



**DEBERE MARKOSE UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF BUSINESS ECONOMICS**

**THE EFFECT OF JOB CHARACTERISTICS ON EMPLOYEE
ENGAGEMENT: THE MEDIATING ROLE OF PERCEIVED
ORGANIZATIONAL SUPPORT IN THE CASE OF COMMERCIAL BANK
OF ETHIOPIA, DEBRE MARKOS DISTRICT, EAST GOJJAM ZONE**

**A THESIS SUBMITTED TO THE DEPARTMENT OF MANAGEMENT,
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FOR THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION**

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Declaration

I, Samuel Tadele declared that this thesis entitled **The Effect of Job Characteristics on Employee Engagement: The Mediating Role of Perceived Organizational Support in the Case of Commercial Bank of Ethiopia, DEBREMARKOS District East Gojam Zone** is my original and has not been conducted for degree requirement in this and any other university, and all the sources used to support this particular study have been accordingly acknowledged.

Samuel Tadele

Name of the candidate

Signature

Approval page

This is to certify that the thesis entitled **☒The Effect of Job Characteristics on Employee Engagement: The Mediating Role of Perceived Organizational Support in the Case of Commercial Bank of Ethiopia, Debremarkos District East Gojam Zone☒** submitted in partial fulfillment of the requirement for the degree of Master of business Administration, the Graduate program of college of business and economics and with department of business administration and has been carried out by **Samuel Tadele** (IdNo:DMU152614) under my supervision. Therefore, I recommended that the student has fulfilled the requirement and hence hereby can submit the thesis to the department for defense.

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List of Acronyms

JC	Job characteristics
POS	Perceived Organizational Support
EE	Employee Engagement
S.C	Share Company
SPSS	Statistical Package for Social Sciences
ANOVA	Analysis of Variance
VIF	Variance Inflation Factor
DW	Durbin Watson

Abstract

The objective of this study is to examine the mediating role of perceived organizational support in the relationship between job characteristics and employee engagement. To address this objective, questionnaires were adapted from previous research. The study primarily employed an explanatory research approach with some descriptive elements, using a cross-sectional survey design. Data were collected from both primary and secondary sources, targeting 291 employees selected through a stratified random sampling technique. After categorizing the branches into strata, samples were drawn from each stratum using convenience sampling. Although 309 employees of the Commercial Bank of Ethiopia were initially targeted, data were ultimately collected from 291 participants, as responses were not obtained from 18 individuals. To analyze the data, structural equation modeling (SEM) was applied. The findings revealed that job characteristics, perceived organizational support, and employee engagement are positively and significantly related. Moreover, the results indicated that perceived organizational support partially mediates the relationship between job characteristics and employee engagement. These findings highlight the importance of enhancing job characteristics and organizational support to foster higher levels of employee engagement. Employers are encouraged to design favorable job dimensions and strengthen organizational support mechanisms to promote greater employee involvement and commitment.

Keywords: Employee Engagement, Job Characteristics and perceived Organizational support

CHAPTER ONE

1. INTRODUCTION

1.2 Background of the study

Organizations serve as tools for leveraging human resources efficiently and effectively to maintain competitiveness. Today's major challenge is not only finding talented and skilled workers but also engaging them fully, inspiring enthusiasm, and securing their loyalty to the organization. Given its significant influence on employee outcomes and organizational success, the concept of "employee engagement" has gained widespread recognition (Rasheed & Ramsan, 2013).

Kahn (1990) is credited with introducing the concept of "employee engagement," defining it as the extent to which employees invest themselves physically, mentally, and emotionally in their work roles. According to Kahn, employees are truly engaged when they are physically active, mentally attentive, and emotionally committed to their tasks. Schaufeli and Salanova (2002) further described employee engagement as a positive, fulfilling work-related state of mind characterized by vigor, dedication, and absorption.

Several studies (Harter, *et al.*, 2016; Rich & Crawford, 2010) have shown that employee engagement positively influences productivity, efficiency, and organizational success while reducing turnover. As a result, organizations increasingly prioritize employee engagement as a central element of their strategy to gain a competitive edge. Understanding the factors that inspire employees to reach their full potential is essential for improving engagement levels and, ultimately, organizational profitability. Many organizations now conduct regular employee engagement surveys to identify key drivers of employee satisfaction and use this information to develop targeted interventions that enhance job satisfaction, productivity, and talent retention.

One of the activities that can significantly influence and benefit the firm is employee engagement in value. Employee productivity has allegedly been linked to employee engagement. Because every employee in the company believes his or her work is significant and is responsible for it, employee engagement is said to have the most predictive potential (Syauta *et al.*, 2012).

Among the critical antecedents of employee engagement are job characteristics and perceived organizational support. The Job Characteristics Model (JCM) developed by Hackman and Oldham (1976) provides a foundational framework, identifying five core dimensions (skill variety, task identity, task significance, autonomy and feedback) that shape psychological states and influence employee motivation and engagement. Jobs designed to optimize these characteristics can significantly enhance employees' internal work motivation and engagement (Humphrey et al., 2007).

Equally important is Perceived Organizational Support (POS), which reflects the degree to which employees believe that their organization values their contributions and cares about their well-being (Eisenberger et al., 1986). POS acts as a socio-emotional resource, reinforcing the employee-organization relationship and strengthening affective commitment. High POS leads to reciprocation from employees through increased dedication, organizational citizenship behavior, and reduced withdrawal behaviors (Rhodes and Eisenberger, 2002).

This study is particularly relevant to the Commercial Bank of Ethiopia, Debre Markos District, where employee performance and retention are key to maintaining operational efficiency and customer satisfaction. Despite the growing recognition of employee engagement, there remains a gap in empirical research examining how job characteristics influence engagement and how this relationship is mediated by perceived organizational support, particularly within the Ethiopian banking context. Therefore, this research seeks to fill this gap by investigating the direct impact of job characteristics on employee engagement, and the mediating role of perceived organizational support in this relationship. Findings from this study are expected to provide valuable insights for HR practitioners and organizational leaders seeking to design more engaging work environments and strengthen employee-organization bonds. Ultimately, it underscores the importance of strategically shaping both the structural and relational aspects of work to cultivate a deeply engaged workforce.

1.2 Problem statement

Employee engagement is a critical factor influencing both employee and organizational outcomes. However, data reveal a troubling global trend: only 13% of full-time adult employees are engaged at work, characterized by high interest and enthusiasm. Globally, 87% of employees report being "not engaged" or "actively disengaged," meaning they are less likely to be productive due to an emotional disconnect from their work. In Sub-Saharan Africa, a survey across 26 nations and territories showed an even lower engagement rate, with only 10% of workers actively engaged and the remaining 90% either "not engaged" or "passively disengaged" (Gallup, 2013).

Given this context, understanding the drivers of employee engagement is essential to effectively address and improve it. Research has identified several key predictors. For instance, Saks (2006) highlighted the importance of factors like procedural and distributive justice, rewards and recognition, and perceived organizational support (Evelyn and Hazel, 2015). Job characteristics, including task variety, task identity, task significance, autonomy, and feedback, have also been shown to positively influence engagement (Hackman & Oldham, 1975; Nan, 2016). While there is substantial research on the factors influencing employee engagement, there is a gap in examining the mediating role of perceived organizational support in the relationship between job characteristics and engagement, particularly in Ethiopia's banking sector. Derara (2014) pointed out a lack of academic and empirical studies on employee engagement within this context.

This study aims to address this gap by assessing the impact of job characteristics on employee engagement and examining the mediating role of perceived organizational support in this relationship, focusing specifically on employees in the Commercial Bank of Ethiopia in the Debre Markos district.

1.3 Research questions

- ✚ How do job characteristics influence employee engagement?

- ✚ How job characteristics affected perceived organizational support
- ✚ How perceived organizational support influence on employee engagement
- ✚ What is the mediating role of perceived organizational support in the relationship between job characteristics and employee engagement?

Objectives of the Study

1.4.1 General objective

The general objective of this study is to assess the effect of job characteristics on employee engagement and to examine whether perceived organizational support mediates this relationship among employees of the Commercial Bank of Ethiopia D/Markos districts.

1.4.2 Specific objectives

Specifically this research is addressed the following objectives

- To assess the effect of job characteristics on employee engagement.
- To evaluate the effect of job characteristics on perceived organizational support
- To analyze the effect of perceived organizational support on employee engagement
- To explore the mediating role of perceived organizational support in the relationship between job characteristics and employee engagement.

1.5 Research hypotheses

H1: Job characteristics have statically positive effect on employee engagement.

H2: Job characteristics have statically positive effect on perceived organizational support

H3: Perceived organizational support statically positive effect on employee engagement

H3: perceived organizational support mediates the relationship between job characteristics and employee engagement.

1.6 Significance of the study

Numerous studies have explored factors affecting employee performance; however, no prior research has specifically examined the mediating role of organizational commitment in the relationship between job characteristics and employee engagement within the Ethiopian banking sector, particularly Commercial bank of Ethiopia, D/Markos districts. This gap presents an

opportunity to contribute valuable insights tailored to this unique context. Therefore, this study aims to establish a foundational understanding and provide a secondary source of data for researchers interested in further investigation on this topic. By examining these relationships in Ethiopia's banking sector, this research could inform future studies, guiding both academic and practical efforts to enhance employee engagement and organizational effectiveness in similar settings.

1.7 Scope of the study

This study focuses specifically on job characteristics as a key determinant of employee engagement, with a particular emphasis on the mediating role of organizational commitment in the relationship between job characteristics and employee engagement. Given limitations in time and resources, the study will be conducted in branches of the Commercial Bank of Ethiopia located in Debre Markos districts. Although the research is limited to this specific area and organization, the insights gained and recommendations developed may offer valuable guidance for understanding the importance of job characteristics and organizational commitment in promoting employee engagement. These findings could also serve as a reference for broader applications within Ethiopia's banking sector and similar organizational settings, contributing to strategies that enhance workforce engagement and overall organizational performance.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURE

2.1 Employee Engagement

Business is a computation. For this commutation, employee engagement plays a vital role in market place (Harter *et al.*, 2016). Engaged employees are more profitable, more customer focused, safer, and more likely to withstand temptations to leave the organization." However, the construct has its basis in practice and practitioner journals rather than theory and empirical research. Robinson, Perryman & Hayday, (2004), also noted that the topic is one of the least academically and empirically researched concepts.

Employee involvement is defined by Kahn, (1990). According to this study, his definition of employee engagement was "the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances." Employee engagement, as determined by the three key behaviors of Say, Stay, and Strive, is another term used by Hewitt, (2015) to describe the condition in which people are emotionally and intellectually dedicated to the organization or group. Accordingly, "say" is defined as the positive way that engaged employees represent their organization to their coworkers, potential employees, and customers; "Stay" refers to the eagerness and intense desire of engaged employees to remain a part of the organization despite the numerous opportunities available to them; and "Strive" refers to making an extra effort.

According to Schaufeli, *et al.* (2008) defined that the concept of engagement has emerged from burn out literature as an effort to examine not only employees unwell-being but also to understand wellbeing of employees. In contrary to the employees who experience burnout, engaged employees feel capable enough to fulfill the assigned tasks as they are more energetic and connected to their work.

The absence of a common definition of employee engagement makes it difficult to define engagement. Employee engagement is defined and discussed by various people, organizations, and perspectives in the literature that is now available. Even though the term "engagement" has

recently attracted a lot of interest in both research and practice, different parties utilize various scales and items to measure it (Robertson and Cooper, 2010).

2.2 Job Characteristics and Employee Engagement

Among the first to offer a theoretical justification for the relationship between work features and employee behavior was Hackman and Oldham (1975). The authors contend that when an employee has a favorable core psychological state (i.e., experienced meaningfulness of the work, experienced responsibility for outcomes of the work, and knowledge of the results of the work activities), favorable job characteristics have the potential to promote employee motivation and productivity. According to the authors, there are five employment characteristics that can help employees achieve the appropriate "critical psychological states," which in turn boost productivity. These employment characteristics include autonomy, diversity of skills, task relevance, task identity, and job feedback. Task identity refers to a job that requires an employee to execute a task from beginning to end. Task significance refers to the impact of a particular job on the lives of others. Autonomy refers to the degree to which a particular job provides an individual with the freedom and control in carrying it out. Feedback refers to the degree to which a particular task activity results in.

The theoretical model developed by Hackman and Oldham (1975) predicted a positive impact of favorable job characteristics on employee performance and motivation. On the other hand, based on social exchange tenet, employees and employers are in a mutual and complementary relationship (Cropanzano & Mitchell, 2005). This suggests that employees will respond by putting extra effort into their work in the form of engagement if they feel taken care of by their employers through positive job characteristics (i.e. challenging, varied, and which makes a meaningful contribution). Additionally, a number of researchers have empirically demonstrated that job characteristics have a positive impact on employee engagement (Puteh, 2017; Kariuki and Makori, 2015; Van den Broeck, Vansteenkiste, De Witte, & Lens, 2008; Schaffeland Bakker, 2004 suggested that job enrichment has a positive impact on meaningfulness;

2.3 Perceived Organizational Support and Employee Engagement

Murthy (2017) used a sample of 345 full-time employees selected from nine different organizations to study the relationship between perceived organizational support and work

engagement among employees. According to the study's findings, perceived organizational support and work engagement are significantly correlated, suggesting the significance of perceived organizational support in raising employee work engagement. Based on the findings of the study, he added that employers should go beyond the formal contractual arrangement that already existed between the employee and the employer and offer staff members enough financial and psychological support to help them feel appreciated and cared for by the company they work for. He adds that showing concern for employees helps build a sense of organizational support among workers, which in turn will increase their work engagement and boost organizational effectiveness. According to this study, Saks (2006) used a sample of 102 workers with an average age of 34 who were employed in a variety of jobs and organizations to empirically assess the concept of antecedents and effects of job and organizational involvement.

2.4 Perceived Organizational Support (POS)

Perceived organizational support is employees' belief that their well-being is considered and that their work is valued. Employees who have supervisors who ensure participation in decisions, implement a fair reward system, and support and guide their organizations perceive their organizations as supportive. Management support, participation in decisions, job characteristics, job stress, organizational justice, information processing, working conditions, etc. many aspects are characterized as determinants of perceived organizational support (Ahmed 2012). Perceived organizational support (POS), according to organizational support theory (OST), is the extent to which employees believe the company they work for values their contributions is concerned about their wellbeing (Allen, 2007). According to Rhoades and Eisenberger (2002), mention three key processes: first, POS helps employees realize socio-emotional needs such as needs for esteem, approval, and affiliation; second, POS assists in determining the intention and readiness of the organization to reward efforts made; and third, the theory is based on the social exchange theory. Employees who perceive organizational support develop a sense of being obligated to reciprocate towards the organization. Accordance to SET principles, organizations is given support and cares for their employees and rewarded with enhanced dedication of employees towards their work. Consequently, POS is found to have an impact on employees' felt obligation to assist the organization, and the impact is also stronger among employees who strongly

recognized the norm of reciprocity in the employee–employer relationship (Eisenberger, 2001). Moreover, Allen and Meyer describe organizational commitment into three components which is affective, continuance, and normative (Allen and Meyer, 1996). Affective commitment refers to a condition in which employees have an emotional attachment with the organization. An employee who is affectively committed, strongly identifies with the organization goals and has a strong desire to remain as part of the organization. Allen and Meyer also stated that among the three categories, affective commitment is more important and more strongly related to organizational outcomes (Allen and Meyer, 1996).

2.5 Job characteristics and Perceived Organizational Support

Reynolds and Helfers (2018) looked at whether there were any significant differences in officers' perceptions of POS depending on different job characteristics using a sample of 1861 officers. The findings showed that POS and job characteristics were positively correlated. Additionally, Allen et al. (2008) looked into workplace variables that affect POS in an IT work setting.

Regression analysis was used to examine the association between job features, job stresses (work weariness, role conflict, and role ambiguity), and organizational discretionary actions (pay-for performance and mentorship opportunities). The outcome showed that, in addition to occupational pressures and the organization's discretionary actions, job features are a predicate of POS. In addition to fairness and supervisor support, Rhoades and Eisenberger (2002) identified favorable job conditions as an antecedent of POS.

2.6 Mediation

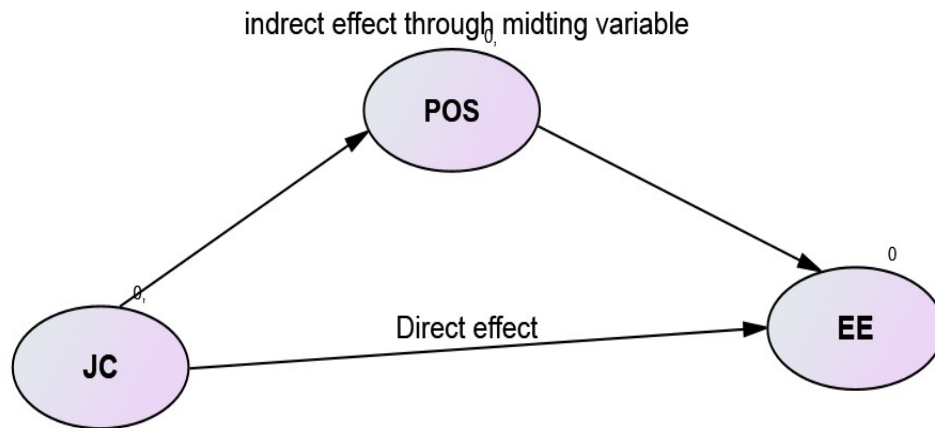
Mediation is described as "the generative mechanism through which the focal independent variable is able to influence the dependent variable of interest" by Baron and Kenny (1986, p. 1173). According to MacKinnon D. P., Fairchild A. J., and Fritz M. S. (2007), mediation is the addition of a third variable into the relationship between an independent and a dependent variable. The mediator then causes the dependent variable, and vice versa. In other words, the study of mediation defines a series of relationships in which a dependent variable is influenced by an antecedent variable through a mediating variable.

The causal stages technique, which is based on the significant work of Baron and Kenny (1986), is one of the statistical mediation analysis methods. The dependent variable must first be strongly impacted by the independent variable. Second, the mediating variable should be strongly

influenced by the independent variable. Third, when accounting for the independent variable, the mediating variable must have a sizable impact on the dependent variable. Finally, when the mediating variable is included in the model, the relationship between the independent variable and the dependent variable ought to be weaker (Baron and Kenny, 1986).

2.7 Conceptual Framework

The conceptual framework proposed come supported review of literature discussed within the preceding section on the relationship of job characteristics, OC and employee engagement. Independent variable, job characteristics, has direct relationship with employee engagement (dependent variable) as job characteristics have positive effect on employee engagement. However, the direct relationship of job characteristics and employee engagement will be reduced (partially mediation) or becomes zero (full mediation) when OC mediates the connection between them since job characteristics has positive and direct effect on OC and its effect through OC increases the effect of job characteristics on employee engagement. Therefore, OC is the third variable which represents the generative mechanisms through which job characteristics is able to influence the dependent variable of employee engagement.



conceptual framwor of the study adopted from Alima (2017)

CHAPTER THREE

3. MATERIAL AND METHODS

3.1 About the Commercial Bank of Ethiopia (CBE)

The Commercial Bank of Ethiopia (CBE) traces its origins back to the founding of the State Bank of Ethiopia in 1942. CBE was officially established as a share company in 1963, and since then, it has played a pivotal role in the nation's economic development. Today, CBE serves over 40 million account holders across a vast network of more than 1,940 branches nationwide. The bank has also seen substantial growth in digital banking, with over 6.6 million mobile and internet banking users, 8.3 million active ATM cardholders, and more than 17 million users of its CBE Birr mobile money platform. CBE's extensive network spans major cities and regional towns throughout Ethiopia, offering a comprehensive range of financial services including deposits and investments, financing, trade services, guarantees, money transfers, and foreign currency exchange. The Debre Markos district is a key operational area within CBE's structure, housing 69 branches and employing approximately 1,360 staff members. This district plays a vital role in supporting the bank's mission to expand financial inclusion and provide accessible banking services across Ethiopia, particularly in more remote regions (<https://combanketh.et/en/about/>).

3.2 Research design and methodology

3.2.1 Research design

This study was used an explanatory research design, which enables an in-depth analysis of the relationship between job characteristics and employee engagement, specifically examining the mediating role of perceived organizational support. A cross-sectional survey method was used to collect data from the variables defined in the study. This approach provides a broad understanding of how perceived organizational support mediates the relationship between job characteristics and employee engagement in the target area.

3.2.1 Target population

The target population refers to the entire group of individuals, organizations, or entities that fall within the scope of the study, and from which the research participants drawn (Surafal, 2017). In this study, the target population is consists of professional employees working in the branches of the Commercial Bank of Ethiopia within the Debre Markos district. This includes both higher-level, medium level and lower-level professional employees who were directly involved in the daily operations of the bank.

The total population for this study was 1,360 professional employees currently employed across the various branches of the Commercial Bank of Ethiopia in the Debre Markos district. These employees were serving as the primary source of data, providing valuable insights into the relationship between job characteristics, organizational commitment, and employee engagement within the bank's context. By focusing on professional employees, the study aims to capture diverse perspectives on the factors influencing engagement and commitment of the organization.

The target population is heterogeneous and divided into three strata based on the grade level or role scale of employees. The first stratum includes lower-level professionals, such as junior officers and customer service officers, in grades 6 – 9. The second stratum comprises mid-level professionals, including service officers, digital control officers, branch controllers, and senior branch officers, all at grade 10. The third stratum consists of higher-level professionals, including branch managers, operations managers, customer service managers, and customer relations managers, with grades 11 – 14.

3.2.2 Sample Size determination

The sample size for this study was determined using a simplified formula provided by Yamane (1967) for finite populations, considering a target population of 1,360 employees. The sample size calculation took into account the nature of the population, as well as the availability of funding and other essential resources, ensuring a representative and sufficient sample for meaningful analysis. A 95% confidence level and a 5% margin of error were applied to this formula. Using Yamane's simplified formula, the sample size (n) was calculated as follows:

$$n = \frac{N}{1 + N(e)^2} \dots (1)$$

Where: n is sample size, N is the population size and e is the level of significance / sample error (0.05) at 0.95 (95%) confident level.

Based on the above formula, a sample of 309 employees from the Commercial Bank of Ethiopia in the Debre Markos district was determined. This sample size allow for adequate representation of the target population, enabling the study to capture relevant insights and variability among employees. Consequently, 309 participants from the selected district were involved in the study, ensuring that the findings are statistically significant and reflective of the broader population.

3.2.3 Sampling method

A sample of 309 employees was selected through proportionate stratified random sampling. Stratified sampling was chosen due to the heterogeneous nature of the population, ensuring that each subgroup was represented proportionally. Several reasons supported the use of this method. First, stratification increased the precision of population estimates. Second, it helped minimize estimation bias, depending on the estimator used. Third, it allowed for different sampling protocols or estimation procedures tailored to various subpopulations. In this study, the researchers employed a combination of stratified sampling and simple random sampling to ensure that employees from all sectors had an equal chance of being selected.

Table 1: Number of sample participated in the study

Level of professionals	Number of employee in the districts	Sample proportion	
		Number of sample selected	%
Lower level	816	189	60
Medium level	204	46	15

Higher level	340	77	25
Total	1360	309	100

3.2.4 Data source and data collection instruments

This study relied on primary data sources, with a structured, self-administered questionnaire as the main data collection tool. The questionnaire contained structured items designed to facilitate efficient data tabulation and analysis. According to Kothari (2004), primary data are original in nature, gathered directly through methods such as observation, interviews, and questionnaires. In support of this, Morrison (2007) noted that questionnaires promote honesty among respondents, as responses are anonymous, and are also more cost-effective than interviews. Furthermore, questionnaires enabled the collection of information from multiple respondents in a short period, enhancing the efficiency of data collection.

3.3.5 Measurement of variables

The questionnaire used in this study was adapted based on Kahn's (1990) definition of engagement, which emphasizes being psychologically present while fulfilling an organizational role. The questionnaire was tailored to fit the study context, utilizing measurement tools relevant to engagement among individuals in the human services field. The questionnaire was divided into four sections, all presented in English. **Section one:** Demographic information of respondents. This initial section gathered demographic details about respondents, including gender, age, educational background, occupation, and length of service within the organization. **Section two:** Job characteristics. This section addressed questions specific to the respondents' job characteristics. **Section three:** Organizational commitment (OC). The third section focused on assessing respondents' organizational commitment. **Section four:** Employee Engagement (EE). The final section was designed to measure employee engagement directly. Each section provided structured questions to facilitate clear and organized data collection and analysis.

3.4 Data Analysis

3.4.1 Descriptive statistics

The data collected were analyzed using SPSS version 20 and IBM AMOS 23. Descriptive statistics were used to summarize the quantitative data obtained, starting with measures of central tendency (mean) and variability (standard deviation). These measures were applied to summarize the responses and identify key trends in the background data and study variables. For Likert scale items, the mean scores and variability measures were calculated. The results were presented using tables, frequency distributions, and percentages to provide a clear and concise overview of the data.

3.4.2 Inferential Statistics

Inferential analyses were conducted to test hypotheses and explore relationships among variables. Pearson's correlation was used to measure the strength and direction of relationships between variables. ANOVA was applied to determine whether significant differences existed among independent variables. Regression analysis examined the impact of independent variables (job characteristics) on the dependent variable (employee engagement), as well as the mediating role of organizational commitment (OC). These analyses were conducted using SPSS, and the interval-scale nature of the variables made these techniques appropriate. AMOS 23 was employed for hypothesis testing, with specific models examining relationships between the independent, dependent, and mediating variables.

A model specification was established based on the research hypotheses. The first model assessed the relationship between the independent variable (job characteristics) and the dependent variable (employee engagement). The second model evaluated the relationship between the independent variable and the mediator variable (OC). The third model examined the effects of both the independent variable (job characteristics) and the mediator (OC) on the dependent variable. The mediator's effect on employee engagement was then analyzed, and the results were discussed in detail.

3.5 Validity and Reliability of the data

3.5.1 Validity

Validity is defined as the extent to which an instrument measures what it is designed to measure (Millener, G., 2000). To ensure the validity of the research instrument, the questionnaire was adopted from various studies and pre-tested with 20 employees of the Commercial Bank of Ethiopia in the Debre Markos district. The findings from the pre-test, along with the lessons learned, were incorporated into the questionnaire to refine and improve the data collection instrument. Additionally, the questionnaire was reviewed and critically evaluated by subject area experts to further ensure its validity.

3.5.2 Reliability

According to Morrison (2007), reliability is defined as the extent to which a questionnaire, test, observation, or any measurement procedure produces consistent results across repeated trials. To ensure reliability, the questionnaire was checked for completeness and consistency using the reliability coefficient value (Cronbach’s Alpha). Cronbach’s Alpha (α) was applied to measure the internal consistency strength. The questionnaires were validated and found to be reliable in measuring the intended variables, with Cronbach’s Alpha typically considered acceptable at a value of 0.70 or higher (Morrison, 2007). For the pilot study, each questionnaire was rated on a 5-point Likert scale. The data collected during the pilot testing were coded and analyzed using SPSS software.

Table 3.1 Reliability Analysis

S. No.	Variables of the Study	No. of Items	Cronbach’s Alpha Value
1	Job characteristics	14	0.710
2	Perceived Organizational Support	8	0.750
3	Employee Engagement	9	0.802

Source; own source survey result (2025)

3.6 Ethical Consideration

Ethical considerations played a crucial role in conducting this research. During data collection, respondents were approached and informed about the purpose of the study. All participants were assured that their responses would be used solely for academic purposes and kept confidential.

After obtaining their consent, self-administered questionnaires were provided for them to complete and return. Efforts were made to ensure that respondents were not forced or influenced in any way to participate or provide biased responses. Additionally, all works of other researchers were duly acknowledged and properly cited to maintain academic integrity.

CHAPTER FOUR

4.1 DATA PRESENTATION, ANALYSIS AND INTERPRETATION

In this chapter, data collected from sample respondents through questionnaire was analyzed and interpreted. The chapter is divided into six major sections. The first section explains about the response rate of the questionnaires. The second section describes about demographic profiles of the respondents followed by demonstration of the descriptive statistics. The fourth section explains about reliability test followed by preliminary test and correlation analysis. The final section presents analysis, interpretation and discussion of the results of regression analysis.

4.2 Response Rate

To conduct the study, 309 questionnaires were distributed to the respondents, and the response rate is indicated in Table 4.1 below. The results indicate that out of 309 distributed questionnaires, 291 (94.2%) were collected, while 18(5.8%) remained uncollected. Of the collected questionnaires, only one was found invalid and rejected before data entry and it considered as uncollected. Hence, 291 questionnaires were legible for data encoding and analysis.

Table 4.1: A response rate of the respondent

Items	Response rate	
	NO.	Percent
Sample size	309	100%

Collected		94.2%
Remain uncollected	291	5.8%
	18	

Source; own source survey result (2025)

4.3. Demographic profile of respondents

This section describes the general characteristics of the respondents used in this study. Thus, descriptive statistics of the data are presented using percentages and frequency distribution tables. In this section, five personal characteristics of the respondents were investigated. The first personal characteristic analyzed in this study is gender of the commercial bank of Ethiopia employees that give their response to the questionnaire. This was done in order to obtain information about whether the respondents were male or female. Demographic statistics are offered here under, with the table.

Table 4.2. Demographic variables

Demographic Variable	Categories	Frequency	Valid Percent	Cumulative (%)
Gender of respondents	Male	253	86.9	86.9
	Female	13.1	13.1	100.0
	Total	291	100.0	
Age of respondents	<25	26	8.9	8.9
	26-35	170	58.4	67.4
	36-45	84	28.9	96.2
	46-55	11	3.8	100.0
	Total	291	100.0	
Marital status	Single	84	28.9	28.9
	Married	207	71.1	100.0
	Total	291	100.0	

Level of education	Bachelor degree	214	73.5	73.5
	Master degree	77	26.4	100
Year of experience	Between 1-5 years	180	28.5	32.3
	Between 6 to 10 years	40	26.5	58.8
	Above 10 years	71	40.2	99.0
	Total	291	100.0	
Income level	8005 -22000	4	1.4	1.4
	22001 -34700	23	7.9	9.3
	> 34701	51	17.5	26.8
level of professionals	Low level	180	62.0	62.0
	Medium level	40	13.7	137
	High level	71	24.5	100
	Total	291	100.0	

Source: own source survey result (2025)

4.3.1 Gender of Respondents

In order to help the researcher determine the degree of divergence in viewpoint and replies with relation to gender differences, the respondents were asked to specify their gender. Table 4.2 shows that out of 291 respondents, 253(86.9%) are male and 77(13.1%) are female. This implies that both genders were involved fairly in the study and thus the finding of the study did not suffer from gender bias.

4.3.2 Age of Respondents

The age of respondents is categorized into four levels, as shown in Table 4.2. Based on this category, the respondents who are 26-36 years old cover 170 (58.4%). The next respondents, 84 (28.4%), fall under the age categories of between 36 and 45 years. The remaining group who are below 25 years old covers 26 (8.9%) and the smallest group who are categorized as 46-55 years old covers 11 (3.8%), respectively. This implies that the respondents were comprised of

varied age groups; which in turn enabled the researcher to get diverse responses across the sample units. Hence, the study did not suffer from age group bias.

4.3.3 Marital Status

The marital status of the respondents is shown in Table 4.2 above. Of the 207 respondents, 71.1% are married, indicating that married respondents predominate. The remaining 84 respondents (28.9%) are single. We may infer from the data that most respondents are married.

4.3.4 Educational Qualification

Table 4.2 illustrates the level of education of the 291 respondents: 214 (73.5%) of the respondents were employees with a bachelor's degree, 77 (26.4%) .

4.3.5 Years of Experience of the Respondents

Table 4.2 above shows that 180 (28.5%) respondents have experience in the age range of 1 to 5 years have experience .And others who have experience of 6 to 10 years 40 (26.5%) and the last respondents fall within the range of above 10 years of experience, covering 71 (40.2%) out of the 291 respondents. The result indicates that the majority of the employees are relatively experienced.

4.3.6 Income level

According to Table 4.2, the number of employees earning above 8005-2200 Ethiopian Birr per month represents 1.4% of the total sample, while those earning less between 22001-3470 Birr account for 7.9%. The last respondent who earn money more than 34701 birr is 17.5%

4.3.7 Level of professionals

Regarding occupational status, the study result revealed that 62% of the respondents are low level while the other medium level represents 13.7% in addition to this; the high-level residents are 24.5%.

4.4 Descriptive Statistics of Variables

The descriptive statistics of the study variables were summarized and presented in Table 4.3 below, enlightening the mean and standard deviation of the variables. Descriptive statistics in the form of arithmetic means and standard deviations for the respondents were computed for all dimensions assessed by the organizational politics survey. The means and standard deviations of the dimensions modified and adopted from Adams and Shadrach's (2021) POS model instrument (Job characteristics, and employee engagement). After calculating the mean for reporting and analysis purposes, the rule of thumb for mean value applies to the Likert scale rating range used by Qasem and Alhakimi (2019). The average score from the 5-point Likert scale was computed for all the variables to show the proportion of the respondents that either strongly agreed or disagreed with the items of the variables measured, and the thumb rule is categorized as follows: 1.00-1.80 = strongly disagree; 1.81-2.60 = disagree; 2.61-3.40 = neutral; 3.41-4.20 = agree; 4.21-5.00 = strongly agree. For this study, the rating for each statement is categorized and represented as follows: strongly agree (5), agree. (4), neutral. (3), disagrees. (2), strongly disagree. (1). Then, the gap width of the questionnaire was formulated with the line width and the number of groups.

Table 4.3 Descriptive Statistics of variables

Descriptive statistics			
Variables	N	Mean	Std. Deviation
POS	291	2.3114	.60728
EE	291	2.3845	.73132
JC	291	2.4593	.67715
Valid N (listwise)	291		

Source: own source survey result (2025)

4.4.1 Perceived Organizational support

The results showed that SPSS Version 23 is used to determine the mean and standard deviation value of each item of independent and dependent variables, as shown in the aforementioned Table 4.3. The POS variable's aggregate mean has a value of 2.3 and a standard deviation of

0.60; this indicates that the respondents perceive that there is no favorable work environment within the case area organization. The respondents are inclined to disagree.

4.4.2. Employee engagement

Following Table 4.3 above, the EE variable grand mean has a value of 2.44 and a standard deviation of 0.73, respectively. This result indicated that the respondents are generally strongly disagree to taking steps to advance. Therefore, this suggests that the organization's employees are unable to take action to ensure a desired result; instead, they prefer to keep quiet and strongly disagree with employee engagement.

4.4.3. Job characteristics

As indicated in table 4. 3, the mean score of job characteristics was 2.5, which is less than the average score on a 5-point Likert scale, while the standard deviation (SD) was 0.60. This result indicates that majority of the respondents disagree that the job they do has favorable characteristics. In other words, majority of the respondents are not experienced meaningfulness of the work, experienced responsibility for outcomes of the work, and knowledge of the results of the work activities.

4.5 Correlation Analysis

The purpose of this analysis is to explore the strength as well as the direction of the relationship among the study variables namely job characteristics (i.e. the independent variable), perceived organizational support (i.e. the mediator variable) and employee engagement (i.e. dependent variable), Pearson correlation analysis was used to explore the relationships. The results are summarized in the table below.

Table 4.4 Pearson Correlation Matrix

		Correlations		
		POS	EE	JC
POS	Pearson Correlation	1	.385**	.466**
	Sig. (2-tailed)		.000	.000
	N	291	291	291
EE	Pearson Correlation	.385**	1	.362**
	Sig. (2-tailed)	.000		.000
	N	291	291	291
JC	Pearson Correlation	.466**	.362**	1

Sig. (2-tailed)	.000	.000	
N	291	291	291

** . Correlation is significant at the 0.01 level (2-tailed).

Source; own source survey result (2025)

As we can see from table 4.4, job characteristics was positively and significantly correlated with employee engagement (0.362, $p < 0.01$). In addition, the correlation between job characteristics and perceived organizational support was positive and significant (0.466, $p < 0.01$). Moreover, the correlation between perceived organizational support and employee engagement was positive and significant (0.385, $p < 0.01$).

According to Cohen (1988) effect size standards, correlation coefficients $< \pm 0.28$ are small effects; medium effects range from ± 0.28 -0.49; and, large effects are greater than ± 0.49 . Accordingly, we can conclude that the correlation between job characteristics and employee engagement; the correlation between job characteristics and perceived organizational support and the correlation between perceived organizational support and employee engagement were medium.

4.6. Exploratory factor analysis

4.6.1 Discriminate Validity

The degree to which measurements that ought not to have a strong correlation with one another do so in fact differ is known as discriminate validity, also known as divergent validity. The degree of differentiation between a particular construct and other constructs is indicated by discriminate validity (Anderson and Gerbing, 1988). Since research studies use a variety of measurements, each construct must have its own unique identity and not overlap. In order to statically ascertain the individual of the constructs, discriminant validity is addressed. Fornell and Larcker (1981) established the conventional metric and recommended that the AVE (Avarge variance extracted) of each construct be compared to the inter-construct correlation as a measure of the shared variance between constructs of the same constructs and other reflectively measured constructs. They also suggested that the shared variance between all constructs should not exceed their AVR. To put it briefly, the AVE should be greater than the variance that measures the little association between the two constructs in the model and other constructs. Discriminant validity was assessed by taking the square root of the AVE and examining that it

should be larger than the correlation coefficient. Table 4.4 below shows that the discriminating validity of OP, PS, and EC are, respectively, 0.796, 0.810, and 0.799, indicating that all values are more than the cut-off point (0.7), indicating good internal consistency.

4.5.3 Convergent Validity

The degree to which different measurements of a concept that should be connected theoretically are in fact related is known as convergent validity (Gefen, Strumb, and Boudreun, 2000). In order to determine if this indicator converges to measure the underlying construct, the multiple indicator measures the same idea through convergent validity. This will guarantee the uniformity of the multi-item build and assist in the removal of any faulty indications (Bollen, 1989). Convergent validity can be computed using average variance extracted and all values are above 0.5 and within the acceptable rang. It shows the extent to which a latent unobserved variable may account for the variation of the indicator. When the corresponding latent variable accounts for over half of the variation in the belonging indicators, an AVE grater of less than 0.50 offers empirical support for convergent validity. The AMOS IBM23 result, as shown in Table 4.4, indicates that the values for POP, EE, and JC are, respectively, 0.624, 0.528, and 0.527, which are greater than the 0.50 acceptable range value. For each measure, the results demonstrate high discriminant validity. This means that, the variables are truly distinct from other variables in terms of how much it is correlated with other variables and how much of its indicators represent only a single variable.

Table 4.4 discriminant and validity test

	CR	AVE	MSV	MaxR(H)	EE	POS	JC
EE	0.765	0.528	0.146	0.813	0.533		
POS	0.752	0.624	0.036	0.877	0.078	0.491	
JC	0.818	0.527	0.146	0.885	0.382	0.190	0.521

Table 4.4 demonstrates that the square root of AVE for all latent variables (diagonal) was higher than inter-construct correlations (off-diagonal), confirming discriminant validity. In addition to this the value of the square root mean of MaxR(H) is greater than inter construct correlation

(0.813,0.877 and 0.885) so, our data is reliable. Factor loading criterion is presented in Appendix A all factor loadings are greater than 0.5 point.

AMOS software was used to test model compatibility and assess the ability of the factor model to express the primary data set, compare several models of factors, and test the validity of a composition. It was found that the elements were saturated with specific items according to the indicators of conformity shown. Amos features a user-friendly graphical interface that allows nonprogrammers to visually construct models with common online drawing tools. Rectangles represent observed variables, while circles symbolize latent variables. One-sided arrows show hypothesized cause/effect relationships, and two-sided arrows illustrate no directional covariance. Users can change the size of these elements and rearrange the structure of the diagram (Arbuckle, 2014)

Table 4.5 Model Fit Summary

Model parameters	CMIN/DF	RMSEA	SRMR	NFI	CFI	IFI
Acceptable range	1-5	0.05-0.08	<0.08	>0.9	>0.95	>0.9
Result	2043.957/ 431 = 4.742	0.075	0.07	0.902	0.951	0.957

Source: own source survey result (2025)

Following testing of the measuring model fitness, a model structural is developed using prior theoretical arguments. This structural models fitness shows that the range is acceptable ($\chi^2=4.742$, RMSEA=0.075 IFI=0.9523; CFI=0.9518, SRMR =0.07) with all path coefficients were significant at $p < 0.05$. In addition to this Figure 4.1 below show the variance and covariance between POS to JC 0.074, between POS to EE is 0.031, and EE to GC is 0.065

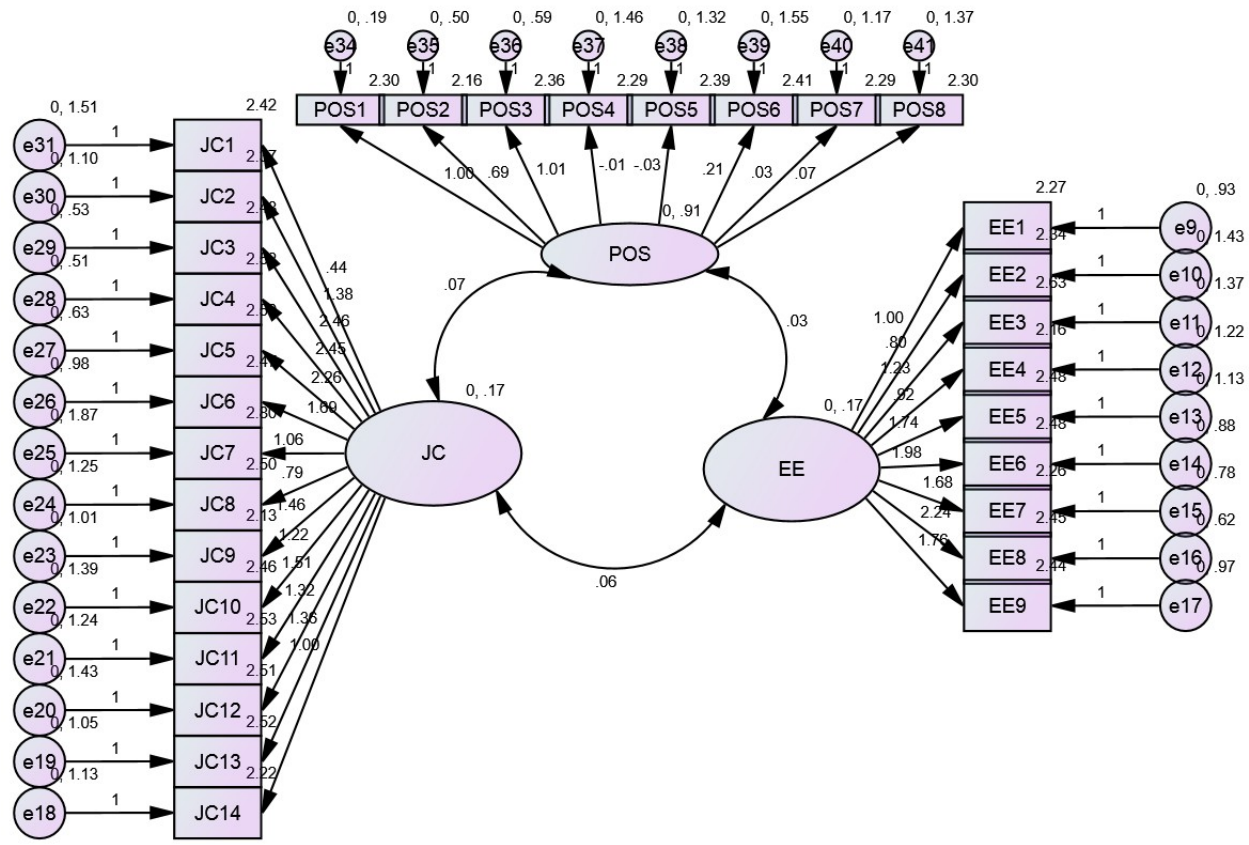
Table 4.6 Covariance (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
POS	<-->	JC	.074	.029	2.554	.011	
POS	<-->	EE	.031	.028	1.103	.270	
EE	<-->	JC	.065	.019	3.439	***	

Source: own source survey result (2025)

4.4.4 Covariance of the variable

Covariance is a measure of the relationship between two random variables. The metric evaluates how much σ to what extent σ the variables change together. Analysis of covariance structures is the common term for a number of techniques for analyzing multivariate data in order to detect and assess latent (unobserved) sources of variation and covariation in the observed measurements. The techniques of covariance structure analysis are general and flexible in that they can handle many types of covariance structures useful especially in the behavioral and social sciences. Although these techniques can be used for exploratory analysis, they have been most successfully applied to confirmatory analysis where the type of covariance structure is specified in advance. A covariance structure of a specified kind may arise because of a specified substantive theory or hypothesis, a given classificatory design for the measures, known experimental conditions, or because of results from previous studies based on extensive data. Sometimes the observed variables are ordered through time, as in longitudinal studies, or according to linear or circular patterns, as in Guttman's (1954)



/Source: own source survey result (2025)

Figure 4.1 CFA model structure

4.5 Goodness Fit Indices for mediating variables

Table 4.8 indicates that the model has met the criterion for acceptance, as evidenced by the χ^2/df of 4.742, which is less than three. If the parameter values for GFI, NFI, NNFI, and CFI are greater than 0.9, it indicates that the model's requirements are satisfied. In addition, the RMSEA parameter computation yielded a value of 0.03; it can be said that this value is still acceptable. As a result, the measurement's overall evaluation has satisfied the standardization requirements for the measurement model fit indices.

Table 4.7 Model fit index

Parameters	Discretion	Threshold value	Out put
CMIN/ DF	Chi Square / Degrees of Freedom	<5	4.742

CFI	Comparative Goodness of Fit Index	>0.95	0.965
RMSEA	Root Mean Square Error of Approximation	<0.08	0.07
IFI	Incremental Fit Index	>0.90	0.9523
TLI	Tucker-Lewis Index	>0.90	0.9518
NFI	Normed Fit Index	>0.9	0.980
GFI	the goodness-of-fit index	>0.9	.960

Source: own source survey result (2025)

4.6 Analyzing the mediating effects for latent constructs or variables

To interpret the mediating variable that mediated the dependent and independent variables firstly, we begin by modeling the simple effect of JC on EE as shown in Figure 4.2. We test the direct effect of JC on EE as shown in Figure 4.2. The output in Table 1 shows B1 is 0.40 and it has a significant effect on EP (p-value < 0.000).

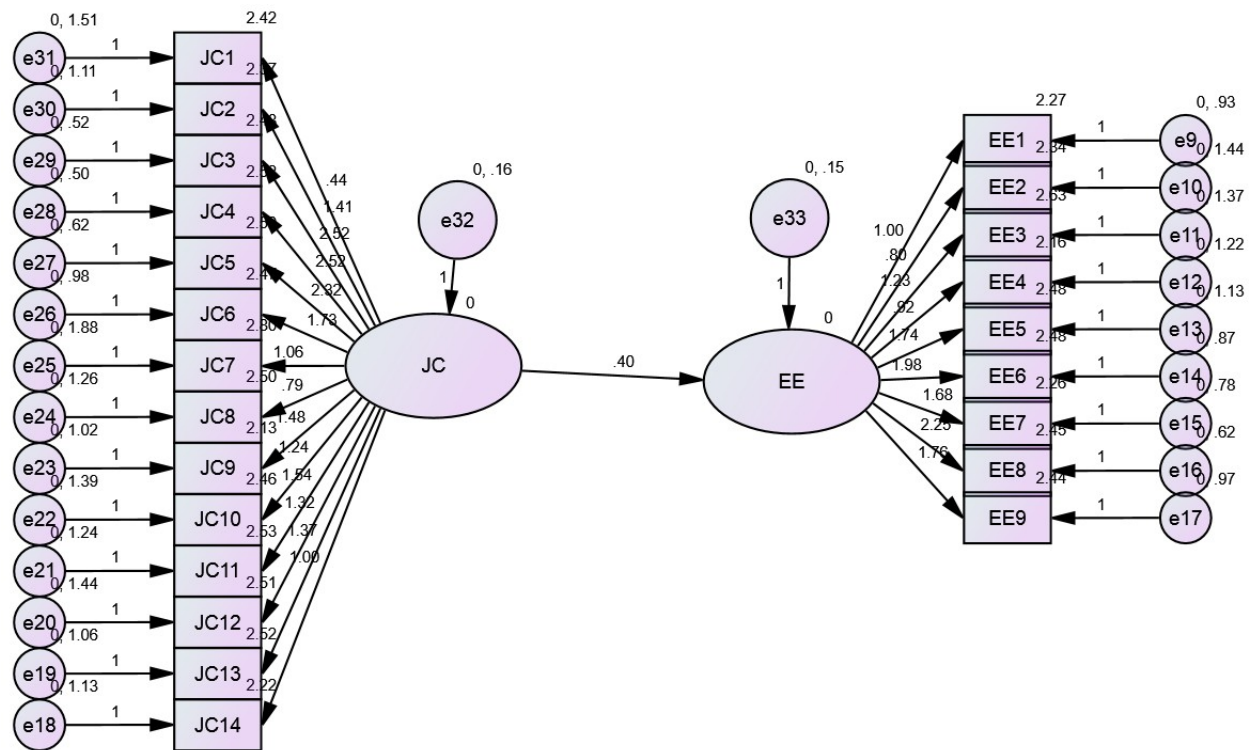


Figure 4.2 the structural model of the direct effect of JC on EE

Table 4.8 shows the output of the direct OC to EP. Based on this result, the β value of OC to JC is 0.40, which is a significant effect at $P = 0.000$.

Table 4.8 Regression Weights: (Group number 1 - Default model)

Path analysis	Estimate	S.E.	C.R.	P	Label
JC ---> EE	.396	.111	3.557	0.000	significant

Source own source (2025)

Second, as illustrated in Figure 4.3, we add the mediator variable POS to the model. As illustrated in Figure 4.3, we now examine the direct impact of JC on EE. When EE is added to the model, the coefficient value for B1 decreases from 0.40 to 0.39, as shown in Table 4.9, although the direct effect on JC on EE remains significant (p-value = 0.000). Table 4.9 demonstrates that there is a considerable direct relationship between the independent and dependent variables. Since some of the influence has moved through the mediator, the direct effect would be diminished when the mediator variable entered the model. The mediation effect in this case is referred to as "partial mediation" if it is diminished but still significant. However, the mediation is referred to be "complete mediation" if the direct effect is diminished and no longer relevant. Direct and indirect impacts are the two effects that are considered when studying the mediator. Whereas the indirect impact occurs when an independent variable influences a dependent variable indirectly through mediation, the direct effect occurs when an independent variable directly affects a dependent variable.

Table 4.9 direct, indirect and total effect of the variables

Path analysis	S.E	Direct effect	Indirect effect	Total effect	P value	Result
JC ---> EE	0.109	0.388	0.001	0.389	0.009	significant
JC ---> POS	170	0.444	0.00	0.444	0.000	significant
POS ---> EE	0.029	0.002	0.00	0.002	0.934	insignificant

Source own source (2025)

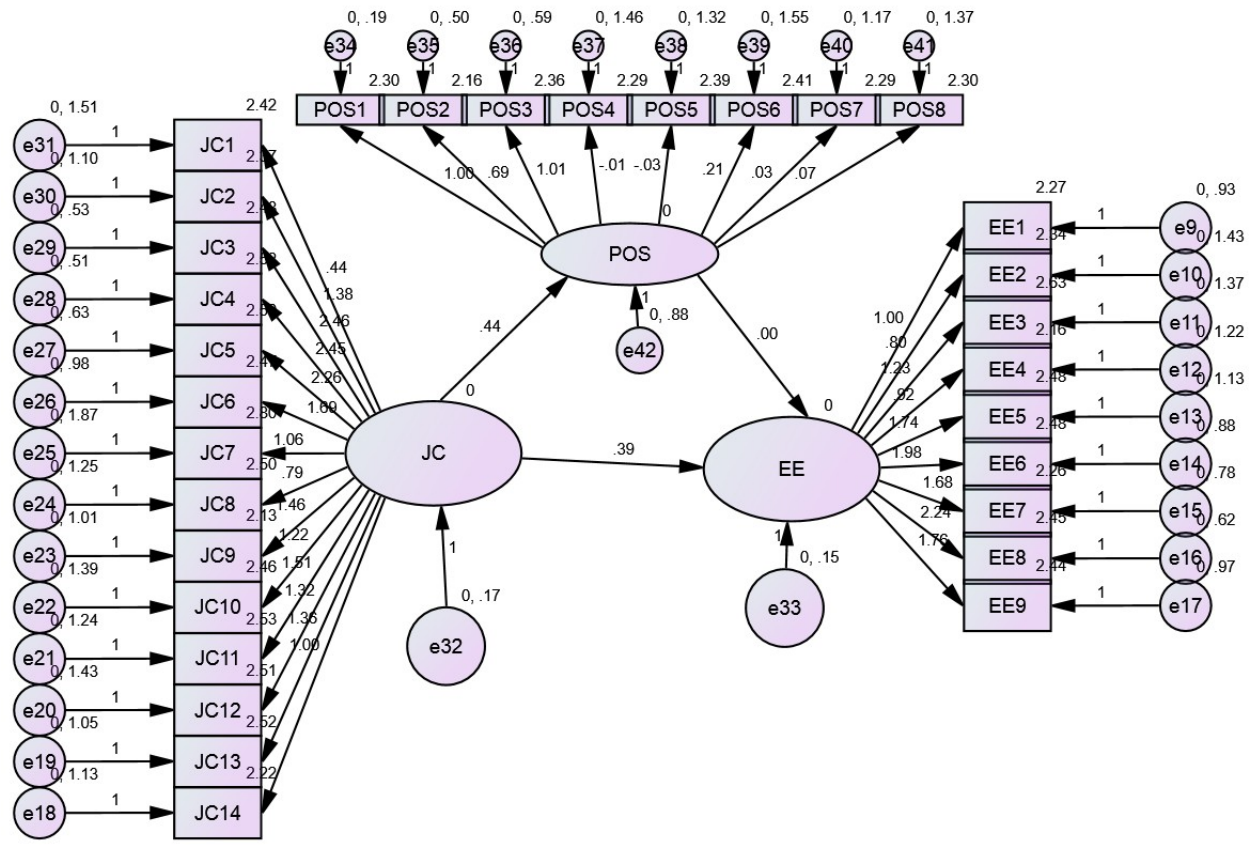


Figure 4.3-model structure of mediation effect

Source own source (2025)

4.7 Hypotheses Testing

Based on the estimated coefficient of beta and p-value, the hypotheses of the study were tested, and the results of the study are presented below.

H1: Job characteristics has significant and positive effect on employee engagement. The results in Table 4.9 also indicate that the estimated coefficient of beta values of job characteristics to engagement was positive ($\beta = 0.388$) with a significance level of 0.000, $p < .05$. Since the p-value is less than 0.05, the hypothesis is accepted. Thus, the hypothesis stated that JC would have positive and statically significant effects on employee engagement.

H2: Job characteristics has significant and positive effect on Perceived organizational support

Job characteristics has significant and positive effect on Perceived organizational support. The results in Table 4.9 also indicate that the estimated coefficient of beta values of job characteristics to engagement was positive ($\beta = 0.444$) with a significance level of 0.000, $p < 0.05$. Since the p-value is less than 0.05, the hypothesis is accepted. Thus, the hypothesis stated that JC would have positive and statically significant effects on Perceived organizational support is acceted.

H3: Perceived organizational support has a significant and positive effect on employee engagement. The results of the Table 4.9 also showed that Perceived organizational support and employee engagement were found to have a positive relationship with a beta value ($\beta = 0.002$) and a significance level of ($p = 0.934$, $p > 0.05$), which indicates that Perceived organizational support has a positive but insignificant effect on employee engagement . Thus, the hypothesis that Perceived organizational support would have insignificant positive effects on employee engagement is rejected.

H4: Perceived organizational support mediates the relationship between job characteristics and employee engagement.

The fourth hypothesis of study stated that, Employee engagement mediates the relationship between organizational culture and employee performance. When analyzing the mediator, there are two effects involved namely direct effect and indirect effect. The direct effect is the effect from independent variable directly to dependent variable, while the indirect effect is the effect from independent variable to dependent variable that goes indirectly through the mediating variable. When the mediator variable enters the model, the direct effect would be reduced since some of the effect has shifted through the mediator. If it is reduced but still significant, the mediation effect here is called "partial mediation". However, if the direct effect is reduced and no longer significant, then the mediation is called "complete mediation". According to table 4.9 result, the direct and indirect effect is significant, the β value of the direct effect is reduced from 0.4 to 0.39, and still it is significant therefore the mediating variable employee engagement is positively and partially mediated the relationship between job characteristics and employee engagement.

Table 4.10 summary of the hypothesis

Hypothesis	Beta Coefficient	Significant (P<0.05)	Decision
H1: Job characteristics has significant and positive effect on employee engagement	0.40	.000	Accepted
H2: Job characteristics has significant and positive effect on Perceived organizational support	0.444	.000	Accepted
H3: Perceived organizational support has a significant and positive effect on employee engagement.	0.002	.934	rejected
H4: Perceived organizational support mediates the relationship between job characteristics and employee engagement	0.39	0.00	Accepted

4.8 DISCUSSION

The study result indicated that the effect of job characteristics on employee engagement is positive and significant. Hypothesis 1 stated that job characteristics has positive effect on employee engagement. Thus, the study supports hypothesis 1 (H1). It is, therefore, in agreement with the findings of Saks (2006), Khan (1990), Fairlie (2011), Ram and Prabhakar (2011), Shantz et al (2014), Christian et al (2011), Castellano (2015) and May et al (2004).

Similarly, the study result confirmed that the effect of job characteristics on perceived organizational support is positive and significant. Hypothesis 2 stated that job has positive effect on perceived organizational support. Thus, the study supports hypothesis 2 (H2). Therefore, it is in agreement with the findings of Reynolds and Helfers (2018), Allen et al (2008), Rhoades, and Eisenberger (2002).

The study result also discovered that perceived organizational support has positive and significant effect on employee engagement. Hypothesis 4 stated that perceived organizational support has positive effect on employee engagement. Thus, the study supports hypothesis 12 (H4). Therefore, it is in agreement with the findings of Murthy (2017), Dai & Qin (2016), Saks (2006), and Kralj & Solnet (2011). This implies that POS creates responsibility on the side of employees to care about the organization's welfare and to help the organization to meet its objectives.

CHAPTER FIVE

5.1 CONCLUSION AND RECOMMENDATION

This chapter provides a concise summary and conclusion of the study based on the findings. It also makes recommendations for further research based on the study's general findings.

5.2 Summary of the Study

This study set out to evaluate, within the framework of commercial bank of Ethiopia, the mediating function that perceived organizational support played in the link between job characteristic and employee engagement. A questionnaire (survey instruments) was chosen and arranged from the body of available literature in accordance with the study's objectives and hypotheses in order to assess the research variables 291 (94.1%) of the 291 valid questionnaires that were issued were gathered and used in the study. The collected data was analyzed using the Statistical Package for Social Science (SPSS) and IBMAMOS23 software. Regression analysis was used to test the hypotheses. Reliability, correlation analysis, and other preliminary tests (like Discriminate Validity and Convergent Validity) were conducted prior to applying regression analysis. The results showed that all of the measures used in this study had an acceptable level of dependability. Multicollinearity was also found to be unproblematic based on Pearson correlation. With regard to additional preliminary tests, the results showed that there were no significant problems with the data that would indicate a substantial violation of the regression analysis's assumptions.

The person correlation coefficient show that, job characteristics was positively and significantly correlated with employee engagement (0.362, $p < 0.01$). In addition, the correlation between job characteristics and perceived organizational support was positive and significant (0.466, $p < 0.01$). Moreover, the correlation between perceived organizational support and employee engagement was positive and significant (0.385, $p < 0.01$).

Confirmatory factor analysis show that the discriminant validity and convergent validity is within the acceptable range, which enables as to draw the modal structure. Discriminant validity was assessed by taking the square root of the

AVE and examining that it should be larger than the correlation coefficient. Table 4.4 below shows that the discriminating validity of JC, POS, and EE are, respectively, 0.796, 0.810, and 0.799, indicating that all values are more than the cut-off point (0.7), indicating good internal consistency.

Table 4.9 show that job characteristics have a positive and substantial influence on perceived organizational support ($b = 0.444$, $p = 0.000$). Since there is a positive correlation between job characteristics and perceived organizational support, it seems sense that as job characteristics increase, so will perceived organizational support. Which indicates that a unit change in job characteristics leads to a 44.4% difference in perceived organizational support. In addition to this, perceived organizational support mediates the relationship between job characteristics and employee engagement.

5.2 Conclusion

Based on the results of the study the researcher made the following conclusions:

- The results of the study established that the effect of the job characteristics on employee engagement is positive and significant. This implies that when employees are provided with favorable job characteristics, employee engagement level increases.
- The results of the study provided credence to the idea that perceived organizational support and job attributes have a strong and favorable association. This implies that when workers feel encouraged and supported, they think their company is on their side.
- The study's findings indicated that the connection between job aspects and employee engagement is partially mediated perceived organizational support. This implies that POS has an indirect effect on the relationship between job characteristics and employee engagement.
- The study's findings showed that employee engagement is positively and significantly impacted by perceived organizational support. This suggests that workers become more engaged when they sense caring and assistance.

5.3 RECOMMENDATION

According to the study's findings, providing employees with positive work environments increases their level of engagement and their perception of organizational support.

The bank should maintain its current workforce size and composition. Nevertheless, in light of feedback, work dimensions have to be revised often. Work rotation may improve and update job dimensions by combining several repetitive activities and giving them greater power and responsibility. Job dimensions may also be enhanced by designing positions that are sufficiently identifiable and that enable a worker to comprehend the significance of their work to society as well as their individual performance.

The bank also needs to continue with its current support programs. It should, however, periodically revise its aid programs in light of the feedback it has received. The bank may enhance its help by cultivating and fostering a culture of trust and support among its employees.

By displaying concern for the aims, values, views, and well-being of its workers, it may also increase the care and support services it delivers. Since improving staff engagement is an ongoing activity, the bank should generally examine and raise its job requirements, organizational support efforts, and employee engagement indicators on a regular basis.

5.4 Future Research Area

The scope of the investigation may be further increased by dissecting the independent variable into its constituent parts as described in the theoretical framework. The study is cross-sectional in nature. To get employee perceptions over time, future research may thus carry out a longitudinal study, offering more rigouts and accounting for any modifications in the study's results.

This study only uses the commercial bank of Ethiopia, and its sample size is small. For a more complete picture and generalizations of the study findings, more research from other government and privately held banks can be carried out with a somewhat larger sample size.

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APPENDIXES

Deber Markos University
College of Business and Economics
Department of Management: MBA Program

Dear respondents:-

I, Samuel Tadele, a graduate student of Deber markos university, am conducting a research on research on the mediating role of perceived organizational support on the relationship between job characteristics and employee engagement. The purpose of this questionnaire is, therefore, to collect data from the workers of commercial bank of Ethiopia Deber Markos district. As the information collected from this survey will be used in strict confidence and for research purposes only and therefore has no impact on your employment with this organization, it is important that you answer each question and respond to each statement as openly and candidly as possible. You are not expected to write your name for the sake of confidentiality.

General Instructions

No need of writing your name please put tick marks (√) in the rectangle with most closely represent your personal information. Please mark only one item per question put on the available answer

1, Gender Female Male

2, Age <25 years 26-35 36-45 46-55

3, Highest Level of Education: degree master.

4, work experience 1-5 years 6-10 years more than 10 years

5, Marital Status: Married Divorced Widowed

6, Occupational Status: low level medium level high level

Job characteristics

No	Statement	SD	DA	Neutral	agree	SA
1	The job provides me with the feeling that I know whether I am performing well or poorly.					
2	The job denies me any chance to use my personal initiative or judgment in carrying out the work.					
3	The job gives me little opportunity for independence and freedom in how I do the work.					
4	The work performed on the job has a significant impact on people outside the organization.					
5	The job itself is not very significant and important in the broader scheme of things.					
6	The job is arranged so that I do not have the chance to do an entire piece of work from beginning to end.					
7	The job allows me to comp					
8	The job is simple and repetitive.	SD	DA	Neutral	agree	SA
9	The job requires that I only do one task or activity at a time.					
10	The job involves performing relatively simple tasks.					
11	A job in which there is a real chance for you to develop new skills and advance in the organization.					
12	The job involves completing a piece of work that has an obvious beginning and end.					
13	The results of my work are likely to significantly affect the lives of other people					

14	The job allows me to make my own decisions about how to schedule my work.					
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The following are question on how you perceived the support you are getting from commercial bank. Please read carefully and put (√) that best describes how you feel

	Item	SD	DA	Neutral	Agree
1.	The organization values my contribution to its well being				
2.	The organization fails to appreciate any extra effort from me.				
3.	The organization would ignore any complaint from me.				
4.	The organization really cares about my wellbeing.				
5.	Even if I did the best job possible, the organization would fail to notice				
6.	The organization cares about my general satisfaction at work.				
7.	The organization shows very little concern for me.				
8.	The organization takes pride in my accomplishments at work				

The following statements are about how you feel at work. Please read each statement carefully and decide how often you feel it by putting (√) that best describes how frequently you feel that way.

		SD	DA	Neutral	Agree
1.	At my work, I feel bursting with energy				
2.	At my job, I feel strong and vigorous				
3.	When I get up in the morning, I feel like going to work				
4.	I am enthusiastic about my job				
5.	My job inspires me				
6.	I am proud on the work that I do				

7	I am immersed in my work				
8	I get carried away when I am working				
9	I feel happy when I am working with intensely				

Standardized Regression Weights: (Group number 1 - Default model)

	Estimate
EE1 <--- EE	.595
EE2 <--- EE	.566
EE3 <--- EE	.699
EE4 <--- EE	.626
EE5 <--- EE	.560
EE6 <--- EE	.659
EE7 <--- EE	.620
EE8 <--- EE	.762
EE9 <--- EE	.596
JC14 <--- JC	.658
JC13 <--- JC	.676
JC12 <--- JC	.811
JC11 <--- JC	.685
JC10 <--- JC	.790
JC9 <--- JC	.508
JC8 <--- JC	.577
JC7 <--- JC	.501
JC6 <--- JC	.572
JC5 <--- JC	.758
JC4 <--- JC	.815
JC3 <--- JC	.808
JC2 <--- JC	.673
JC1 <--- JC	.543
POS1 <--- POS	.907
POS2 <--- POS	.682
POS3 <--- POS	.782
POS4 <--- POS	-.568
POS5 <--- POS	-.525
POS6 <--- POS	.661
POS7 <--- POS	.666
POS8 <--- POS	.560

