

The Moderating Impacts of Psychological Contract on the Relationship Structural
Empowerment and Work Engagement

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Research Project Submitted in Partial Fulfillment of the Requirements

for the Degree of Master of Business Administration

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DECLARATION

I hereby declare that the case study is based on my original work except for quotations and citations that have been duly acknowledged. I also declare it has not been previously or concurrently submitted for any other degree at Universiti Tun Abdul Razak (UNIRAZAK) or other institution.



Signature :

Name :

Date :

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An old saying goes, "*No one can whistle a symphony. It takes a whole orchestra to play it*" I'm grateful to everyone who helped me finish this task. To start, allow me to express my profound gratitude to my supervisor, Assoc. Prof. Dr. Mohd Yaziz Mohd Isa, for his unwavering assistance in helping me complete this research report. I am very grateful for his efforts because he provided me with all the instructions I required to finish this research paper. Many thanks to all of my other instructors and UNIRAZAK admins.

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Abstract of the project paper submitted to the Senate of Universiti Tun Abdul Razak in partial fulfilment of the requirements for the Master of Business Administration.

The Moderating Impacts of Psychological Contract on the Relation between Structural Empowerment and Work Engagement

By

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Feb 2023

This study adds to our knowledge of the relationship between individual empowerment and efficient end-productive performance. This study must also look into how psychological capital affects performance as a mediator for project success. Quantitative research can be divided into two categories: exploratory and survey research. The study predicted a minimum sample of 191 replies using the GPower statistical programme and an impact size of 0.20 with 80 percent statistical power. In order to collect data for the study, assistant managers, deputy managers, managers, and senior managers of firms were asked to provide about 200 sample responses. The JDR model provides a framework for understanding active workers and active workplaces, even in highly uncertainty-avoidant organizational and cultural environments. This framework can be used to design programs so that engaged employees can be useful in improving service quality while increasing employee job satisfaction and well-being.

Keywords: *Psychological Contract, Structural Empowerment, Work Engagement, Moderation*

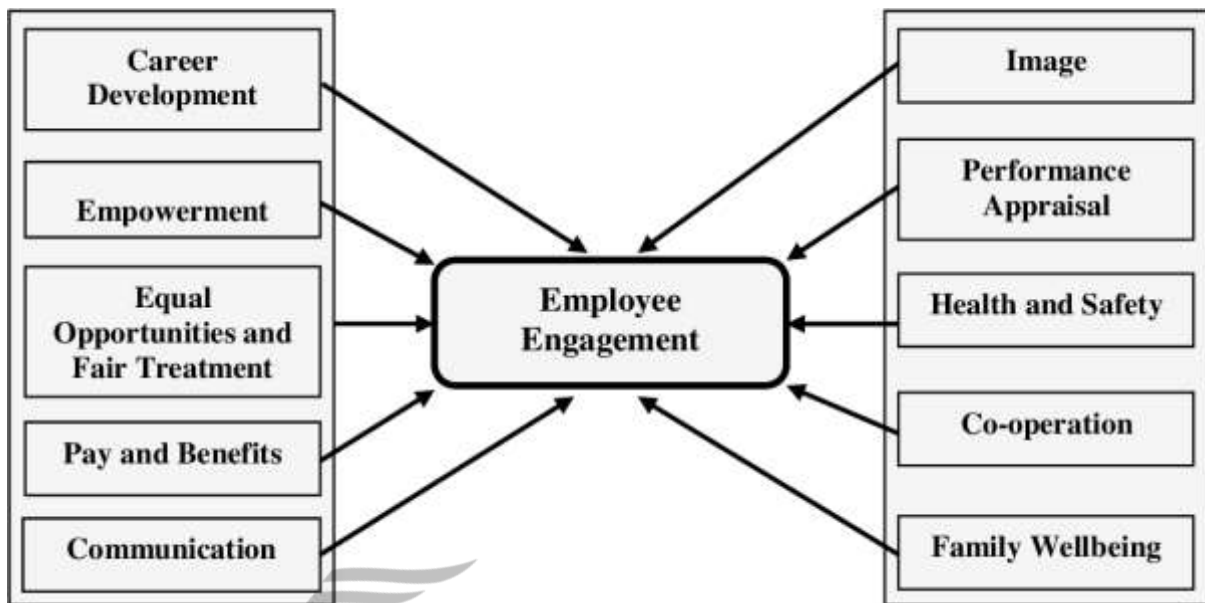
CHAPTER 1

INTRODUCTION

1.1 Introduction

This study shows that psychological contract and involvement are key factors for job satisfaction (Amor, Vázquez and Faña, 2020). These outcomes align with those from other studies. Positive emotions, even psychological empowerment, associated with work engagement can have positive consequences, such as work engagement. According to Amor et al (2021), people who remain active do so as a result of continual contacts that benefit both parties.

As a result, individuals who are more active and have more psychological power are more potentially to develop more reliable and quality associations with employers and are thereby more likely for reporting positive attitudes and emphasis towards the organization, thereby improving the quality of business life in hotels (Sandhya and Sulphay, 2020). Happy employees are also more productive. Productivity depends on how hard workers work and how smart they work. Satisfied hotel employees provide higher external service quality, a service experience that customers accept and value, which leads to increased job involvement and an increased likelihood of rewards (Braganza et al., 2021).



1.2 Problem Statement

Self-efficacy, optimism, and hope resilience are characteristics of a person's favourable psychological condition of development, according to Luthan et al (2007, p. 3). Discussion of how psychological capital affects team members' growth in self-assurance and performance According to Avery et al. (2011), psychological capital influences behaviours, desired employee attitudes, and project success performance in a variety of ways. Desired outcomes like job performance and job satisfaction (e.g., project success) are greatly influenced by psychological capital (Abbas, Raja, Darr, and Bouckennooghe, 2014). Therefore, when members of project-based organisations feel psychological empowerment, the relationship between that empowerment and project success is increased. This relationship is further strengthened by strong psychological capital. The relationship between psychological empowerment and project success is moderated by psychological capital, a subject of academic research that hasn't received much attention. The relationship between psychological empowerment and project

success is moderated by psychological capital, an area of academic research that has received little attention.

Leaders use a number of skills, talents, and resources to create organisational success; among these, the psychological component is seen as being the most important. According to a recent study, psychological factors on a personal level may have an impact on the success of projects. When it comes to factors like job performance, the ability to innovate, and consequently the level of productivity (like project success), psychological empowerment, for example, can have a significant impact (Rasouli, Montazeri, Nekouei, Zahedi, 2013; Seibert, Wang and Courtright, 2011). Additionally, psychological empowerment entails independence, meanings, effects, and abilities that motivate workers (Mill and Ungson, 2003; Pardodel Val and Lloyd, 2003; Barton and Barton, 2011). A genuine leadership approach results in psychologically empowered staff members routinely making positive contributions to the project's success. Theoretically and experimentally, psychological empowerment's mediation role between genuine leadership and project success has not yet been shown.

This study's aim is to close this particular research gap based on its application. The study's second goal is to investigate the connection between psychological empowerment, employee psychological contracts, and employee engagement. This relationship has not been thoroughly investigated and discussed in previous research, so it would be a valuable addition to employee engagement research. With the above discussion in mind, the current study investigates employee engagement and confirms its relationship with the psychological contract (shared by employers with their employees) and psychological empowerment. The study adds to the body of knowledge regarding the effects of genuine project manager capacity and individual empowerment on successful end productive performance. The structural empowerment on

psychological contracts must also be investigated in this study as a modulator of work engagement.

The term "psychological capital (self-efficacy), being optimistic and having hope resilience" is used to describe a person's good psychological condition of development, which is characterised by confidence, according to Luthan et al (2007, p. 3). Discussion of the impact of psychological capital on team members' development of confidence and performance Avery et al. (2011) claim that psychological capital has a positive impact on behaviours, desired employee attitudes, and project success performance that can be gauged in a number of ways. Desired outcomes like job performance and job satisfaction (e.g., project success) are greatly influenced by psychological capital (Abbas, Raja, Darr, and Bouckenoghe, 2014). The relationship between psychological empowerment and project success is thereby strengthened when it occurs among employees of project-based organisations. The relationship between psychological empowerment and project success is moderated by psychological capital, a subject of academic research that hasn't received much attention.

1.3 Research Objectives

- To investigate the relationship between psychological contract and work engagement.
- To measure that how psychological contract effect on structural empowerment.
- To analyse the relationship between work engagement and structural empowerment.
- To analyses the relationship between psychological contract and structural empowerment moderate the relationship with work engagement.
- To investigate on the mediate impact of psychological contract and work Engagement on work structural empowerment.

1.4 Research Questions

RQ 1: What is the relationship between psychological contract and work engagement?

RQ 2: How psychological contract effect on structural empowerment?

RQ 3: What is the relation between work engagement and structural empowerment?

RQ 4: What is the relationship between psychological contract and structural empowerment moderate the relationship with work engagement?

RQ 5: What is the relation mediate impact of psychological contract and work Engagement on work structural empowerment?

1.5 Research Significance

First, the results were constrained by the study's cross-sectional design, which prevented us from providing proof of causality. Second, because this study relied solely on self-reports, there may be a higher chance of technique variation in general (CMV). Harman's univariate test, however, showed that CMV had no appreciable impact on our outcomes. Third, the amplitude and power of the results may be impacted by the sample size as well as other variables. Future studies are necessary to evaluate this concept in various settings, at various tissue levels, and using various samples. A bigger sample size will enable a more complex statistical examination of involvement as a mediator between psychological empowerment and job satisfaction in future studies. Additionally, it may be important to analyse the effects of stress management training programs on reducing distress through the JDR model. In conclusion, the JDR model offers a framework for comprehending active employees and active work environments, even in organisational and cultural settings where significant levels of uncertainty avoidance are present. This framework can be used to design programs so that engaged employees can be useful in improving service quality while increasing employee job satisfaction and we

CHAPTER 2

LITERATURE REVIEW

2.1 Empowerment Theory

Based on this theoretical framework, empowerment is adopted in a work environment that provides employees with awareness, resources, support and opportunities for learning and development. Kanter's theory has been widely used in professional nursing which shows how a structure within the workplace that facilitates access to resources enables employees to do their job work in a more significant way.

As pointed out by Erickson et al. (2003), empowerment is believed to present when an organization truly involves with people and gradually reacts to that engagement with the common good and the purpose of promoting growth. Empowerment is developed over time as employees achieve more control over their own lives and become progressively involved in decisions that affect them. Cooperative steering committees increase participants' sense of empowerment and promote self-growth and organizational development.

2.2 Psychological Contract

The relationship between an employer and employee serves as an example of the psychological contract because there are unspoken expectations between the two sides. A psychological contract is regarded of as a reality rather than as a formula or carefully thought-out strategy. Respect, empathy, objectivity, and trust are among the attributes used to describe psychological contracts. Psychological contracts can appear in a number of different employer-employee settings and are determined by perceptions of exchange agreements. On the other hand, it's crucial contribution is to show how employer and employee are associated in the workplace.

The psychological contract, in this sense, is the shared understanding that characterises the employer-employee relationship. These agreements can sometimes result in both virtuous and destructive spirals. According to Ike et al., monitoring, coordination, design, training, and the institutional environment all have a significant role in a project's success (2012). According to Vaskimo (2011), the project management technique has a substantial impact on a project's success. Similar findings were made by Joslin and Müller (2016), who discovered that a project's success depends on the addition, use, and completion of a variety of project management techniques. The leadership role, which could affect a project's success, isn't given any attention. Given that leaders are crucial for organising the creative process inside the organisation, allocating scarce resources, building personal ties with followers, and setting and achieving organisational goals.

A project, according to PMI (2004), is a brief endeavour that is started to produce unique goods or services. Project management has increased in popularity among scholars since it is currently the most important activity in organisations (Kaulio, 2008). Case studies are required for a project to be successful, claim Shenhar and Dvir (2007).

Today's businesses use cultural projects to progress the organisation as well as to address technical problems (Andersen and Jessen, 2002). The "iron triangle," which monitors project success traditionally, stipulates that quality objectives, financial objectives, and timing objectives must all be met (Archer and Ghasemzadeh, 1999). In projects, end user happiness is crucial. As stakeholder research expands and researchers learn that a stakeholder is also crucial for project success, they continue to monitor stakeholder satisfaction (Turner and Zolin, 2012).

2.3 Structural Empowerment

Workplace empowerment is a dominant concept that has “permeated the popular and scientific literature”. The concept of empowerment is closely related to the motivation to achieve organizational effectiveness through the rational use of human resources. Conger and Kanungo (1988) state that delegation "is a major factor in organizational management and effectiveness and delegation techniques play an important role in team development and maintenance". Unfortunately, empowerment programs have not always been successful; therefore, it would be useful to better understand which organizational factors have a positive effect on empowerment.

Different leadership styles or ideologies exist, including transformative and real leadership. According to Aga, Noorderhaven, and Vallejo, transformative leadership is positively correlated with project success (2016). The standards for identifying an authentic leadership style include transformational, charismatic, servant, and spiritual leadership. Additionally, THE sincere leader answers truthfully to followers' requests and works to encourage and support them in achieving their full potential (Gardner, Avolio and Walumbwa 2005; Ilies, Morgeson and Nahrgang 2005). According to Luthans and Avolio, genuine leaders are those who are "trustworthy, dependable, ethical, veritable, and transparent" (2003, p. 4). Therefore, having effective leadership has a positive impact on project success and performance (Wong and Laschinger, 2013). Genuine leaders encourage employee empowerment as well.

2.4 Work Engagement

Work engagement is defined as "the application of self by organisational members in their roles: in engagement, people use and express their bodies, minds, emotions, and spirits while performing their jobs. Cognitive, emotional, and bodily participation are the three components

that make up "job motivation. Regarding the definition of work involvement, there are two schools of thought. On the one hand, Maslach and Wright contend that burnout and engagement are two poles on a continuum..Another school of thought sees engagement itself as the positive opposite of burnout. According to this approach, work engagement is defined as a positive, fulfilling, work-related mental state characterized by energy, dedication, and concentration". Diligent people exhibit high levels of energy at work, strong mental adaptability, a willingness to work hard and persevere in the face of challenges, are fully committed to their work, experience meaning, enthusiasm, inspiration, pride, and challenge, and are happily absorbed in it to the point where it is difficult to break away from it.

The first part of this study deals with the theoretical background or conceptual framework and literature based on research hypotheses, the first title of the literature is the relationship between psychological contract and job engagement, where some studies have shown job demands including high workload, emotional demand and role stress can lead to burnout, indifference, low job satisfaction and reduced health (Bakker and Demerouti, 2007), another theme is the effect of psychological contracts on organizational empowerment, as the concept of empowerment has emerged in recent years. As a factor that has an important impact on occupational health and organizational efficiency of companies. The third topic in the body of literature, the impact of employee engagement on organizational empowerment, employee engagement has arose as an approach for organizations for estimating their human resource investments (Chaudhary et al., 2011). According to Saks (2006), it is reasonable to assume that employee engagement is related to individuals' attitudes (i.e., organizational empowerment, job satisfaction), intentions and behaviour. The fourth theme is the relationship between psychological contract, organizational empowerment and work engagement, and according to the JDR model (Schaufeli and Bakker, 2004), engagement can result from two types of work

conditions: job demands (i.e. role stress) and work resources (e.g. psychological empowerment; and systemic empowerment, self-efficacy) etc.

2.5 Leadership

The term "balanced processing" relates to how decision-makers weigh the pros and cons of reasonable evidence before making decisions and long-term plans for upcoming issues (Walumbwa et al., 2008). Relationship transparency is a quality of authentic leaders, who put their followers' interests first by emphasising their desire to learn new things. They also openly share information, express their true feelings, and encourage their followers to be open to new concepts, opportunities, and challenges. The fourth trait of an authentic leader is internalised moral viewpoint. Authentic leaders uphold moral and ethical standards and model them for followers. They also consistently display behaviours and make decisions from an internalised moral perspective. Authentic leadership has a major impact on followers' performance, according to Lord and Brown (2004); prior research and theory development have shown that AL can have an impact on followers' productivity (e.g. Project success).

2.6 Psychological Empowerment

Researchers have proposed several elements of psychological empowerment, including significance, competence, freedom of choice, and influence (Thomas & Velthouse, 1990; Peter et al., 2002; Spreitzer, 1995). Peter et al. (2002) also propose seven components of employee empowerment: authority, decision-making, information, autonomy, initiative and creativity, knowledge and skill, and accountability. The four fundamental elements of psychological empowerment—competence, meaning, effect, and self-determination—are largely acknowledged by researchers. Competence is the ability to carry out tasks confidently and on your own. When carrying out work in the domains of administration, strategies, operation, and

management, it also refers to the individual goal, assessment of the task's objective, and application of one's own standards. Self-determination is the sense of control, liberty, and autonomy in making decisions. Organizational and personal performance are greatly impacted by higher levels of self-determination (Thomas and Velthouse & Velthoouse, 1990; Liden, Wayne & Sparrowe, 2000).

In their 2013 investigation, Yao, Chen, and Cai found positive connections between psychological empowerment and workers' job satisfaction, loyalty, and task performance. Sigler and Pearson (2000) discovered a strong link between staff productivity and psychological empowerment. Researchers have found that psychological empowerment for workers has a number of advantages, including enhancements in task performance, organisational commitment, task performance in terms of inventiveness, and contextual performance (Sing & Sarkar, 2012; Aryee & Chen, 2006). Chiang and Hsieh (2012) conducted research on Taiwanese hotel management and found that psychological empowerment improves performance. They collected information from 513 employees (e.g. Project success). Psychological empowerment has an impact on a team's performance, which includes its productivity, innovation, efficacy, and customer satisfaction. PE encourages team productivity since each member performs better when they have control over output (Spreitzer, Noble, Mishra, & Cooke, 1999).

According to Spreitzer (1995), employees are more inclined to take the initiative, support proactive behaviour, and act autonomously when they feel motivated and capable of having a good impact on their work settings and jobs. They conducted research to ascertain the effect of psychological empowerment on employees' performance, similarly to Li, Feng, Shenggang,

and Di (2015), and obtained data from 209 R&D personnel in China. They observed a link between psychological empowerment and workers' productivity.

2.7 Hypotheses

Based on these literatures, we have stated the hypothesis by breaking it into five sub-hypotheses:

Hypothesis 1: There is a positive relationship between psychological contract and work engagement

Hypothesis 2: There is positive psychological contract effect on structural empowerment

Hypothesis 3: There is a positive relation between work engagement and structural empowerment

Hypothesis 4: There is a positive relation between leadership and work engagement

Hypothesis 5: There is a positive relation between psychological empowerment and work engagement

Hypothesis 6: There is psychological contract and structural empowerment moderate the relationship with work engagement

Hypothesis 7: There is psychological contract and work Engagement as a mediator of work structural empowerment

2.8 Conceptual Framework

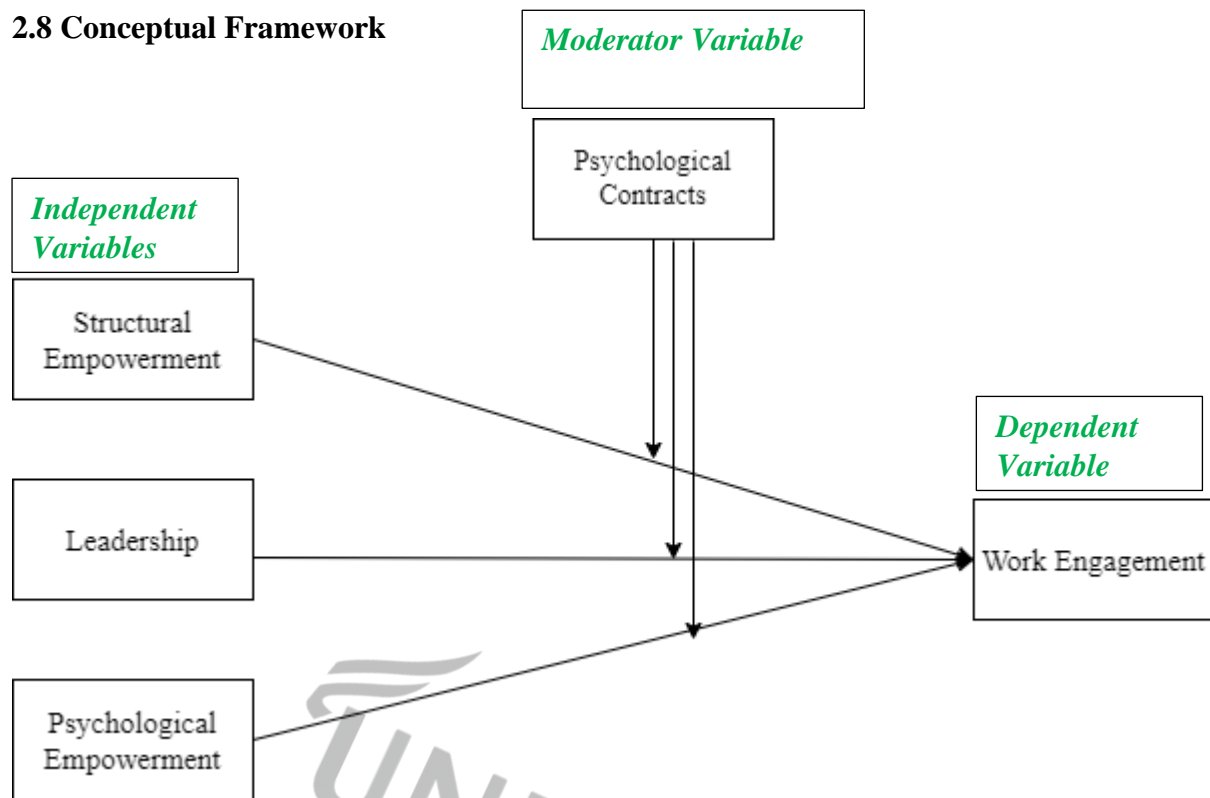


Figure 1: Conceptual Framework

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CHAPTER 3:

RESEARCH METHODOLOGY

The research philosophy will reflect the authors' important assumptions that will form the basis of the research strategy. In general, there are four major research philosophies in research philosophy, namely pragmatism, positivism, pragmatism, and interpretivism. The popular data collection for this study is highly structured, has a large sample and is measured, quantitative and therefore the research philosophy is positivist.

3.1 Research Approach

Deductive, inductive, and abductive research methods are the three categories into which research methods are separated. The primary distinction between the two approaches is the significance of testing hypotheses in research (deductive and inductive). Inductive data collection will be used to explore phenomena, identify themes and patterns, and create a conceptual framework, whereas deductive methods will test the veracity of the hypothesis (or theory/hypothesis) at hand. In this study, the researcher will test hypotheses regarding current theories. As a result, the deductive method will be used in this study.

3.2 Research Design

Two research techniques are used. Comparative research employs numerical data for measurement and testing, whereas qualitative research concentrates on the collecting and analysis of written (or oral) and textual material. Therefore, current research will be explained and illustrated with numerical data, which is a quantitative research method.

3.3 Sample Size

The unit of analysis is the main unit that the researcher analyzes in a study. For example, units of analysis can be individuals, groups, artifacts (books, photographs, and newspapers), geographic units (towns, census tracts, states), social relations (binary relationships, divorces, arrests). The unit of analysis for this study will be individual. The population for this study is all of the employees in the banking industry because there are more of them, and the sample size will be established based on this total population. The population is the complete group from which the researchers wish to draw conclusions.

3.4 Sampling Technique

A sample is a predetermined group of people from which a researcher gathers data. In the current study, a probability sampling approach will be used, giving every person of the population a chance of being chosen. Mostly quantitative research uses it. Cluster sampling, one of four different methods of probability sampling, will be utilised in this study. Researchers will divide the population into smaller groups, but each group will share traits with the full sample. This study will randomly choose every member of each category rather than just a few, with a total sample of 200 private sector workers.

3.5 Instrument of Data Collection

Recently, academics have found survey research to be an extremely useful tool. Paper surveys, internet surveys, and smartphone surveys are all popular techniques for doing survey research, and all are rising in popularity. The wide variety of survey options currently available can considerably help quantitative approaches. It is possible to construct meaningful models or hypotheses using survey data that is more precise and dependable.

In the field of management and social science research, two broader terms are used for research plans, qualitative research and quantitative research. Research policy does not simply mean data types, collection and analysis methods, but it basically determines research policy. It further broadens the horizon to achieve goals and answer questions appropriately, (Koul, 2009). Basically, quantitative research is often referred to as theoretical testing methods or hypothesis testing methods. It usually focuses on a specific phenomenon in a numerical and statistical assessment or a specific context of social events. It helps to understand current phenomena to enrich their horizons and further explain a particular context. Quantitative research uses primarily statistical data, with quantitative questionnaires that contain closed questions and are based on some measure (Marczyk, DeMatteo and Festinger, 2005; Saunders, 2011).

Using quantitative interpretive research, this research aims to examine the impact of three-dimensional corporate social responsibility, including the environment, employee ethics and charity, on job participation and organizational participation. Therefore, a quantitative exploratory study with correlation design was relevant in this study.

Surveys and questionnaires, as well as statistics and graphs, are common methods of gathering and analysing numerical data in what is known as “quantitative research” (Saunders et al., 2009). Quantitative research can be divided into two categories: exploratory and survey research. Quantitative data can be collected quickly and easily with this approach. As stated by Hussey (1997), the need for data measurement and quantification is a major limitation of this study approach. Individuals may dishonestly fill out the data if the quantitative approach is applied in an uncontrolled setting (Hussey, 1997). As a result, part of the data’s depth and realism may be lost. The most common quantitative approach instrument is the questionnaire. Since the population size of the pharmaceutical sector is unknown in the context of the current study, a judgemental or purposeful (non-probabilistic) sampling strategy was used to gather

the desired data. The study predicted a minimum sample of 191 replies using the GPower statistical programme and an impact size of 0.20 with 80 percent statistical power. A total of 200 sample replies were requested from assistant managers, deputy managers, managers, and senior managers of companies in order to gather data for the study.

The study has modified a quantitative research instrument for data collection that includes closed-ended questions for specific variables. The study's data gathering research tool was developed using a five-point Likert scale measurement.

3.6 Data Analysis Techniques

The major statistical method for data analysis in this work has been structural equation modelling (SEM) with SmartPLS. Path analysis and statistical validity estimations are included. The three primary categories of statistical validity studies are construct validity, convergent validity, and discriminant validity. The common phrase used to describe this statistical validity is confirmatory factor analysis.

3.7 Response Rate

The response rate, which refers to the final data that includes the targeted respondents, is calculated by dividing the number of people who completed the survey by the total number of participants in the sample group (Lucey, 1996). The questionnaire URL link was distributed via social media to 120 randomly selected participants, including assistant managers, deputy managers, managers, and senior managers of various firms (WhatsApp). Given that there were 120 responses submitted, the response rate is 80%. Mugenda and Mugenda (1999) assert that a response rate of 50% is sufficient for analysis, while 60% is good, and 70% is great. The fact that this study's response rate is excellent indicates that the replies were sufficient for data analysis and interpretation. The study's response rate is displayed in table 3.1 below.

Response Rate	Numbers	Percentage
Questionnaire (URL Link) shared	150	100%
Questionnaire answered	120	80%
Questionnaire unanswered	30	20%
Total response	120	80%

Table 3.1: Response Rate

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CHAPTER 4:
RESULT AND DATA ANALYSIS

4.1 Introduction

The analysis and interpretation of the information gathered from the 120 participants who completed the web-based self-administered questionnaires (SAQ) using Google Form are presented and discussed in this chapter. A review of the conceptual framework will serve as the foundation for the reporting of the empirical investigation's findings.

4.2 Results

Demographic Data Analysis

The current section will discuss the data related to demographics of the participants in the study according to various categories.

4.2.1 Age

		Age			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	21 - 30 Years	38	31.7	31.7	31.7
	31 - 40 Years	38	31.7	31.7	63.3
	41 - 50 Years	42	35.0	35.0	98.3
	51 - 60 Years	2	1.7	1.7	100.0
Total		120	100.0	100.0	

Table 4.2: Age of the Respondents

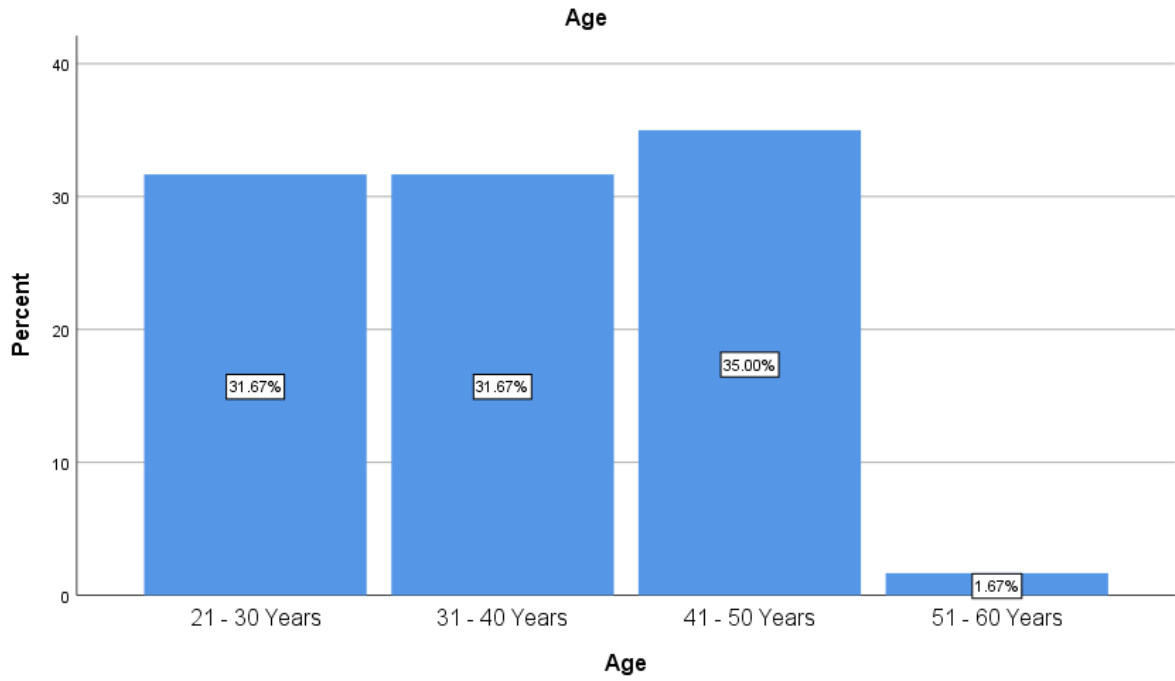


Figure 4.1: Age of the Respondents

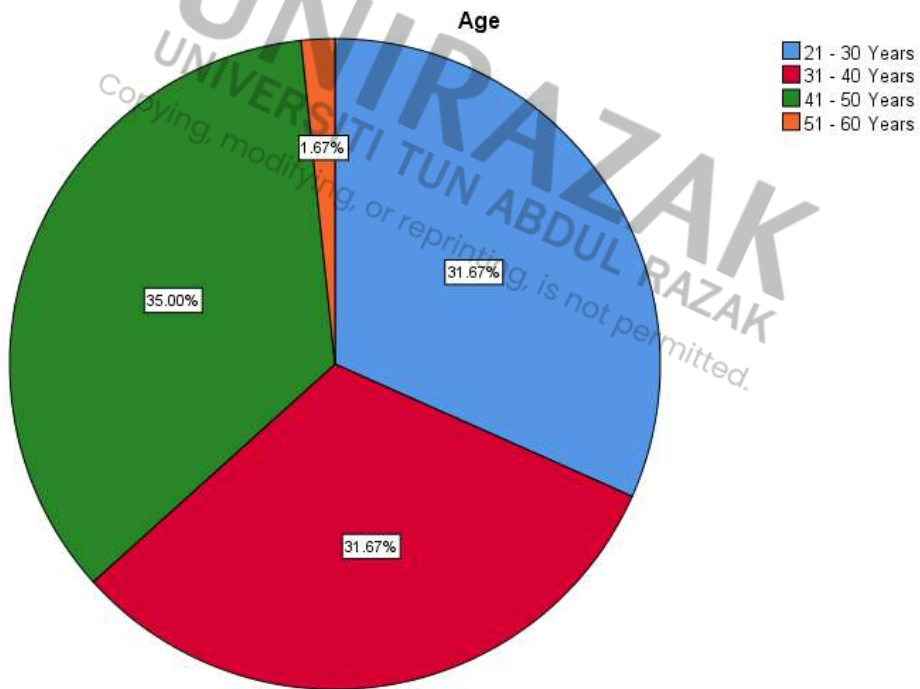


Figure 4.1a: Age of the Respondents

In the age range of 21 to 30, there are 38 respondents, or 31.7% of all respondents. In a similar vein, 38 respondents—or 31.7% of the total—fall between the 31–40 age range. Only 2 respondents, or 1.7% of the total, are in the age range of 51 to 60 years, while 42 respondents, or 35.0% of the total, are in the 41 to 50 year age bracket. In the first three age categories, there is hence a roughly equal distribution.

4.2.2 Gender

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	57	47.5	47.5	47.5
	Female	63	52.5	52.5	100.0
	Total	120	100.0	100.0	

Table 4.3: Gender of the Respondents

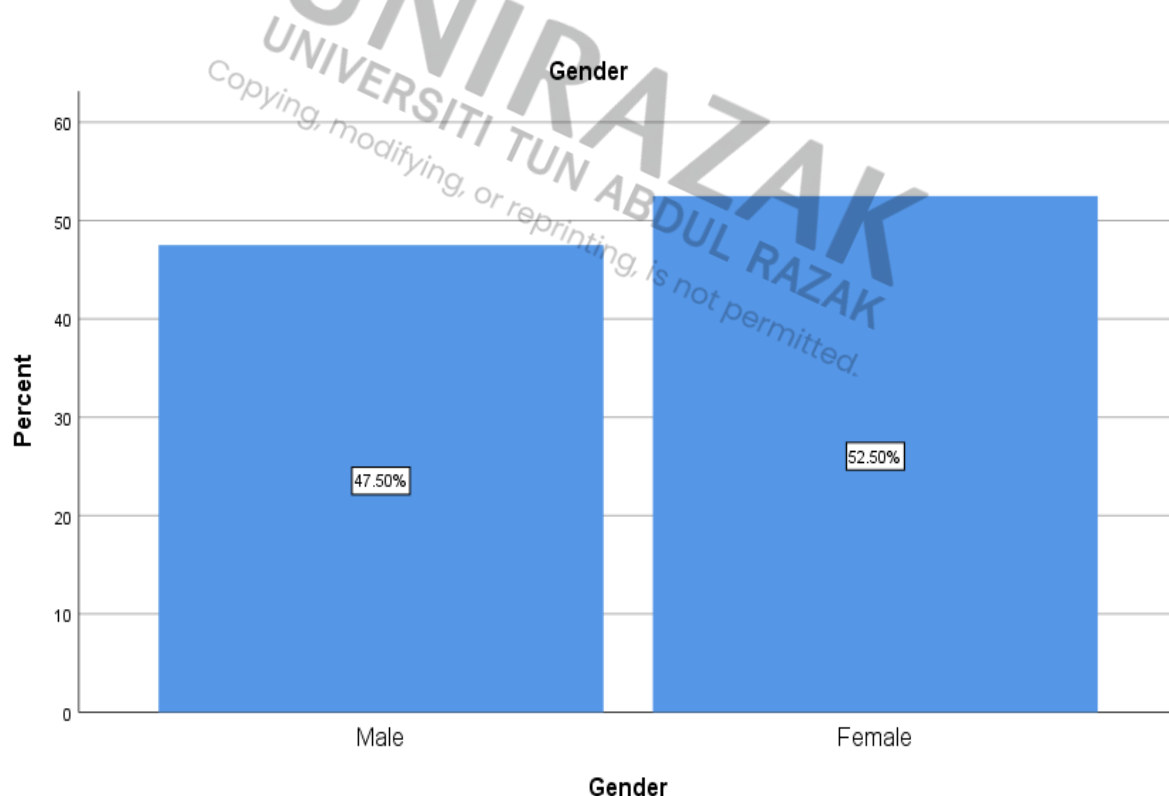
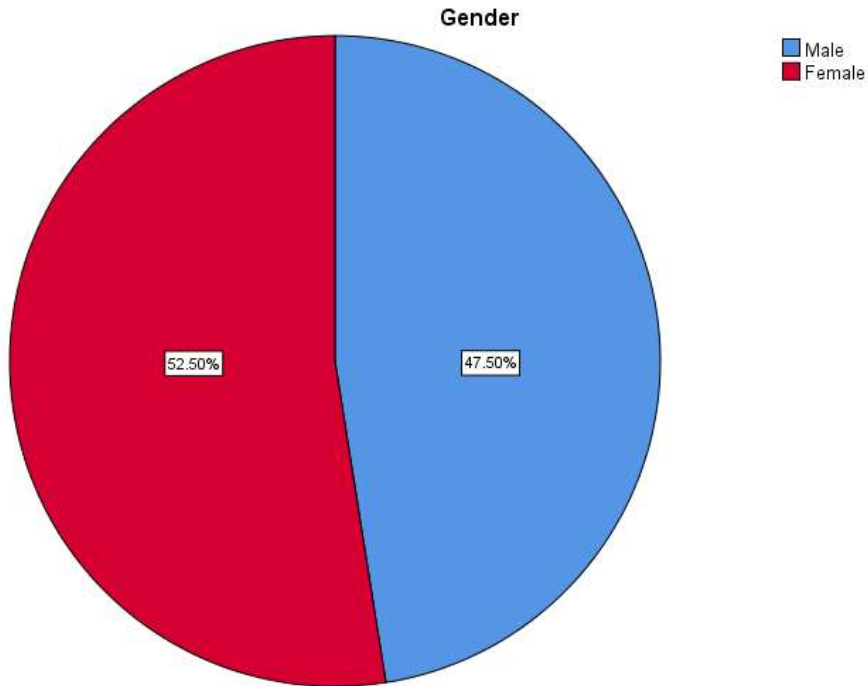


Figure 4.2: Gender of the Respondents



In the dataset, there are 57 male employees, making up 47.5% of all respondents, while there are 63 female employees, making up 52.5% of all respondents. As a result, there are about equal numbers of male and female employees.

4.2.3 Marital Status

		Marital Status			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	Single	44	36.7	36.7	36.7
	Married	72	60.0	60.0	96.7
	Others	4	3.3	3.3	100.0
Total		120	100.0	100.0	

Table 4.4: Marital Status of the Respondents

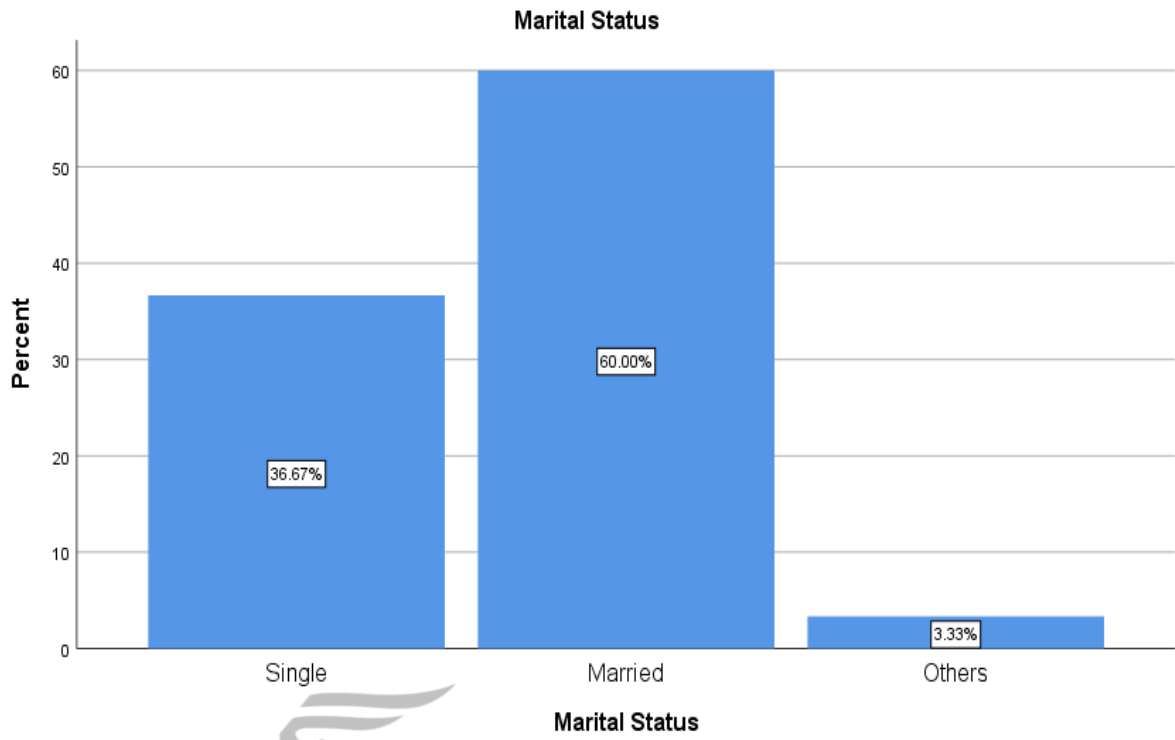
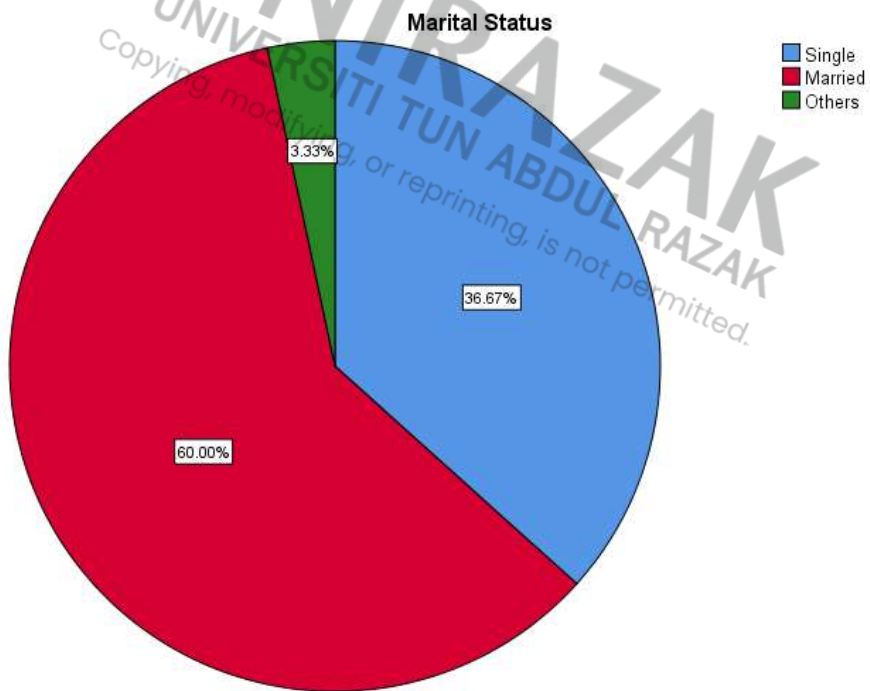


Figure 4.3: Marital Status of the Respondents



In the dataset, there are 44 unmarried or single employees, or 36.7% of all respondents. In contrast, there are 72 married respondents, or 60.0% of all respondents, and there are only 4 respondents with some other marital status, or 3.3% of all respondents. Therefore, married employees make up the majority of the responses.

4.2.4 Education

		Education			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	Bachelors	63	52.5	52.5	52.5
	Masters	54	45.0	45.0	97.5
	Phd	3	2.5	2.5	100.0
	Total	120	100.0	100.0	

Table 4.5: Education of the Respondents

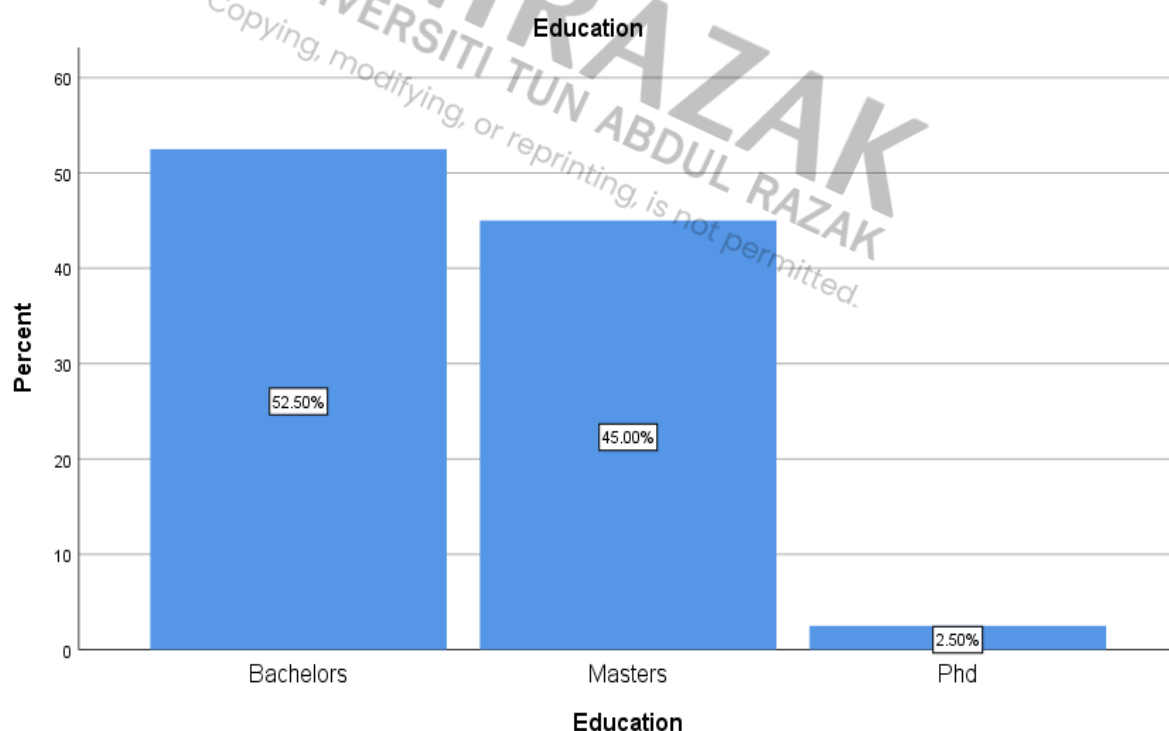
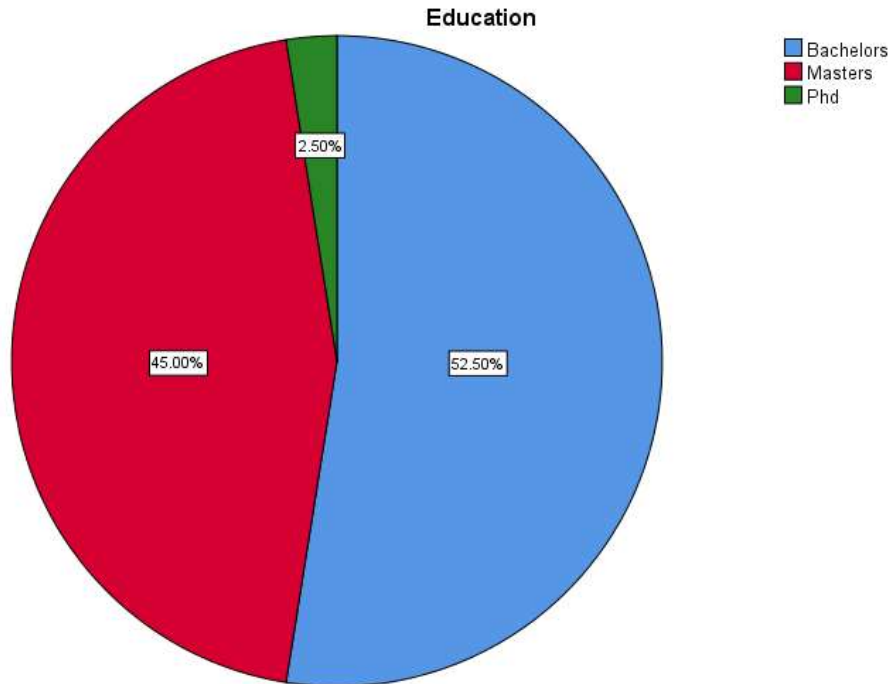


Figure 4.4: Education of the Respondents



In the dataset, there are 63 employees with bachelor's degrees, or 52.5% of all respondents; 54 of the employees have master's degrees, or 45.0% of all respondents; and only 3 respondents have doctoral degrees, or 2.5% of all respondents. Therefore, a bachelor's degree is held by the majority of respondents.

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4.2.5 Work Experience

		Work Experience			Cumulative Percent
		Frequency	Percent	Valid Percent	
Valid	1 - 5 Years	34	28.3	28.3	28.3
	6 - 10 Years	23	19.2	19.2	47.5
	11 - 15 Years	27	22.5	22.5	70.0
	More than 15 Years	36	30.0	30.0	100.0
	Total	120	100.0	100.0	

Table 4.6: Work Experience of the Respondents

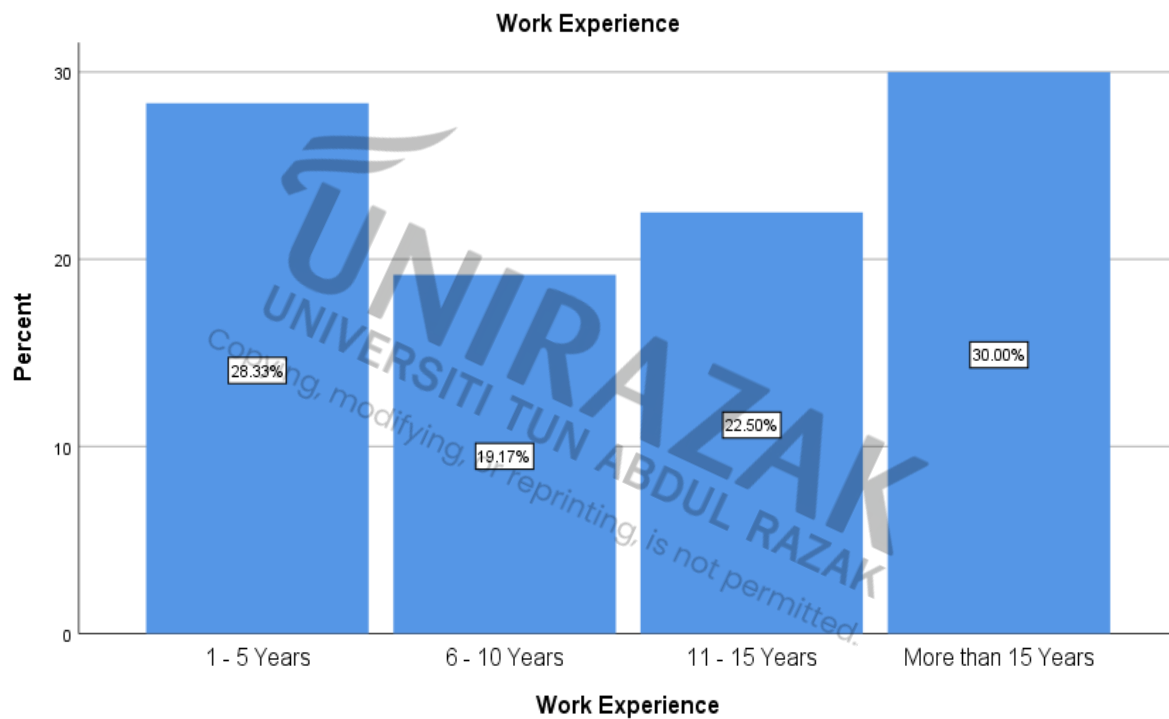
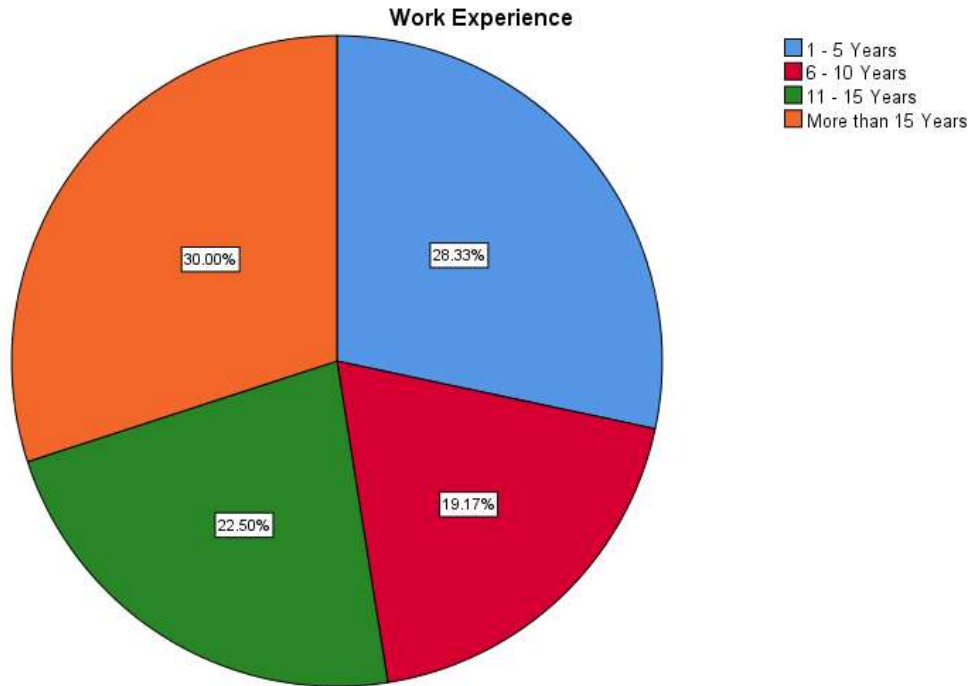


Figure 4.5: Work Experience of the Respondents



In the dataset, there are 34 employees with one to five years of work experience—representing 28.3% of all respondents—and 23 employees with six to ten years of work experience—representing 19.2% of all respondents. In a similar vein, 36 respondents—representing 30.0% of the total respondents—have more than 15 years of working experience, whereas 27 respondents—representing 22.5% of the total respondents—have 11 to 15 years. As a result, the majority of responders have been in the workforce for over 15 years.

4.2.6 Work Experience with the Organization

Work Experience with the Organization					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 - 5 Years	52	43.3	43.3	43.3
	6 - 10 Years	28	23.3	23.3	66.7
	11 - 15 Years	18	15.0	15.0	81.7
	More than 15 Years	22	18.3	18.3	100.0
	Total	120	100.0	100.0	

Table 4.7: Work Experience with the Organization of the Respondents

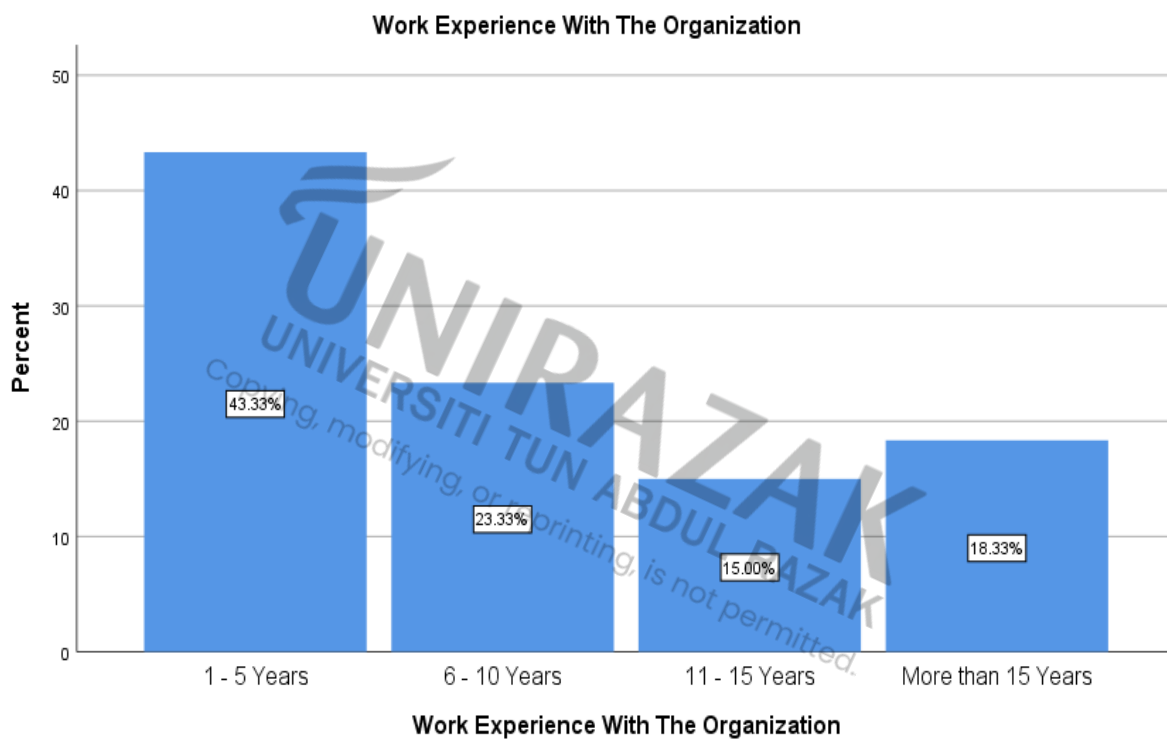
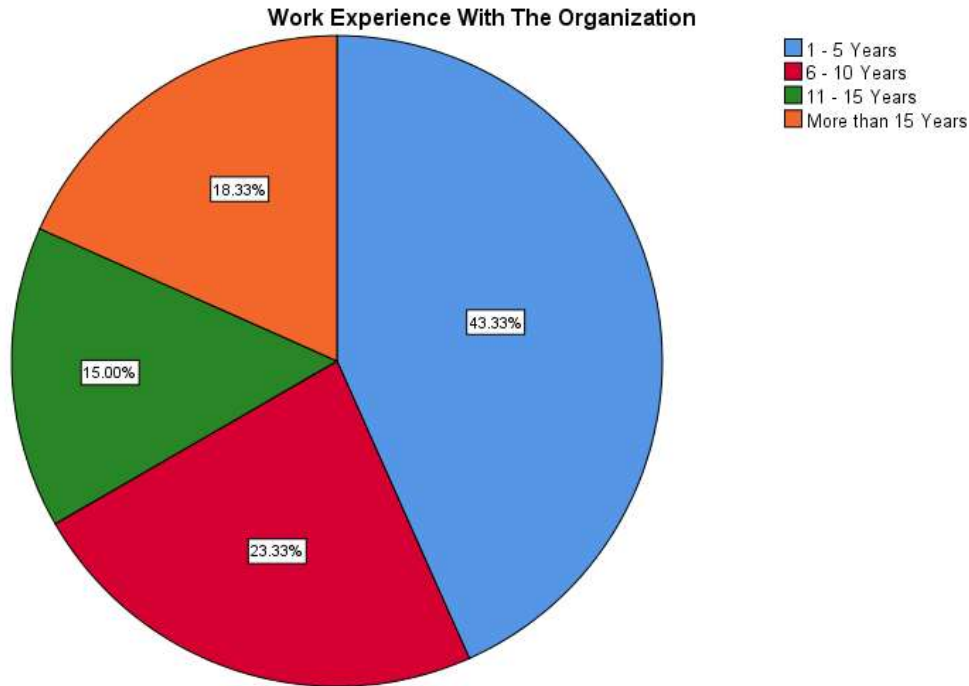


Figure 4.6: Work Experience with the Organization of the Respondents

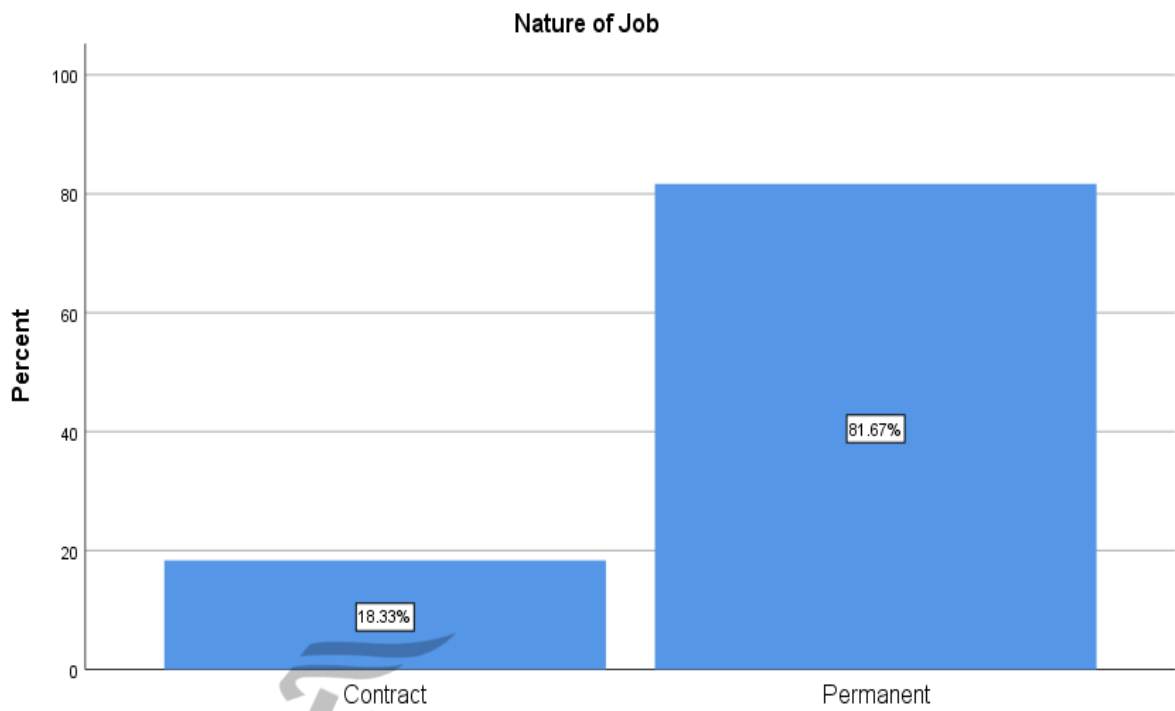


In the dataset, there are 52 employees who have worked for the company for 1 to 5 years, accounting for 43.3% of all respondents, while 28 people, accounting for 23.3% of all respondents, have worked for the company for 6 to 10 years. Similar to this, 18.3% of all respondents—18 respondents—have worked for the business for between 11 and 15 years, making up 15.0% of all respondents, and 18.3% of all respondents—22 respondents—have worked there for over 15 years. Therefore, the vast majority of responders had been employed by the organisation for between one and five years with the organization.

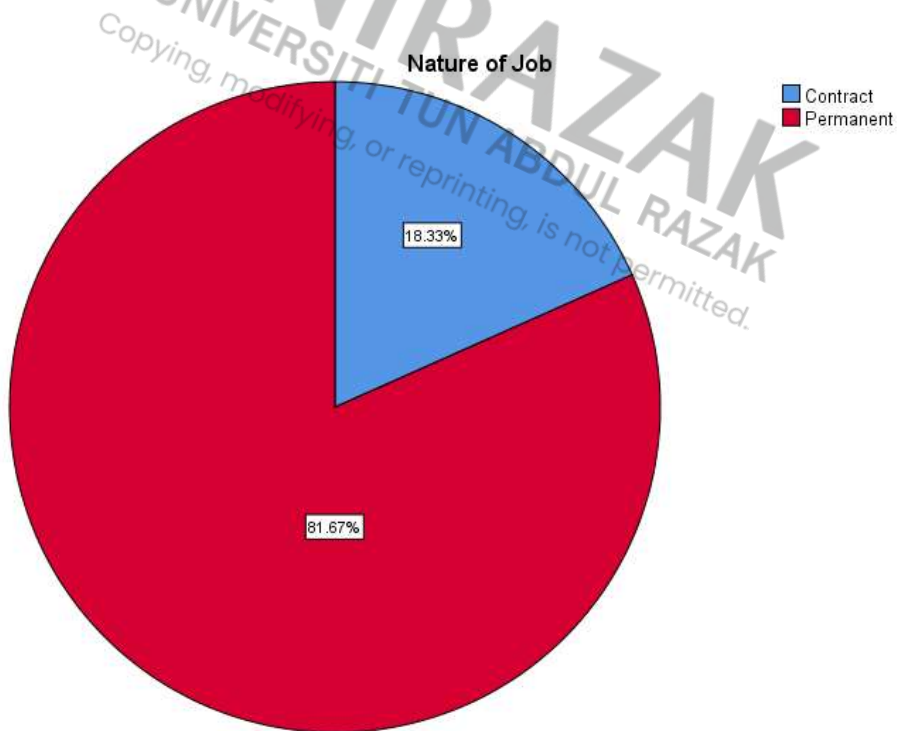
4.2.7 Nature of Job

		Nature of Job			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Contract	22	18.3	18.3	18.3
	Permanent	98	81.7	81.7	100.0
Total		120	100.0	100.0	

Table 4.8: Job Nature of the Respondents



Nature of Job
Table 4.7: Job Nature of the Respondents



The dataset includes 98 respondents, or 81.7% of the total respondents, who are permanent employees, compared to 22 contract employees, or 18.3% of the total respondents. Therefore, the vast majority of respondents are long-term workers.

4.2.8 Department

		Department			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	Cashier	4	3.3	3.3	3.3
	Accounts	6	5.0	5.0	8.3
	Operations	40	33.3	33.3	41.7
	Others	70	58.3	58.3	100.0
	Total	120	100.0	100.0	

Table 4.9: Department of the Respondents

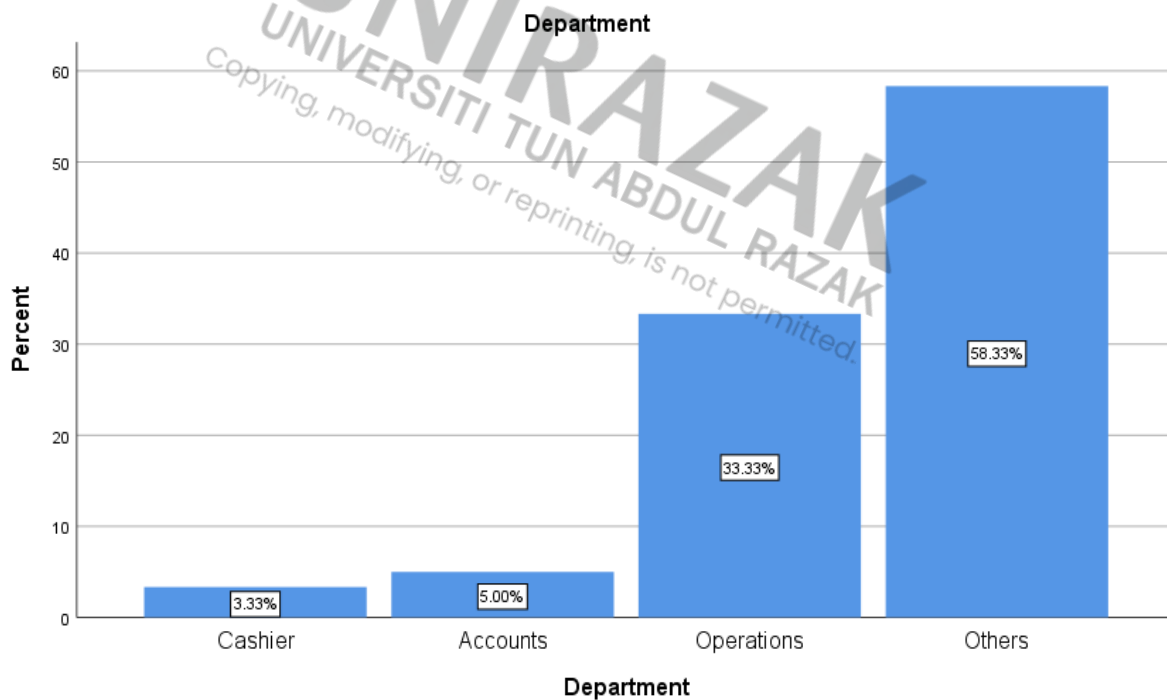
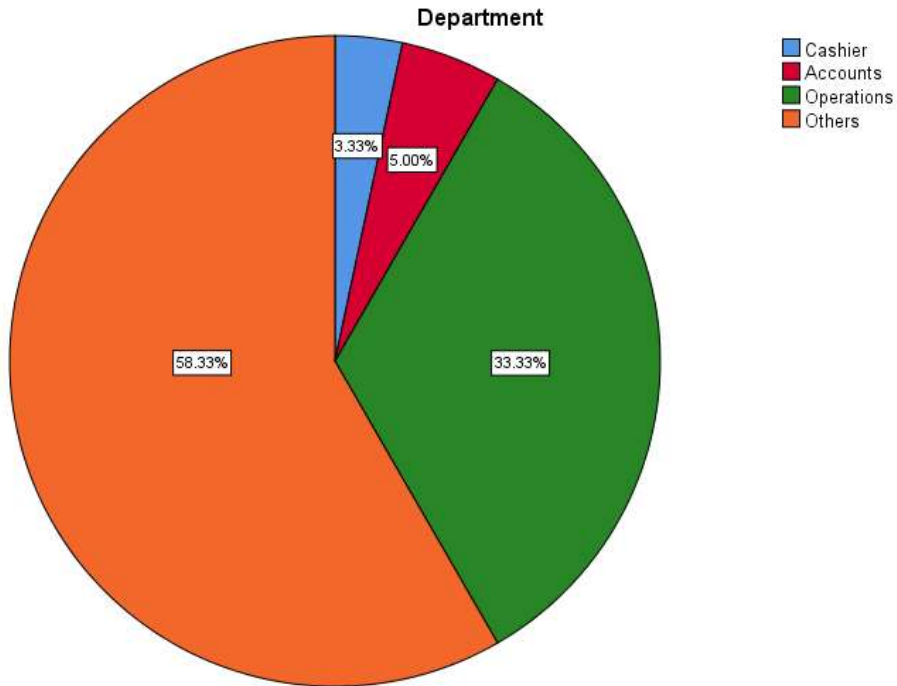


Figure 4.8: Department of the Respondents



The dataset contains 4 employees from the cashier department, or 3.3% of the total respondents. There are 6 respondents from the accounts department, or 5.0% of the total respondents. There are 40 respondents from the operations department, or 33.3% of the total respondents. And there are 70 respondents from other departments, or 58.3% of the total respondents.

4.3 Validity of the Questionnaire

Utilizing factor analysis, the questionnaire's validity was evaluated. This part will go over how the factor analysis, which used an anti-image correlation matrix, was interpreted and what it revealed. The adequacy of the sampling was verified using this N matrix. The values of the Anti-Image Correlation Matrix are shown in Table 4.10 below.

Anti-image Matrices		
		Anti-image Correlation
Psychological Contract	In thinking about the commitments, I have made to the organization; I have kept these commitments	.716 ^a
	In general, I live up to the promises I make to the organization	.742 ^a
	Most times I keep the obligations I have made to the organization.	.769 ^a
	In thinking about the commitments, the organization has made to me; the organization has kept these commitments.	.821 ^a
	In general, the organization lives up to the promises it makes to me.	.864 ^a
Work Engagement	Most times the organization keeps the obligations it has made to me.	.807 ^a
	At this organization, the dignity of the individual is never compromised.	.905 ^a
	I have confidence in the long-term success of the organization	.877 ^a
	The organization is investing in innovative products and services	.820 ^a
	The organization is making changes necessary to compete effectively	.812 ^a
Structural Empowerment	I have a good understanding of the organization's core values.	.738 ^a
	I see a direct connection between my job and the goals	.737 ^a
	If I were a customer of the organization, I would be extremely satisfied with the quality of service I receive.	.890 ^a
	I'm committed to making the organization the #1 customer service in the world.	.881 ^a
	The customer service we provide at my organization is better than the service I receive in other hotels.	.877 ^a
Leadership	Customer problems are resolved quickly	.793 ^a
	My co-workers are dedicated to providing superior customer service.	.816 ^a
	The associates in my organization work together to create an emotional connection with our customers.	.815 ^a
	I have the authority to take actions to meet customer needs.	.699 ^a
Psychological Empowerment	I have the information I need to provide superior service to my customers.	.800 ^a
	My immediate supervisor/manager does a good job at holding associates accountable for providing superior customer service	.890 ^a
	Management at my organization gives recognition to associates who provide superior customer service.	.818 ^a
	Management at my organization does a good job of executing customer workshops.	.872 ^a
a. Measures of Sampling Adequacy (MSA)		

Table 4.10: Anti-Image Correlations

Given that all values on the diagonal were higher than 0.70, Table 4.10 demonstrates that the sampling was appropriate (Du Plessis, 2010). Additionally, the KMO and Bartlett's test was performed to evaluate the validity of the questionnaire, as was described in section 3.

Table 4.11 below shows the outcome of the KMO and Bartlett's test.

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.823
Bartlett's Test of Sphericity	Approx. Chi-Square	1769.619
	df	253
	Sig.	.000

Table 4.11: KMO and Bartlett's Test of Sphericity

The above results indicate that the validity of the questionnaire is satisfied since the value of the KMO is 0.946 exceeding the recommended value of 0.6 (Pallant, 2013) and significant value of the Bartlett's Test of Sphericity is 0.000.

4.4 Reliability of the Questionnaire

Cronbach Alpha coefficient is widely used for the measurement of the internal reliability of the questionnaire. The Cronbach Alpha coefficient is calculated for the 23 items scale and are presented in Table 4.12 below.

Cronbach's Alpha	N of Items
.902	23

Table 4.12: Reliability Statistics

The aforementioned table demonstrated that the observed Cronbach Alpha coefficient score is 0.902, which is higher than the accepted norm of 0.70. (Pallant, 2013). As a result, the questionnaire can be regarded as reliable.

4.5 Responses to Items Scale

The current section is based on the participants' responses to the items scale questions.

Psychological Contract	In thinking about the commitments, I have made to the organization; I have kept these commitments				
		Frequency	Percent	Mean	Std. Deviation
	Strongly Disagree	2	1.7	4.30	0.826
	Neutral	16	13.3		
	Agree	44	36.7		
	Strongly Agree	58	48.3		
	Total	120	100.0		
	In general, I live up to the promises I make to the organization				
		Frequency	Percent	Mean	Std. Deviation
	Strongly Disagree	2	1.7	4.22	0.780
	Neutral	14	11.7		
	Agree	58	48.3		
	Strongly Agree	46	38.3		
	Total	120	100.0		
	Most times I keep the obligations I have made to the organization.				
		Frequency	Percent	Mean	Std. Deviation
	Strongly Disagree	2	1.7	4.15	0.837
	Disagree	2	1.7		
	Neutral	16	13.3		
	Agree	56	46.7		
	Strongly Agree	44	36.7		
	Total	120	100.0		
	In thinking about the commitments, the organization has made to me; the organization has kept these commitments.				
		Frequency	Percent	Mean	Std. Deviation
	Strongly Disagree	8	6.7	3.53	1.166
	Disagree	14	11.7		
	Neutral	32	26.7		
Agree	38	31.7			
Strongly Agree	28	23.3			
Total	120	100.0			
In general, the organization lives up to the promises it makes to me.					
	Frequency	Percent	Mean	Std. Deviation	
Strongly Disagree	10	8.3	3.43	1.179	

	Disagree	12	10.0		
	Neutral	40	33.3		
	Agree	32	26.7		
	Strongly Agree	26	21.7		
	Total	120	100.0		

Table 4.13: Psychological Contract

The above table 4.13 showed responses to the variables in the Psychological Contract. It can be observed from the above table that majority of the respondents are agree with an average value of 4.30 that in thinking about the commitments they have made to the organization, they have kept these commitments. Similarly, majority of the respondents are agreed with an average value of 4.22 that in general, they live up to the promises they make to the organization. Then majority of the respondents are agreed with an average value of 4.15 that most times they keep the obligations they have made to the organization, majority of the respondents are agreed with an average value of 3.53 that in thinking about the commitments the organization has made to them; the organization has kept these commitments and majority of the respondents are agree with an average value of 3.43 that in general, the organization lives up to the promises it makes to them.

Work Engagement	Most times the organization keeps the obligations it has made to me.				
		Frequency	Percent	Mean	Std. Deviation
	Strongly Disagree	8	6.7	3.55	1.076
	Disagree	8	6.7		
	Neutral	36	30.0		
	Agree	46	38.3		
	Strongly Agree	22	18.3		
	Total	120	100.0		
	At this organization, the dignity of the individual is never compromised.				
		Frequency	Percent	Mean	Std. Deviation
	Strongly Disagree	8	6.7	3.47	1.181
	Disagree	18	15.0		

Neutral	30	25.0		
Agree	38	31.7		
Strongly Agree	26	21.7		
Total	120	100.0		
I have confidence in the long-term success of the organization				
	Frequency	Percent	Mean	Std. Deviation
Strongly Disagree	8	6.7	3.70	1.164
Disagree	12	10.0		
Neutral	20	16.7		
Agree	48	40.0		
Strongly Agree	32	26.7		
Total	120	100.0		
The organization is investing in innovative products and services				
	Frequency	Percent	Mean	Std. Deviation
Strongly Disagree	8	6.7	3.68	1.108
Disagree	8	6.7		
Neutral	26	21.7		
Agree	50	41.7		
Strongly Agree	28	23.3		
Total	120	100.0		
The organization is making changes necessary to compete effectively				
	Frequency	Percent	Mean	Std. Deviation
Strongly Disagree	8	6.7	3.68	1.123
Disagree	8	6.7		
Neutral	28	23.3		
Agree	46	38.3		
Strongly Agree	30	25.0		
Total	120	100.0		

Table 4.14: Work Engagement

The above table 4.14 showed responses to the variables in the Work Engagement construct. It can be observed from the above table that majority of the respondents are agree with an average value of 3.55 that most times the organization keeps the obligations it has made to them. Similarly, majority of the respondents are agreed with an average value of 3.47 that at this organization, the dignity of the individual is never compromised. Then most of the respondents

are agreed with an average value of 3.70 that they have confidence in the long-term success of the organization. Furthermore, majority of the respondents are agreed with an average value of 3.68 that the organization is investing in innovative products and services and most of the respondents are agree with an average value of 3.68 that the organization is making changes necessary to compete effectively.

Structural Empowerment	I have a good understanding of the organization's core values.				
		Frequency	Percent	Mean	Std. Deviation
	Disagree	4	3.3	4.02	0.850
	Neutral	30	25.0		
	Agree	46	38.3		
	Strongly Agree	40	33.3		
	Total	120	100.0		
	I see a direct connection between my job and the goals				
		Frequency	Percent	Mean	Std. Deviation
	Strongly Disagree	2	1.7	3.77	1.090
	Disagree	16	13.3		
	Neutral	28	23.3		
	Agree	36	30.0		
	Strongly Agree	38	31.7		
	Total	120	100.0		
	If I were a customer of the organization, I would be extremely satisfied with the quality of service I receive.				
		Frequency	Percent	Mean	Std. Deviation
	Strongly Disagree	4	3.3	3.75	0.964
	Disagree	8	6.7		
	Neutral	26	21.7		
Agree	58	48.3			
Strongly Agree	24	20.0			
Total	120	100.0			
I'm committed to making the organization the #1 customer service in the world.					
	Frequency	Percent	Mean	Std. Deviation	
Strongly Disagree	6	5.0	3.85	1.018	
Disagree	4	3.3			
Neutral	24	20.0			
Agree	54	45.0			
Strongly Agree	32	26.7			
Total	120	100.0			

	The customer service we provide at my organization is better than the service I receive in other hotels.				
		Frequency	Percent	Mean	Std. Deviation
	Strongly Disagree	6	5.0	3.50	1.013
	Disagree	10	8.3		
	Neutral	40	33.3		
	Agree	46	38.3		
	Strongly Agree	18	15.0		
	Total	120	100.0		

Table 4.15: Structural Empowerment

The above table 4.15 showed responses to the variables in the Structural Empowerment construct. It can be observed from the above table that majority of the respondents are agreed with an average value of 4.02 that they have a good understanding of the organization's core values. Similarly, majority of the respondents are agreed with an average value of 3.77 that they see a direct connection between their job and the goals. Then most of the respondents are agreed with an average value of 3.75 that if they were a customer of the organization, they would be extremely satisfied with the quality of service they receive. Furthermore, majority of the respondents are agreed with an average value of 3.85 that they are committed to making the organization the #1 customer service in the world and most of the respondents are agree with an average value of 3.50 that the customer service they provide at their organization is better than the service they receive in other hotels.

Leadership	Customer problems are resolved quickly				
		Frequency	Percent	Mean	Std. Deviation
	Strongly Disagree	4	3.3	3.80	1.034
	Disagree	10	8.3		
	Neutral	24	20.0		
	Agree	50	41.7		
	Strongly Agree	32	26.7		
	Total	120	100.0		
My co-workers are dedicated to providing superior customer service.					

	Frequency	Percent	Mean	Std. Deviation
Strongly Disagree	6	5.0	3.65	1.050
Disagree	12	10.0		
Neutral	22	18.3		
Agree	58	48.3		
Strongly Agree	22	18.3		
Total	120	100.0		
The associates in my organization work together to create an emotional connection with our customers.				
	Frequency	Percent	Mean	Std. Deviation
Strongly Disagree	6	5.0	3.60	1.024
Disagree	12	10.0		
Neutral	24	20.0		
Agree	60	50.0		
Strongly Agree	18	15.0		
Total	120	100.0		
I have the authority to take actions to meet customer needs.				
	Frequency	Percent	Mean	Std. Deviation
Strongly Disagree	4	3.3	3.88	0.900
Disagree	4	3.3		
Neutral	20	16.7		
Agree	66	55.0		
Strongly Agree	26	21.7		
Total	120	100.0		

Table 4.16: Leadership

The above table 4.16 showed responses to the variables in the Leadership construct. It can be observed from the above table that majority of the respondents are agreed with an average value of 3.80 that customer problems are resolved quickly. Similarly, majority of the respondents are agreed with an average value of 3.65 that their co-workers are dedicated to providing superior customer service. Then most of the respondents are agreed with an average value of 3.60 that the associates in their organization work together to create an emotional connection with their customers. Furthermore, majority of the respondents are agreed with an average value of 3.88 that they have the authority to take actions to meet customer needs.

Psychological Empowerment	I have the information I need to provide superior service to my customers.				
		Frequency	Percent	Mean	Std. Deviation
	Strongly Disagree	4	3.3	3.78	0.954
	Disagree	6	5.0		
	Neutral	28	23.3		
	Agree	56	46.7		
	Strongly Agree	26	21.7		
	Total	120	100.0		
	My immediate supervisor/manager does a good job at holding associates accountable for providing superior customer service				
		Frequency	Percent	Mean	Std. Deviation
	Strongly Disagree	8	6.7	3.67	1.110
	Disagree	10	8.3		
	Neutral	22	18.3		
	Agree	54	45.0		
	Strongly Agree	26	21.7		
	Total	120	100.0		
	Management at my organization gives recognition to associates who provide superior customer service.				
		Frequency	Percent	Mean	Std. Deviation
	Strongly Disagree	14	11.7	3.47	1.195
	Disagree	8	6.7		
	Neutral	26	21.7		
	Agree	52	43.3		
	Strongly Agree	20	16.7		
	Total	120	100.0		
	Management at my organization does a good job of executing customer workshops.				
		Frequency	Percent	Mean	Std. Deviation
	Strongly Disagree	8	6.7	3.55	1.122
Disagree	14	11.7			
Neutral	24	20.0			
Agree	52	43.3			
Strongly Agree	22	18.3			
Total	120	100.0			

Table 4.17: Psychological Empowerment

The above table 4.17 showed responses to the variables in the Psychological Empowerment. It can be observed from the above table that majority of the respondents are agreed with an average value of 3.78 that they have the information they need to provide superior service to their customers. Similarly, majority of the respondents are agreed with an average value of 3.67 that my immediate supervisor/manager does a good job at holding associates accountable for providing superior customer service. Then most of the respondents are agreed with an average value of 3.47 that management at their organization gives recognition to associates who provide superior customer service. Furthermore, majority of the respondents are agreed with an average value of 3.55 that management at their organization does a good job of executing customer workshops.

4.6 Correlation Analysis

The Pearson correlation coefficient, which is a measurement of the strength of a linear relationship between two variables. The possible values for the Pearson correlation coefficient (r) lies between -1 and +1, where -1 indicates the perfect negative correlation, +1 indicates the perfect positive correlation and a value of 0 indicates that there is no relationship between the two variables. A positive value of correlation coefficient indicates that both variables are moving in the same direction and a negative value indicates that both variables are moving in the opposite direction.

In Table 4.18 below, results of the descriptive statistics are showed.

Descriptive Statistics

	Mean	Std. Deviation	N
Psychological Contract	3.9267	.59462	120
Work Engagement	3.6167	.85586	120
Structural Empowerment	3.7767	.69388	120
Leadership	3.7333	.70839	120
Psychological Empowerment	3.6167	.81409	120

Table 4.18: Descriptive Statistics

The above table showed that mean response for all the five constructs were close to 4, which showed that majority of the respondents are agree with these factors. The highest average is for the psychological contract and lowest average is for the work engagement and psychological empowerment. The lowest variation appeared in the psychological contract and highest variation is in work engagement.

In Table 4.19 below, results of the Pearson's Correlation coefficient are presented.

Correlations

		Psychological Contract	Work Engagement	Structural Empowerment	Leadership	Psychological Empowerment
Psychological Contract	Pearson Correlation	1	.526**	.596**	.530**	.474**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	120	120	120	120	120
Work Engagement	Pearson Correlation	.526**	1	.622**	.368**	.620**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	120	120	120	120	120
Structural Empowerment	Pearson Correlation	.596**	.622**	1	.569**	.674**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	120	120	120	120	120

Leadership	Pearson Correlation	.530**	.368**	.569**	1	.458**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	120	120	120	120	120
Psychological Empowerment	Pearson Correlation	.474**	.620**	.674**	.458**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	120	120	120	120	120

Table 4.19: Correlation Coefficient

The above table showed the correlation coefficients among the five constructs of the study. The correlation coefficients showed that all of the above variables have significant positive relationship among them at a significant level of 0.01.

4.7 Linear Regression Analysis

Linear regression analysis is used to established a relationship between the dependent variable and independent variable. The first regression model is between the work engagement, structural empowerment and psychological contract, where work engagement is treated as a dependent variable and structural empowerment and psychological contract as independent variables.

4.7.1 First Regression Model

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.651 ^a	.424	.414	.65500

a. Predictors: (Constant), Structural Empowerment, Psychological Contract

Table 4.20: Model Summary

The coefficient of determination of the regression model is 0.424, which indicates that approximately 42.4% of the variation in the work engagement is explained by the structural empowerment and psychological contract.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	36.971	2	18.486	43.088	.000 ^b
	Residual	50.195	117	.429		
	Total	87.167	119			

a. Dependent Variable: Work Engagement

b. Predictors: (Constant), Structural Empowerment, Psychological Contract

Table 4.21: ANOVA table

The above ANOVA table showed that F-statistics is 43.088 with p-value of less than 0.01, so we conclude that the overall regression model is statistically significant and there is a significant relationship between the work engagement, structural empowerment and psychological contract.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.029	.416		.070	.944
	Psychological Contract	.345	.126	.240	2.745	.007
	Structural Empowerment	.591	.108	.479	5.483	.000

a. Dependent Variable: Work Engagement

Table 4.22: Model Coefficients

The above table showed that there is a positive relationship of structural empowerment and psychological contract with the work engagement and both of the coefficients of the structural empowerment and psychological contract are statistically significant.

Tests of Between-Subjects Effects

Dependent Variable: Work Engagement

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	72.295 ^a	64	1.130	4.178	.000
Intercept	560.112	1	560.112	2071.528	.000
Factor1	8.014	12	.668	2.470	.012

Factor3	17.382	15	1.159	4.286	.000
Factor1 * Factor3	19.162	36	.532	1.969	.011
Error	14.871	55	.270		
Total	1656.800	120			
Corrected Total	87.167	119			

a. R Squared = .829 (Adjusted R Squared = .631)

Table 4.23: Interaction Model Coefficients

The above ANOVA table for interaction model showed that all the p-values of the F-statistics are less than 0.05, so we conclude that the overall regression model is statistically significant and both the structural empowerment and psychological contract along with their interaction has a significant relationship between the work engagement. The interaction model has a R-square of 0.829 indicating that 82.9% of the variation in the work engagement is explained by the interaction model.

4.7.2 Second Regression Model

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.698 ^a	.487	.478	.50109

a. Predictors: (Constant), Work Engagement, Psychological Contract

Table 4.24: Model Summary

The coefficient of determination of the regression model is 0.487, which indicates that approximately 48.7% of the variation in the structural empowerment is explained by the work engagement and psychological contract.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	27.917	2	13.958	55.590	.000 ^b
	Residual	29.378	117	.251		
	Total	57.295	119			

a. Dependent Variable: Structural Empowerment

b. Predictors: (Constant), Work Engagement, Psychological Contract

Table 4.25: ANOVA table

The above ANOVA table showed that F-statistics is 55.59 with p-value of less than 0.01, so we conclude that the overall regression model is statistically significant and there is a significant relationship between the structural empowerment, work engagement and psychological contract.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.821	.309		2.653	.009
	Psychological Contract	.434	.091	.372	4.781	.000
	Work Engagement	.346	.063	.427	5.483	.000

a. Dependent Variable: Structural Empowerment

Table 4.26: Model Coefficients

The above table showed that there is a positive relationship of psychological contract and work engagement with the structural empowerment and both of the coefficients, psychological contract and work engagement are statistically significant.

Tests of Between-Subjects Effects

Dependent Variable: Structural Empowerment

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	46.453 ^a	67	.693	3.325	.000
Intercept	706.581	1	706.581	3388.938	.000
Factor1	6.991	12	.583	2.794	.005
Factor2	9.718	16	.607	2.913	.002

Factor1 * Factor2	8.078	38	.213	1.020	.468
Error	10.842	52	.208		
Total	1768.880	120			
Corrected Total	57.295	119			

a. R Squared = .811 (Adjusted R Squared = .567)

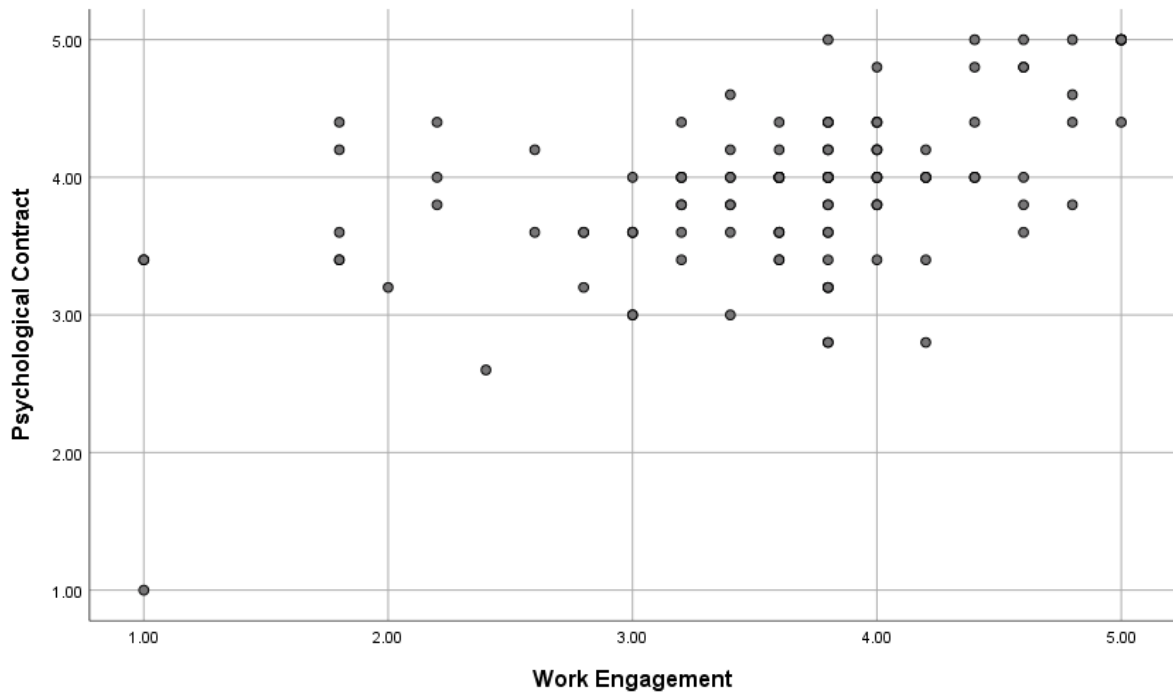
Table 4.27: Interaction Model Coefficients

The above ANOVA table for interaction model showed that all the p-values of the F-statistics are less than 0.05, so we conclude that the overall regression model is statistically significant and both the work engagement and psychological contract has a significant relationship with the structural empowerment but the joint effect of work engagement and psychological contract is not statistically significant. The interaction model has a R-square of 0.811 indicating that 81.1% of the variation in the structural empowerment is explained by the interaction model.

4.8 Hypotheses Results

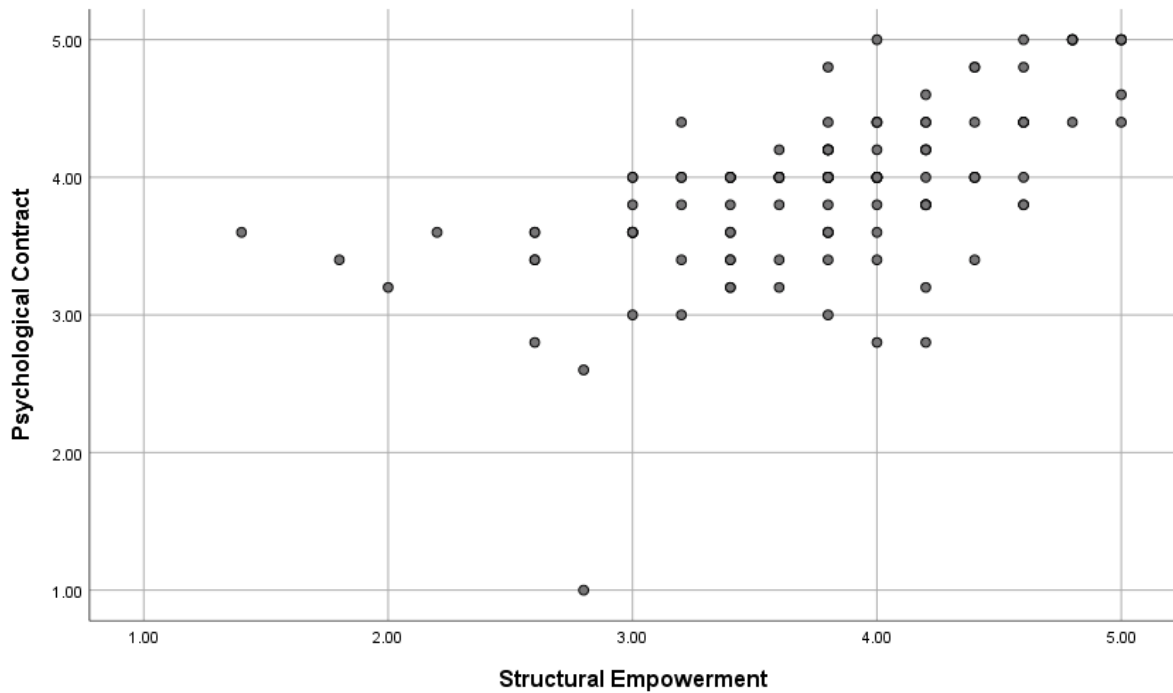
Hypothesis 1: There is a positive relationship between psychological contract and work engagement.

The Pearson's coefficient of correlation between the psychological contract and work engagement is observed to be 0.526, which indicate that there is a strong positive linear relationship between the psychological contract and work engagement. Since the p-value of the hypothesis test is less than 0.01, so we have sufficient evidence to reject the null hypothesis and conclude that there is a significant positive linear relationship between the psychological contract and work engagement.



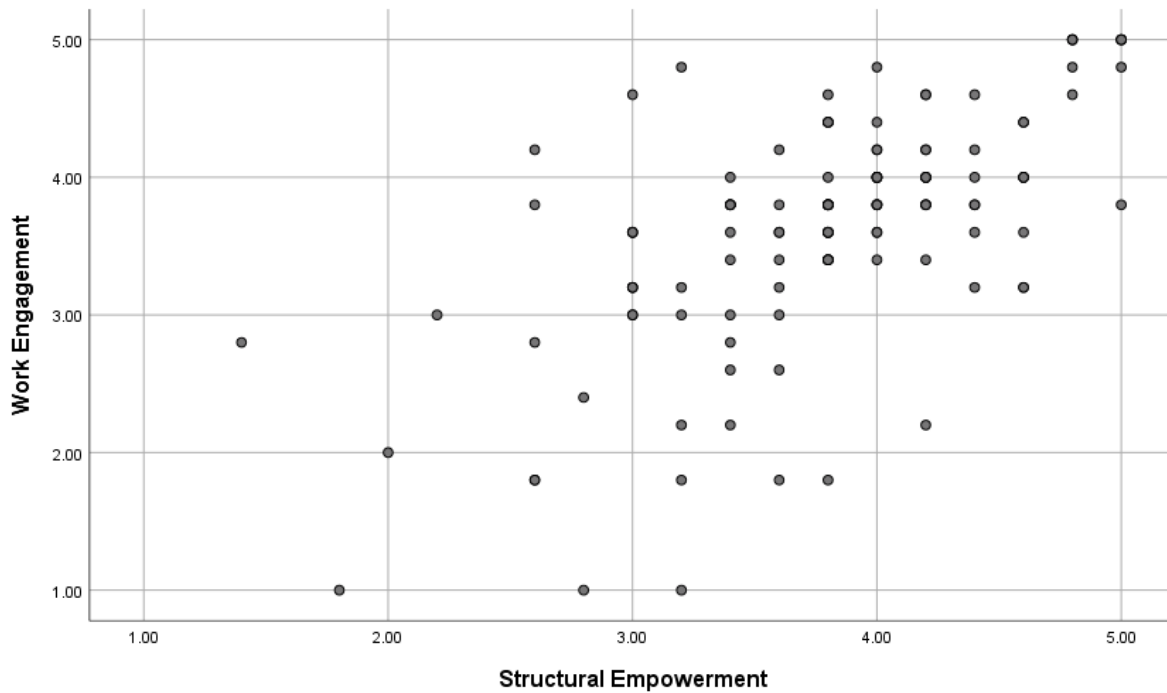
Hypothesis 2: Psychological contract positively effect on structural empowerment.

The Pearson's coefficient of correlation between the psychological contract and structural empowerment is observed to be 0.596, which indicate that there is a strong positive linear relationship between the psychological contract and structural empowerment. Since the p-value of the hypothesis test is less than 0.01, so we have sufficient evidence to reject the null hypothesis and conclude that there is a significant positive linear relationship between the psychological contract and structural empowerment.



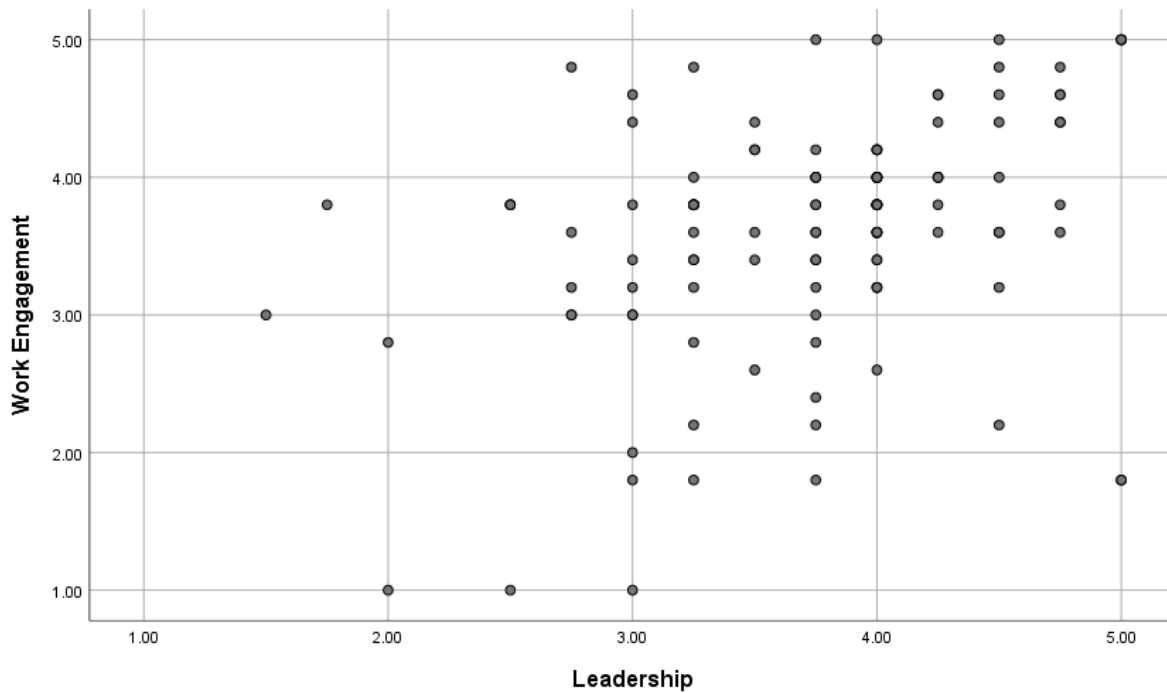
Hypothesis 3: There is a positive relation between work engagement and structural empowerment.

The Pearson's coefficient of correlation between the work engagement and structural empowerment is observed to be 0.622, which indicate that there is a strong positive linear relationship between the work engagement and structural empowerment. Since the p-value of the hypothesis test is less than 0.01, so we have sufficient evidence to reject the null hypothesis and conclude that there is a significant positive linear relationship between the work engagement and structural empowerment.



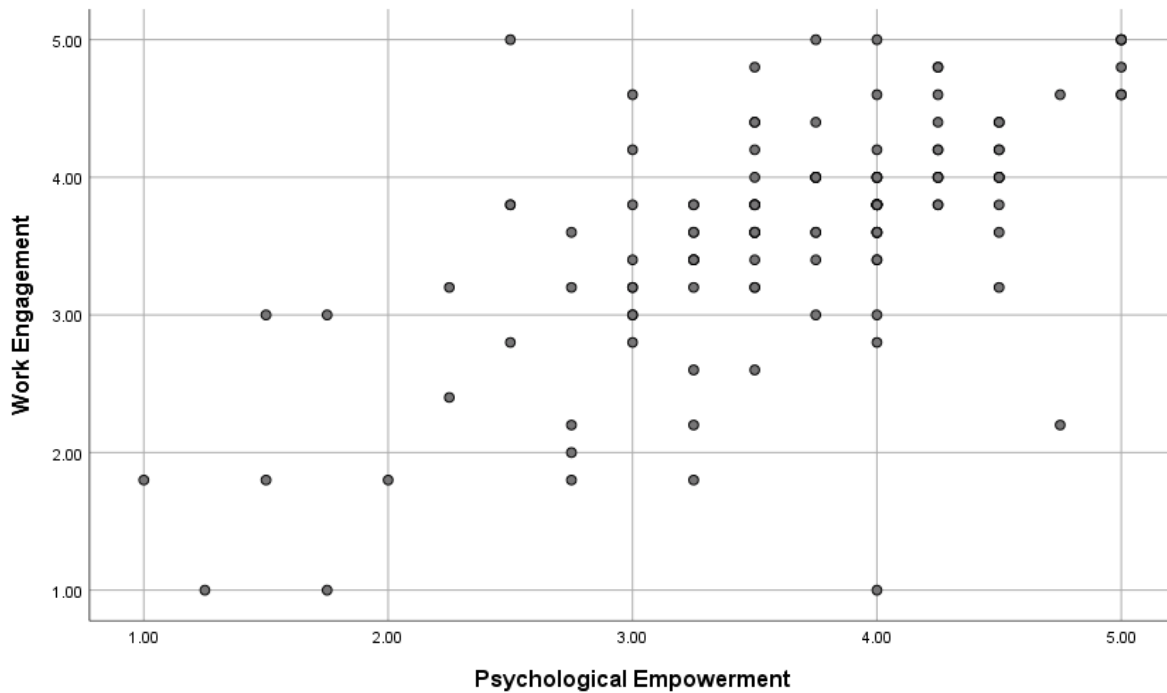
Hypothesis 4: There is a positive relation between leadership and work engagement.

The Pearson's coefficient of correlation between the leadership and work engagement is observed to be 0.368, which indicate that there is a moderate positive linear relationship between the leadership and work engagement. Since the p-value of the hypothesis test is less than 0.01, so we have sufficient evidence to reject the null hypothesis and conclude that there is a significant positive linear relationship between the leadership and work engagement.



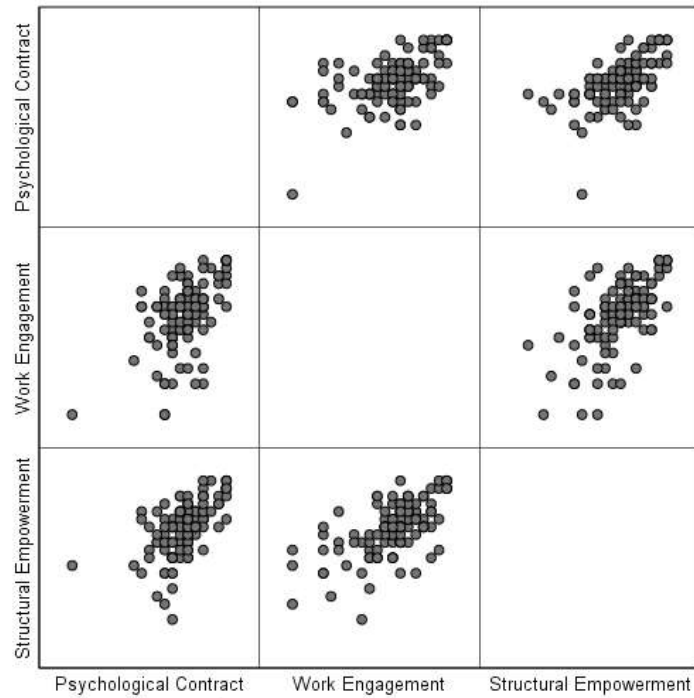
Hypothesis 5: There is a positive relation between psychological empowerment and work engagement.

The Pearson's coefficient of correlation between the psychological empowerment and work engagement is observed to be 0.620, which indicate that there is a strong positive linear relationship between the psychological empowerment and work engagement. Since the p-value of the hypothesis test is less than 0.01, so we have sufficient evidence to reject the null hypothesis and conclude that there is a significant positive linear relationship between the psychological empowerment and work engagement.



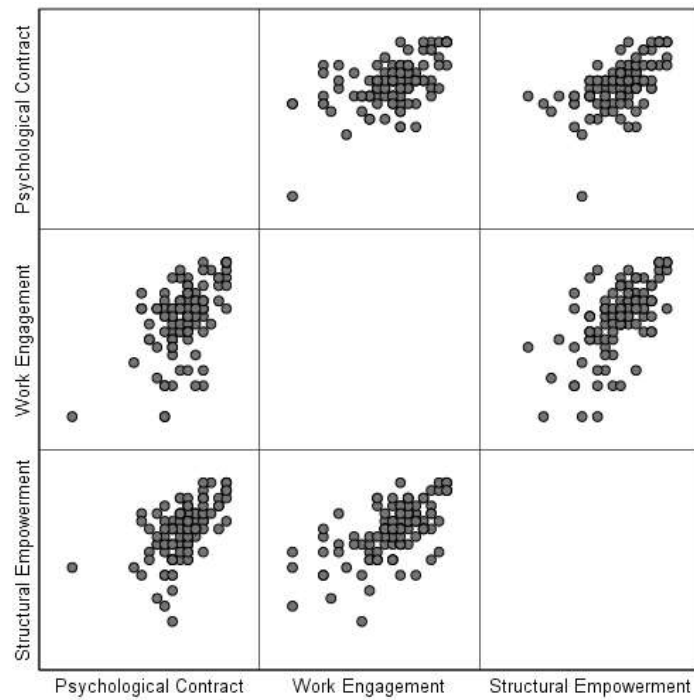
Hypothesis 6: Psychological contract and structural empowerment moderate the relationship with work engagement.

The ANOVA test showed that F-statistics is 43.088 with p-value of less than 0.01, so we conclude that there is a significant relationship between the work engagement, structural empowerment and psychological contract. The overall model and individual factors are statistically significant and 42.4% of the variation in the work engagement is explained by the structural empowerment and psychological contract. The interaction model showed that the overall regression model is statistically significant and both the structural empowerment and psychological contract along with their interaction term has a significant relationship with the work engagement. The interaction model has a very high R-square of 0.829 indicating that 82.9% of the variation in the work engagement is explained by the interaction model.



Hypothesis 7: Psychological contract and work Engagement as a mediator of work structural empowerment.

The above ANOVA table showed that F-statistics is 55.59 with p-value of less than 0.01, so we conclude that there is a significant relationship between the structural empowerment, work engagement and psychological contract. The overall model and individual factors are statistically significant and 48.7% of the variation in the structural empowerment is explained by the work engagement and psychological contract. The interaction model showed that the overall regression model is statistically significant and both the work engagement and psychological contract has a significant relationship with the structural empowerment but the joint effect of work engagement and psychological contract is not statistically significant. The interaction model has a very high R-square of 0.811 indicating that 81.1% of the variation in the structural empowerment is explained by the interaction model.



4.9 Summary of Hypotheses Results

Hypothesis	Statement	Significance
H1	There is a positive relationship between psychological contract and work engagement.	Accepted
H2	There is positive psychological contract effect on structural empowerment.	Accepted
H3	There is a positive relation between work engagement and structural empowerment.	Accepted
H4	There is a positive relation between leadership and work engagement.	Accepted
H5	There is a positive relation between psychological empowerment and work engagement.	Accepted
H6	There is psychological contract and structural empowerment moderate the relationship with work engagement.	Accepted
H7	There is psychological contract and work Engagement as a mediator of work structural empowerment.	Accepted

Table 4.28: Hypothesis Summary Results

4.10 Conclusion

The current chapter was based on the analysis and corresponding interpretations of the data gathered from the 120 participants' answers to the provided questionnaires. The outcomes were condensed in tables and figures to provide a visual representation of the research findings. The final summary, results, and limitations of the study, together with suggestions for future research, are presented in the following Chapter 5.



CHAPTER 5

CONCLUSIONS

5.1 Introduction

This chapter's foundational findings—a review of the research and an assessment of the conceptual framework model's acceptability will be followed by a discussion of the chapter's conclusions. Several recommendations were then made in accordance with these conclusions. The final half of this chapter will cover the study's shortcomings and suggested future research lines.

5.2 Summary of the research questions

The main objective of the research was to explore the relationship between five constructs psychological contract, work engagement, structural empowerment, leadership and psychological empowerment. Also, the goal of the study is to investigate the connection between psychological empowerment, employee psychological contracts, and employee engagement. It would be a great addition to the research on employee engagement because this relationship has not been properly examined and discussed in other studies. In light of the foregoing debate, the current study examines employee engagement and establishes its connection to psychological empowerment and the psychological contract, which employers and employees share. In terms of theoretical ramifications, this study contributes to the investigation of the impact of individual empowerment and authentic project manager capacity on successful final productive performance. The structural empowerment on psychological contracts must also be investigated in this study as a modulator of work engagement.

5.3 Acceptability of the Conceptual Framework Model

Several inferential statistics techniques were run on the conceptual framework model using the statistics software SPSS (version 26). Different statistical techniques have been used including the factor analysis to assess the conceptual framework model. By calculating the KMO and anti-image correlation coefficients for each item, the validity of the questionnaire was examined and found satisfactory. Cronbach Alpha reliability coefficient is used to measure the reliability of the questionnaire and it has been found that questionnaire can be used in future studies as it can be regarded as reliable (see Table 4.12) and Cronbach Alpha coefficient value was over the recommended cutoff of 0.7. (2013). Through the online SAQ, 120 of the intended 150 participants provided valid replies (via Google Forms). The participants responded to the communication method, WhatsApp, with an overall response rate of 80.00%.

The purpose of using linear regression analysis is to better understand how various independent factors can be related to a dependent variable and how the joint effect of two factors on a single factor. After this information has been gathered, it will be interesting to investigate whether the psychological contract and structural empowerment moderate the relationship with work engagement and, conversely, whether the psychological contract and work engagement serve as a mediator of work structural empowerment.

5.4 Findings

The sample is based on responses from 120 out of 150 randomly selected participants including assistant managers, deputy managers, managers and senior managers of the different companies and data was collected using the google forms by sending the questionnaire URL link via social media (WhatsApp). The study's response rate was 80%, which was excellent and permit for data analysis and interpretation.

There is somewhat an equal proportion of the number of respondents in the age groups from 21 years to 50 years and only few respondents were older than 50 years. There was approximately an equal proportion of male and female employees in the study. Most of the respondents in the study were married but there was a good proportion of employees that was still single. The most of the employees have the bachelor's degree and only few employees have the doctorate degree. The work experience was somewhat equally divided into two categories with the greatest number of employees have the working experience of more than 15 years and almost same proportion of employees is still young to the working having a working experience of 1 to 5 years.

As the percentage of employees decreases as the number of years of employment increases, there is a trend toward a somewhat diminishing level of working experience with the current business. The majority of responders have worked for the organisation for between one and five years. Then most of the employees are working on the permanent base and only a one fifth of the sample was found to be contract employees. Then moving on to the departments of the employees, it was found that the most common department was operations with second highest proportion, whereas the highest proportion of employees was from some other departments.

The validity of the questionnaire and sampling was checked by the factor analysis by using the anti-image correlation coefficients and all values on the diagonal were higher than 0.70, that demonstrates the sampling was appropriate. The results indicate that the validity of the questionnaire is satisfied since the value of the KMO is 0.946 exceeding the recommended value of 0.6 and significant value of the Bartlett's Test of Sphericity is 0.000 (< 0.001). Cronbach Alpha coefficient score is 0.902, which is higher than the accepted norm of 0.70 and the questionnaire can be regarded as reliable.

The Psychological Contract construct's variables have shown that most respondents concur that, when they reflect on the commitments they have made to the organisation, they have upheld those commitments. Similar to this, the majority of respondents concurred that they typically keep the commitments they have made to the organisation and live up to the promises they make to it. Furthermore, the majority of respondents concurred that when considering the promises the organisation has made to them, those promises have been honoured and, generally speaking, the company fulfils those promises.

The Work Engagement construct factors show that most employees concur that, in the majority of cases, the company upholds the commitments it has made to them, and that, at this organisation, the dignity of the persons was never infringed upon. In a similar vein, the majority of respondents concurred that they have faith in the organization's long-term success. The majority of respondents also concurred that the firm is making the adjustments required to compete effectively, as well as investing in novel products and services.

The variables in the structural empowerment construct show that the majority of respondents concur that they understand the organization's key values and see a clear connection between their work and the organization's aims. Similarly, the majority of respondents concurred that they would be very happy with the level of service they got if they were the company's customer. The majority of respondents also concurred that their organization's customer service is superior to that received at other hotels and that they are dedicated to providing the best customer service in the world.

The Leadership construct variables show that the majority of respondents agreed that customer issues are resolved swiftly and that their coworkers are committed to offering first-rate

customer care. Similarly, the majority of respondents concurred that their company's employees collaborate to establish an emotional bond with its clients. Additionally, the majority of respondents concurred that they have the power to take action to address consumer requests.

The psychological empowerment construct's variables show that the majority of respondents concur that they have the knowledge necessary to offer their customers exceptional service, and that employees are held responsible for doing so by my immediate supervisor/manager, who performs a good job of doing so. Similar to this, the majority of respondents concurred that management at their company recognises employees who deliver exceptional customer service. Furthermore, the vast majority of respondents concurred that their organization's management performs an excellent job of carrying out customer workshops.

The mean response for all the five constructs were close to 4, which showed that majority of the respondents are agree with these factors. The highest average is for the psychological contract and lowest average is for the work engagement and psychological empowerment. The lowest variation appeared in the psychological contract and highest variation is in work engagement. The correlation coefficients among the five constructs of the study showed that all of the above factors have significant positive relationship with each other at a 1% significant level.

The Pearson's coefficient of correlations was used to test the relationship among the factors and it has been found that there was a significant positive linear relationship between the psychological contract and work engagement, which means high score in the psychological contract will be associated with a higher work engagement. There was a significant positive linear relationship between the psychological contract and structural empowerment, which

showed that a high score in the psychological contract will be associated with a higher structural empowerment. There is a significant positive linear relationship between the work engagement and structural empowerment, which showed that a high score in the structural empowerment will be associated with a higher work engagement.

A substantial positive linear link between leadership and work engagement was found, demonstrating that a high leadership score is related to a higher level of work engagement. The psychological empowerment and work engagement variables also have a significant positive linear association, meaning that a high psychological empowerment score is related to a greater job engagement..

The Analysis of Variance (ANOVA) test revealed a substantial correlation between the psychological contract, structural empowerment, and work engagement.. The overall model and individual components are statistically significant, and the structural empowerment and psychological contract account for 42.4% of the difference in the level of work engagement. The interaction regression model was also statistically significant and both the structural empowerment and psychological contract along with their interaction term has a significant relationship with the work engagement. The interaction model has a very high R-square of 0.829 indicating that 82.9% of the variation in the work engagement is explained by the interaction model. So, overall, it can be concluded that psychological contract and structural empowerment moderate the relationship with work engagement.

It has been observed form the Analysis of variance (ANOVA) test that there is a significant relationship between the structural empowerment, work engagement and psychological contract. The overall model and individual factors are statistically significant and 48.7% of the

variation in the structural empowerment is explained by the work engagement and psychological contract. The interaction regression model is also statistically significant and both the work engagement and psychological contract has a significant relationship with the structural empowerment but the joint effect of work engagement and psychological contract is not statistically significant. The interaction model has a very high R-square of 0.811 indicating that 81.1% of the variation in the structural empowerment is explained by the interaction model. So, overall, it can be concluded that psychological contract and work Engagement as a mediator of work structural empowerment.

5.5 Limitations of the Study and Suggestions for Future Study

The current study is thought to have provided some significant insights into the significance of employee engagement and satisfaction. The limits of this research, nevertheless, are their own. The conceptual framework model and the research design (i.e., the sampling strategy and data collecting) are some examples of these limitations. As a result, the evaluation of the current research's shortcomings will be followed by recommendations for future studies.

First, the current research is based on a sample of size 120, which is a moderate sample size but a larger sample size can have more precise results, which can be more reliable in generalization. Using a straightforward random sampling design method, data collection, which can be improved in the future research by using stratified random sampling, in which sample can be selected on the basis of age groups, departments, gender, etc. in order to enhance the representation of all the groups of individuals in the study. Similarly, the sampling frame of the current study is very limited and this can also be enlarged by including more companies and employees in the sample and future research can be based on a larger sampling frame.

The current study only examined the interdependence of the five factors, but there can be some other factors which are also related to these factors. So, these factors can also be added on the future studies in order to get the better structural framework related to work engagement. The data analysis was remained limited to time and knowledge constraints but further statistical techniques such as hypothesis testing for average responses can also be used to find out the significant differences in the constructed factors for the demographics variables like age groups, gender, marital status and others etc.

In the last we can say that all the discussion above brought up some issues with the current research and each research has its own limitations, but it is hoped that subsequent studies in this field will address the issues highlighted here and recommendations should also be used for the improvement in the future research studies.

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APPENDICES

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APPENDIX A – GOOGLE FORMS QUESTIONNAIRES

THE MODERATING IMPACTS OF PSYCHOLOGICAL CONTRACT ON THE RELATION BETWEEN STRUCTURAL EMPOWERMENT AND WORK ENGAGEMENT

Information Sheet for Participants

Please read the following information carefully before you decide whether or not to participate in the study.

What is the purpose of the project?

The current study is about the moderating impacts of psychological contract on the relation between structural empowerment and work engagement.

What will happen to me if I take part?

You will be asked to complete a series of questions about psychological contract and involvement are key factors for job satisfaction. The study will take approximately 10 minutes to complete.

Am i eligible to take part?

You must be an employee in any sector

Do I have to take part?

No, taking part is entirely voluntary. Do note that you are free to withdraw at any point during the survey, and your data will not be collected or used subsequently.

Will my answers be kept confidential?

Yes, your answers will be kept confidential and stored electronically in a password protected file that will not include any personal information about you.

Who has reviewed this study?

This research project has been reviewed and approved by Assoc. Prof. Dr. Mohd Yaziz Mohd Isa whom can be contacted at mohd_yaziz@unirazak.edu.my, if there are inquiries about research.

Contact for Further Information

Thank you for taking the time to read this information sheet. Please don't hesitate to contact me with any other questions or queries about this study.

Researcher:

Name: Jachinta Rani a/p Subramaniam

Email: j.rani213@ur.unirazak.edu.my

Supervisor:

Name: Assoc. Prof. Dr. Mohd Yaziz Mohd Isa

Email: mohd_yaziz@unirazak.edu.my

Part 1

The moderating impacts of psychological contract on the relation between structural empowerment and work engagement

SECTION A: DEMOGRAPHICS

Age

- 21-30 years
- 31-40 years
- 41-50 years
- 51-60 years
- 61 and above

Gender

- Male
- Female

Marital status

- Single
- Married
- Others

Education

- Bachelors
- Masters
- Ms/MPhil


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Work experience

- 1-5 years
- 6-10 years
- 11-15 years
- More than 15 years

Work Experience With The Organization

- 1-5 years
- 6-10 years
- 11-15 years
- More than 15 years

Salary

- 20000-30000
- 31,000-40,000
- 41,000-50,000
- More than 50,000

Nature of Job

- Contract
- Permanent

Department

- Cash
- Remittances
- Accounts
- Advances



- Operations

SECTION B: PSYCHOLOGICAL CONTRACT

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
In thinking about the commitments I have made to the organization; I have kept these commitments					
In general, I live up to the promises I make to the organization.					
Most times I keep the obligations I have made to the organization.					
In thinking about the commitments the organization has made to me; the organization has kept these commitments.					
In general, the organization lives up to the promises it makes to me.					
Most times the organization keeps the obligations it has made to me.					

Section C: Structural Empowerment

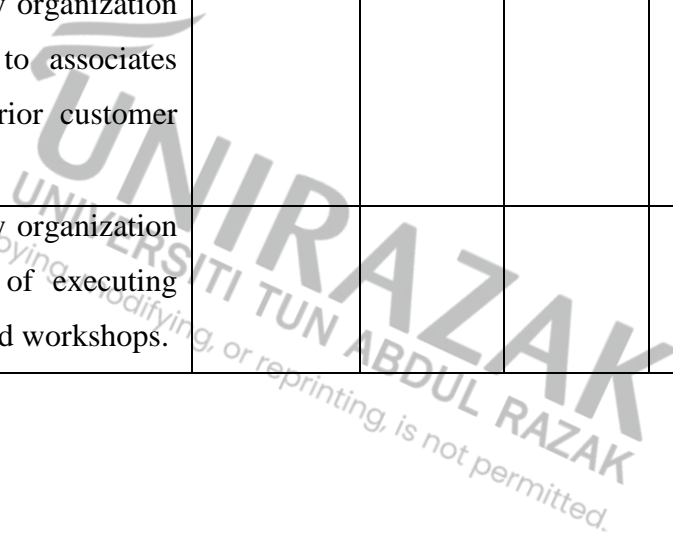
	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
At this organization, the dignity of the individual is never compromised.					
I have confidence in the long-term success of the organization					

The organization is investing in innovative products and services					
The organization is making changes necessary to compete effectively					
I have a good understanding of the organization's core values.					
I see a direct connection between my job and the goals					

Section D: Work Engagement

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
If I were a customer of the organization, I would be extremely satisfied with the quality of service I receive.					
I'm committed to making the organization the #1 customer service retailer in the world.					
The customer service we provide at my organization is better than the service I receive when shopping at other retailers.					
Customer problems are resolved quickly					
My co-workers are dedicated to providing superior customer service.					
The associates in my organization work together to					

create an emotional connection with our customers.					
I have the authority to take actions to meet customer needs.					
I have the information I need to provide superior service to my customers.					
My immediate supervisor/manager does a good job at holding associates accountable for providing superior customer service					
Management at my organization gives recognition to associates who provide superior customer service.					
Management at my organization does a good job of executing customer clinics and workshops.					



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APPROVAL PAGE

TITLE OF PROJECT PAPER: THE MODERATING IMPACTS OF PSYCHOLOGICAL CONTRACT ON THE RELATION BETWEEN STRUCTURAL EMPOWERMENT AND WORK ENGAGEMENT

NAME OF AUTHOR : JACHINTA RANI A/P SUBRAMANIAM

The undersigned certify that the above candidate has fulfilled the condition of the project paper prepared in partial fulfillment for the degree of Master of Business Administration.

SUPERVISOR

Signature : _____

Name : _____

Date : _____

ENDORSED BY:

Dean

Graduate School of Business

Date:


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