about the resources used at the workplace and the necessity of utilisation of the resources. Hence, managers have to work diligently. The decision-making skills of the managers depict sense of managers (Kahn, 1990).

2.10 Job Satisfaction

When employees possess positive feelings towards their job that result in better outcomes and the achievement of organisational goals, it can be said that employees are satisfied. Different people have different levels of satisfaction with their jobs. However, OCB and perceived organisational support are mediating factors of work engagement that reach towards job satisfaction. Employee perception is an important element of job satisfaction. It plays a decisive role in the development of positive or negative attitudes towards organisations. Organisations understand and consider the basic needs of the employees to increase the satisfaction of employees. At the workplace, employees are also affected by managers. Managers affect the engagement of employees in the workplace and their

commitment to their job as well as to the organisation. From the viewpoint of Shuck, Rocco and Albornoz (2011), managers' engagement with the job is associated with the organisational values, systematic hierarchy, control within the department and flow of information. A manager gets authority to maintain the workplace according to the needs of employees; he provides resources to them and ensures team collaboration remains effective. Thus, the engagement level of the manager increases. The managers' job satisfaction is very important for organisations. If managers are satisfied with the management, they lead the organisation in the right direction to achieve the goals and objectives (Joo & Lee, 2017). Job satisfaction for managers is also important to lead a team with diligence. If managers of an organisation are not satisfied, they cannot show their responsibility to the organisation diligently.

From the viewpoint of Mohammad et al. (2011), employees are satisfied with the workplace when managers are engaged with their work. The attention of the manager to the workplace shows their satisfaction with their job. It is the responsibility of the managers to work with their subordinates to show their engagement (Joo & Lee, 2017). They should show their interest in the workplace and resolve the issues of the employees (Seppälä, 2013). The organisations need to analyse the negative factors of the workplace as well. According to Seppälä (2013), negative job satisfaction starts with the lack of workplace engagement. If employees do not take interest in the workplace, they will not understand the vision of the organisation. Hence, it is necessary for managers and employees to collaborate and enhance engagement at the workplace. If managers do not take interest in the workplace, employees will not be motivated and organisational functions will be damaged (Mitonga-Monga et al., 2016).

2.11 Turnover Intentions

There are several reasons for employees to quit an organisation. According to Mahdi, Zin, Sakat and Naim (2012), employee turnover does not cause without intention to switch or leave the job. This intention is followed by the different internal and external factors of the organisation. The internal factors include the workplace environment, the behaviour of colleagues and supervisors, fringe benefits attached to the salary package, withdrawal behaviour and so on. The external factors depend on the availability of another good opportunity, travel expenses, distance of the organisation and so on. The theory of planned behaviour suggests that an employee's intention to quit the job is a good predictor of employee behaviour (Rahman, 2013). It is supported by Siddiqui and Jamil (2015) who found that a correlation exists between actual turnover and the intentions for turnover. Employee turnover supports the idea of intention to quit and it is a direct incident towards the turnover (Mohammad, Quoquab Habib, & Alias, 2011).

The turnover intentions of managers differ from the employees. Managers do not resign directly (Jacobs, 2013)—they analyse the situation. They have autonomy to work and they can make several plans in difficult situations. According to Al-Tit and Hunitie (2015) managers are skilled and professional personnel of the organisation and therefore their approach towards a poor working environment, turnover and job switching is different compared with employees. They work hard to achieve the objectives of the company. They set targets and plan strategies to obtain the goals of the organisation. Managers create a platform to maintain the work efficiently. It is the reason why compelling factors are required to change their mind (Mahdi, Zin, Sakat, & Naim, 2012). If managers' personal traits do not match with the employees, the organisation will be subject to high turnover (May et al., 2004). In this situation, organisations ask managers to handle the situation and managers tend to quit the job rather than competing in this situation. One possibility to the turnover intention

of the managers is the failure of the plans with which organisation suffers. In this situation, managers with strong cognitive skills are required to stand out in the critical situation (Mohammad, Quoquab Habib, & Alias, 2011).

2.12 Comparison of Employee and Manager Engagement Levels

Those employees who are loyal to the company make efforts to show their capabilities for the betterment of the organisation. Not every employee is promoted to the manager rank directly. An employee is promoted because of their interpersonal skills, problem-solving skills and engagement skills. These qualities can be acquired through appropriate training in the organisation. Moreover, these are personality traits of the employees that make them adopt the environment of the organisation and present their skills in different situations (Anitha, 2014). Managerial characteristics differ from employee characteristics. According to Joo and Lee (2017), managers have the capability to influence other people and their attitudes play a major role in managing the workplace when it is under pressure.

From the viewpoint of Bin (2018), when job satisfaction is measured, top-level managers are more satisfied than lower-level managers. Moreover, they are also more satisfied with the diversified role, organisational size and job level. This finding is buttressed by May et al. (2004) who found that hierarchical level is the most prevalent and significant element. Managers of an organisation also differ from employees in terms of decision-making skills. Managers consider organisational goals, whereas employees focus on their individual goals. This is why the decision making of the managers considers the overall department and employees may not be able to understand the manager's direction for achieving organisational goals (Mahdi, Zin, Sakat, & Naim, 2012). Rich et al. (2010) found that managers are engaged in formal or informal activities for representing the improved performance of the team. Mohammad et al. (2011) found that in technical organisations,

employees get a higher rank with their technical skills. It is very difficult for an employee of these organisations to understand the role of the managers or difficult decisions relevant to technical work. Employees are also not able to understand what managers expect of them. This is supported by Joo and Lee (2017): managers who want to collaborate with their team end up accomplishing technical work themselves rather than working through or with their staff to complete organisational goals.

2.13 Manager's Ability to Anticipate Employees' Problems

From the viewpoint of Al-Tit and Hunitie (2015) employees' engagement is the critical element for any organisation and the credibility of a manager depends on how he or she maintains employees at the workplace. There are several problems at the workplace that managers have to deal with. According to May et al. (2004), managers should possess problem-solving skills. This is supported by Joo and Lee (2017): if managers do not possess problem-solving skills, it is very difficult for them to manage the workplace. In this era, management takes initiatives towards the problem before they arrive. Risk analysis is the major need of any organisation (Joo & Lee, 2017). With risk analysis, the level of risk can be minimised and severe problems cannot reach the organisations. However, internal management of the organisation may suffer because of several reasons, such as lack of communication, the pressure of the work, a delegation of authority to the wrong people and so on (Anitha, 2014).

There are some major problems organisations have to deal with. Lack of organisational commitment is a major hurdle. This problem may slow the processes of the department or sometimes terminate functions temporarily. Hence, the organisation will face a delay in its functions. The lack of organisational commitment among employees causes dissatisfaction among other employees as well (Bin, 2018). Further, managers have to resolve other problems concerning recruitment. The manager has to provide a good environment so

employees can work within their interests. If employees feel satisfied, they will work diligently, improving the productivity and performance of the organisation. If managers do not support employees at the workplace and push all the pressure onto their subordinates, it will not create organisational commitment or satisfaction among employees (Mitonga-Monga et al., 2016).

2.14 Responsibility of Managers in an Organisation

According to Siddiqui and Jamil (2015), employees are responsible for planning and implementing strategies in the organisation while managers make plans for the development of the organisation. It is the managers' responsibility to analyse the workplace situation and develop plans according to the scenario. Managers should develop appropriate strategies for the environment. In the contemporary world, employees need a place where they can work efficiently. They want a relaxed environment and to show their efforts with the ease of everything at the workplace (Bin, 2018). Organisations also fulfil workplace needs and take care of their employees. In an organisation, the needs of the employees can only be fulfilled by managers who plan for their department and provide resources to their employees so that they can work diligently (Mohammad, Quoquab Habib, & Alias, 2011). These are managers who provide an effective working environment for employees.

Managers work professionally; they observe and identify the obstacles that restrict employees to move ahead. According to Shuck, Rocco and Albornoz (2011), effective managers identify problems before they occur. This prevents employees from encountering troubles when they work. Managers identify the pressures of work and plan to control those pressures to reach individual employees. Managers control the workplace; they identify resource needs before setting targets for employees. Managers also analyse the performance of the employees and promote them according to their performance (Siddiqui & Jamil, 2015). Employees are committed to the organisation when they have something motivating at the

workplace. Managers may motivate employees with commissions, bonuses, recognition, promotion or certificates. If employees are not performing to standard, it is the responsibility of managers to identify and arrange any training needs (Tuzün, 2014).

2.15 Chapter Summary

This chapter has analysed different aspects of an organisation. Past studies have demonstrated the mediating role of work engagement with respect to managers in the telecoms services sector of Pakistan. They have discussed work engagement and its elements that affect managers in organisations. Further, value congruence has been discussed in accordance with the managers' satisfaction in the organisation. This chapter has also discussed insights about the perceptions of organisations, organisational commitment and organisational citizen behaviours. Organisations do not focus on certain factors that can enhance the efficiency of the managers in the workplace.

Further, this chapter has analysed job satisfaction, turnover intention, responsibilities of managers and anticipation of employee problems by managers. This discussion has also highlighted job satisfaction factors of the managers at the workplace and factors that can lead to manager dissatisfaction. It has identified from previous studies that managers make plans and implement them for the betterment of the organisation. They seek to resolve organisational problems along with issues of employees. Managers provide resources to employees to accomplish their tasks and managers also participate with their subordinates to efficiently obtain organisational goals (Bin, 2018).

Chapter 3: Research Methodology and Data Collection

3.1 Introduction

Research is based on philosophical underpinnings and assumptions, which helps in carrying out a study logically and systematically. It is essential to integrate empirical techniques and the right strategy according to the defined scope and purpose of the research. To carry out research effectively, it is essential to pay attention to the different aspects and components of research. Research objectives provide direction and the basis for the selection of research design, strategy, philosophy, approach, data collection methods and data analysis techniques. That is, the research methodology acts as a roadmap, which provides guidance on how the research must be carried out (Lipscomb, 2012). This study examines and evaluates the mediating role of work engagement, taking the case study of managers in a large multi-national telecoms company in Pakistan. The research onion was used to develop and choose the right methodology so that the research purpose could be achieved.

3.2 Research Onion

Yanow and Schwartz-Shea (2015) stated that research methodology refers to the procedure used to gather, analyse and evaluate data to achieve the defined purpose of research. It supports the research type and helps in gathering data that can be analysed to answer the proposed research questions. It is necessary to choose an organised, systematic, data-based and critical investigation method to examine the identified problem (Schoonenboom & Johnson, 2017). The research onion was designed to structure the research methodology by developing a body of knowledge that can be used by researchers to select the right tools, approaches and methods. A research onion is commonly used to make the right choices so that strategies and approaches can be developed and integrated effectively and efficiently (Yanow & Schwartz-Shea, 2015). The research onion is presented in Figure 3.1, which consists of different components and elements of research.

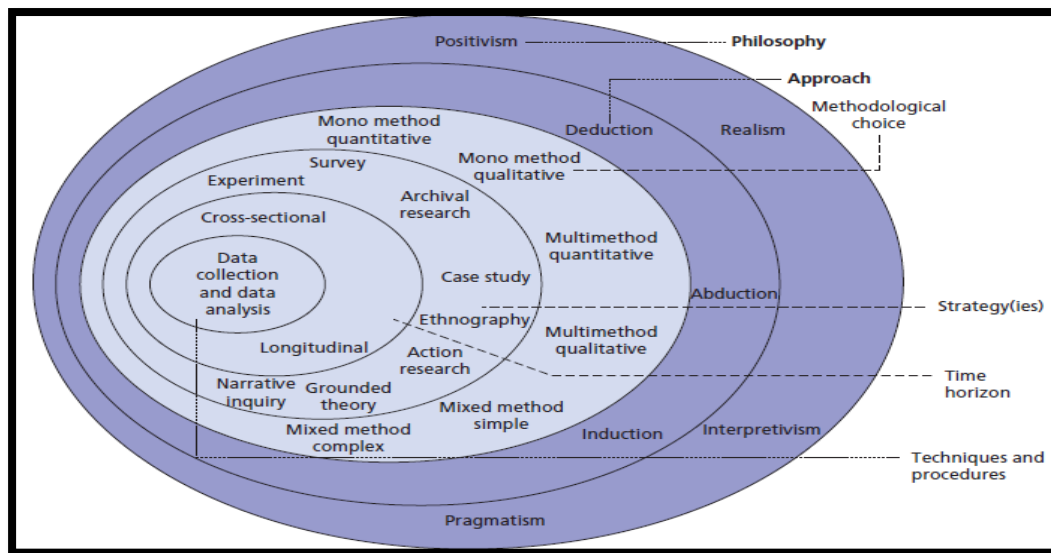


Figure 3.1. Research onion (source: Leppink, 2017).

Using the research onion, the research methodology has been designed in this study, which is presented in this chapter.

3.3 Research Philosophy

In this study, positivist philosophical assumptions were adopted so the study can be categorised as positivist and critical. The positivist philosophy is based on the assumption that the relationship between humans and social reality is independent. It is based on the cause-and-effect type relation and is deeply rooted in functionalism (Matthews, 2014). On the basis of the positivist philosophy, it is assumed that everything can be verified through logical analysis, observation and experimentation. In this research, the positivist philosophy was selected as it helps in choosing a scientific method to reduce the identified problems. The research was based on examining the mediating role of work engagement, taking the case study of managers at a large telecoms company in Pakistan. The research focused on finding the factors that positively and negatively influence the work engagement of the managers (Punch & Oancea, 2014). The positivism philosophy influenced the choices related to data gathering and the analysis technique.

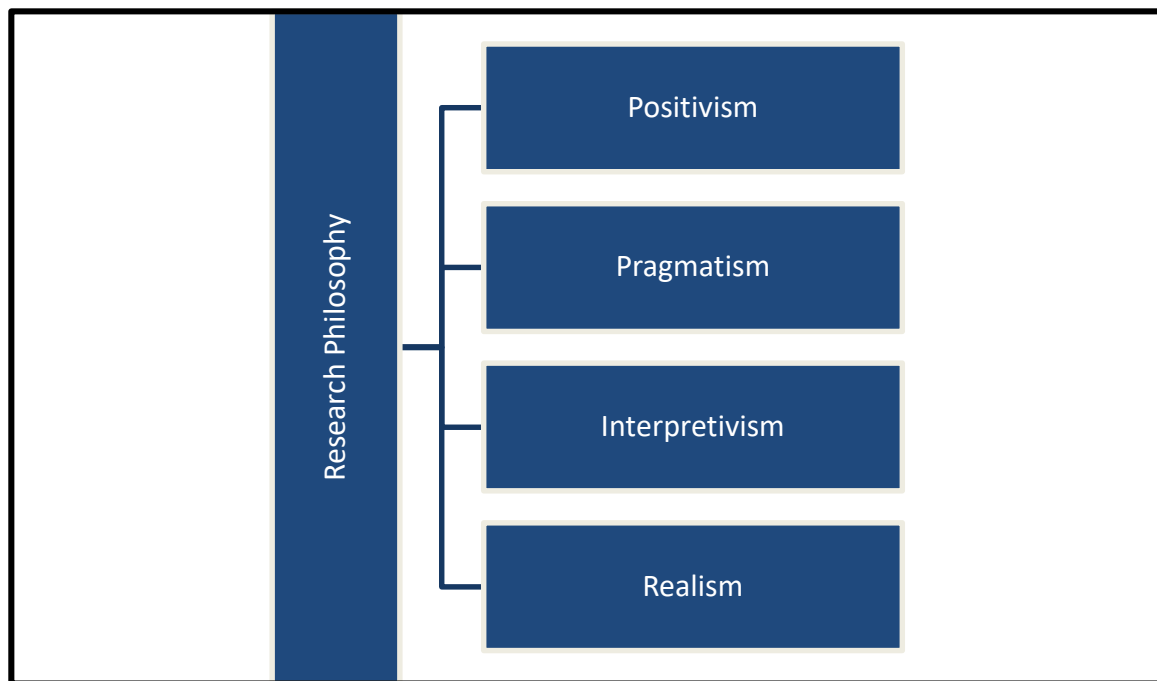


Figure 3.2. Research philosophy (source: self-made).

Using the positivism philosophy, authentic and scientific knowledge was gathered in the quantitative form. It provided an objective approach to study the behaviour and performance of management. In the epistemological sense, the logical method helped in deciding the data collection methods, approaches, techniques and analysis.

The positivist philosophy is a research philosophy based on five principles: the logic of inquiry, judged by logic, inductive logic, scientific logic and the goal of inquiry (Punch & Oancea, 2014). Hence, the positivist philosophy was selected, assuming that to know reality it is important to observe everything systematically. It helped in gathering knowledge, which was tested and evaluated later, to test the proposed research hypotheses. It significantly helped in finding out the relationship between the dependent and independent variables considering the effect of the mediating variable in the study.

3.4 Research Approach

In sociological research, it is important to choose the right approach to examine the relationship between the selected variables—that is, either an inductive or deductive

approach. The inductive approach allows the researchers to collect data related to the field of interest and to develop a theory that can explain the patterns of data. Conversely, the deductive approach is based on choosing a compelling social theory and testing its implications with the data; the data are gathered after selecting the social theory to prove whether it is acceptable or not (Punch & Oancea, 2014).

In this study, the deductive approach was selected as it is associated with scientific investigation. To carry out the research, the previous studies in the same area were analysed and the existing theories were evaluated to form the basis of the study. The deductive approach helped in developing understanding and knowledge related to the theoretical findings and concepts.

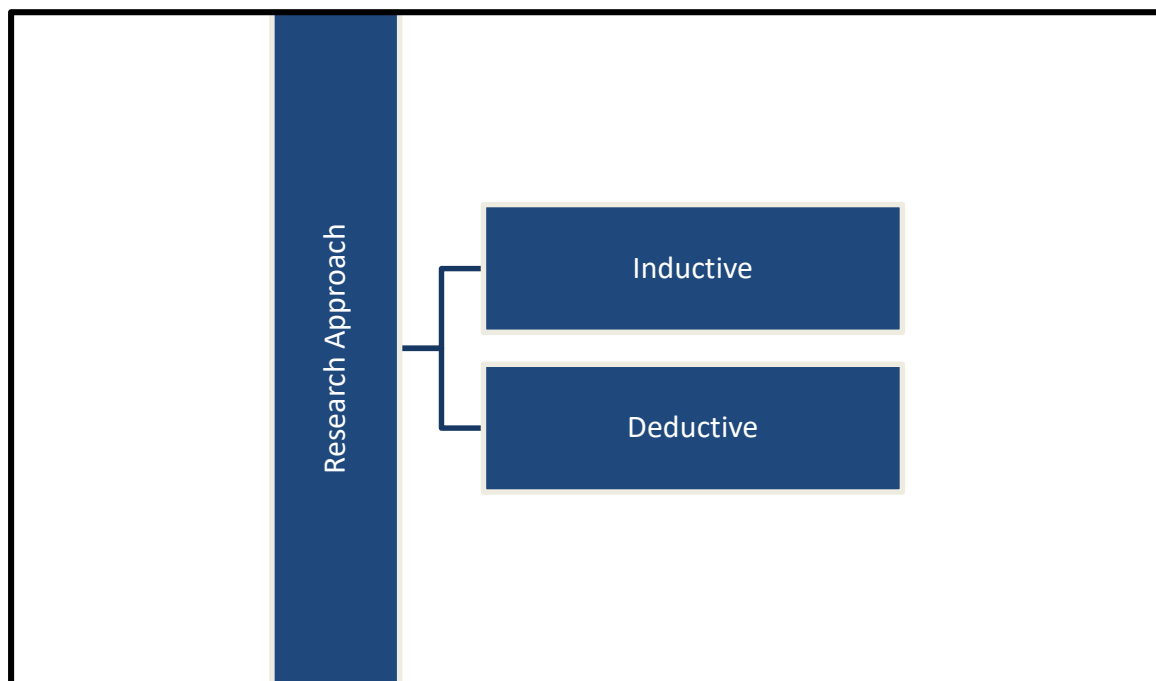


Figure 3.3. Research approach (source: self-made).

In this study, the mediating role of work engagement was reviewed to discover its effect on managers working at a large multi-national telecoms company in Pakistan. The deductive approach helped in focusing on the theories related to work engagement and management performance while examining the behaviour of managers. The data were

gathered and analysed to answer the proposed research questions and test the hypotheses of the study. It helped in carrying out the study in a structured and logical manner by gathering data from different sources. The problem was quantified, which made it easier to understand the problem in an effective and efficient manner. Quantitative data were selected as it becomes easier to maintain the reliability and validity of the data used in the research.

3.5 Methodological Choices

According to Brannen (2017), methodological choices have a strong effect on the overall results of a study. They influence the choice of data collection tools and their analysis. In this study, a quantitative research method was selected. The method is based on gathering quantitative data, which can be analysed and evaluated using statistical tools and techniques (Antwi & Hamza, 2015). Quantitative analysis was selected as it helps in turning the gathered raw numerical data into meaningful data by applying critical techniques. This involves examining the variables using statistical techniques to discover the relationships and the level of effect. In this case, quantitative data were gathered using a survey technique. The selected methodological approach helped in associating the findings with the hypotheses to determine whether the hypotheses would be accepted or rejected.

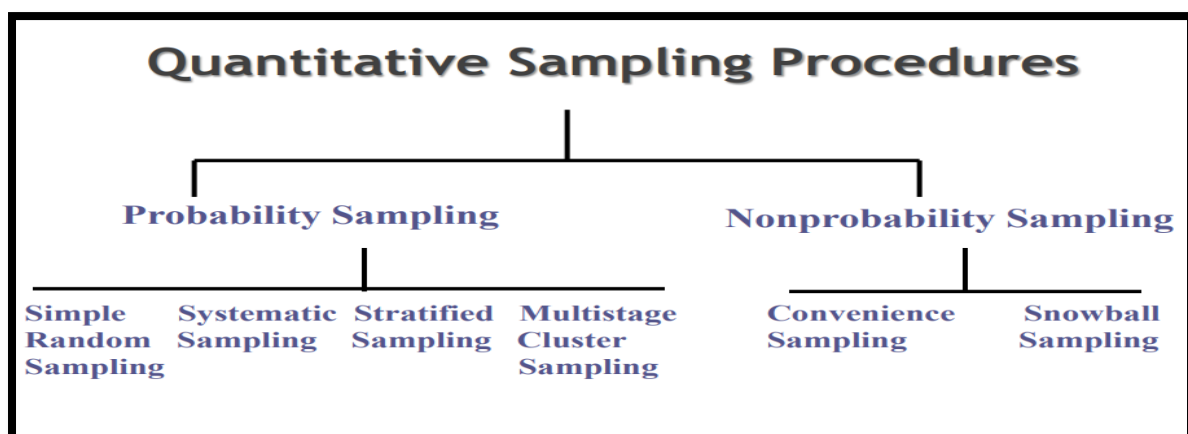


Figure 3.4. Quantitative sampling procedures (source: Punch & Oancea, 2014).

The deductive approach was selected as, previously, many researchers have conducted studies on work engagement and its effect on management performance. In this research, work engagement was considered a mediating variable. Value congruence, perceived organisational support, perceived supervisor support and core self-evaluation were taken as independent variables. Conversely, the OCB, organisational commitment, job satisfaction and turnover intentions were selected as dependent variables of the study. The deductive approach helped in finding out the effect of independent variables on the dependent variables, taking work engagement as a mediating variable.

3.6 Research Strategy

A survey research strategy and design was selected as it is one of the best ways to gather data to test the hypotheses. Survey research allows data gathering using questionnaires, which are specifically designed with the objectives of the study in mind. Survey research is based on collecting data from selected people who represent the population so that the results and findings can be generalised (Taylor, Bogdan, & DeVault, 2015). A questionnaire was designed with the problem statement and objectives of the study specifically in mind. The questionnaire consisted of closed-ended questions, which were developed using the Likert scale with various response sets. The respondents were asked to answer the statements using a scale from 1 to 7 (strongly disagree to agree strongly) and 1 to 7 (never to always) for the given statements. The Likert scale is a common scale involved in questionnaire-based research. It is widely used for responses to surveys because it allows the researcher to accumulate and understand the responses. The scale is named after the psychologist Rensis Likert. Respondents can easily specify their level of agreement or disagreement with a series of statements; this allows the researcher to capture the intensity of feelings for a given item. It also facilitates respondents in providing their to the point answer to series of different questions (Brannen, 2017).

The questionnaire was divided into six parts and each part included statements related to different variables of the study. Part A was related to the level of engagement of the respondents in the organisation. Part B was related to the confidence of the respondents regarding their abilities. Part C was related to the respondents' perceptions of the support they receive from the organisation. In Part D, the respondents were asked to share their perceptions related to similarities between their personal and organisational values. Part E required the respondents to share information related to their behaviour in the organisation towards individuals and the organisation as well as their level of commitment. Lastly, in Part F, the respondents were asked to provide personal information so that the reliability and validity of the data could be maintained.

A survey strategy was selected as it is cost-effective and it helped in gathering relevant and reliable data. It is one of the most authentic research strategies, which helps in managing the logical and systematic flow of research. While distributing questionnaires, it was ensured that the right medium was used. The purpose of the research was clearly stated so that the respondents were convinced to fill out the questionnaires. To manage the data collection effectively, the respondents were contacted directly so that they could share their opinions and views. They were assured that their confidentiality and privacy would be given a high priority so they could share their opinions freely.

3.7 Data Collection

Data collection is one of the most important aspects of research, which is based on choosing the right tools and techniques. With the objectives and hypotheses of the study in mind, the data were gathered using primary data collection methods (Smith, 2015).

Table 3.1.

Data Sample and Population

| Type of research | Quantitative |
|--------------------|--|
| Sample size | 450 managers |
| Target respondents | Managers with a team responsibility—supervising at least three subordinates |
| Data collection | Survey technique |
| Sampling method | Convenience sampling technique |
| Data analysis | Using SmartPLS 3 software, which involves statistical equation modelling, partial least squares to path coefficients, total effects, R square, discriminant validity and model fit |

To manage the data collection, face-to-face self-administered surveys were conducted. This allowed the researcher to assure the quality of the survey and data collection. Moreover, it provided the researcher with the opportunity to explain any questions or segments of the questionnaire to the respondents. It also helped in enhancing the quality of data collection. The data were quantified so that they could be analysed to test the proposed hypotheses.

To manage research effectively, it is essential to ensure that the right sample is selected and targeted. The respondents must possess the required knowledge and information that can be used to ensure the authenticity, validity and reliability of the study. From the population of 810 managers working in a large multi-national telecoms company in Pakistan, a sample size of 450 respondents was selected. Sample size refers to a group or segment selected from the population that is targeted in the research so that their opinions and views can be used to analyse the population (Brannen, 2017). In this study, the managers with a team responsibility were targeted, which required that they were supervising at least three subordinates. Qualitative data were also gathered by analysing and evaluating the literature. Previous studies were examined to develop an understanding related to the research problem

and topic area, which helped in interpreting the quantitative data and forming the results of the study.

Bryman and Bell (2015) stated that there are different sampling techniques that are commonly used to choose the right target segment according to the objectives of the study. These techniques are divided into probability sampling and non-probability sampling. As this study involved quantitative data collection, a non-probability sampling technique was used.

Convenience-based sampling is based on selecting respondents randomly from the population to gather information (Baskerville & Wood-Harper, 2016). In this study, convenience-based sampling was selected to manage the data collection and target the right sample from the population. The people working in the telecoms sector of Pakistan were selected as the population for the study. From that population, the managers were randomly selected to fill out the questionnaire to share their views, opinions and perspectives.

The overall findings and results of a study are dependent on the analysis techniques used by the researchers (Jackson, 2015). Once the data for this study were gathered from the survey technique, they were inserted into SmartPLS 3 software. The statistical software helped in applying different statistical techniques to analyse the quantitative data. In this research, the mediating role of work engagement was reviewed to explore its effect on managers working at a multi-national telecoms company in Pakistan. To examine the relationship between the dependent and independent variables and the effects of the mediating variable, statistical equation modelling, partial least squares (PLS) to path coefficients, total effects, R square, discriminant validity and model fit were used. The tests helped to examine the relationships and form graphs and tables, which are analysed and interpreted in the next chapter, which presents the results of the study.

3.8 Ethical Considerations

During research, it is important to pay attention to choosing ethically acceptable methods and techniques. Ethical values are based on the idea that a study should not harm the respondents, the environment or anyone in any manner—it is important to focus on research ethics so that no one is affected by the actions and choices (Karlsson, 2016). Ethics refer to the norms and standards of conduct that provide guidance on moral and ethical choices that strongly influence actions and decisions. It is critical for researchers to follow ethical methods so that they can avoid problems and can also deal with the limitations of the study (McNabb, 2015).

In this case, the survey method was used, which involved respondents working in different organisations. The study required gathering and analysing data and reporting to someone. In the data gathering stage, respondents were provided with information related to the objectives of the study. The gathered data were not forged in any manner. The personal information of the respondents was solely used for the study. The confidentiality and validity of the data were maintained by using effective research methods. Lastly, it was ensured that the objectives of the study were achieved and the data were effectively handled throughout the study.

3.9 Conclusion

Research consists of different components and elements that are combined to manage it in a logical and effective manner. This study was based on examining the mediating role of work engagement of managers working in a telecoms company in Pakistan. The study adopted a positivist research philosophy and deductive approach. A logical and systematic flow was maintained throughout the study. Along with this, data collection was based on gathering information to test the proposed hypotheses. Throughout the process of data collection, it was ensured that authentic and reliable data were gathered.

A survey method was used for gathering data and a questionnaire was developed according to the defined problems. The questionnaire was distributed during a face-to-face self-administered survey, specifically targeting managers supervising a team of at least three members. Once the data were gathered, they were analysed using statistical techniques and methods so that the relationship between the dependent and independent variables could be analysed along with considering the effects of the mediating variable. The study was carried out ethically and effectively following ethical norms and values so that the objectives could be achieved.

Chapter 4: Results

4.1 Introduction

In this study, a PLS procedure was employed with the help of structured equation modelling (SEM) by using SmartPLS 3 software. This technique is highly suitable given the size and nature of the data. The analysis of data was based on SEM with respect to total effects, PLS for path coefficient, model fit and discriminant validity.

In general, a PLS method is evaluated and interpreted in two sequential phases. The first model is related to the evaluation and adequacy refinement of the measurement model perused by evaluation and assessment of the structural model. This assures the validity and reliability of measurements prior to drawing conclusions regarding the structural framework. The measurement assessment is vital to ensure the test for validity and reliability of the scale employed for measurement of latent constructs along with their manifest variables.

4.2 Measurement Model

The different statistical tests were performed on SmartPLS 3 software for the determination of reliability of items of study, reliability and discrimination validity. On the basis of the outcomes, all items of the selected study were considered excellent latent variable indicators. It also confirmed that the measurement models satisfied minimal requirements. The Cronbach alpha and composite reliability lead to the generation of more accurate approximation of consistency of data.

The value of 0.8 was assumed to be an excellent value of reliability. The reliability value of core self-evaluation was 0.650, indicating the reliability was good. Job satisfaction also had good reliability, with a value of 0.632. The reliability of OCB was excellent, with a value of 0.780. The reliability of organisational commitment at 0.665 was good. The reliability of perceived organisational support at 0.739 showed the ideal consistency of data. The reliability of perceived supervisor support was quite low at 0.516, indicating lower

reliability but it was still acceptable. The reliability of turnover intention was still excellent with a value of 0.750. The reliability of value congruence was also good with a value of 0.612. Lastly, the value of work engagement was also good with a value of 0.933.

The value of the average variance extracted (AVE) should be greater than 0.5, as per standard criteria. Here, the value of work engagement was 0.556, the value of perceived organisational support was 0.511 and job satisfaction was 0.571. In addition, the value of OCB, organisational commitment and value congruence were close to 0.5. The values of core self-evaluation, perceived supervisor support and turnover intentions were below the standard value but can be assumed to be acceptable.

The standard criterion of composite reliability is that its value must be higher than 0.7. The values in Table 4.1 confirm that the composite reliability of core self-evaluation, job satisfaction, work engagement, organisational commitment, perceived organisational support and OCB were excellent. The value of value congruence was acceptable; however, the composite reliability of perceived supervisor support was poor and the value of turnover intentions was questionable. By referring to Cronbach's alpha values, the data were presumed to be reliable and were subjected to further inferential statistical analysis.

Table 4.1.

Reliability Table

| Item | Cronbach's alpha | rho_A | Composite reliability | Average variance extracted |
|---|---------------------|--------|--------------------------|-------------------------------|
| Core self-evaluation | 0.650 | 0.851 | 0.745 | 0.360 |
| Job satisfaction | 0.632 | 0.674 | 0.798 | 0.571 |
| Organisational citizenship behaviour | 0.780 | 0.819 | 0.839 | 0.416 |
| Organisational commitment | 0.665 | 0.824 | 0.783 | 0.434 |
| Perceived organisational support | 0.739 | 0.891 | 0.812 | 0.511 |
| Perceived supervisor support | 0.516 | 0.296 | 0.399 | 0.342 |
| Turnover intentions | 0.750 | -1.459 | 0.095 | 0.210 |
| Value congruence | 0.612 | -0.300 | 0.575 | 0.402 |
| Work engagement | 0.933 | 0.934 | 0.942 | 0.556 |

The reliability in terms of the Cronbach alpha value with respect to the questionnaire survey is shown in the factor loadings and reliability table included in Appendix 2. The alpha values considered for the engagement scale were adopted from May et al.'s (2004) engagement scale, with an alpha value of 0.77. The alpha values obtained for the data set were found to be 0.933. Even though, value is slightly higher but even considered excellent value of greater reliability. An alpha value of 0.82 was adopted for the core self-evaluation scale based on Judge et al. (2003). The obtained value was found to be 0.650, which was acceptable and indicated good reliability. Based on Eisenberger et al. (1986), the alpha value of perceived organisational support was 0.89. However, the obtained value was 0.739, which was close to the selected standard value.

Based on Rhodes et al. (2001), the alpha value of the perceived supervisor support scale was 0.89, whereas the obtained value was 0.510, which is quite below standard but can be accepted. With reference to Cable and Judge (1996), Cammann et al. (1983) and O'Reilly

et al. (1991), the alpha value selected for value congruence was found to be 0.93, whereas the obtained value was 0.62, which can be accepted and revealed an optimal level of reliability. Regarding the Michigan Organizational Assessment Questionnaire Satisfaction subscale (1979), the alpha value of job satisfaction was found to be 0.77 while the obtained value was 0.632, which again revealed adequate reliability. Based on the work of Colarelli (1984), the intention to quit scale-alpha selected was 0.82, whereas the obtained value was 0.750. On the basis of Lee and Allen's (2002) work, the Organisational Citizenship Behaviour scale derived from Podsakoff et al. (1990) and William and Anderson (2001), with an alpha value of 0.83, for OCBO alpha 0.88. The obtained value was found to be 0.780, which was close to the ideal value. With reference to Allen and Meyer (1990), the selected alpha value was based on the Organisational Commitment scale with an alpha value of 0.82. The obtained value was found to be 0.665, which affirmed the optimal reliability of the data.

4.3 Discriminant Validity

Discriminant validity refers to the extent to which constructs diverge from each other. It is also used to examine the extent of differences among overlapping constructs. It can be examined by the evaluation of the indicators of cross loading, heterotrait-monotrait (HTMT) correlation ratio and the Fornell and Larcker criterion (Picón, Castro, & Roldán, 2014). Here, I consider only one criterion: the HTMT ratio. It is based on the comparison of a well-defined threshold. If its values are greater than the threshold, it shows the absence of discriminant validity. Values near to one entail the absence of discriminant validity. Henseler et al. (2014) suggested the threshold value of 0.90.

The obtained results indicated the problem of discriminant validity with respect to the criterion of HTMT tests (refer to Appendix 3 for the HTMT table). They also implied the presence of collinearity issues and multicollinearity among the variables. This is because

constructs are mostly measuring similar things and might contain overlapping items from the perception of respondents in effected constructs (Ringle & Sarstedt, 2016).

4.4 Model Fit

For the evaluation of model fitness, the standardised root mean square residual (SRMR) was considered. It can be defined as the difference between the observed correlation and the implied model of the correlation matrix. It facilitates the assessment of the magnitude of average discrepancies among expected and observed correlations as the absolute fitness criteria. For the model fit of the PLS path, a value below 0.1 is the passable threshold for cut-off and is perceived as a good fit. Lee et al. (2011) indicated that a value below 0.08 or 0.1 is considered a good fit. The SRMR-generated value was 0.093, which affirmed the fitness of the path model of PLS was good and could be assumed to be a fitted model. The SMRM table (enclosed in Appendix 4) indicated the other fitness aspects of SEM. All values lay within an acceptable state of default framework.

The purpose of RMS theta is to evaluate the extent of correlation of the residual of the outer model. A close to zero measure confirms the ideal fitness of the model as it implies that correlation in the residual of the outer model is relatively very small. Henseler et al. (2014) asserted that theta values less than 0.12 reveal an adequately fitted model. The RMS theta value for the default model was 0.132, which ensured the model was adequately fitted (the RMS table is enclosed in Appendix 4).

4.5 Variance Inflation Factor

According to Ringle and Sarstedt (2016), the aim of VIF is related to the quantification of the extent of correlation between one and other predictor in the respective model. It is specifically used for the diagnosis of the multicollinearity issue. Greater values show that accurate assessment of model prediction is impossible. A rule of thumb suggests

that VIF values less than 5 are acceptable. The values of outer (vertical) VIF and inner (internal) VIF showed that the multicollinearity effect was minimal and data were error free.

A collinearity test reveals the inclusive process for evaluation of collinearity laterally as well as vertically. VIF values are generated for all latent variables. The occurrence of values greater than 5.0 is assumed to indicate the irrational collinearity issue and revealed that the model is contaminated by general bias in the method. Hence, overall VIF values both inner and outer show that the current model was free from general bias in the method.

4.6 Evaluation of the Structural Model

According to Sarstedt et al. (2014), the aim of a structural model is to capture the effect of linear regression regarding the construct of endogenous on each other. The structural model can specify relationship patterns across all constructs. Hence, this model is based on the evolved concepts and is of great interest because of its ability to perform direct interest theory testing. The structural model was assessed with the help of three main criteria based on the values of path coefficients, p-values (path significant) and R² (variance explain). The model was designed in conformance with the SmartPLS 3 guidelines. A bootstrap method of resampling was also employed for testing the statistical significance of every path coefficient; this is helpful for the estimation of hypothesised relations and theoretical models. Nitzl (2016) put forward the criteria that structural models must have a t-statistic value greater than 2 and p-values less than 0.05.

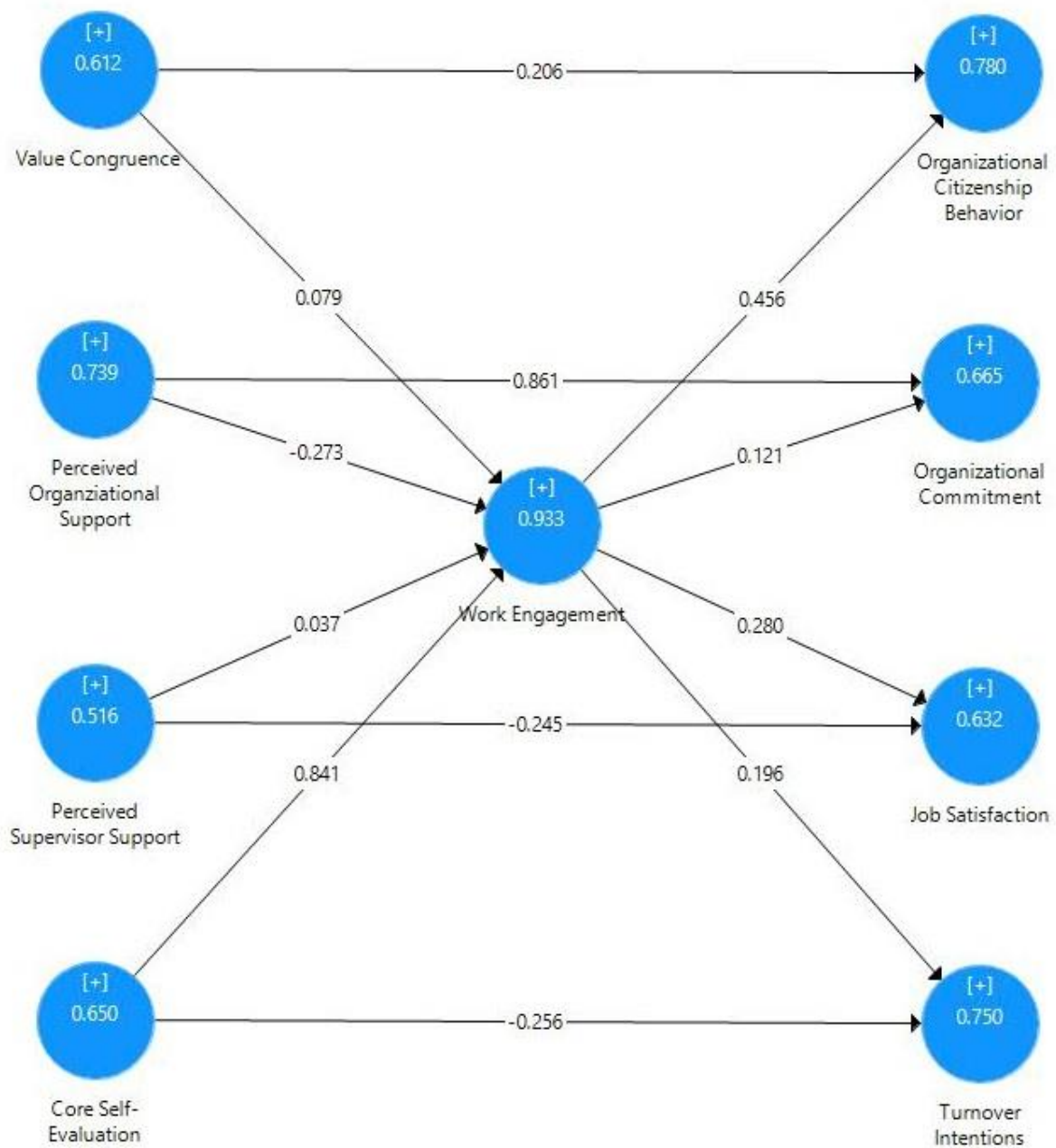


Figure 4.1. Structural model with path coefficient and Cronbach's alpha values.

The estimated path relation in the latent variable was examined by using magnitude and sign of path coefficient. The dependent variables of the study were OCB, organisational commitment, job satisfaction and turnover intentions. Work engagement was selected as the mediator, whereas the independent variables were value congruence, perceived organisational support, perceived supervisor support and core self-evaluation.

4.7 Path Coefficients

Hypothesis 1: Perceived supervisor support is positively related to the work engagement of managers.

The standardised path coefficient for the relation of perceived supervisor support and work engagement was 0.008, which upholds the statistically non-significant association among variables. The specific values were $\beta = 0.008$, P-Value = 0.879 ($P > 0.05$), $T = 0.152$. These values implied that Hypothesis 2 is rejected (refer to path coefficient tables in Appendix 5). It was concluded that perceived supervisor support is not positively related to work engagement of managers. Note, the obtained results are entirely different from the outcomes of past studies. A majority of past research studies reveal a positive relation between supervisor support and the work engagement of employees and managers.

The results implied that in the context of Pakistan, the role of the supervisor in providing social support is less evident. According to Rich et al. (2010), supervisor support can be perceived as a vital aspect of the job that exhibits the viable relation with engagement at work. The managers have a vital effect on the well-being and health of employees with respect to causing varied negative behavioural outcomes such as psychological distress; they also foster positive mind states and enhance the scale of psychological well-being.

Suan and Nasurdin (2016) explored the effect of supervisor support for the evaluation of the moderating role of gender on work engagement in the hospitality sector of Malaysia. They found a positive effect of supervisor support on work engagement that was stronger for men compared with women. Other research has confirmed that companies are striving to explore efficient processes to retain talent for the maintenance of competitive advantage (Rofcanin, Las Heras, & Bakker, 2017). Parker and Kulik (1995) explored the prediction of work support and job stress regarding the burnout experience and its relation with job

performance and absenteeism. They considered the extent to which burnout can mediate the association of social support and job stress. Their results confirmed that support level and job stress are significant burnout predictors. In addition, greater levels of burnout are related to poor self-rating, sick leave and other reasons for mental reasons.

Perceived supervisor support in the workplace can result in positive outcomes in terms of retention of employees, job performance and commitment to an organisation (Eisenberger, Malone, & Presson, 2016). Supervisor support is considered the integral factor for job satisfaction and work engagement (Hsieh & Wang, 2015; Li, Shaffer, & Bagger, 2015).

However, the results obtained in this study implied that in the case of the telecom sector of Pakistan, supervisor support has no or a minimal role in managers' levels of engagement. In the Pakistani context, supervisors might take paternalistic behavioural attitudes towards their human resources. Even though managers might consult with technical experts prior to reaching eventual decisions, decisions are taken at the top of the organisation and filter down to lower management. This provides the rationale for rejecting the alternative hypothesis and pin-points the reason for lack of supervisor support in the Pakistani telecom sector.

Hypothesis 2: Perceived organisational support of managers is positively related to work engagement of managers.

The standardised path coefficients for the relation of perceived organisational support of managers and work engagement were found to be -0.282 , which shows the negative but statistically significant association among variables. The specific values were $\beta = -0.282$, $P\text{-Value} = 0.000$ ($P < 0.05$), $T = 4.563$ ($T > 2$). The values affirm the acceptance of Hypothesis

3. Perceived organisational support of managers is positively related to work engagement of managers.

The obtained findings are aligned and consistent with past literature. Perceived organisational support is related to the employee's belief in the organisation's capacity to fulfil their needs socio-economically and the role of the organisation in acting to improve efforts at the workplace (Caesens & Stinglhamber, 2014; Wang, Lu, & Siu, 2015).

The few organisational-related factors comprise perceived fairness, condition of job and rewards within the organisation. The organisational condition for job and reward combines the method by which employees can be recognised for their workplace ambience condition. It includes different situations and rewards, for instance, pay promotion, recognition, job autonomy, training and policies for work and family (Karatepe, 2013). The human resource can assess the amount of assistance provided by the organisation to finish their tasks and the provision of training and development in specific areas of interest to the employee (Mahon, Taylor, & Boyatzis, 2014). In the multi-national context of the Pakistani telecoms sector, the perceived organisational support is quite evident. The workforce relies on and emphasises organisational support.

Hypothesis 3: Core self-evaluation is positively related to work engagement of managers

The standardised path coefficients for the relation of core self-evaluation and work engagement was 0.842, which maintains the statistically significant association among variables. The specific values were $\beta = 0.842$, P-Value = 0.000 ($P < 0.05$), $T = 13.873$. The values affirm the acceptance of Hypothesis 4. Core self-evaluation is positively related to the work engagement of managers. The obtained findings are consistent with past literature.

Core self-evaluation confers to the hypothesis perspective for prediction of engagement at the workplace. Core self-evaluation is the evident perspective of personality

and assumed as a trait of greater order (Bailey et al., 2017). It consists of the particular assessments for self-efficacy, self-esteem and other self-evaluation measures. Multi-national companies place a high emphasis on the enhancement of self-core evaluation. The individual subjected to a greater level of core self-evaluation generally reveals a greater level of self-esteem, lower neuroticism and an internal locus of control (Karatepe & Demir, 2014).

Greater self-awareness would lead to greater work engagement of managers (Lee, 2015; Aryee et al., 2017). Core self-evaluation in the Pakistani telecoms sector is related to work engagement and is consistent with the Kahn theory of psychological condition that posits that the workforce reveals engagement and ensures the job performance role, safety and psychometric meaningfulness.

The results of this study implied that a greater engagement level can enhance the positive value of core self-evaluation in the Pakistani work atmosphere. Employees in the telecoms sector are more prone to engage with varied job roles in the workplace. The results also implied that such employees who possess greater perspectives of core self-evaluation might set higher goals and become more engaged with their employment. The employees are less prone to perceive their job as highly demanding and interpret their environment and job as highly enjoyable and challenging with greater anticipation of success.

Hypothesis 4: Value congruence of managers is positively related to work engagement of managers

The standardised path coefficient for the relation of value congruence and work engagement of managers was 0.078, which affirms the statistically non-significant linkage among both variables. The specific values were $\beta = 0.078$, P-Value = 0.120 ($P > 0.05$), $T = 1.557$. Therefore, Hypothesis 1 is rejected. Value congruence is not positively related to work engagement.

However, the obtained outcomes do not coincide with the outcomes of past studies. It is projected that values and significance of individual are related to social integration. Individuals are highly prone to become adaptable with personal values. The workforce is based on the assumption of the same values and beliefs (Mauno et al., 2016).

Value congruence has a vital effect on the climate of an organisation. As the perception of the climate demonstrates the characteristics of an individual, it is assumed that individual variable plays a major role in influencing perceptions of the climate of an organisation (Blomme, Kodden, & Beasley-Suffolk, 2015; Huhtala & Feldt, 2016). Hewlin, Dumas and Burnett (2017) also confirmed that value congruence, controlled motivation, autonomy and work engagement are correlated significantly. The main reason for the lack of significance of value congruence on work engagement in the Pakistani telecoms sector is because of perceived discrepancies among organisational and individual values in the workplace. The lack of value congruence resulted in a reduced level of employee engagement in the telecoms sector.

Hypothesis 5: Work engagement of managers is positively related to organisational citizenship behaviour

The standardised path coefficient for the relation of work engagement of managers and OCB was 0.382, which supports the positive and statistically significant association among variables. The specific values were $\beta = 0.382$, P-Value = 0.000 ($P < 0.05$), $T = 6.028$ ($T > 2$). These values implied that Hypothesis 5 is accepted. Work engagement of managers is positively related to OCB. This finding affirms the outcomes of past studies, a majority of which found a positive relation between work engagement and citizenship behaviour.

The results suggest that global telecom companies in Pakistan are reinforcing positive citizenship behaviour that in turn enhances the overall level of work engagement. They also reveal that feeling and thinking human resources regard their job and how human resources are keen to promote OCB and assure the effective and efficient employee performance and organisational functioning. The citizenship behaviour in the Pakistani telecoms sector promotes informal and voluntary behaviour and supports co-workers. OCB is identified as a vital predictor of the engagement of employee, whereby engaged employees exert additional energies towards organisational success (Zhong et al., 2016).

The OCB can be perceived by means of the perceptions of employees regarding the moderating practices of human resource development, such as opportunities for development and training and formal support for career growth. A significant relation also implied that all employees had a greater level of pride to work for their companies and inherited more responsibilities for the exploration of further perspectives (Lyu et al., 2016). This instance is helpful for creating membership among the workforce and other peers for adopting a challenging approach. The OCB also adopts an informal work approach for promoting behaviour towards other human resources directed towards the enterprise (Matta et al., 2015; Jung & Yoon, 2015).

Hypothesis 6: Work engagement of managers is positively related to job satisfaction

The standardised path coefficient for the relation of work engagement of managers and job satisfaction was -0.151 , which supports the negative but statistically significant association among variables. The specific values were $\beta = -0.151$, $P\text{-Value} = 0.011$ ($P < 0.05$), $T = 2.564$ ($T > 2$). These values implied that Hypothesis 6 is accepted. Hence, it is evident that work engagement of managers is positively related to job satisfaction. The result

is verified by the outcomes of past studies, which established the presence of a positive relation between job satisfaction and work engagement.

Job satisfaction is based on vital attributes of the job, where engagement of the employee is considered the critical factor for the performance of an organisation and provides the explanation for excellent work performance. Engagement is beneficial for individual performance level and thus better job performance, which ensures the reduction of intention to quit. The past literature also confirms that job satisfaction is highly critical in explaining variation in the engagement level of employees; this intrinsic factor results in greater job satisfaction and ensures the greater engagement with work among managers (Lu et al., 2016; Cahill et al., 2015).

According to Karanika-Murray et al. (2015), there are two elements of job satisfaction: cognitive and affective. The affective part is related to the feeling level for job in negative or positive manner whereas the cognitive part consists of beliefs and thoughts of employees regarding any job. The results also implied that individuals who are at improved jobs experience greater job satisfaction.

Hypothesis 7: Work engagement of managers is positively related to turnover intentions

The standardised path coefficient for the relation of work engagement of managers and turnover intentions was -0.185 , which supports the negative and statistically non-significant association among variables. The specific values were $\beta = -0.185$, $P\text{-Value} = 0.310$ ($P > 0.05$), $T = 1.017$ ($T < 2$). These values implied the rejection of Hypothesis 7. Work engagement of managers is not related to turnover intentions.

The obtained findings oppose the available past research studies. The past literature reveals that supervisors have relatively greater work engagement levels and reduced levels of

turnover intention compared with line staff (Caesens, Stinglhamber, & Marmier, 2016; Takawira, Coetzee, & Schreuder, 2014).

The moderating effect of position of employees regarding the connection with the dimension of engagement and other consequences reveals that psychological capital can be used to moderate the association between turnover intention and work engagement. Managers can better support the engagement of employees if they realise the extent to which human resources are enthusiastic to invest their personal resources in their work (Memon, Salleh, & Baharom, 2016).

In the present competitive atmosphere of the telecoms sector of Pakistan, the role of technology and awareness is essential for the development of intense and vigorous competition. For both the local and the global telecoms sectors of Pakistan, workforce retention has become a major concern. The sector is recognised as a rapidly growing sector; to evolve with the ongoing competition, employee retention is a determining factor. Indeed, the turnover management of employees is considered the main organisational issue and the vital component of workforce strategies.

Timms et al. (2015) argued that a flexible, prolific and viable work atmosphere is a critical asset to attract and retain valuable human resources. The Pakistani telecoms sector must develop effective retention plans for the present employment market. It is essential to realise the diverse expectations and needs of employees.

Hypothesis 8: Work engagement of managers is positively related to organisational commitment

The standardised path coefficients for the relation of work engagement of managers and organisational commitment was 0.516, which supports the positive and statistically significant association between variables. The specific values were $\beta = 0.516$, P-

Value = 0.000 ($P < 0.05$), $T = 12.522$ ($T > 2$). These implicit values ensure that Hypothesis 6 is accepted. Work engagement of managers is positively related to job satisfaction.

The findings align with past research results. Yalabik et al. (2015) stated that the success of a business mainly relies on human capital for supporting and driving the objectives of the company. Choi et al. (2015) argued that organisational commitment and work engagement are helpful for creating positive behavioural attitudes. Actively engaged employees can lead to higher levels of self-efficacy because of higher levels of organisational commitment.

According to Albdour and Altarawneh (2014), organisational commitment can be a valuable tool for the development of an organisation; organisation commitment can be improved by taking proactive measures, for instance, counselling, effective training, effectual leadership and communication skills. Telecoms companies in Pakistan are working hard to train talent and achieve the maximum commitment of employees, which is critical to leading competitive and strong teams.

Hypothesis 9: Work engagement of managers plays a mediating role between its antecedents (i.e., perceived organisational support, perceived supervisor support, value congruence and core self-evaluation) and its consequences (i.e., organisational citizenship behaviour, organisational commitment, job satisfaction and turnover intentions).

The dependent variables are called endogenous variables, whereas independent variables are called exogenous variables and these can affect the dependent variables. In this study, the direct and indirect effects of endogenous and exogenous latent variables were elucidated. This measurement model also employed a bootstrapping non-parametric model for assessment of mediating effects regarding significance. The direct and indirect effects with respect to significance are shown in Tables.

According to Ahmad and Afthanorhan (2014), the mediation analysis has a significant contribution to the entire predictive framework. Nonetheless, the mutual agreement on the fact that either relation of the endogenous and exogenous variable is significant before the potential mediator inclusion is exist yet. Becker, Klein and Wetzels (2012) affirmed that the indirect effect must be statistically significant as the fundamental mediation requirement. Hair et al. (2016) also inferred that if the indirect effect is confirmed to be significant then the mediator can absorb a few direct effects.

Salanova and Schaufeli (2008) explored the effect of work engagement as the mediator between varied job resources, such as variety, feedback and job control, along with proactive workplace behaviour in the context of the telecoms industry. They found that work engagement can mediate the effect of job resources.

4.8 Total Indirect Effects

Hypothesis 1: Perceived supervisor support is positively related to work engagement of managers.

Perceived supervisor support → work engagement: no indirect relation is observed among both variables.

Hypothesis 2: Perceived organisational support of managers is positively related to work engagement of managers.

Perceived organisational support → work engagement: no indirect relation is observed among variables.

Hypothesis 3: Core self-evaluation is positively related to work engagement of managers

Core self-evaluation → work engagement: no indirect relation is observed among variables.

Hypothesis 4: Value congruence of managers is positively related to work engagement of managers

Value congruence → work engagement: no indirect relation is observed among variables.

Hypothesis 5: Work engagement of managers is positively related to organisational citizenship behaviour

Work engagement → OCB: no indirect relation is observed among variables.

Hypothesis 6: Work engagement of managers is positively related to job satisfaction

Work engagement → job satisfaction: no indirect relation is observed among variables.

Hypothesis 7: Work engagement of managers is positively related to turnover intentions

Work engagement → job satisfaction: no indirect relation is observed among variables.

Hypothesis 8: Work engagement of managers is positively related to organisational commitment

Work engagement → organisational commitment: no indirect relation is observed among variables.

Conversely, indirect and statistically significant relations are found between:

- core self-evaluation \rightarrow job satisfaction ($P = 0.017$)
- core self-evaluation \rightarrow organisational commitment ($P = 0.000$)
- core self-evaluation \rightarrow OCB ($P = 0.000$)
- perceived organisational support \rightarrow job satisfaction ($P = 0.033$)
- perceived organisational support \rightarrow OCB ($P = 0.002$)
- perceived organisational support \rightarrow organisational commitment ($P = 0.000$).

4.9 Specific Indirect Effects

Statistical significance is analysed by considering indirect effect through mediation. If the indirect effect of the following variables is significant, it is inferred that the mediation effect by work engagement is taking place for respective variables. Willaby et al. (2015) argued that if indirect as well as direct effects are insignificant after the introduction of the mediator, a partial mediation is present. The results show that the following pairs of variables have specific indirect and statistically significant relationships with each other. The results also show that work engagement mediates the relationship between the following variables:

- core self-evaluation \rightarrow work engagement \rightarrow job satisfaction, $\beta = -0.127$, P-Value = 0.017 ($P < 0.05$), $T = 2.394$ ($T > 2$)
- perceived organisational support \rightarrow work engagement \rightarrow job satisfaction, $\beta = 0.043$, p-Value = 0.033 ($P < 0.05$), $T = 2.133$ ($T > 2$)
- core self-evaluation \rightarrow work engagement \rightarrow OCB, $\beta = 0.321$, P-Value = 0.002 ($P < 0.05$), $T = 3.164$ ($T > 2$)
- perceived organisational support \rightarrow work engagement \rightarrow OCB, $\beta = -0.1080$, P-Value = 0.002 ($P < 0.05$), $T = 3.164$ ($T > 2$)

- core self-evaluation \rightarrow work engagement \rightarrow organisational commitment, $\beta = 0.435$,
p-Value = 0.000 ($P < 0.05$), $T = 8.240$ ($T > 2$)
- perceived organisational support \rightarrow work engagement \rightarrow organisational
commitment, $\beta = 0.004$, p-Value = 0.000 ($P < 0.05$), $T = 4.711$ ($T > 2$).

Airila et al. (2014) adopted a longitudinal research design to examine the effect of motivation by considering work as the mediator. The authors explored how either work engagement can work as the mediator among job resources such as task relation, supervisory relation and other personal resources such as self-esteem and work ability in future as functional abilities of workers for job execution. The authors investigated the mediating role of engagement among past and future work abilities and confirmed that personal resources and job resources have a prolonged effect on engagement and working abilities. The outcomes provide confirmation about the working capabilities that can foster the outcome of engagement that can be derived from the process of motivation.

Richardsen, Burke and Martinussen (2006) explored the relation between the variables of personality, job demands, job resources, engagement and cynicism to investigate the mediating effect of work engagement and cynicism for prediction of health and work-related results. The outcomes of their study confirm that the behaviour of type A is related to engagement and cynicism. Their results show that the absence of job resources is based on cynicism and a positive relation is observed among engagement and job resources. It was found that work engagement mediates the effect of individual attributes, job demands, job resources, self-efficacy and organisational commitment. In addition, a direct connection was observed among commitment, resources and job, self-efficacy, work demand and type A-behaviour.

4.10 Total Effects

- work engagement \rightarrow organisational commitment, $\beta = 0.516$, p-Value = 0.000
($P < 0.05$), $T = 12.522$ ($T > 2$)
- core self-evaluation \rightarrow work engagement, $\beta = 0.842$, p-Value = 0.000 ($P < 0.05$),
 $T = 13.873$ ($T > 2$)
- perceived organisational support \rightarrow job satisfaction, $\beta = 0.043$, p-Value = 0.033
($P < 0.05$), $T = 2.133$ ($T > 2$)
- perceived organisational support \rightarrow OCB, $\beta = 0.176$, p-Value = 0.032 ($P < 0.05$),
 $T = 2.152$ ($T > 2$)
- perceived organisational support \rightarrow organisational commitment, $\beta = -0.146$, p-
Value = 0.000 ($P < 0.05$), $T = 4.711$ ($T > 2$)
- perceived organisational support \rightarrow work engagement, $\beta = -0.282$, p-Value = 0.000
($P < 0.05$), $T = 4.463$ ($T > 2$)
- work engagement \rightarrow job satisfaction, $\beta = -0.151$, p-Value = 0.011 ($P < 0.05$),
 $T = 2.564$ ($T > 2$)
- work engagement \rightarrow OCB, $\beta = 0.382$, p-Value = 0.000 ($P < 0.05$), $T = 6.028$ ($T > 2$)
- core self-evaluation \rightarrow job satisfaction, $\beta = 0.522$, p-Value = 0.000 ($P < 0.05$),
 $T = 11.366$ ($T > 2$)
- core self-evaluation \rightarrow OCB, $\beta = 0.321$, p-Value = 0.000 ($P < 0.05$), $T = 4.8$ ($T > 2$)
- core self-evaluation \rightarrow organisational commitment, $\beta = 0.435$, p-Value = 0.000
($P < 0.05$), $T = 8.240$ ($T > 2$).

4.11 Coefficient of Determination and Effect Size

The R^2 value of every dependent variable consists of the extent of each dependent variable and shows the predictive accuracy of the model. Generally, the values of R^2 square ≥ 0.75 are adequate; values within ≥ 0.50 are considered moderate; values within ≥ 0.25 are considered weak. The R value was 0.317 for job satisfaction, 0.317 for OCB, 0.294 for organisational commitment, 0.077 for turnover intention and 0.451 for work engagement. The values were weak; turnover intentions was especially weak (refer to the R square table in Appendix 6).

According to Hair et al. (2016), the value change in R Square when the exogenous constructs have been omitted from the model and consider the evaluation of the fact that either omitted value owe an adequate effect on the construct of endogenous values. The f square refers to the effect size, whereas the criterion shows that if f^2 values 0.02 indicates small, 0.15 value refers to medium and 0.35 values are considered large (Ringle & Sarstedt, 2016). Values below 0.02 confirm the lack of effect. Nevertheless, a smaller f^2 does not imply about the critically of insignificant effect. In this sense, Picón, Castro and Roldán (2014) revealed that there is a probability of occurrence of intense condition of moderating and meaningful changes in beta; therefore, it is essential to take into consideration (refer to Appendix 6 for tables).

4.12 Discussion of Results

The results of the hypotheses testing are summarised in Table 4.2.

Table 4.2.

Path Co-Efficient Values

| Hypothesis | Path | Path coefficients | t-values | p-values | Hypothesis |
|----------------------------------|--|-------------------|----------|----------|---|
| 1 | Perceived supervisor support → work engagement | 0.008 | 0.152 | 0.879 | Not supported |
| 2 | Perceived organisational support → work engagement | -0.282 | 4.563 | 0.000 | Supported |
| 3 | Core self-evaluation → work engagement | 13.873 | 0.842 | 0.000 | Supported |
| 4 | Value congruence → work engagement | 0.078 | 1.557 | 0.120 | Not supported |
| 5 | Work engagement → OCB | 0.382 | 6.028 | 0.000 | Supported |
| 6 | Work engagement → job satisfaction | 0.151 | 2.564 | 0.011 | Supported |
| 7 | Work engagement → turnover intentions | 0.185 | 0.310 | 1.017 | Not supported |
| 8 | Work engagement → organisational commitment | 0.516 | 12.522 | 0.000 | Supported |
| 9 (mediating of work engagement) | Core self-evaluation → work engagement → job satisfaction | -0.127 | 2.394 | 0.017 | All supported hypotheses are mentioned here |
| | Perceived organisational support → work engagement → job satisfaction | 0.043 | 2.133 | 0.033 | |
| | Core self-evaluation → work engagement → OCB | 0.321 | 3.164 | 0.002 | |
| | Perceived organisational support → work engagement → OCB | 0.1080 | 3.164 | 0.1080 | |
| | Core self-evaluation → work engagement → organisational commitment | 0.435 | 8.240 | 0.000 | |
| | Perceived organisational support → work engagement → organisational commitment | 0.004 | 4.711 | 0.004 | |

In this sense, Choi et al. (2015) stated that work engagement can induce positive feelings or a motivational work state in association with subjective well-being. Work engagement has become a significant index for the inclusive quality of working life. Further,

it is the noteworthy components regarding the performance and productivity of organisational employees.

According to Hair et al. (2016), a majority of scholars generally assume that an exogenous variable having a direct effect on the dependent variable must be significant to embrace it for further mediation analysis. It is essential to realise that mediator when contain might absorb certain effect. This rationale is suitable for partial mediation but not clear in the case of full mediation.

Henseler et al. (2014) argued that there is no specific requirement for the mediation of an effect: for instance, the direct test is not essential for testing mediation. The algorithm of PLS and bootstrapping was applied by the inclusion of the mediator variable of the work engagement construct. The two individual paths were checked exogenous or independent variable (value congruence, perceived organisational support, perceived supervisor support and core self-evaluation) to the mediator (work engagement) and mediator to dependent variables (organisational citizenship behaviour, organisational commitment, job satisfaction and turnover intentions). It must be significant for every construct that is an essential requirement of mediation. At least one construct in all domains must be statistically significant. As this condition was fulfilled in the following project, the indirect coefficient path was assessed to check significance. As some path coefficients were recognised as statistically significant, the presence of mediation is confirmed.

The results implied that the presence of selective factors enabled the management of telecoms to recruit staff that is higher in engagement of work. The finding provides a significant implication concerning the enhancement of work engagement practices. Past research studies reported the probability of a beneficial relationship between behavioural attitudes of employees and employee engagement (Karatepe, 2013). Xanthopoulou et al.

(2009) also found that work engagement is directly negatively associated with turnover intention.

Salanova et al. (2011) examined the mediating role of work engagement and found that job satisfaction can enhance the motivation levels of employees by fostering the rudimentary growth requirement and employment of supplementary efforts for increasing work engagement. Highly engaged employees who find work interesting and meaningful feel happiness, joy and enthusiasm (Agarwal et al. 2012).

Wang, Lu and Siu (2015) found that job satisfaction and organisational support can foster development, learning and growth to improve employee engagement and eventually lead to positive job outcomes. Saks (2006) found that work engagement reveals a partial mediation over organisational support and other job characteristics such as turnover intention and OCBs.

Schaufeli (2013) also perceived a negative association among turnover intention and employee engagement that can work as an effective mediator in the association between job resources and intention to leave. Work engagement has a direct and significant effect on retention of employees, loyalty and productivity and serves as the prime linkage for job satisfaction, the reputation of the company and entire value of stakeholders. Therefore, the telecoms sector must establish the promotional aspects of the level of engagement of employees.

The results implied that unique attributes of perceived organisational support and perceived supervisor support implied about the prediction of engagement at the workplace. Perceived support is accountable for mainstream unique attributes for the prediction of engagement. Supervisor support is more vital than organisational support. This finding infers that companies are trying to foster the conditions that are more suited to attain success if enterprise-wide support is provided to employees (Anitha, 2014; Franks, 2017).

Rich et al. (2010) also theorised the role of engagement by considering the role of supervisor support where engagement can mediate the association between value congruence, core self-evaluation, task performance and OCB. Organisations that are highly obliging for reciprocation of work engagement outcomes and that entrench support for employees across norms, culture and policies are more likely to create a sense among employees that different staff can obtain adequate resources for training and be safeguarded by effective procedures and policies, assurance of fair treatment and acknowledgement of the valuable contribution of human resources that is helpful for promotion of employee engagement.

HR managers working on employee engagement should emphasise employee job satisfaction, specifically for diverse hierarchical managers. Employee job satisfaction can be attained by offering greater intrinsic factors of motivation. The finding implies that designing suitable employee engagement policies and retention by emphasising job satisfaction can result in greater levels of employee engagement.

Firth et al. (2004) explored the predictors related to turnover intention for leaving a job and a framework that consists of mediating variables. The main predictors considered were supervisor support, job satisfaction, self-esteem, locus of control, perceived job stressors and quitting intention. Emotional support and self-esteem can mediate the effect of stressors regarding organisational commitment and intention to quit.

To reduce turnover intention, managers must monitor workloads and associations among subordinates and supervisors. The managers must monitor both intrinsic and extrinsic sources related to job satisfaction accessible to human resources; such activities can provide assistance in maintaining and improving organisational commitment and job satisfaction.

Chapter 5: Conclusion and Recommendations

5.1 Conclusion

The main aim of this research study was to examine the mediating role of work engagement by considering the case study of managers in a large multi-national telecoms company in Pakistan. The included variables were value congruence, perceived supervisor support, perceived organisational support, core self-evaluation increase work engagement that result in increased job satisfaction, organisational commitment and OCB and reduce turnover rate in the organisation. Further, this research examined work engagement as the mediator among performance and certain engagement drivers.

The main hypothesis of this research was based on the evaluation of value congruence with work engagement, perceived supervisor support with work engagement of managers, perceived organisational support of managers with work engagement of managers, core self-evaluation with work engagement of managers, value congruence of managers with work engagement of managers, work engagement with OCB, work engagement with job satisfaction, work engagement with turnover intention and work engagement with organisational commitment.

The mediating hypothesis was based on the fact that work engagement of managers plays a mediating role between its antecedents (i.e., perceived organisational support, perceived supervisor support, value congruence and core self-evaluation) and its consequences (i.e., OCB, organisational commitment, job satisfaction and turnover intentions). The literature review critically examined past studies related to selected variables. The previous studies show that managers build plans and implement them for the advancement of the organisation. They anticipate sorting out different organisational problems along with issues faced by employees. Saks (2006) found that work engagement is based on the relation between the outcome of an organisation and job resources. The results

confirm that engagement can mediate the association among antecedents (for instance, job characteristics, rewards, perceived supervisor support, recognition and distributive and procedural justice) and other work outcomes (such as intention to quit, organisational commitment, citizenship behaviour and job satisfaction). Schaufeli, Bakker and Salanova (2006) observed that an effective mediating engagement role can affect the proactive behaviour recovery. Brad Shuck, Rocco and Albornoz (2011) proposed that engagement can mediate the relation between job resources (such as feedback, control and variety) and proactive behaviour. May et al. (2004) and Agarwal and Gupta (2018) explored how work engagement acts as the mediator for the relation between perceived organisational support, value congruence, task performance, organisational support and OCB.

Regarding job engagement as the mediator, different research studies have suggested that core self-evaluation, perceived organisational support and value congruence are helpful for the promotion of simultaneous investment, physical energy and the emotional and cognitive role of work that, in turn, can translate into excellent workplace performance (Gatti, 2016; Jacobs, 2013; Seppälä, 2013). Maslach, Schaufeli and Leiter (2001) and Rich et al. (2010) also found that the relation between varied resources and job and citizenship behaviour can be used for work engagement mediation.

In this study, the selected methodology consisted of positivist philosophical assumptions. A deductive approach was selected as many researchers have conducted studies on work engagement and its effect on management performance. In this research, survey research allowed data to be gathered using questionnaires with selected people who embodied the population so that the results and findings can be easily generalised. A convenience sampling technique was used as the effective non-probability method of sampling. Smart PLS 3 software was used for SEM, partial least squares to path coefficients, VIF, reliability, total effects, R square, discriminant validity and model fit. On the basis of the evaluation of

Cronbach's alpha values, the intact data were acknowledged to be reliable and amenable to additional statistical analysis.

The SRMR value of 0.093 showed the fitness of the path model was good enough and well fitted. The VIF values revealed that the multicollinearity effect was minimal and the data were error free.

Based on the values of the path coefficients, the evaluation of hypothesis testing confirmed that work engagement of managers is not related to turnover intentions. The perceived organisational support of managers is positively related to work engagement of managers. Core self-evaluation is positively related to work engagement of managers. Value congruence is not positively related to work engagement. Work engagement of managers is positively related to OCB. Work engagement of managers is positively related to job satisfaction. Work engagement of managers is positively related to job satisfaction. Perceived supervisor support is not positively related to work engagement of managers.

The outcomes for specific indirect effect show statistically significant relations between core self-evaluation and work engagement and job satisfaction, perceived organisational support and work engagement and job satisfaction, core self-evaluation and work engagement and OCB, perceived organisational support and work engagement and OCB, core self-evaluation and work engagement and organisational commitment, perceived organisational support and work engagement and organisational commitment.

Further, on the basis of total effect, statistically significant relations exist between work engagement and organisational commitment, core self-evaluation and work engagement, perceived organisational support and job satisfaction, perceived organisational support and OCB, perceived organisational support and organisational commitment, perceived organisational support and work engagement, work engagement and job satisfaction, work engagement and OCB, core self-evaluation and job satisfaction, core self-

evaluation and OCB, and core self-evaluation and organisational commitment. From the results, it is evident that the objectives of this research have been fulfilled.

The mediation requirement confirms that at a minimum one construct among all domains should be statistically significant and this condition is satisfied in this study; also, the presence of a statistically significant variable confirms that mediation is present among all variables. Kurtessis et al. (2017) asserted that supervisors can foster a supportive work atmosphere by being concerned with the needs and feelings of workers, encourage them to voice their concerns, offer positive feedback and push them towards new skill development. Pakistani telecoms need to enrich the perspectives of supervisors and their role in supporting employees in self-determination and promotion of employee interests to assure the sector's survival.

5.2 Recommendations

The following recommendations are proposed to enhance workplace engagement in the Pakistani telecoms sector.

5.2.1 Core Self-Evaluation

Core self-evaluation helps to understand the effect of dispositional tendencies on how people distinguish their work. It recommends employees focus on the inspiring, challenging and positive aspects of their work. Having an engagement strategy is important; however, some organisations focus on the integration of engagement strategies without evaluating the usefulness, which should not be the case.

Line managers should take measures to increase the engagement levels of employees. If the employees are involved, they will self-evaluate their performances and work efficiently. Subsequently, performance will be positively affected and they will perform their job roles more efficiently. Resources with greater engagement levels will be more engaged in other role behaviours in addition to their core roles.

5.2.2 Job Satisfaction

Job satisfaction and work engagement result from positive emotive experiences at work, although work engagement is often treated as indistinct from job satisfaction. Mollified employees are more involved with their organisation compared with those who are not satisfied with their job roles.

Accurate employee management strategies initiatives improve job performance. Feedback and guidance from line managers help employees have clarity about what is expected of them. Having an engaged workforce is a constructive way to enhance job satisfaction. An organisation that makes workers proud to work is also important in creating work satisfaction. Employee participation and happy working conditions are factors that improve job satisfaction.

5.2.3 Organisational Citizenship Behaviour

Work engagement is beneficial for any organisation and this includes their shareholders and employees. Work engagement is a constructive attitude possessed by the employee for any organisation and its values. Practices engagement among staff can improve OCB.

Organisations need to develop strategies to create an atmosphere in which employees feel more sustained. Work engagement can be improved by identifying precursors for work engagement and citizenship behaviour. Leadership style and management should be inspected in relation to work engagement and citizenship behaviour.

5.2.4 Organisational Commitment

Organisational commitment contributes to the long-term success of any organisation. Committed employees develop a compulsion to interact positively with their organisation for the provided resources and they put in extra effort to ensure that their job is performed to the best of their ability.

Organisations need to offer employees the required resources to inspire staff to aggressively express and invest themselves cognitively, emotionally and physically in their respective roles.

5.2.5 Perceived Organisational Support

Organisational support is necessary for an engagement strategy. The utmost improvement in engagement can be achieved when organisations become vigorously involved in publicising results and shaping engagement goals. Engagement efforts require support from leadership by letting them understand that a workforce is more productive when engaged and informed. Moreover, incorporation of goals into directorial policies and decisions can be encouraged with the objective of making employee engagement a staple organisational value.

Communication is an area where organisations commonly fail to involve and inform employees. In major organisations, communication starts from the top and workers at the end of the communication channel never have the opportunity to raise issues or ideas. Organisations should build an action team that can present employee feedback to the leadership and bridge the gap with an effective communication plan.

5.2.6 Perceived Supervisor Support

Supervisors have the greatest influence on employee engagement. Supervisors must encourage their teams to ripen an eloquent association with staff. They need to recognise decent performances and craft challenging and purposeful tasks. If an employee starts to feel that he/she is not valued, it can cause a highly motivated and excellent-performing employee to become disconnected.

Conversely, a poor performer can flourish into a good performer when placed in a job that matches their skill set and competencies. Supervisors need to observe and understand the employees who are committed to their work. Supervisors must develop a strategy and

communicate the vision. Moreover, they must ensure that employees maintain their way of doing business. Supervisors need to be positive role models, stay informed and maintain an effective support network.

5.2.7 Turnover Intentions

Concrete outcomes such as reduced turnover or increased profitability can be achieved among an engaged workforce. To identify relevant outcomes and turnover intentions, input from senior leadership and other stakeholders needs to be obtained to ensure that outcomes are aligned with organisational goals and values.

Outcomes taken with the feedback of stakeholders and aligned with organisational significances are at the core of the business case for an engagement strategy that connects engagement to relevant organisational results and justifies the use of resources to follow engagement goals. Employee engagement surveys can be conducted at a certain frequency. Employees can give their perspectives and organisations can analyse the results that cause turnovers so that remedial actions can be taken.

5.2.8 Value Congruence

It is commonly observed that an involved employee has a better attitude towards the organisation, its values and its operating doctrines. In such an engaged organisation, the employee and the organisation equally respect each other's values. Employee development contributes heavily to an organisation's overall growth objectives.

Employees receive the backing they require to do their jobs to the best of their potential. Senior leadership must create the vision of the organisation and then collaborate with the employees. To achieve organisational success, incentivise employee engagement efforts to ensure all employees are aware of guiding principles. The workforce can be unified by buying into a shared set of values in pursuit of common goals. By doing so, employees

can feel proud to work for an organisation at the same time as elevating their level of participation and engagement.

5.3 Research Implications

The research findings provide significant practical implications for telecoms and other organisations regarding the enhancement in engagement. A meaningful purpose is required in association with work engagement; companies can foster a worthwhile feeling in human resources through the sense of returned value in exchange for work-related investment. Supervisors are required to reveal the effective attributes and characteristics to develop trustworthy relations to offer employees motivation and inspiration, specifically individual consideration among human resources. Moreover, supervisors and organisations must induce a work atmosphere where staff feel able to achieve their work to strengthen their self-esteem and self-actualisation feelings—for instance, offering recognition for outstanding work.

5.4 Limitations and Future Recommendations

Even though the sample size was suitable for the generalisability of outcomes, the sample obtained was homogenous. Also, the research design was based on a cross-sectional design. Compared with a longitudinal research design where information gathering takes place over a long period, the information for this research was gathered at a particular time. This restricts the ability to draw conclusions related to cause and effect among study variables.

The risk of general bias in the method also increases when the effect takes place because of the instrument rather than a measurement of constructs. Future research could take different dependent or independent variables or a different mediator to examine the effect on work engagement and diverse perspectives of organisational behaviour.

This quantitative research explored the mediating role of work engagement in the telecoms sector of Pakistan. Future qualitative research on the same objective could

illuminate the specific perspective and give valuable insights. In the future, the author could take a sample size of 1,000 and implement a mixed research method by using interviews and surveys and conducting research by selecting a longitudinal research design. Other sectors could be also studied, such as the pharmaceutical, information and communications and hospitality sectors. Further, future studies could broaden the scope to include different countries for comparison or to gain valid results.

Another limitation is the restricted tenure due to the cross-sectional research field. Because of the cross-sectional field, it is difficult to make causal inferences, whereas in the future the adoption of a longitudinal research design could improve the validity of findings and would provide valuable research outcomes. It is also noted that some hypothesised relations were not consistent with past research. Therefore, the implementation of a triangular approach and longitudinal design could enhance the effectiveness and validity of research findings. The significant mediation pin-points the need for further examination of engagement-related antecedents and predictors that are not included in the present study. A future study could examine the effect of psychological statistics in relation to varied styles of management, for example, group dynamics or authentic leadership for broadening of vision and to attain more valid and reliable outcomes.

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APPENDICES:**APPENDIX 1: RELIABILITY TABLE**

| | Cronbach's Alpha | rho_ A | Composite Reliability | Average Variance Extracted (AVE) |
|--|---------------------|------------|--------------------------|-------------------------------------|
| Core Self-Evaluation | 0.650 | 0.851 | 0.745 | 0.360 |
| Job Satisfaction | 0.632 | 0.674 | 0.798 | 0.571 |
| Organizational Citizenship Behavior | 0.780 | 0.819 | 0.839 | 0.416 |
| Organizational Commitment | 0.665 | 0.824 | 0.783 | 0.434 |
| Perceived Organizational Support | 0.739 | 0.891 | 0.812 | 0.511 |
| Perceived Supervisor Support | 0.516 | 0.296 | 0.399 | 0.342 |
| Turnover Intentions | 0.750 | - 1.459 | 0.095 | 0.210 |
| Value Congruence | 0.612 | - 0.300 | 0.575 | 0.402 |
| Work Engagement | 0.933 | 0.934 | 0.942 | 0.556 |

APPENDIX 2: FACTOR LOADINGS AND RELIABILITY TABLE

| Factor Loadings and Reliability table | Reliability Values |
|---|--------------------|
| May et al. (2004) Engagement Scale- alpha 0.77 | 0.933 |
| Cognitive Engagement | |
| Performing my job is so absorbing that I forget about everything else | |
| I often think about other things when performing my job R | |
| I am rarely distracted when performing my job | |
| Time passes quickly when I perform my job | |
| Emotional Engagement | |
| I really put my heart into my job | |
| I get excited when I perform well on my job | |
| I often feel emotionally detached from my job R | |
| my own feelings are affected by how well I perform my job | |
| Physical Engagement | |
| I exert a lot of energy performing my job | |

| | |
|--|-------|
| I stay until the job is done | |
| I avoid working overtime whenever possible R | |
| I take work home to do | |
| I avoid working too hard R | |
| Judge et al. (2003) Core Self-Evaluation scale - alpha 0.82 | 0.650 |
| I am confident I get the success I deserve in life | |
| Sometimes I feel depressed R | |
| When I try, I generally succeed | |
| Sometimes when I fail I feel worthless R | |
| I complete tasks successfully | |
| Sometimes, I do not feel in control of my work R | |
| Overall, I am satisfied with my self | |
| I am filled with doubts about my competence R | |
| I determine what will happen in my life | |
| I do not feel in control of my success in my career | |
| I am capable of coping with most of my problems | |
| There are times when things look pretty bleak and hopeless to me R | |
| Eisenberger et al. (1986) Survey of Perceived Organizational Support short eight-item version scale- alpha 0.89 | |
| My organization really cares about my well-being | |
| My organization strongly considers my goals and values | 0.739 |
| My organization shows little concern for me R | |
| My organization cares about my opinions | |
| My organization is willing to help me if I need a special favor | |
| Help is available from my organization when I have a problem | |
| My organization would forgive an honest mistake on my part | |
| If given the opportunity, my organization would take advantage of me R | |
| Rhodes et al. (2001) Perceived Supervisor Support scale - alpha 0.89 | 0.516 |
| My Supervisor cares about my opinions | |
| My work supervisor really cares about my well being | |
| My supervisor strongly considers my goals and values | |
| My supervisor shows very little concern for me R | |

| | |
|--|-------|
| (Cable and Judge 1996, Cammann et al. 1983, O'Reilly et al. 1991) Value Congruence-alpha 0.93 | 0.612 |
| My values match those of this organization | |
| my values match those of current employees in this organization | |
| The things that I value in life are very similar to the things that my organization values | |
| The values and personality of this organization reflect my own values and personality | |
| Michigan Organizational Assessment Questionnaire Satisfaction subscale (1979) Job Satisfaction -alpha 0.77 | 0.632 |
| All in all, I am satisfied with my job | |
| In general, I do not like my job R | |
| In general, I like working here | |
| Colarelli (1984) Intention to Quit scale-alpha 0.82 | 0.750 |
| I frequently think of quitting my job | |
| I am planning to search for a new job during the next 12 months | |
| If I have my own way, I will be working for this organization one year from now R | |
| Lee and Allen (2002) Organizational Citizenship Behavior scale derived from (Podsakoff et al. 1990, William and Anderson 2001) OCB scale-OCBI alpha 0.83, OCBO alpha 0.88 | 0.780 |
| willingly give your time to help others who have work related problems | |
| Adjust your work schedule to accommodate other employees' requests for time off | |
| give up time to help others who have work or non-work problems | |
| Assist others with their duties | |
| Attend functions that are not required but that help the organizational image | |
| offer ideas to improve the functioning of the organization | |
| take action to protect the organization from potential problems | |
| defend the organization when other employees criticize it | |
| Allen and Meyer (1990) Organizational Commitment scale-alpha 0.82 | 0.665 |
| I would be very happy to spend the rest of my career with this organization | |
| I enjoy discussing my organization with people outside it | |

| | |
|--|--|
| I really feel as if this organization's problems are my own | |
| I think that I could easily become as attached to another organization as I am to this one R | |
| I do not feel like 'part of the family' at my organization R | |
| I do not feel 'emotionally attached' to this organization R | |
| This organization has a great deal of personal meaning for me | |
| I do not feel a strong sense of belonging to my organization R | |

APPENDIX 3- HETEROTRAIT-MONOTRAIT RATIO (HTMT) TABLE

| Heterotrait-Monotrait Ratio (HTMT) Table | | | | | | | | | |
|--|----------------------|------------------|-------------------------------------|---------------------------|----------------------------------|------------------------------|---------------------|------------------|-----------------|
| | Core Self-Evaluation | Job Satisfaction | Organizational Citizenship Behavior | Organizational Commitment | Perceived Organizational Support | Perceived Supervisor Support | Turnover Intentions | Value Congruence | Work Engagement |
| Core Self-Evaluation | | | | | | | | | |
| Job Satisfaction | 0.713 | | | | | | | | |
| Organizational Citizenship Behavior | 0.881 | 0.733 | | | | | | | |
| Organizational Commitment | 1.074 | 0.772 | 0.812 | | | | | | |

| | | | | | | | | | |
|--|-------|-------|-------|-------|-------|-------|-------|-------|--|
| Perceived Organizational Support | 0.929 | 0.648 | 0.547 | 1.053 | | | | | |
| Perceived Supervisor Support | 0.198 | 0.280 | 0.199 | 0.231 | 0.214 | | | | |
| Turnover Intentions | 0.301 | 0.323 | 0.196 | 0.311 | 0.278 | 0.221 | | | |
| Value Congruence | 0.345 | 0.298 | 0.322 | 0.349 | 0.309 | 0.227 | 0.147 | | |
| Work Engagement | 0.729 | 0.330 | 0.563 | 0.605 | 0.470 | 0.117 | 0.144 | 0.226 | |

APPENDIX 4- FIT SUMMARY TABLES (SRMR AND RMS THETA)**RMS THETA VALUE**

| SRMR Value | | |
|-------------|-----------------|-----------------|
| Fit Summary | Saturated Model | Estimated Model |
| SRMR | 0.093 | 0.128 |

| RMS THETA | |
|-----------|-------|
| RMS Theta | 0.132 |

APPENDIX 5: PATH COEFFICIENTS

| Table 1: Path Coefficients | | | | | | | | | |
|-------------------------------------|----------------------|------------------|-------------------------------------|---------------------------|----------------------------------|------------------------------|---------------------|------------------|-----------------|
| | Core Self-Evaluation | Job Satisfaction | Organizational Citizenship Behavior | Organizational Commitment | Perceived Organizational Support | Perceived Supervisor Support | Turnover Intentions | Value Congruence | Work Engagement |
| Core Self-Evaluation | | 0.649 | | | | | | | 0.842 |
| Job Satisfaction | | | | | | | | | |
| Organizational Citizenship Behavior | | | | | | | | | |
| Organizational Commitment | | | | | | | | | |
| Perceived Organizational Support | | | 0.284 | | | | | | -0.282 |
| Perceived Supervisor Support | | | | -0.140 | | | | | 0.008 |

| | | | | | | | | | |
|------------------------|--|----------------|-------|-------|--|--|----------------|--|-------|
| Turnover Intentions | | | | | | | | | |
| Value Congruence | | | | | | | - 0.16 0 | | 0.078 |
| Work Engagement | | - 0.1 51 | 0.382 | 0.516 | | | - 0.18 5 | | |

MEAN, STDEV, T-VALUES, P-VALUES

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (O/STDEV) | P Values |
|---|---------------------------|--------------------|----------------------------------|-----------------------------|-------------|
| Core Self-Evaluation -> Job Satisfaction | 0.649 | 0.654 | 0.054 | 11.963 | 0.000 |
| Core Self-Evaluation -> Work Engagement | 0.842 | 0.840 | 0.061 | 13.873 | 0.000 |
| Perceived Organizational Support -> Organizational Citizenship Behavior | 0.284 | 0.288 | 0.060 | 4.765 | 0.000 |
| Perceived Organizational Support -> Work Engagement | -0.282 | -0.277 | 0.062 | 4.563 | 0.000 |
| Perceived Supervisor Support -> Organizational Commitment | -0.140 | -0.118 | 0.094 | 1.478 | 0.140 |
| Perceived Supervisor Support -> Work Engagement | 0.008 | 0.005 | 0.051 | 0.152 | 0.879 |
| Value Congruence -> Turnover Intentions | -0.160 | -0.044 | 0.172 | 0.930 | 0.353 |
| Value Congruence -> Work Engagement | 0.078 | 0.080 | 0.050 | 1.557 | 0.120 |

| | | | | | |
|--|--------|--------|-------|--------|-------|
| Work Engagement -> Job Satisfaction | -0.151 | -0.151 | 0.059 | 2.564 | 0.011 |
| Work Engagement -> Organizational Citizenship Behavior | 0.382 | 0.386 | 0.063 | 6.028 | 0.000 |
| Work Engagement -> Organizational Commitment | 0.516 | 0.523 | 0.041 | 12.522 | 0.000 |
| Work Engagement -> Turnover Intentions | -0.185 | 0.013 | 0.181 | 1.017 | 0.310 |

APPENDIX 6 R SQUARE

| R Square | | |
|-------------------------------------|----------|-------------------|
| R Square | R Square | R Square Adjusted |
| Job Satisfaction | 0.317 | 0.314 |
| Organizational Citizenship Behavior | 0.317 | 0.313 |
| Organizational Commitment | 0.294 | 0.290 |
| Turnover Intentions | 0.077 | 0.072 |
| Work Engagement | 0.451 | 0.445 |

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18/10/2018

Dear Dr Bruce,

Reference No: 5201833204712
Project ID: 3320

Title: The Mediating Role of Work Engagement: Case study of managers in a large multi-national telecom organization in Pakistan.

Thank you for submitting the above application for ethical review. The Business and Economics Subcommittee has considered your application.

I am pleased to advise that ethical approval has been granted for this project to be conducted by Sher Azam Khan Momand, and other personnel: Mr Sher Azam Khan Momand.

This research meets the requirements set out in the National Statement on Ethical Conduct in Human Research 2007, (updated July 2018).

Standard Conditions of Approval:

1. Continuing compliance with the requirements of the National Statement, available from the following website:
<https://nhmrc.gov.au/about-us/publications/national-statement-ethical-conduct-human-research-2007-updated-2018>.
2. This approval is valid for five (5) years, subject to the submission of annual reports. Please submit your reports on the anniversary of the approval for this protocol. You will be sent an automatic reminder email one week from the due date to remind you of your reporting responsibilities.
3. All adverse events, including unforeseen events, which might affect the continued ethical acceptability of the project, must be reported to the subcommittee within 72 hours.
4. All proposed changes to the project and associated documents must be submitted to the subcommittee for review and approval before implementation. Changes can be made via the [Human Research Ethics Management System](#).

The HREC Terms of Reference and Standard Operating Procedures are available from the Research Services website:
<https://www.mq.edu.au/research/ethics-integrity-and-policies/ethics/human-ethics>.

It is the responsibility of the Chief Investigator to retain a copy of all documentation related to this project and to forward a copy of this approval letter to all personnel listed on the project.

Should you have any queries regarding your project, please contact the [Faculty Ethics Officer](#).

The Business and Economics Subcommittee wishes you every success in your research.

Yours sincerely,

A handwritten signature in black ink, appearing to read "N. Balnave".

Dr Nikola Balnave

Chair, Business and Economics Subcommittee

The Faculty Ethics Subcommittees at Macquarie University operate in accordance with the National Statement on Ethical Conduct in Human Research 2007, (updated July 2018), [Section 5.2.22].