THE EFFECTS OF MOTIVATIONAL FACTORS ON EMPLOYEE ENGAGEMENT
LEVELS IN TIMES OF CRISIS: THE CASE OF A LEBANESE ALPHA BANK

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Abstract

Purpose – The purpose of this study is to identify to what extent employees are engaged at work using five significant independent variables despite the financial, economic and pandemic crises that Lebanon is going through today.

Design/methodology/approach – The study is survey-based, questionnaires are distributed to the frontline bank employees and the data will be collected from Byblos Bank branches across Lebanon. The sample for the study will include 205 Byblos Bank staff (Including managers and employees). The study will be conducted as a positivist approach.

Findings – The study results show that all independent variables have a positive significant effect on employee engagement. However, consistent recognition has proved to have the strongest significance out of the other variables therefore being most effective in engaging employees.

Research limitations/implications – This study focused on one bank and examined the engagement levels of its frontline employees. Following study can be tested on several other banks and be able to identify key opportunities in order to enhance and engage employees during times of crisis. Scholars and researchers have examined several ways in which employees can be engaged and have a great impact on the organization and could use other perspectives and characteristics in trying to identify newer ways to engage employees.

Practical implications – Providers of training such as the HR team and branch managers can be informed through our study the various ways of engaging frontline employees during crisis. The

result of the study suggests consistent recognition for the staff which can be done virtually and/or physically. By practicing this behavior, employees will feel less stressed and more intrigued with their job tasks and thus becoming more at ease with clients.

Originality/value – The following study was conducted from my own perspective meaning that the work is my own; yet, arguments have been bought up from various researchers which have been cited and quoted in order to back up my analysis.

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Chapter 1

Introduction

Employee engagement has been a hot topic in the past few years. Researches and professionals have come to realize that engaged employees bring significant contributions to the organization such as profit, productivity and organizational growth (Harter et al., 2002). They also tend to be more dedicated, have a sense of belonging and willing to give extra time to their work in order to achieve organizational goals. However in times of crises, it is essential to keep employees as engaged so that performance wouldn't decline. The HR team must coordinate with its employers in order to understand their employees in such hard times and to find solutions and techniques to keep performance high especially when the organization is service-based such as banks.

1.1 General Background

Knowing that this year has been chaotic due to the pandemic (COVID-19) that has been affecting almost every country worldwide resulting in an increasing number of deaths, Lebanon alongside has been going through that and a much more horrifying phase. With a corrupted government and sudden shocks, Lebanon has reached its worst economic crisis in decades resulting in currency collapsing, businesses shutting, prices for consumer goods skyrocketing and the majority of people suffering to stay alive! It is to no surprise that such events eventually led businesses to lay off employees. InfoPro Research, a Beirut based consultancy, conducted a study back in 2019 and found that those companies that have ceased or suspended their operations back then have been closed in the first five months of

2020. Adding to that, the study also states that since the beginning of the "Thawra" that started on October 17, 2019 till today, a total of 550,000 employees have been laid off from their jobs and the number continues to grow. What is worse is that the Lebanese population is primarily dependent on the banking sector (since most of them have taken loans) and the banking sector is dependent on their clients to pay back these loans. Sadly due to the economic crises, most bank clients are no longer capable of paying their debts leading banks with no other solution but to as well lay off their employees. For example Byblos Bank, like many banks, is trying to downsize and has started this process by closing/merging around 35 branches across Lebanon. Due to this action, few employees have re-located to bigger branches or have been sent to the headquarters (located in Sassine and Jbeil); however, most employees had to be laid off and this act had put more pressure on the existing branches since there is now shortage of employees and at the same time there are additional clients. So with all this madness occurring in our country the main focus is on those existing employees. Are they engaged at work? Are they physically AND mentally available on the job when mostly needed? In order to maintain any business in today's problem, it is essential to make sure that employees are as engaged especially those working frontline who directly have to deal with clients. The focus of this thesis is on Byblos Bank because it is service-driven meaning that employees' performance can greatly affect the quality of service. And since contact with clients is crucial and sensitive nowadays, it is important to understand whether the frontline employees are as engaged or not since this will have a major effect on the overall success and sustainability of the Bank.

1.2 Need for the Study

The purpose of this study is to identify whether employees are as engaged comparing with today's crises in Lebanon. This study also tends to identify ways in order to improve employee engagement in order to have a successful path throughout this phase.

1.3 Research Question

The following research question is proposed: To what extent do intrinsic and extrinsic factors affect the engagement of employees in a Lebanese bank?

1.4 Design/Methodology/Approach

To answer the research question, this study will be survey-based; data will be collected from Byblos Bank branches across Lebanon. The sample for the study will include 205 Byblos Bank staff (Including managers and employees). The study will be conducted as a positivist approach.

1.5 Expected Theoretical & Managerial Implications

Robertson (2012) found that to better enhance employee engagement during difficult times, it is essential for organizations to acknowledge their employees so that the latter feels that their organization is interested in them. Patro (2013) claims that employees must be given autonomy over there work in order to make them feel more interested enabling a more engaged atmosphere. During tough times, open door policies should be implemented, transparency must be practiced and vision must be properly communicated among employees (Matkin, 2016). The study that will be held will show us whether Byblos Bank is taking such actions towards its staff during this rough phase.

Concerning the expected managerial implications, this study will highlight the importance of employee engagement during today's crisis and will depict specific indicators in order to maintain engagement within the bank. Based on the survey, whether employees are still engaged or not; measures must always be taken in order to amend or enhance the results to better serve clients. Such actions must be practiced on not just one bank but in all banking sectors and service-based organizations in Lebanon in order to maintain good performance.

1.6 Conclusion

This research study should bring light to the behavior of frontline bank employees during this time of crises the country is in. Due to the current situation, it is essential for top management and managers to do their very best in order to help maintain employee engagement in order to keep performance high. The study should also help depict indicators in order to identify ways to promote or increase employee engagement. Since banks are more service-oriented rather than product-oriented, employees must feel that they have a sense of organizational commitment. They should be flexible and able to be motivated in order to show their empathy and care towards their clients. The performance of the organization is in the hands of human capital, therefore it is essential to make sure that employees are engaged in order to work efficiently and effectively and that is by having a good relationship with their managers.

Chapter 2

Literature Review

For the past few years, organizations have come to realize that the workforce (the people who are the company), are the ones who create and maintain sustainable competitive advantage over competitors. This leads to having a favorable ROI, healthy workplace, and long term strength within the company. Research has also shown that employees engaged significantly tend to outperform those who are not engaged; therefore, in the fight for competitive advantage the ultimate goal is to have engaged employees. However, what is employee engagement? And how can employers engage employees during crises?

2.1 Employee Engagement

Several studies have been done on this topic and plenty of definitions were given for "employee engagement". William Kahn was one of the first professors who shed light to employee engagement. Kahn (1990) defined employee engagement as "people that employ and express themselves physically emotionally and cognitively during role performances". He also added that there are three essential psychological factors that determine whether the employee is engaged or not, starting with *meaningfulness*. Kahn states that it is important to understand the nature of ones' work and to acknowledge that it brings meaning to them. *Safety* is also believed to play a critical role in an individual and on his/her work. Depending on the job, some employees make sure that "being safe" is available and that they would not have to deal with any negative consequences as that may demotivate them. The last factor is *availability*. Kahn explains that for one to be engaged, he or she must be physically and mentally able to connect their full self at a particular moment. That state of

action will display loyalty and ownership towards the organization. It is also the role of the employer to make sure that his/her employees are engaged and if not, certain actions must be taken. After almost twenty years of Kahn's work, two authors emerged and defined employee engagement. Mone and London (2010) stated that "An engaged employee is someone who feels involved, committed, passionate, and empowered and demonstrates those feelings in work behavior". The authors discuss in their book that having a more engaged workforce is primarily related to having better performance management and that is by building trust, managing team learning, creating means for empowerment and ongoing communications about performance. According to Christian et al. (2011), they believed that employee engagement had more of a psychological connection in relation to performance of work tasks and that it was a state of being rather than a trait or characteristic. Loads of meanings and definitions were given to the word employee engagement however they all have one thing in common and that is bringing positivity towards the organization; yet there will always be a debate on whether the defined term is a trait, psychological state or even a behavior (Daviss & van der Heijden, 2018). People often have a misunderstanding between the terms employee satisfaction and employee engagement in that they believe to be exactly the same or complement one another. Note that the two differ significantly. A satisfied employee is when one has a positive attitude/feeling towards his/her job and an unsatisfied employee is when one shows the total opposite (Armstrong, 2006). However, having a satisfied worker does not imply that he/she is engaged. Engaged employees tend to go for that "extra mile", they go above and beyond for their work even though it is not part of their job description. Such actions bring

positive outcomes for the organization and shows great loyalty and dedication from employees that possess such traits.

A study conducted by Kumar and Pansari (2015) showed how organizations' performance can drastically increase due to employee engagement. They have identified that companies with high employee engagement tend to have higher levels of profits. After studying 75 companies, 30 of them had a follow up after a year. Eight companies that have shown to have disengaged employees the first year moved to a slightly more engaged workforce the year later and have shown 19 percent average increase in earnings per share (EPS). Another two organizations that had moderate employee engagement levels shifted the next year to having the highest engagement levels which led those companies to attain a 132% average increase in earnings per share. Moreover, in one of the Gallup findings, Ott (2007) also cites a research which showed that having a higher workplace engagement leads to higher earnings per share. The research compared competitors in the publicly-traded businesses and found that for every four or more engaged employees to one actively disengaged, there is a 2.6 times more growth in EPS than in organizations that had a ratio of one engaged to one actively disengaged worker. Based on these findings there is no doubt that companies with a highly engaged workforce outperform those that don't leading them to having a competitive advantage over others. Other studies have shown positive outcomes in organizations due to having employees engaged those of which are: an increase in organizational commitment, a decrease in turnover and enhance in organizational citizenship behavior (Saks, 2006). In addition, companies with high employee engagement tend to excel in customer satisfaction, be more efficient in productivity and maintain healthier employees which lead to reduced turnover (Truss et al., 2006). However, findings

have also shown that employees who stayed longer in one organization become less engaged at their work (Ferguson, 2007). Therefore it is vital for managers to be able to listen to their employees and be able to create an environment where communication is easy and accessible for everyone which will eventually lead them to understanding the importance of engagement within the workplace. One of the many companies that were successful in doing so is Southwest Airlines. Southwest Airlines was among the top ten best airlines in the world and till today it is still known for its good reputation whether it is concerned with customers or employees. Herbert Kelleher was the co-founder and chairman emeritus of Southwest Airlines. He believed that happy employees brings out happy customers and so he made sure that his employees were satisfied and most importantly engaged at work. Kelleher imposed two critical strategic principles to help build his beliefs (Thomas, 2015). The first principle was to make sure that employees had a sense of autonomy in having the freedom to not only make decisions but to freely express their concerns or ideas on certain issues. Even when problems do occur, instead of going through the bureaucratic channels and wasting time, employees are given the opportunity to "lend a hand" and help one another (Thomas, 2015). The second principle, also critical to Kelleher, was to make sure employees have "fun" during their work. Bringing sense of humor to the workplace and creating fun ideas for customers in such a tough job lifts employees' mood and brings positivity into the room. Another company which sought great improvements during the years was Virgin Trains, a UK train operator that saved a lot of money after introducing its coaching-culture project to frontline managers (Pollitt, 2012). At first, the company was determined to improve leadership but after several studies it began its coaching workshops with 60 managers and later with 200 individuals for a six

month period focusing on real life issues rather than role plays. Improvements began to show gradually which eventually led staff engagement to rise up to 42 percent with a decrease in turnover and absenteeism. Employees now feel listened to and respected with a self of empowerment making Virgin Trains today known for its levels of customer service among long distance train operators. Frederick Smith, founder, CEO and chairman of FedEx, also went by the philosophy of "employees first, customers second, and shareholders third". He is known for rewarding his employees with special bonuses as a "thank you" for their hard work (Rao, 2017). Smith also focuses on empowering his employees so that they can get creative and have a sense of autonomy in their work. He also encourages flexibility concerning working hours in order for employees to balance it with their life style.

2.2 Intrinsic and Extrinsic Factors

As mentioned earlier, employee engagement refers to how motivated and involved individuals are in their jobs. Certain factors such as intrinsic and extrinsic factors may or may not have a great impact on employee engagement. Intrinsic factors affecting engagement include job tasks, age of the employee, work conditions, transparency, recognition, and growth opportunities. Extrinsic factors on the other hand would be compensation/remuneration, social support and competing job prospects. Examining the factors that influence employee motivation and engagement can help in making the best decisions for the firm when it comes to employee engagement. A study was conducted by Rajesh (2016) in which he wanted to find what better motivates students by listing four cohorts, three of which are intrinsic factors (Such as Autonomy, Recognition and Culture of Respect, Trust, and Rapport) and one extrinsic (Money). Findings have shown that

intrinsic factors were the prevailing motivator with a 34% score. Eleven percent (which is the smallest percentage scored in the study) of candidates assumed that money (Extrinsic factor) is a primary motivator. Intrinsic motivators such as the above turned out to be more influential, according to the examination of the four cohorts. Wang et al. (2018) have also stressed on how intrinsic incentives can be of great importance towards the organization and beneficial to employees. Having distributed a total of 318 questionnaires among new energy enterprises in Shanghai, the authors concluded that intrinsic incentives have higher effects than extrinsic incentives when it comes to managing performance. The former is more stable and long-lasting which keeps employees more eager, curious, and confident in their work whereas the effects of the latter are inferior.

2.3 Potential Variables that Effect Employee Engagement

Several variables have been studied in order to indicate any relation between them and employee engagement. Variables such as age, gender, marital status, compensation/remuneration, social support, workplace location/conditions, transparency, consistent recognition and personality variables have shown some effect on employee engagement (Shuck, 2010). The following section explores the role of these variables in the development and structure of employee engagement.

Age and Employee Engagement

When talking about the relation between age and employee engagement and whether there is a certain effect, researchers found contradictory results. After giving out multiple surveys, Robinson et al. (2004) found that with an increase of age there was a decline in employee engagement levels. However Pitt-Catsouphes and Matz-Costa, (2008) studied the flexibility of work in relation to employee engagement and found that the older

generation (45 years and older) were more engaged than the younger ones being given flexible work arrangements. After a few years, a study was done by Kordbacheh et al. (2014) identifying whether older employees were more engaged when given intrinsic rewards than younger employees. Findings have showed that older employees (45 years and older) showed higher engagement levels and enthusiasm in their work than younger employees despite giving them intrinsic rewards or not.

Gender and Employee Engagement

It is essential for a company, whether going through crisis or not, to acknowledge that there may be one gender overlapping the other in terms of engagement. This can be a concern if females tend to be more engaged than males or vice versa because as a company, it is essential to make sure that both genders are seeking equal benefits whether it is in terms of bonuses, promotion, intrinsic or extrinsic rewards in order to make sure that they are engaged. Avery et al. (2007) found that women were more highly engaged (r=.19) than men. However, Reissova et al. (2017) came to a conclusion that no gender differences were identified yet based on their research; women were more loyal to their employer than men. The works on gender and employee engagement for that matter remains questionable.

Marital Status and Employee Engagement

When it comes to marital status and the effect it can put on employee engagement, researchers strive to understand whether there is an actual difference between a married and a non-married employee. Quite a long time ago, people used to believe that whenever one becomes married, unintentionally engagement levels starts to decline. However, studies today identified that there is no significant difference between marital status and employee engagement levels (Madan & Srivastava, 2015; Peng, 2020).

Compensation/Remuneration and Employee Engagement

It is essential for employees to have fair compensation/remuneration in order to keep them motivated and engaged. According to Anitha (2014), giving attention to the following makes employees achieve more in their work and personal life. Whether it is tangible or intangible rewards, having such practices brings a sense of positivity and satisfaction to not only employees but the work environment as a whole. HR must also pay attention to pay dispersion as it could sometimes result in unhappy employees. A study reveals that having very low pay dispersion means there is minimal differentiation among employees' pay (Wang et al., 2015). Therefore employees working harder than others may find it unfair to those that barely work since they are receiving the same pay. Having high pay dispersion may result in the opposite scenario. Those who make superior inputs and have high pay may visualize the organization's pay system as fair compared to those who are inferior to them or make the average input. Therefore it is important for organizations to maintain a moderate pay dispersion as it can help to effectively engage employees.

Social Support and Employee Engagement

Social support in the workplace refers to pleasant or beneficial social interactions with supervisors, managers, and coworkers. It also refers to a person's idea that help will be available from others in a variety of scenarios. Such aid could come from within the company, such as supervisors, or from outside the company, such as family and friends. It is said that having social support can boost employees' well-being and psychological state of mind that may be beneficial towards their work environment. Social support has been shown to improve people's resilience to trauma and natural catastrophes (Raman et al., 2015). In a study conducted by Ojo et al. (2021) during the pandemic crisis, they discovered

that social support may affect employees' engagement and bring positivity within the workplace.

Workplace Location/Condition and Employee Engagement

One of the most important aspects in ones' life is to make sure that he/she is satisfied in the environment, surrounding, and location they are working in. Studies show that work environment plays a crucial role in determining organizational growth whether businesses are product or service-oriented (Kenyi et al., 2020). David and Badugal (2006) researched and found that with a positive and healthy work environment, employees' creativity skyrockets and productivity gradually increases. Some employees also tend to be sensitive with their surroundings and their co-workers. Toxic workplace environment (such as bullying, harassment or ostracism) may occur during work hours and this may lead to absenteeism and turnover. Therefore, it is important for managers and the HR to have an open door policy in which they are comfortable in allowing employees to speak up and making sure that they are heard. Commuting from home to work and vice versa can also impact employee engagement levels depending on how far work is. Olsson et al. (2013) suggested that negative feelings rise during work commute depending on the length of the commute. Traffic can also increase stress levels for some employees allowing them to feel tired and exhausted when reaching work.

Transparency and Employee Engagement

Practitioners have stressed organizations to practice transparent communication during the beginning of the COVID-19 pandemic in order to lessen the stress and anxiety of employees in order to better focus on their work. Argenti (2020) urges business communicators to be upfront about what they know about the problem, where they get their

information about the events surrounding the disaster, and what they don't know. In recent years, empirical study on the value and consequences of a transparent approach during a crisis scenario on employees has grown in popularity. According to Kim (2018), during a crisis, transparent communication has been proven to promote employees' sense making and sense giving processes, emphasizing the necessity of assuring involvement, assessing strategic communication behavior, improving crisis communication skills and leading to additional communication strategies. Lee and Li (2021) demonstrate that having transparent information is crucial to increasing public trust. Moreover, several studies must be done in order to understand the effects of internal communication and transparency among employees since they are significant receivers of crisis communication.

Consistent Recognition and Employee Engagement

Recently, recognition has been viewed in the business sector as a critical aspect of psychologically healthy work environments. Employee recognition is essential as it can help boost employees' satisfaction and engagement levels especially during times of crisis. This is why today it is recognized as a significant part of effective HRM (Human Resource Management). According to Saunderson (2004), 312 North-American employers were surveyed and have shown interest in employee recognition. Giving that the majority had agreed on the significance of recognition programs, barely half of the managers claimed the existence of actual employee recognition strategies being implemented in their own companies. Not only can a lack of recognition cause demotivation, it can also put a risk on employees to experience psychological distress which can eventually lead to low productivity levels. Brun and Dugas (2008) mention four sub dimensions in which each one represents a different aspect of recognition those are: personal recognition, recognition

of achievement, recognition of work performance and recognition of dedication. Personal recognition focuses on the employee him/herself and that each one of them must be treated fairly with respect and dignity. This involves recognizing their capabilities and inputs and making sure that their position matches with it. Making sure that employees' voices are being heard and allow them to flourish within the organization is also essential for keeping them motivated. Recognition of achievement is one of the most known sub dimension as it looks into the tangible outcomes of the employee's work. Congratulating an employee when work gets accomplished (whether in public or in private), gives him/her a sense of happiness and motivation and is also seen valuable by others. However, those employees who their achievements go unnoticed continuously may feel that he/she is not part of the team/organization and that no one cares about his/her valued work and therefore becomes demotivated to work as hard. Recognition of performance focuses more on how an employee accomplishes his/her work. Employers must recognize the qualifications, trainings and skills that an employee possesses which allow him/her to succeed with their job. Finally recognition of dedication focuses more on the employee's commitment, loyalty and effort that is dedicated towards the job itself. For instance, those who work in harsh conditions or environments would like to be noticed and appreciated for that since they are giving their all.

Personality Variables and Employee Engagement

It is essential to understand employees' personality traits in order to not only have the best organization-job fit but most importantly to have an accurate person-job fit as this can help ease the companies' distribution of tasks and responsibilities. The big five personality factors have been studied by many researchers and are found to be a useful technique when

studying employee's personality/characteristic. It includes the following factors: conscientiousness, agreeableness, openness, neuroticism and extraversion (Costa & Mccrae, 1980). Conscientiousness examines the extent to which an employee is mindful, organized, thinks in advance. Scoring high on that indicates the person achieves goal-directed behavior. Agreeableness studies ones' pro-social behaviors (those that intend on helping others). Those who score high on agreeableness tend to be more cooperative and have a sense of kindness, affection and trust. People who are high in openness tend to be more curious about life and enjoy new experiences. They incline to be more dynamic, energetic and creative. Neuroticism focuses more on the one's mood and emotional stability. People scoring high on this trait tend to have emotional instability, mood swings and anxiety. Excitability, sociability, talkativeness, and assertiveness, are characteristics of people who are high in extraversion. People who are high in this trait are outgoing and gain energy in social settings. They feel energized and motivated when they're around other people. Handa and Gulati (2014) conducted a study related to the big five personality traits and its effect on employee engagement for frontline employees. They found that personality indeed plays a major role in predicting employee engagement. The study showed positive relation between extroversion and conscientiousness and employee engagement. Employees that scored high on these traits were more suitable for retail jobs and tend to perform better at relationship building and social networking. Another study led by Jain and Ansari (2018) found conscientiousness to be the leading and most beneficial trait for organizations in relation to employee engagement. It is believed that people with high levels of conscientiousness have a sense of eagerness to accomplish their tasks without achieving external rewards. The study concludes that neuroticism plays a major role

towards companies' work environment if displayed negatively. Employees high in this trait do not have positive values neither towards organizational engagement nor work engagement and may have a negative impact on others. Therefore when recruiting employees it is crucial to match their personality with the job that they will be assigned to because selecting workers based on personality traits linked to success will increase the likelihood of a more motivated workforce.

2.4 Antecedents of Employee Engagement

Having discussed the variables that may affect employee engagement, there are also antecedents that must be taken into consideration as they may influence salient characteristics of the job having an impact on employee satisfaction and work engagement. The antecedents that will be discussed are the following: Job Fit, Affective Commitment, and Psychological Climate.

Job Fit

Job fit has come to be one of the most essential concepts in business. It discusses how well an employee is suited for the job. Hiring suitable employees for their jobs will eventually show an increase in commitment and performance, decrease in turnover, and improved employee retention rates. There are two types of job fits which are the person-job fit and the person-organization fit which are both critical towards the organization. The person-job fit according to Robbins and Judge (2013), is based on the concept of suitability between an individual's characteristics and his or her work environment. To achieve this match, two forms of suitability must be met: the suitability of individual experience, expertise, and skills with work/tasks; and the suitability of individual personalities, such as their desires, preferences, and values, in relation with the firm's environment. Research has

stressed on the topic in acknowledging that the more the perceived job fit, the more engaged the employee becomes and vice versa. Manson and Carr (2011) proves on this statement by conducting a study that showed when an individual is fit for the position, he or she will display more confidence in their work and thus become more engaged and productive. They classified person-job fit into three categories: Value-fit, Perceived-fit and Demand-abilities fit. These categories were tested for their impact on three important outcomes: Work engagement, job satisfaction, and life satisfaction. The result of the study showed that when the employee is fit for the position, there definitely is a positive effect on those three outcomes. The person-organization fit on the other hand focuses on the relationship between individual values and the organizational values. It seeks to find similarity between the organization's culture, climate, norms, and goals alongside the individual's personality, goals and attitudes. Employees will begin to have a sense of attachment towards the organization once they perceive that their values are comparable with the values of the latter, leading them to feel satisfied at work and exhibit organizational citizenship behavior (Finegan, 2000). The first meta-analysis regarding person-organization fit was conducted by Verquer et al. (2003) in which it included 21 studies and a sample size of 18,776 participants. Similar to the person-job fit, results indicated that measures related to the person-organization fit, had a strong relation to organizational commitment, job satisfaction and turnover. Moreover, the findings revealed that job fit was a significant factor in a variety of important organizational outcomes, as well as a framework for understanding how the workplace affects different aspects of employee attitudes and behaviors. Having a lack of proper job fit could lead to decrease in productivity and satisfaction, increase in turnover and most importantly employees disengaging from work

due to declining levels of safety, meaningfulness and/or availability. Therefore job fit is a critical antecedent if done accurately and will increase employee engagement which will offer opportunities for productive work to progress as well as the creation of environments where workers feel mentally and emotionally secure and accessible.

| | **Employee Engagement** |

Figure 1. Approach of Job Fit to Employee Engagement

Affective Commitment

The term "affective commitment" refers to an employee's positive emotional connection to the company. An employee who is affectively dedicated actively identifies with the organization's goals and wishes to remain a member of it. Out of the three important components related to organizational commitment (Affective, normative, and continuance), affective commitment has been depicted to be the most significant and

Job Fit consistent predictor for organizational outcomes (Jena et al., 2017). Studies have shown that having employees affectively committed brings positivity towards the working environment since employees are being engaged. According to McElroy (2001), in order to obtain affective commitment, participation must be required. When workers are involved in decision-making and the company is decentralized in its orientation, involvement will increase affective engagement. Rhoades et al. (2001) worked on this topic in order to have a deeper insight and understanding. With a sample size of 367 alumni from a university, the study found that an employee's overall work experience is influenced by their perception of support, such as the type of support they may find in a supportive psychological environment or from a superior they enjoy working with, and that

an employee's understanding of their work experience, as mediated by levels of affective commitment, has important implications for workplace outcomes such as employee's intention to turnover. Furthermore, the findings indicated that affective commitment was a significant aspect of an employee's work experience and perception linking it to meaningfulness, availability, and safety, as well as the formation of work-related attitudes and behaviors such as an employee's level of engagement. Hence it is essential to have affective commitment within the organization since it is a vital role in enhancing employee's performance as well as declining employee absenteeism and turnover. Companies seek to find those who consider that their organizational duties are their personal responsibility that they must achieve in order to attain the organizational goals. The ability to achieve an organizational objective is dependent on the workforce's positive attitude. As a result, an organization's emphasis should be on workers who strive to understand, identify, and internalize organizational processes in order to improve organizational efficiency, as well as engage in unique ideas, principles, values, and designs.

| Affective Commitment | $\longrightarrow$ | Employee Engagement |

Figure 2. Approach of Affective Commitment to Employee Engagement

Psychological Climate

Psychological climate refers to employee's perception of their work environment. Psychological climate measures are often used in order to identify and asses these areas in the way they are perceived and interpreted by employees. Five important dimensions have been operationalized as the following: rewards and recognition, autonomy, supportive

management, self-expression, and challenge. Employees who work in a supportive psychological environment and have these variables in place are more likely to participate in extra in-role discretionary effort, which is influenced by work commitment. The use of psychological environment as an antecedent to employee engagement has been confirmed by several studies. Lee and Ok (2015) collected data from 394 hotel employees and managers working in the United States. By using hierarchal multiple regression analyses, they concluded that core self- evaluations and the components measured related to psychological climates were positively correlated to employee engagement. The components they have used for their study were: managerial support, customer orientation of the management, information and communication, and internal service. As a result, Lee and Ok (2015) deduced that hotel employees who believe that management is serious about providing excellent service to customers or that management gives solid support for service excellence are more likely to put up a great effort in their work. The findings also showed that hotel employees are more likely to get involved when they observe smooth, methodical delivery of internal services to assist them in performing their duties effectively, as well as harmonic communication and exchange of critical information among employees inside and among teams and departments. Another study conducted by O'Neil and Arendt (2008) also highlights the importance and delicacy of psychological climate on employee engagement. Surveying 208 employees from a global manufacturing firm in the United States, they as well used a five component model. The model looked at how job happiness, affective commitment, and desire to leave were affected by autonomy, pressure, structure, self-expression, and trust. According to the findings, all five characteristics were positively connected with job satisfaction and affective commitment, but negatively connected with

an employee's willingness to leave. The study showed the importance of managerial role and how it can have an influence on employees and their work climate; therefore, managers must make sure that there is a positive atmosphere. Workers made decisions on how hard they would work, how satisfied they would be, and how dedicated they would be to the company based on their interpretation of climate. George and Joseph (2015) conducted a research using 433 participants working in travel organizations in Bangalore. Based on their hypothesis, they concluded that there is a significant and positive impact of psychological climate on employee engagement. Employees at the travel agencies are engaged to an extent however, George and Joseph believed that more emphasis should be made regarding improvement of psychological climate since it will higher the levels of engagement if studied properly. In conclusion, it is important to have managers aware of psychological climate as it is a great antecedent in relation to employee engagement.

| Psychological Climate | ⟶ | Employee Engagement |

Figure 3. Approach of Psychological Climate to Employee Engagement

2.5 Engaging Employees

In a world where disengagement is at its peak, it is essential for companies to engage their employees in order to increase productivity and loyalty. It is not an easy task since one cannot predict what is going through an employee's mind however having transparency and direct communication may ease it up a little. Rawlins (2009) stated that being transparent does not only mean giving information out referring it as disclosure. He emphasized three essential elements for being transparent: first the organization must be truthful and substantial meaning that no matter what the information is whether positive or

negative should be released as is. Second element is having the participation of stakeholders. It is important to have a two way communication that coming from the stakeholder's views of the organization and the events happening. The last element is being objective, balanced and accountable. Organizations should be responsible for every word, decision or action made towards their employees and the public as they are the ones who will be judging. Transparent communication with employees is also a topic to be discussed since it helps gain organizational performance and competitive advantage. Welch (2012) explains transparent communication in that it is not only giving information, but making effort to gain acceptance and understanding from employees. The best form of communication channel is the direct face-to-face contact as it is the optimal method for negotiating complex information as it enables immediate feedback. Research findings have shown that transparent communication is not only positively related to employee's trust, but also a major factor for engaging them (Jahansoozi, 2006). COVID-19 brought many concerns for the corporate world. Companies are finding difficulties conserving cash, employees are being laid off and HR, hence it was using monetary rewards such as salaries to motivate employees, has to now seek for non-monetary levers to keep its employees engaged such as recognition and career development (Mani & Mishra, 2020). Laker (2020) discusses in his article with Forbes that during today's pandemic/crises, one of the best methods to engage employees is by showing recognition. Consistent recognition brings forth employee morale and happiness which are both crucial for engagement. During the pandemic, if managers recognize employee performance or a job done properly it will immensely impact employee engagement enabling employees to become more productive in the short and long term. Recognition can also lead to better communication, cooperation

and decreased absenteeism/turnover (Nelson, 2005). Investing in employees' careers is also very essential for engaging employees whether it is done through training, continuing education or professional development since it helps employees to concentrate on a focused work dimension. Paradise (2008) explains that training can help employees be more accurate in their day to day services with customers and thus impacts service performance and engagement. When an employee is going through training or development programs, he/she's confidence builds up in that particular activity which helps motivate them to become more engaged in their job (Anitha, 2014). Hence, giving such opportunities for employees to grow within the organization is equivalent to rewarding them.

According to Mani and Mishra (2020), the Covid-19 crisis plunged many corporations and industries. That is why in order to preserve cash; the two decided that businesses must focus more on non-monetary rewards than monetary for engaging employees. They created a framework made up of five levers in which 20 variables were grouped in. "GREAT" is the framework they initiated in which it expands to growth, renewal, enabling, aspirational and transparency. Under the growth lever, non-monetary characteristics that help employees advance in their roles are grouped. Variables such as training programs, rapid career progression, and coaching are among them. Under the renewal lever are those incentives that assist employees in renewing and recharging themselves. Vacation, time off for individual social duties, and sabbaticals are the variables grouped in this lever. As part of the enabling lever, characteristics like meaningful and purposeful work, flexibility, gratitude, autonomy, and work life balance are considered. It focuses more on enabling employees to reach their highest potential at work while maintaining satisfaction. Aspirational levers include CSR, brand, culture and leadership, all of which instill pride in

personnel. And finally transparency, this lever encompasses procedural and distributive

justice, feedback, the work environment, coworker support, and organizational assistance, all of which promote openness and fairness in dealing with employees. The figure below shows us how the 20 variables are
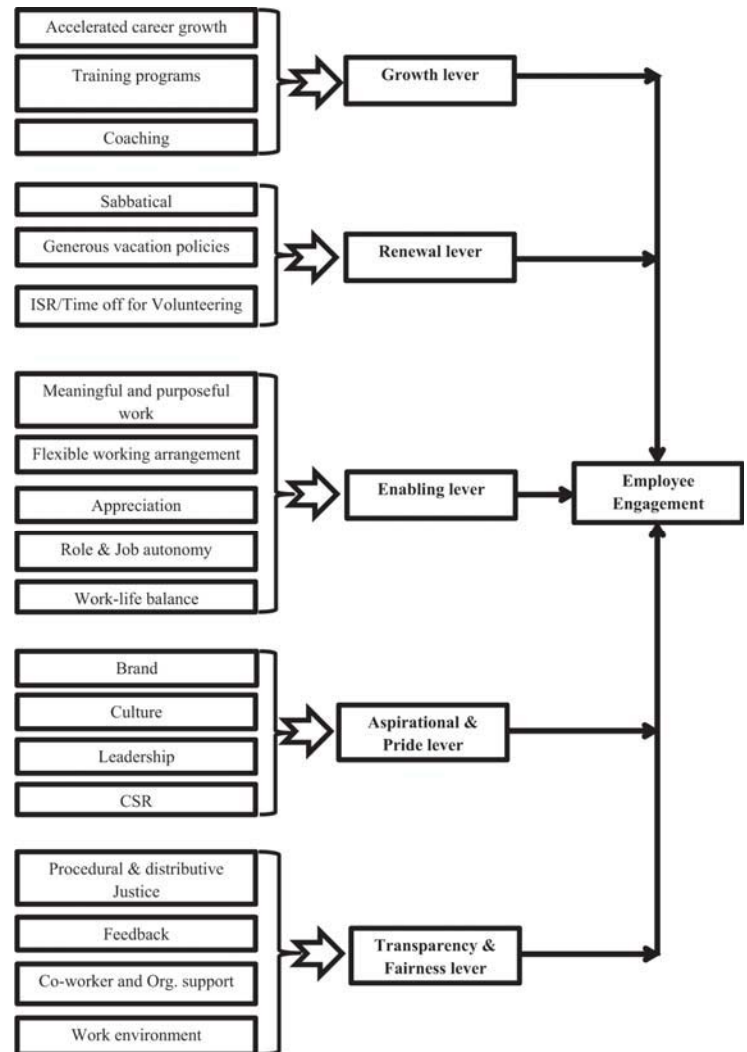
Figure 4: GREAT Model

distributed according to each lever indicated. According to the authors, GREAT can be an excessive tool for HR practitioners to use in order to help engage their employees specifically in times of crisis when monetary rewards

are being cut off. The non-monetary variables discussed are the most prevalent themes in academic writing. Many of these treatments have been employed by businesses, either on their own or in combination, with positive results. It's also worth noting that not every lever will appeal to every employee. The effectiveness of these levers will vary depending on the employee cohort, industry, and culture. HR must conduct frequent dip checks to determine which of these levers should be prioritized above the others, allowing the limited bandwidth to be focused on maximizing the return on investment.

Another recent article (Love, 2020) discusses techniques to be used in order to fuel engagement during times of crisis. They help in improving employee growth, supporting workplace relationships, and care for well-being. One of the techniques is to initiate opportunities for wok-focused face to face interactions. For companies working virtually due to Covid-19, this could be done by having weekly team calls between the manager and his/her employees. Also they can provide structured project team meetings by creating an agenda where team members can give input to what they know and limit these meetings in order to reduce fatigue. Another action that can be taken into consideration is implementing self-knowledge learning programs that may build social connection. Love (2020) discusses the importance of employees identifying their unique passions and sharing them with the rest of the team members. She used an online psychometric tool that arranges passion into ten different modules. Team members enjoyed the online tool and shared their similarities and differences with others and most importantly discussed how they could best achieve the goals of the organization by utilizing their passions to do so. Offering time off is also a crucial technique that companies must pay attention to. During a crisis where employees are dealing with a major change, it is important to give them a day or two off in order for them to reset their minds and take a break from their busy work schedule. Hiring for passion and shared values helps in building accountability and improving engagement levels. Having such culture within the work environment brings understanding and cooperation among employees. They tend to help and support one another in order to meet goals hence having an increase in engagement levels. Love (2020) also mentions the significance for compassionate listening. During a global pandemic, employees tend to fear for their life, their job, and the loss of their loved ones. Everything starts to become unpredictable that

is why creating a space for listening where employees can share their challenges that they are experiencing, helps raise engagement levels. Finally, conducting individual employee coaching calls on a monthly basis is an effective way to acknowledge what each member of the team needs to maintain high levels of work engagement. This procedure also helps in establishing common goals and boosting a positive reaction to change. The author insists that lack of understanding of an employee's needs to self-expand within the organization, are not fit to make leadership decisions in order to improve engagement.

2.6 Crisis in Lebanon

Before mentioning the traumatic experiences of what the Lebanese people are going through, we will first define the types of crisis that is currently in Lebanon. Crisis is any form of event or period that will or may result in an unstable and harmful situation which may affect an individual, group or even all of society. Lebanon till today is facing a set of crises two (Economic and financial crisis) of which are extremely important for helping the country in getting back to its feet. Economic crisis is when wild instabilities begin to occur outside the given limits of change, in the prices or supplies in markets or services, or factors of production. A financial crisis is when financial instruments and assets begin to lose a large sum of their nominal value. Lebanon is in the midst of a severe economic downturn. Hubbard (2021), author in The New York Times, discusses the chaos happening in Lebanon. Since fall 2019 the government dodged on its debt. The Lebanese currency has lost 90% of its value, GDP has dropped by 40 percent, households and companies are dealing with hyperinflation, and the financial sector is bankrupt. Unemployment and poverty have increased in the country. Since then, three prime ministers have resigned due to protests and political stalemate; Lebanon has been unable to establish a government

since Prime Minister Hassan Diab resigned in August 2020. While Lebanon urgently seeks international financial help, its present caretaker government is unable to implement the reforms that the International Monetary Fund (IMF) has recommended as essential in order for aid negotiations to move forward. These have led to an increase in unemployment rates and food prices to triple in value leaving 77 percent of households unable to afford food.

Listed below are the types of economic crisis in Lebanon reported by Humud and Nelson (2020).

Debt Crisis: Consecutive Lebanese governments have been borrowing heavily to finance reconstruction since its civil war which happened between 1975 till 1990. This process was being made mainly from local banks and by selling bonds in international capital markets. Unfortunately, instead of taking action of the borrowed funds and creating them into productive investments, the government decided to pay off its older debts with the new borrowing leading Lebanon to have one of the world's highest debt burdens of 155 percent of GDP in 2019. Worried foreign investors became increasingly unwilling to invest in the country that in early 2020 the government faced competing priorities due to limited foreign exchange (noting that it used this method to make debt payments or to finance critical food and fuel imports). Lebanon went into default on its debt for the first time in March 2020, announcing that payments on its foreign-currency debt would be suspended.

Fiscal crisis: For years, large budget deficits were run by the Lebanese government averaging 8.6 percent between years 2011 and 2019. Debt servicing added to the government's financial strains: interest payments on the public debt accounted for almost half of the government's revenue. Attempts to decrease the budget deficit gap in the past

have mainly failed. The government sought a horrible way to raise revenue by adding tax on WhatsApp in October 2019. Sadly this led to nationwide protest against the corrupt government and financial misconduct which eventually led to the then-Prime Minister (Saad Hariri) to resign. Till today Lebanon is struggling to form a stable and decent government. Due to a lack of fresh funding, Lebanon's budget must now be balanced by boosting income collection and/or reducing government spending.

Banking crisis: Previously, Lebanese banks were praised for their economic growth. Bank assets had grown by 83 percent between the years 2011 and 2019 resulting in $253 billion equivalent approximately to five times the country's GDP. By offering high interest rates (up to 14 percent) on dollar-denominated accounts, Lebanese banks were not only able to attract deposits from local consumers, but also the vast Lebanese diaspora overseas. The banks profited handsomely from these deposits by lending to the Lebanese government at a higher interest rate. When market confidence declined in 2019, banks were unable to meet client demands in order to deposit withdrawals since their savings were tied up in longer-term loans to the government. During that year banks closed for weeks, once opened they forced limited cash withdrawals in dollars that were made on a weekly basis. Furthermore, banks are large holders of government bonds, and their financial status has deteriorated since the government defaulted on its obligations.

Currency crisis: Since 1997, the Lebanese pound has been tied to the US dollar. However, demand for the pound decreased in 2019 as investors began to withdraw funds from Lebanon. Trying to stabilize the market, the central bank of Lebanon sold foreign exchange reserves to support the currency's value, but an unofficial exchange rate market or the black

market ascended leading the Lebanese pound to depreciate at an increasing rate and dollars became scarce. This has led to the loss of 80 percent of the pound's value since 2019. Eventually the prices of most good if not all rose because Lebanon mainly depends on imports and since the currency depreciated it became challenging to control/maintain prices. Inflation surpassed 50 percent in 2020, exceeding the threshold into hyperinflation, destroying the value of incomes and savings and causing consumer product shortages.

The crisis has led both Lebanese and refugees to suffer immensely as a result of this situation. According to Humud and Nelson (2020), around 2.7 million people in Lebanon's 5.5 million populations live in poverty (earning about fourteen dollars a day). Extreme poverty has increased by a third in the last year, from 8% to 23% of the population. The unemployment rate has soared to 30%. Electrical blackouts have resulted from fuel shortages, and the UN has warned that food shortages might affect more than half of the population by the end of 2021. The figure below shows that according to the Economist Intelligence Unit, Lebanon's economy will fall by 20.7 percent in 2020 (compared to 5.6 percent in 2019) and inflation will rise 490 percent by the end of the year (compared to 6.9 percent which resulted by the end of 2019).

Figure 5: Economic Situation in Lebanon (2000-2020)
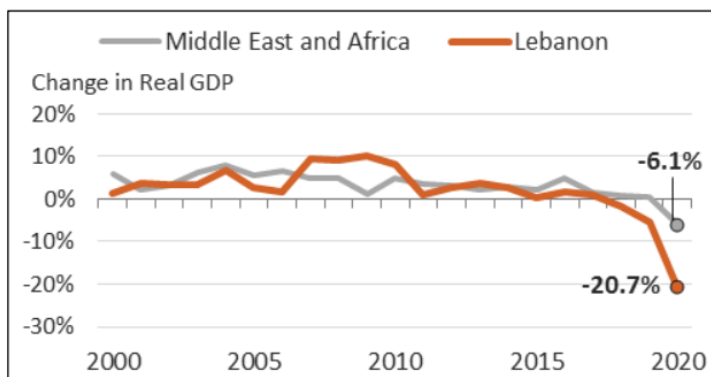
2.7 How do Companies Deal with A Crisis?

Companies must make sure that they have a plan for when any sort of crisis occurs. Whether it is a pandemic, economical, financial, or a natural crisis certain procedures and actions must be taken into consideration in order to keep the company going and maintain its reputation. One way to deal with crisis is by involving crisis communication within the organization. Telang and Deshpande (2016) mention the importance of crisis communication and give two examples of companies (Cadbury and McDonalds) that have practiced this method and deemed successful. According to the two authors, crisis communication is a form of communication between the organization itself and the public before, during or after a critical event. Stakeholders during tough times cannot easily access relevant information therefore causing stress and pressure towards the organization. Thus, having an efficient communication system is critical for having not only an effective management, but can also help in improving the company's brand image, gain customer's trust and assure them of security and faith, avoid violent issues from the public against the company, and most importantly gain support from current employees and sustaining a high reputation on the market for future recruitment. Seymour and Moore (2000) developed a communication framework named the 5cs which would help in internal and external communication when in crisis. Included in the 5cs are: commitment (the company must act to show their will to solve a certain problem, find the reason, and prevent it from reoccurring again), care (communication must be done to show that the organization cares about the problem and their stakeholders and therefore emphasize with those affected), clarity (whenever a crisis occurs it should be clearly explained and clarify the company's position and state of being), consistency and coherence (company should make sure that

all communication must be consistent and should say the same thing) (p. 99). On October 2003, Cadbury faced a huge crisis involving worms found in the Dairy Milk chocolates in India. People went furious in Maharashtra since the event happened right before the festival of Diwali. The company replied back using a 5 step crisis communication strategy. At the beginning it denied having any responsibility and blamed it on poor storage of the retailers. However after FDA found that it could be of poor packaging, Cadbury made a quick statement to back up the previous one in that it told its consumers that they were working on the packaging system and had provided education program for retailers. Thirdly, in order to regain the customer's trust and faith in the product, the company went for a promotional strategy in which they used an iconic actor as brand ambassador for the advertising campaign. There last two steps was focusing on the future (in which they changed the packaging of the product to avoid future crisis), and consistent advertising (marketing and expressing about the safety of the product). Thus it has been shown that Cadbury was successful in implementing its crisis communication strategy and had recovered well from it noting that its value share dropped from 73 percent in October 2003 to 69.4 by January 2004 and got right back up to 71 percent in May 2004. The Cadbury case explains the importance of crisis communication and its benefits towards the organization but in a more external way (that is being in contact with customers). The following study that we will be discussing is of the same topic but focusing on today's crisis which is the pandemic related to COVID 19 and how companies are using internal crisis communication in order to engage employees. During a crisis, communication is critical for imparting symbolic social resources that encourage employee support. Employees' willingness to contribute to crisis management can be seriously harmed if

communication is poor during a crisis, resulting in them not receiving vital information or feeling excluded or forgotten. Einwiller et al. (2021) stresses on the importance of internal crisis communication in that companies must adapt not only informational but also relational communication towards their employees emphasizing that the former is more focused on advice, instructions and enlightenment while the latter is aiming more towards love and status. The authors explain how employees during a crisis panic when they don't know what is going around in the company therefore, it is crucial to bring understanding and awareness through all channels by having complete transparency as well as expressing love and appreciation towards the employees in order to gain their trust and to strengthen the emotional bond between them and the organization. Einwiller et al. (2021) used 1,033 Austrian employees to test their hypothesis and have concluded that having crisis communication within the organization is extremely significant to employees and their level of engagement. Specifically dealing with non-economic social resources (such as information, love and status), can elicit supportive responses among employees to varying degrees. The findings show that during the acute phase of a crisis, an informational communication strategy, which includes not only instructional information but also information about the effects of the crisis on the organization and employees' work situation, is critical in fostering employees' acceptance of managerial decisions. Furthermore, the information must be substantial, complete, accurate and reliable. Poor informational crisis communication, on the other hand, may result in resistance, lower engagement, counterproductive work, fatigue and greater turnover intentions. Moreover, findings of this study have shown that communicated appreciation had the most impact on employee engagement. Through expressing gratitude, it is crucial to provide the resource

love as it helps win employees' commitment and support. One of many authors, Hasan (2020), explains the different ways of how various companies are treating their employees during COVID-19. Amway, a well-known American marketing company that sells home care, health and beauty products, is taking a huge leap forward in keeping employees as engaged as possible. As previous plans, it continues giving out promotions and recognition. It has also planned virtual engagement programs in order to increase communication and training in order to keep employees and employers connected. The company has also made medical-claim plans for employees which will be covering treatment costs related to COVID-19. In addition, Amway has asked its employees in the U.S. to work from home in order to lessen the spread of the virus provided extra support using digital means in order to better support employees virtually. Hindustan Coca Cola Beverages, a leading beverage company located in India, has given the option for employees to work permanently from home. Their policy is directed by flexibility and empathy and making sure those employees feel at ease in their work. The company has also created a virtual employee engagement initiative aimed at including employees' coworkers and family members in their physical and emotional well-being over the internet. Many of McDonald's India's classroom training modules have been converted to digital format, and the company has developed e-learning modules, quizzes, management master classes, and a variety of other innovative learning events that employees may access on their phones while at home in quarantine. ITC Hotels, India's third largest hotel chain having more than a hundred hotels, has launched a number of e-learning courses aimed at certain jobs and levels via major E-learning channels, allowing for self-learning that can be augmented by anytime with the use of app-based hosting. The company also began with initiating engagement conversations with

employees about their well-being and families. Their intent was to have a so called "Personal Connect" which led each HR manager to bring in ten employees daily in order to listen and communicate with them. Clix Capital, a loan providing company also located in India, has created a new learning platform which also hosts live e-sessions. Job rotations were also practiced and reskilling has been implemented since teams have moved to working remotely. All employees were put to training in all verticals. Employees eventually realized they adapted more to other roles better which increased their engagement levels and satisfaction.

2.8 Employer & Employee's Behavior during Crisis

When any sort of crisis occurs whether it is country related or company related, employees within the organization may be affected by it leading to a decrease in engagement. The COVID-19 pandemic has definitely affected many coworkers and has changed their work practices whether they are being present at their job or working from home. Fear, worry, and other powerful feelings related to this new condition can be overpowering, and stress can lead to burnout within the workplace. How employees deal with these feelings and stress may have an impact on their own health, the health of others they care about, workplace, and their community. During this epidemic, it's essential to understand the signs of stress, take actions to strengthen resilience and manage job stress, and know where to turn for support if one needs it. At work, it is the direct manager of the employee who should be the number one supporter during a crisis of any sort. Jones and Comfort (2020) recently suggested that managers should be able to create and implement solutions that go beyond standard business models to guarantee operational transition and sustainability. Furthermore, strategic HRM necessitates that GMs exhibit sophisticated and integrated

personnel management, which should include a multi-cultural viewpoint, a focus on people-handling, technical competency, and leadership abilities. Managers must be well-equipped in order to prepare their employees for any future potential crisis. That is done by mapping the potential threats, vulnerabilities and risks meanwhile training them as well to prevent and lessen damage (Chen et al., 2019). As noted by Filimonau et al. (2020), proactive attitudes in handling crises and managing personnel are more likely to be noticed if managers are first convinced that their own jobs are safe. That being said, it is important to understand the characteristics and personalities of the managers being involved in such situations. Several authors have given their opinion mentioning that employers are defined on how good their crisis planning behavior is by looking at their attitude, past crisis experience, norms, interpersonal skills as well as emotional and cultural intellect (Bharwani & Talib, 2017; Rousaki & Alcott, 2007). The latter also recommend that managers exhibit emotional regulation – the capacity to make appropriate judgments in difficult times – in order to maintain control over their own conduct and effectively manage the emotions of their staff. Positive emotions, according to the same authors, are beneficial in building resilience through having trust in one's ability to weather the storm, manage worry, and accept disappointments.

2.9 How to Measure Employee Engagement

Employee engagement is a wide varied topic filled with many different perspectives from diverse authors. When bringing up the topic related to measuring employee engagement, so many articles and analysis have been conducted that one may be hesitant in choosing what best fits the requirements for measuring. Below we will discuss the most reliable scales and methods for measuring employee engagement.

In an article written by Shrotryia and Dhanda (2019), the two authors mention several engagement instruments that are best used to measure employee engagement along with their theoretical framework.

Gallup Workplace Audit or GWA was first used by Harter, Schmidt and Hayes in 2002. It was one of the most important tools for measuring engagement levels at the workplace. It consisted of 13 items in which 12 were focused on measuring the perceptions towards work engagement and one on overall satisfaction. Items included were approached more positively and this marked Gallup as being the first in using positive psychology on employee engagement.

Another most widely used instrument is the Utrecht Work Engagement Scale which was developed by Schaufeli et al. (2002). This scale was mostly used to assess the connection between burnout and engagement since the former was assumed to be the opposite of the latter. This type of measure used a 17 item questionnaire on a seven point scale and constituted of three dimensions related to engagement which are vigor, dedication and absorption.

May et al. (2004) came up with the Psychological Engagement Measure which consisted of a 13-itemed questionnaire and measured using a five point Likert scale. This scale focused on the original theoretical model which was previously developed by Kahn in which he stated three dimensions related to determining engagement: psychological meaning, safety and availability. Thus the questionnaire is broken down to three divisions focusing on the cognitive, emotional and physical aspect of engagement.

Another author, Saks (2006), also used Kahn's theory and added onto it The Social Exchange Theory naming his scale: Job Engagement and Organizational Engagement Scale. Employee engagement in this context and according to Saks is a construct made up of cognitive, emotional, and behavioral components linked to individual role performances. In terms of one's work and the company, engagement was thought to be role-specific. Two dimensions of engagement were chosen to be measured: organizational and job engagement. In this case, two six-item scales were developed to measure the two factors on a five-point Likert scale.

Employee Engagement Survey used by James et al. (2011), focuses on determining the effect of six dimensions related to job quality on employee engagement between younger and older staff working in a huge retail setting. The six dimensions consist of: job autonomy, schedule flexibility, supervisor support, schedule input, perceptions of fairness, and career development opportunities. The survey is comprised of eight questions using a five-point Likert scale measuring the behavioral, cognitive and emotional aspects of engagement.

ISA Engagement Scale (Intellectual, Social, Affective Engagement Scale) developed by Soane et al. (2012) was solely based on Kahn's definition of engagement. The three factors related to engagement that was used in the ISA scale were: Intellectual, social and affective. Intellectual engagement focuses on how intellectually absorbed one is at work and how he/she puts efforts in improving it. Affective engagement is the extent to which one's work role is seen as a positive effect in his/her life and social engagement is the extent to which one shares the same values and beliefs with colleagues and has a sense of connection with

his/her work environment. The model of engagement requires three nece1ssities which are: work role focus, positive effect and activation. This scale has nine items in which are measured using a seven-point Likert scale.

The Employee Engagement Survey (EES) established by Shuck et al. (2016) targeted three important aspects related to measuring employee engagement: behavioral, cognitive and emotional engagement. Behavioral engagement is defined by having a psychological state of intention in behaving a certain way that affects performance positively. Cognitive engagement is the strength of mental energy exerted toward a favorable organizational outcome. Emotional Engagement is the willingness and passion in exerting emotionality towards positive organizational results. The employee engagement experience was defined by the EES as the total of the employee's three elements of behavioral, cognitive, and emotional engagement. The survey is measured using twelve items on a five-point Likert scale.

In a journal written by Stoneman (2013), the writer emphasizes the importance of questionnaires and when is the best time to conduct them. Questionnaires take much less time than having interviews done to a certain amount of employees. It is also less costly nowadays since most of them are being done online or through the internet. Questionnaires also help employees in expressing their opinions more freely since there will be no one judging them or putting any pressure. Most of them are done anonymously which is also a plus for employees who are hesitant in taking it in the first place. One of the key benefits of this technique is the complete freedom it allows in measuring exactly what matters to your company. Employees can help pinpoint the good and bad that is going through the

organization since they are more "on the ground" than managers and are capable of noticing the slightest mistakes that can be solved. Simply by allowing employees to fill in questionnaires will help boost their engagement levels since they will have a sense of worth and belonging in the company. How often should employees be surveyed? Stoneman (2013) explains that it depends on the amount of information being sought. However, the more questions there is in a survey, the longer the gap should be and vice versa. The author also explains that the more questions there is in a survey the less likely that the employees will be interested enough to complete it and that will reduce the beneficial effect. Also, analyzing the data may be harder and may take longer hours when there is excessive amount of information and thus the lesser the better when it comes to conducting surveys.

2.10 Conclusion

Chapter two gave an outlook on the literature of employee engagement by including an introduction and different perspectives of authors on the topic. This chapter also examined the factors that may affect employee's engagement levels during times of crisis and has added ideas/solutions on how to keep them motivated during such a phase. That information has helped in forming the research question of this study: To what extent are frontline employees engaged during today's crisis in Lebanon? Chapter three will discuss the procedures and methods used in this study. Chapter four will present the findings and chapter five will state the conclusion and recommendation of this topic.

Chapter 3

Procedures and Methodology

3.1 Introduction

This chapter kicks off by repeating the purpose of the study and the research question mentioned from chapter one. After, hypotheses, selected variables, methodology used, and instrumentation follow. This chapter closes by identifying the conceptual framework for analyzing the data and a short summary concluding the chapter.

Due to the economic and pandemic crisis that has been escalading since 2019 in Lebanon, attention towards frontline bank employees elevated since they are currently being blamed for the financial crisis and are continuously at a war zone with their clients. This behavior may lead to a decrease in motivation, high turnover, and dissatisfied employees leading customers to be unhappy and eventually lower the production of the company. For that reason, identifying to what extent frontline employees are engaged has brought interest to this study as it is significant to understand what they are going through in such a drastic phase. The objective of this study in relation to the research question proposed is to identify the extent or limitations to employee engagement and to provide solutions or enhancements to increase its level.

3.2 Hypotheses

To answer the research question proposed (To what extent are employees at Byblos Bank engaged in their work despite the Lebanese financial and health crisis?), the following hypotheses needs to be tested.

Null Hypothesis: Social support has no significant relationship with employee engagement in today's crisis.

Alternative Hypothesis (H1): Social support has a significant relationship with employee engagement in today's crisis.

Null Hypothesis: Compensation and benefits does not help engage employees during today's crisis.

Alternative Hypothesis (H1): Compensation and remuneration does help engage employees during today's crisis.

Null Hypothesis: Consistent recognition has no significant relationship with the extent of employee engagement in today's crisis.

Alternative Hypothesis (H1): Consistent recognition has a significant relationship with the extent of employee engagement in today's crisis.

Null Hypothesis: Working conditions has no significant relationship with employee engagement.

Alternative Hypothesis (H1): Working conditions has a significant relationship with employee engagement.

Null Hypothesis: There is no significant relationship between transparency and employee engagement with today's crisis.

Alternative Hypothesis (H1): There is significant relationship between transparency and employee engagement with today's crisis.

3.3 Selected Variables

In research, it is important to include the independent and dependent variables in order to identify the subjects that will be assessed. The independent variable is when the researcher or experimenter changes or manipulates the variable in an experimental study. The dependent variable on the other hand depends on other factors or means that are measured. These types of variables are expected to change based on the independent variables. Below are the lists of the independent and dependent variables related to this study.

3.3.1 The Independent Variables: The independent variables are social support, compensation and benefits, consistent recognition, working conditions and transparency.

- Social Support: Social support was chosen as one of the independent variables due to the fact that employees are more likely to evolve, develop and respond to challenging situations if their supervisors, friends and family support them during this phase (Ojo et al., 2021). Employees who receive social assistance believe they have people to turn to when they are experiencing psychological discomfort or need advice on how to complete their tasks effectively.

- Compensation and Benefits: Employers who are savvy understand that retaining top talent employees entails offering a competitive salary and benefits package. Wages, salaries, bonuses, and commission structures are all part of compensation. Employers should not overlook the perks component of employee remuneration and benefits because they sweeten employment contracts by aligning them with the goals that the majority of employees require. During times of crisis it is important to assess whether employees are being paid fairly or not.

- Consistent Recognition: Gostick and Elton (2007) conducted a survey of 200,000 employees in which they have found that well performed employee recognition can boost profitability and customer service levels, as well as employee engagement and satisfaction. Not only, but also consistent recognition can lead to better communication, cooperation, decreased absenteeism and turnover. Performing such practices during a harsh phase can keep employees motivated to perform better.

- Working Conditions: There is a strong link between work environment and employee satisfaction. Employees consider workplace conditions when deciding whether or not to continue working for the company. People want to work in a safe atmosphere, thus the work environment is vital. According to previous research, the work environment is a component that can be utilized to assess the level of involvement for each person in a business.

- Transparency: Transparency in the workplace has been shown to create long-term success. Increased transparency, when properly implemented, builds trust between employers and employees, improves morale, reduces job-related stress (which is essential especially during today's Covid-19 pandemic), and boosts employee happiness and performance. Transparency also comes at no cost, resulting in a high return on investment. During a crisis like Lebanon is going through, employees tend to be afraid on whether they will stay in the job or not or if the company might close or vice versa. Therefore it is critical to make sure that managers are being fully transparent in order to lessen the fear and panic within the organization.

3.3.2 The Dependent Variables: The dependent variable is employee engagement.

3.4 Methodology Used

3.4.1 Testing the Hypotheses

 Before elaborating on the above subtitle, first it is mandatory to explain the distribution of the questionnaires. Byblos Bank branches are distributed across the country and categorized under regions. For example, Okeibeh Branch is under the region of Jbeil along with other branches such as Jbeil, Voie 13, and Amchit. Jounieh Branch is under the region of Keserwan along with Kfarhbab, Kaslik and Zouk Mosbeh branches. There are ten regions in Lebanon operating today with each region responsible of its own branches. In order to abstain from any form of bias, and to target employees from all regions, we used random sampling in our study. Regional managers were asked to hand out the questionnaires to their assigned branches thus avoiding our contact with any employee. We have tested the hypotheses among random employees and the short study has shown that it is possible to come out with realistic data. Moreover similar studies in the past have also been conducted and have proven to be successful in relation to the outcome.

3.4.2 Deciding About the Data Being Used

There are usually two types of data to use during a research which are: primary and secondary data. Primary data is information gathered directly from primary sources by researchers using methods such as interviews, questionnaires, and experiments and this method is considered the greatest type of data in research. Secondary data is information that has previously been gathered from primary sources and made accessible to researchers for use in their own studies. It's a sort of information that has previously been gathered. In this study, primary data will be used to gather information using quantitative methods such

as questionnaires. A minimum of 200 questionnaires will be distributed to bank employees in order to identify their levels of engagement. As stated earlier in the previous chapter, the choice of choosing this method is because it is easier, more accessible to employees without any pressure to answering the questions, straight to the point and neither costly nor time consuming.

3.4.3 Pilot Test

Before distributing the questionnaire it is important to first do a pilot test in order to make sure that the content is easy to read and understandable. A pilot test is a short preliminary study performed in research to test a planned research study before it is carried out on a larger scale. The primary goal of a pilot study is to determine if the intended big research is feasible. Ten random employees were chosen from Byblos Bank and have filled up the questionnaire. According to their reviews, the questions were simple, direct and straight to the point. The participants even loved the template and design and have found it to be user friendly.

3.4.4 Instrumentation

The major variables related to this study were measured using a self-report questionnaire which consists of 35 questions. The instrument first began with questions related to demographic characteristics such as gender, age, governorate, marital status and education. The questionnaire proceeds with four general questions related to the bank such as: "Do you work far from home?" "How long have you been working with the bank?" "Have you had any sort of training in the past year?" The rest of the questionnaire measures the five variables (mentioned above) in the research hypotheses using close-ended items and are answered using a seven-point Likert Scale from 1 (Strongly Disagree) to 7 (Strongly

Agree). We selected four items (two items for each) from the perceived social support scale regarding family and friend's support (Zimet et al., 1988). Sample items include "I get the emotional help and support I need from my family" and "I can talk about my problems with my friends". Chronbach's alpha (Chronbach's alpha measures internal consistency or reliability) of 0.903 was attained. Three items were used from Rhoades et al. (2001) in order to assess supervisory support within the workplace. Samples included are "My work supervisor really cares about my well-being" and "My supervisor strongly considers my goals and values". Chronbach's alpha measured 0.950. Four items were selected from the Pay Satisfaction Questionnaire (PSQ) that was developed by Heneman and Schwab (1985) in order to testify employee's satisfaction levels in relation to their pay (Compensation and Benefits). Some of the questions included are "I am satisfied with my current salary" and "I am satisfied with the company's pay structure". Reliability coefficient measured for this instrument is 0.88. Four items were measured using Brun and Dugas' scale (2008) in order to identify whether employees are feeling recognized and appreciated by their supervisors (Consistent Recognition). Sample items included were "I receive congratulations from my supervisor when I reach specific goals" and "My supervisor expresses recognition for my continued loyalty to the organization". This scored a high level on reliability 0.98. Concerning working conditions, four items were used to assess this variable. Three items were selected from Schieman and Young (2013) scale, and one item was added from Moos' Work Environment Scale (WES) (1986). Questions related are "I have the freedom to decide what to do on the job" and "have to work on too many tasks at the same time". Moos' WES scored a Chronbach's alpha of 0.85. Four items were taken from the scale

used by Stranzl et al. (2021) related to transparency in which Chronbac's alpha scored 0.96. Sample items included "My organization provides information that is easy for people like me to understand" and "My organization provides information that is reliable".

3.4.5 Statistical Package & Techniques

The statistical package that we will be using to analyze the data is SPSS (Statistical Program for Social Sciences). This software, wide and flexible, is mainly used for performing simple and complex statistical analysis. SPSS not only helps in discovering relationships between variables (such as dependent and independent) but also in categorizing subjects as well as factors. The reason why we have chosen to use SPSS is because it is easy and simple to manage. It also offers reliable and fast answers, dynamic and useful tables and graphs, and also contains a large amount of statistical tests. Concerning the choice of techniques that we will be using, after careful study on the topic, two techniques will be used to assess the data: correlation and regression. We chose these two because they both deal with the distribution of variables and their relationships to one another. While correlation pinpoints the strength of relationship between variables, regression indicates how an independent variable is related to the dependent variable numerically.

3.4.6 Conceptual Framework for Analyzing the Data

The reason for creating a conceptual framework is to better understand and interpret our hypotheses and to make sure that our research question is answered. As you can see in the figure below, all five variables (if they were to be practiced) will increase employee engagement levels even in times of crisis. Therefore it is crucial to identify whether or not Byblos Bank is adapting these characteristics towards its frontline employees.

Figure 6. Conceptual Framework of Employee Engagement
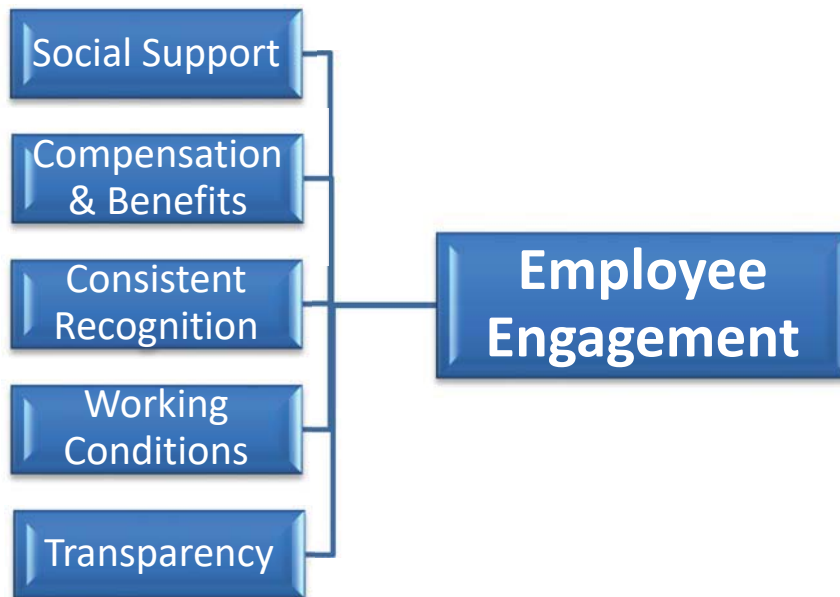
3.5 Conclusion

The research processes in chapter three were discussed, including the hypotheses, independent and dependent variables, methodologies used, instrumentation, and techniques for data collecting and analysis in this study. The findings of the data are presented in detail in chapter four, which is followed by chapter five. Chapter five discusses the findings and their implications for theory, research, and practice**.**

Chapter 4

Findings

4.1 Introduction

This chapter will mention the results of the study and is divided into five sections:

descriptive statistics, main results, discussion of the findings, discussion of the hypotheses,

and the conclusion which will be a brief summary of the chapter. In examining the hypotheses, regression and correlational methods were used in testing the hypothesized model related to employee engagement and identifying what factors are of great affect towards it during this time of crises.

4.2 Descriptive Statistics

Descriptive statistics refers to the process of analyzing, summarizing, and presenting conclusions from a data collection generated from a sample or complete population. Data visualization can be aided by descriptive statistics. It enables data to be presented in a meaningful and intelligible manner, allowing for a more straightforward understanding of the data set. Two hundred and five employees participated in this study and their backgrounds such as: gender, age, governorate, marital status, education etc.., have been examined in the following section.

Table 1. Descriptive Statistics: Gender

1. Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	102	49.8	49.8	49.8
	Male	103	50.2	50.2	100.0
	Total	205	100.0	100.0	

Approximately 50.2% of the samples were male and 49.8% are female

Table 2. Descriptive Statistics: Age

2. Age

		Frequency	Percent	Valid Percent	Cumulative Percent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-29	59	28.8	28.8	28.8
	30-49	133	64.9	64.9	93.7
	50-64	13	6.3	6.3	100.0
	Total	205	100.0	100.0	

An analysis of age showed that 28.8% of the respondents were aged between 18-29, 64.9% of the sample aged between 30-49, and 6.3 % between 50-64 years old.

Table 3. Descriptive Statistics: Governorate

3. Governorate

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Beirut	12	5.9	5.9	5.9
	Mount Lebanon	130	63.4	63.4	69.3
	North	19	9.3	9.3	78.5
	Beqaa	21	10.2	10.2	88.8
	South	14	6.8	6.8	95.6
	Akkar	4	2.0	2.0	97.6
	Nabatieh	2	1.0	1.0	98.5
	Baalbeck-Hermel	3	1.5	1.5	100.0
	Total	205	100.0	100.0	

According to the above analysis, 63.4% of the candidates reported themselves living in the region of Mount Lebanon. This area was scored the highest above all regions. 10.2% of respondents are located in the Beqaa region, 9.3% in the North, 6.8% in the South, 5.9% in Beirut, 2.0% in Akkar, 1.5% in Baalbeck-Hermel, and 1.0% are residing in the Nabatieh region.

Table 4. Descriptive Statistics: Marital Status

4. Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	53	25.9	25.9	25.9
	In a relationship	26	12.7	12.7	38.5
	Married	121	59.0	59.0	97.6
	Widow	5	2.4	2.4	100.0
	Total	205	100.0	100.0	

When looking at the marital status of the respondents, 59% said that they were married, 25.9% single, 12.7% in a relationship and 2.4% widowed.

Table 5. Descriptive Statistics: Education

5. Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Phd	3	1.5	1.5	1.5
	Master's degree	103	50.2	50.2	51.7
	Bachelor's degree	89	43.4	43.4	95.1
	Technical	7	3.4	3.4	98.5
	None	3	1.5	1.5	100.0
	Total	205	100.0	100.0	

In the above table, levels of education were distributed as follows: 50.2% of responses were from employees who have a Master's Degree, 43.4% have a Bachelor Degree, 3.4% got their degree from a technical school, 1.5% has PHD and the other 1.5% has not achieved any degree.

Table 6. Descriptive Statistics: Work Commute

6. Do you work far from home?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	58	28.3	28.3	28.3
	No	147	71.7	71.7	100.0
	Total	205	100.0	100.0	

According to whether employees work far away from home or not, 71.1% of employees claimed that they do not work far away from home whereas 28.3% still do.

Table 7. Descriptive Statistics: Years of Experience at the Bank

7. How long have you been working with the bank?

Valid	Less than one year	8	3.9	3.9	3.9
	1 to 5 years	41	20.0	20.0	23.9
	5 to 10 years	55	26.8	26.8	50.7
	10 to 20 years	80	39.0	39.0	89.8
	20 years or more	21	10.2	10.2	100.0
	Total	205	100.0	100.0	

When asked about the tenure of each employee the answers were as follows: 39.0% have been working with the bank for around 10 to 20 years, 26.8% between 5 to 10 years, 20.0% between 1 to 5 years, 10.2% have been working with the bank for 20 years or more and finally 3.9% have been working with the bank for less than a year.

Table 8. Descriptive Statistics: Training

8. Have you had any sort of training in the past year?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	127	62.0	62.0	62.0

		Frequency	Percent	Valid Percent	Cumulative Percent
	No	78	38.0	38.0	100.0
	Total	205	100.0	100.0	

According to the study that was conducted for the bank employees, 62.0% stated that yes they have has training in the past year whereas 38% claimed that they have not.

Table 9. Descriptive Statistics: Types of Training

9. If yes, identify what sort

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Technical Training (Using T24, Sayrafa, Retail etc…)	122	59.5	100.0	100.0
Missing	System	83	40.5		
Total		205	100.0		

When asked what sort of training was conducted 59.5% stated that they only had technical training.

4.3 Main Results

Presented below is a multiple regression table which depicts the relation between the independent and dependent variables. An adjusted R-Square displays $R^2 = 0.762$ which explains that 76.2 percent of the variance in employee engagement are accounted by the independent variables.

Table 10. Model Summary of Regression

55

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.873[a]	.762	.756	1.484

a. Predictors: (Constant), Transparency, Working conditions, Social support, Compensation & Benefits, Consistent Recognition

The ANOVA table below shows that the model is significant and the relation exists between the variables, $F_{(5,204)} = 127.628$, Sig<0.05 so we reject the null hypothesis.

Table 11. Anova Table of Regression

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1405.232	5	281.046	127.628	.000[b]
	Residual	438.211	199	2.202		
	Total	1843.444	204			

a. Dependent Variable: Employee engagement

b. Predictors: (Constant), Transparency, Working conditions, Social support, Compensation & Benefits, Consistent Recognition

The coefficients table found below tests the coefficient of the variables if it is significant. Here, the coefficient B of compensation and benefits is 0.061, Sig=0.022<0.05 so it is significant, also for consistent recognition, B=0.432, sig<0.05, transparency variable was significant, B=0.071, sig=0.015<0.05

Table 12. Coefficients of Regression

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.208	.750		.277	.782		
	Social support	-.010	.018	-.024	-.548	.584	.619	1.616
	Compensation & Benefits	.061	.026	.114	2.314	.022	.488	2.048
	Consistent Recognition	.432	.036	.714	12.101	.000	.343	2.915
	Working conditions	.056	.041	.050	1.362	.175	.887	1.128
	Transparency	.071	.029	.110	2.462	.015	.600	1.666

a. Dependent Variable: Employee engagement

Hence, the multiple regression formula shows the variables in terms of significance as follows: *Y=0.208+0.432*consistent+0.071*transparency +0.061*compensation*

Correlation

Pearson product correlation found that all variables have a positive relationship with employee engagement since all values do not have a negative sign. Meaning that, with the increase of the independent variable there will be an increase in the dependent variable. However, some variables are shown to be highly significant than others. Compensation and benefits, consistent recognition and transparency have a stronger significance than working conditions.

Table 13. Correlations

Correlations

		Social support	Compensation & Benefits	Consistent Recognition	Working conditions	Transparency	Employee engagement
Social support	Pearson Correlation	1	.447**	.609**	.169*	.442**	.519**
	Sig. (2-tailed)		.000	.000	.015	.000	.000
	N	205	205	205	205	205	205
Compensation & Benefits	Pearson Correlation	.447**	1	.709**	.211**	.505**	.676**
	Sig. (2-tailed)	.000		.000	.002	.000	.000
	N	205	205	205	205	205	205
Consistent Recognition	Pearson Correlation	.609**	.709**	1	.300**	.603**	.862**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	205	205	205	205	205	205
Working conditions	Pearson Correlation	.169*	.211**	.300**	1	.299**	.317**
	Sig. (2-tailed)	.015	.002	.000		.000	.000
	N	205	205	205	205	205	205
Transparency	Pearson Correlation	.442**	.505**	.603**	.299**	1	.603**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	205	205	205	205	205	205
Employee engagement	Pearson Correlation	.519**	.676**	.862**	.317**	.603**	1

Sig. (2-tailed)	.000	.000	.000	.000	.000	
N	205	205	205	205	205	205

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

*. Correlation is significant at the 0.05 level (2-tailed).

4.4 Discussion of the Findings

After detailed measures and analysis using SPSS, the end result has shown us that all variables have a positive relationship with employee engagement. Consistent recognition has proved to have the strongest relationship with employee engagement according to the above results *(Y=0.208+0.432*consistent+0.071*transparency +0.061*compensation),* meaning that, when consistent recognition increases by one unit, employee engagement increases by 0.432. Hence, more emphasis must be made for this variable as it can have a great impact on employee engagement during today's crisis in Lebanon. It has been shown that all five independent variables (X) have somehow a positive effect on the dependent variable (Y) meaning that, when one unit of X increases the Y unit increases as well and vice versa. While the country of Lebanon and its people are suffering from a financial crisis, most employees are in distress trying to keep up with paying and handling their finances since most are still being paid in the Lebanese currency and dollar rates are ascending. We predicted that compensation and benefits would score the highest in this study in relative to today's struggles, surprisingly it is marked second place in the rank of significance. We can assume that bank employees would be more engaged if a little attention was put into their salaries yet; it is not an issue comparing it to consistent recognition. Byblos Bank employees would be more engaged and satisfied if appraisals are being done consistently from their managers. Since 2019, not much attention has been

giving to them noting that they are the ones who should be taken care of the most since they are dealing directly with customers every single day. Those who work frontline need special assistance and support since they are the ones being bullied, abused (whether physically or verbally) and humiliated by clients.

4.5 Discussion of the Hypotheses

The outcomes of each hypothesis examined are discussed in the next section, which is guided by theory and research. The findings of this study revealed that there were statistically significant and relevant relationships between the variables of interest that needed to be investigated further. H1 is investigated first, followed by H2, H3, H4 and H5.

H1: Social Support

Null Hypothesis: Social support has no significant relationship with employee engagement in today's crisis.

Alternative Hypothesis (H1): Social support has a significant relationship with employee engagement in today's crisis.

Table 14. Descriptive Statistics of H1

Descriptive Statistics

	Mean	Std. Deviation	N
Employee engagement	7.33	3.006	205
Social support	33.64	7.294	205

The mean total score for employee engagement is 7.33 with a standard deviation of 3.006, while the mean total score of social support was 33.64 with a standard deviation of 7.294.

Table 15. Correlation of H1

Correlations

		Employee engagement	Social support
Pearson Correlation	Employee engagement	1.000	.519
	Social support	.519	1.000
Sig. (1-tailed)	Employee engagement	.	.000
	Social support	.000	.
N	Employee engagement	205	205
	Social support	205	205

There is a positive medium significant correlation between the two variables, r=0.519, sig<0.05

Table 16. Model Summary of H1

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.519[a]	.270	.266	2.575

a. Predictors: (Constant), Social support

27.0% (R-Square =0.270) of the variance employee engagement are accounted by social support.

Table 17. ANOVA of H1

ANOVA[a]

Model	Sum of Squares	df	Mean Square	F	Sig.

1	Regression	497.013	1	497.013	74.934	.000[b]
	Residual	1346.431	203	6.633		
	Total	1843.444	204			

a. Dependent Variable: Employee engagement

b. Predictors: (Constant), Social support

The ANOVA table shows that the model is significant and the relation exists between the variables, $F(1,203) = 74.934$, Sig<0.05 so we reject the null hypothesis.

Table 18. Coefficients of H1

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.133	.851		.156	.876
	Social support	.214	.025	.519	8.656	.000

a. Dependent Variable: Employee engagement

The coefficients table test the coefficient of the variable if it is significant, here, the coefficient B of social support is 0.214, Sig<0.05 so it is significant,

Y=0.133+ 0.214* social support

We conclude that when social support score increase by one unit, employee engagement increase by 0.214, we reject the null hypothesis and high social support positively correlates with high employee engagement in today's crisis.

Figure 7. The Effect of Social Support on Employee Engagement

H2: Compensation & Benefits

Null Hypothesis: Compensation and benefits does not help engage employees during today's crisis.

Alternative Hypothesis (H1): Compensation and benefits does help engage employees during today's crisis.

Table 19. Descriptive Statistics of H2

Descriptive Statistics

	Mean	Std. Deviation	N
Employee engagement	7.33	3.006	205
Compensation & Benefits	11.21	5.629	205

The mean total score for employee engagement is 7.33 with a standard deviation of 3.006, while the mean total score of compensation &benefits was 11.21 with a standard deviation of 5.629.

Table 20. Correlation of H2

Correlations

		Employee engagement	Compensation & Benefits
Pearson Correlation	Employee engagement	1.000	.676
	Compensation & Benefits	.676	1.000
Sig. (1-tailed)	Employee engagement	.	.000
	Compensation & Benefits	.000	.
N	Employee engagement	205	205
	Compensation & Benefits	205	205

There is a strong positive significant correlation between the two variables, r=0.676, sig<0.05

Table 21. Model Summary of H2

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.676[a]	.456	.454	2.222

a. Predictors: (Constant), Compensation & Benefits

45.6% (R-Square =0.456) of the variance employee engagement are accounted by compensation & benefits.

Table 22. ANOVA of H2

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	841.529	1	841.529	170.504	.000[b]
	Residual	1001.915	203	4.936		
	Total	1843.444	204			

a. Dependent Variable: Employee engagement

b. Predictors: (Constant), Compensation & Benefits

The ANOVA table shows that the model is significant and the relation exists between the variables, $F(1,203) = 170.504$, Sig<0.05 so we reject the null hypothesis.

Table 23. Coefficients of H2

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.285	.347		9.481	.000
	Compensation & Benefits	.361	.028	.676	13.058	.000

a. Dependent Variable: Employee engagement

The coefficients table tests the coefficient of the variable if it is significant, here, the coefficient B of compensation & benefits is 0.361, Sig<0.05 so it is significant,

Y=3.285+ 0.361* compensation & benefits

We conclude that when compensation & benefits score increases by one unit, employee engagement increase by 0.361, we reject the null hypothesis and high compensation & benefits positively correlates with high employee engagement in today's crisis.
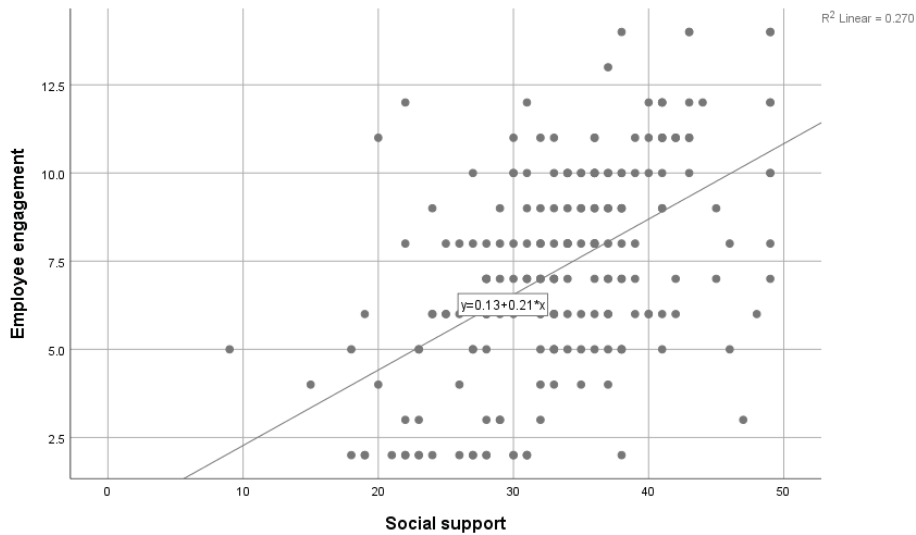

Figure 8. The Effect of Compensation & Benefits on Employee Engagement

H3: Consistent Recognition

Null Hypothesis: Consistent recognition has no significant relationship with the extent of employee engagement in today's crisis.

Alternative Hypothesis (H1): Consistent recognition has a significant relationship with the extent of employee engagement in today's crisis.

Table 24. Descriptive Statistics of H3

Descriptive Statistics

	Mean	Std. Deviation	N
Employee engagement	7.33	3.006	205
Consistent Recognition	10.89	4.973	205

The mean total score for employee engagement is 7.33 with a standard deviation of 3.006, while the mean total score of consistent recognition was 10.89 with a standard deviation of 4.973.

Table 25. Correlation of H3

Correlations

		Employee engagement	Consistent Recognition
Pearson Correlation	Employee engagement	1.000	.862
	Consistent Recognition	.862	1.000
Sig. (1-tailed)	Employee engagement	.	.000
	Consistent Recognition	.000	.
N	Employee engagement	205	205
	Consistent Recognition	205	205

There is a strong positive significant correlation between the two variables, r=0.862, sig<0.05.

Table 26. Model Summary of H3

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.862[a]	.743	.741	1.529

a. Predictors: (Constant), Consistent Recognition

74.3% (R-Square =0.743) of the variance employee engagement are accounted by consistent recognition.

Table 27. ANOVA of H3

ANOVAª

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1369.093	1	1369.093	585.907	.000ᵇ
	Residual	474.351	203	2.337		
	Total	1843.444	204			

a. Dependent Variable: Employee engagement

b. Predictors: (Constant), Consistent Recognition

The ANOVA table shows that the model is significant and the relation exists between the variables, F (1,203) = 585.907, Sig<0.05 so we reject the null hypothesis.

Table 28. Coefficients of H3

Coefficientsª

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.658	.258		6.436	.000
	Consistent Recognition	.521	.022	.862	24.206	.000

a. Dependent Variable: Employee engagement

The coefficients table tests the coefficient of the variable if it is significant, here, the coefficient B of consistent recognition is 0.521, Sig<0.05 so it is significant,

Y=1.658+ 0.521* consistent recognition

We conclude that when consistent recognition score increases by one unit, employee engagement increase by 0.521, we reject the null hypothesis and high consistent recognition positively correlates with high employee engagement in today's crisis.
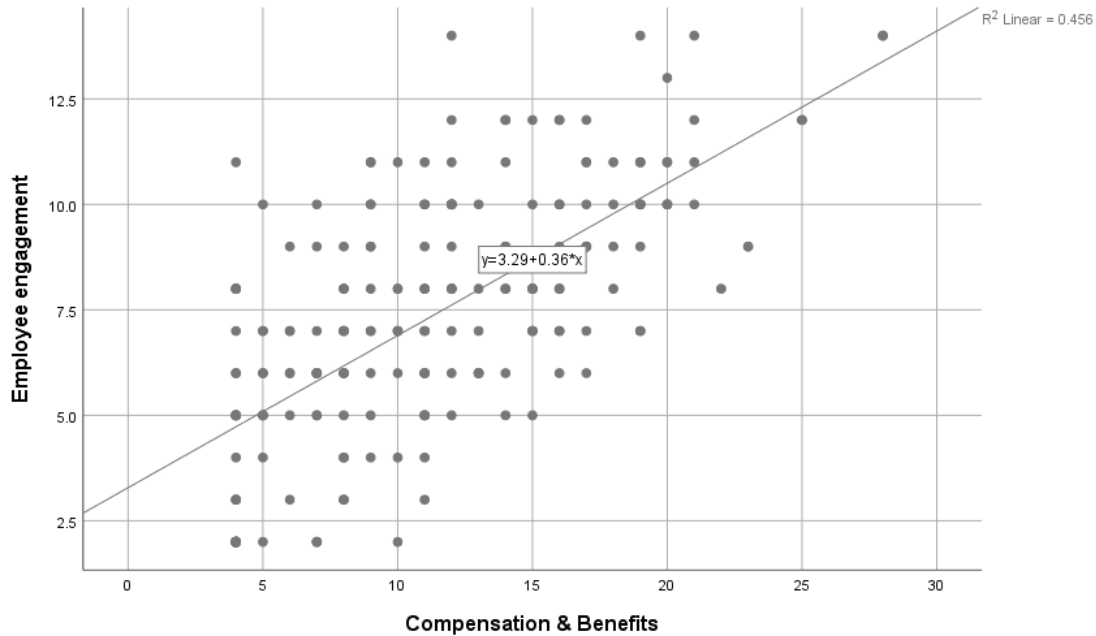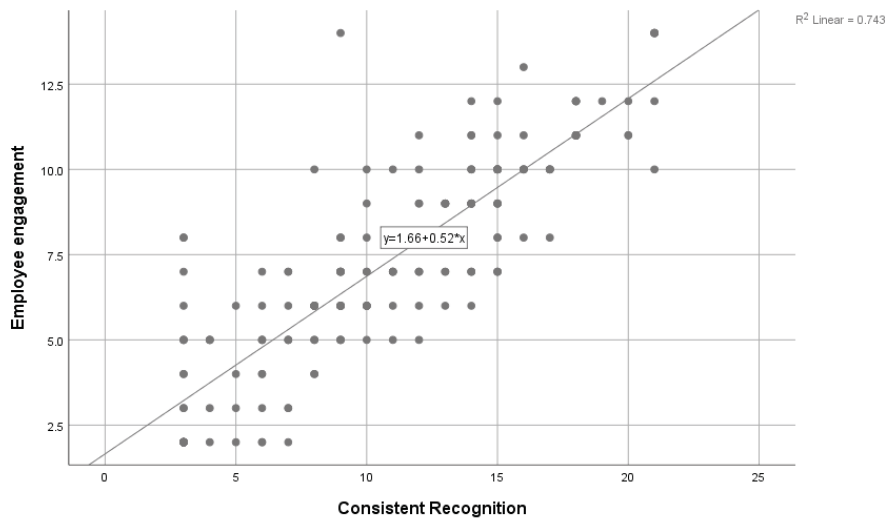

Figure 9. The Effect of Consistent Recognition on Employee Engagement

H4: Working Conditions

Null Hypothesis: Working conditions has no significant relationship with employee engagement.

Alternative Hypothesis (H1): Working conditions has a significant relationship with employee engagement.

Table 29. Descriptive Statistics of H4

Descriptive Statistics

	Mean	Std. Deviation	N
Employee engagement	7.33	3.006	205
Working conditions	14.61	2.696	205

The mean total score for employee engagement is 7.33 with a standard deviation of 3.006, while the mean total score of working conditions was 14.61 with a standard deviation of 2.696.

Table 30. Correlation of H4

Correlations

		Employee engagement	Working conditions
Pearson Correlation	Employee engagement	1.000	.317
	Working conditions	.317	1.000
Sig. (1-tailed)	Employee engagement	.	.000
	Working conditions	.000	.
N	Employee engagement	205	205
	Working conditions	205	205

There is a medium positive significant correlation between the two variables, r=0.317, sig<0.05.

Table 31. Model Summary of H4

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.317[a]	.101	.096	2.858

a. Predictors: (Constant), Working conditions

10.1% (R-Square =0.101) of the variance employee engagement are accounted by working conditions.

Table 32. *ANOVA of H4*

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	185.349	1	185.349	22.692	.000[b]
	Residual	1658.095	203	8.168		
	Total	1843.444	204			

a. Dependent Variable: Employee engagement

b. Predictors: (Constant), Working conditions

The ANOVA table shows that the model is significant and the relation exists between the variables, F (1,203) = 22.692, Sig<0.05 so we reject the null hypothesis.

Table 33. Coefficients of H4

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		

1	(Constant)	2.164	1.103		1.962	.051
	Working conditions	.354	.074	.317	4.764	.000

a. Dependent Variable: Employee engagement

The coefficients table tests the coefficient of the variable if it is significant, here, the coefficient B of working conditions is 0.354, Sig<0.05 so it is significant,

Y=2.164+ 0.354* working condition We conclude that when working conditions score increases by one unit, employee engagement increase by 0.354, we reject the null hypothesis and high working conditions positively correlates with high employee engagement in today's crisis.
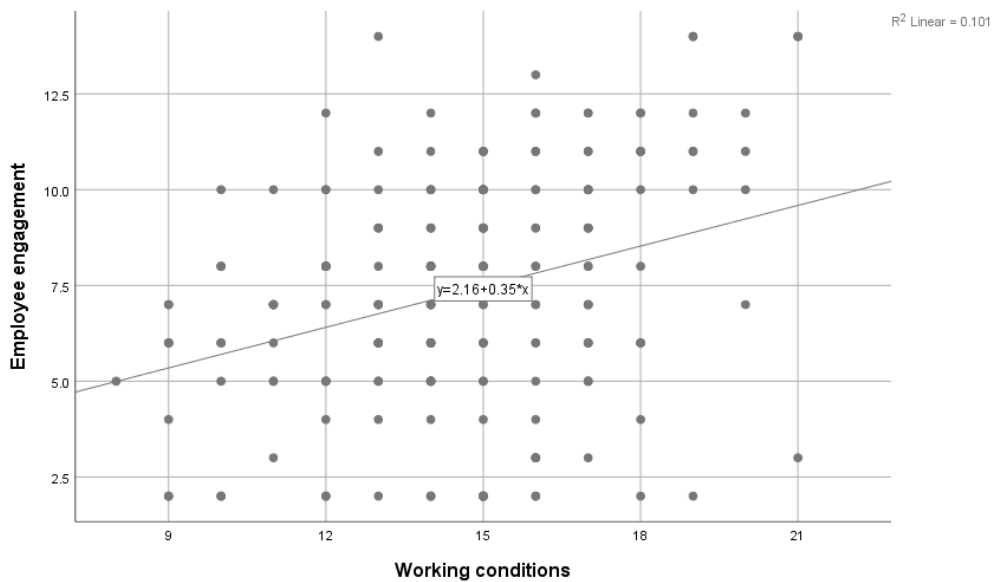
Figure 10. The Effect of Working Conditions on Employee Engagement

H5: Transparency

Null Hypothesis: There is no significant relationship between transparency and employee engagement with today's crisis.

Alternative Hypothesis (H1): There is significant relationship between transparency and employee engagement with today's crisis.

Table 34. Descriptive Statistics of H5

Descriptive Statistics

	Mean	Std. Deviation	N
Employee engagement	7.33	3.006	205
Transparency	17.75	4.666	205

The mean total score for employee engagement is 7.33 with a standard deviation of 3.006, while the mean total score of transparency was 17.75 with a standard deviation of 4.666.

Table 35. Correlation of H5

Correlations

		Employee engagement	Transparency
Pearson Correlation	Employee engagement	1.000	.603
	Transparency	.603	1.000
Sig. (1-tailed)	Employee engagement	.	.000
	Transparency	.000	.
N	Employee engagement	205	205
	Transparency	205	205

There is a strong positive significant correlation between the two variables, r=0.603, sig<0.05.

Table 36. Model Summary of H5

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.603[a]	.363	.360	2.405

a. Predictors: (Constant), Transparency

36.3% (R-Square =0.363) of the variance employee engagement are accounted by transparency.

Table 37. ANOVA of H5

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	669.480	1	669.480	115.765	.000[b]
	Residual	1173.964	203	5.783		
	Total	1843.444	204			

a. Dependent Variable: Employee engagement

b. Predictors: (Constant), Transparency

The ANOVA table shows that the model is significant and the relation exists between the variables, F(1,203)=115.765, Sig<0.05 so we reject the null hypothesis.

Table 38. Coefficients of H5

Coefficients[a]

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	.441	.662		.667	.506
	Transparency	.388	.036	.603	10.759	.000

a. Dependent Variable: Employee engagement

The coefficients table tests the coefficient of the variable if it is significant, here, the coefficient B of transparency is 0.388, Sig<0.05 so it is significant,

Y=0.441+ 0.388* transparency

We conclude that when transparency score increases by one unit, employee engagement increase by 0.388, we reject the null hypothesis and high transparency positively correlates with high employee engagement in today's crisis.
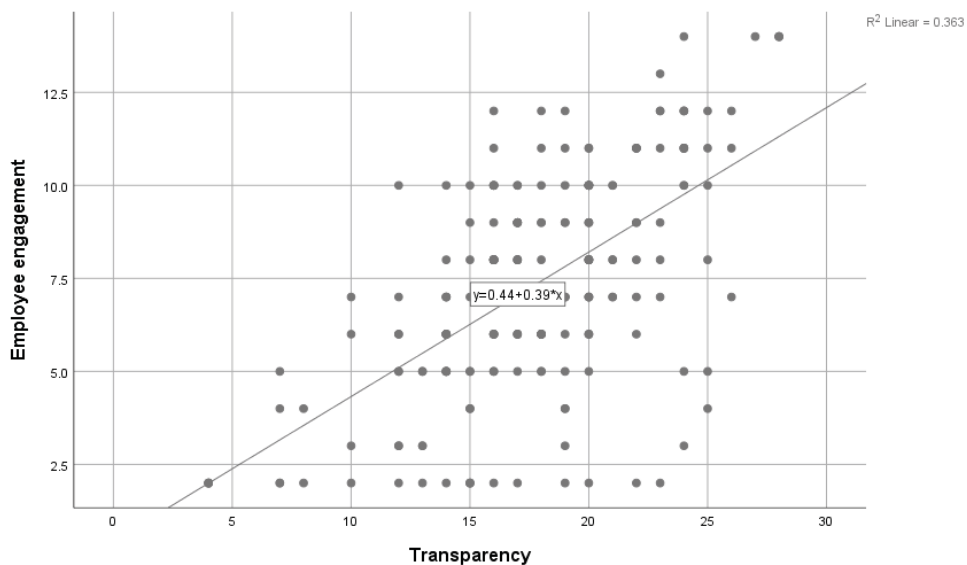
Figure 11.

The Effect of

Transparency

on Employee

Engagement

4.6

<u>Conclusion</u>

The findings of this study support the theories that were suggested. Consistent recognition, compensation and benefits, social support, transparency, and working conditions were all found to be positively linked to employee engagement. Furthermore, consistent recognition has shown to have the strongest and most significant relationship with employee engagement. The outcomes and consequences of these discoveries for research, theory, and practice are discussed in chapter five.

Chapter 5

Conclusions and Recommendations

5.1 Introduction

Chapter five provides a discussion of the main findings along with the analysis of the main results and it's comparison with chapter two. Limitation of the research and managerial implications are offered followed by recommendations towards the study.

5.2 Main Findings

The outcomes of each hypothesis examined are discussed in the section below, which is guided by theory and research. The findings of this study revealed that statistically significant and relevant relationships between the variables of interest should be investigated further. The first hypothesis is investigated, followed by the second, third, fourth and fifth hypotheses.

First Hypothesis

The first hypothesis proposed that social support has a significant relationship with employee engagement in today's crisis. According to the correlation and regression analysis, there is a positive medium significant correlation between the two variables, r=0.519, sig<0.05. As a result of the findings, the null hypothesis was rejected. Based on the questionnaire, employees tend to score high when asked about family support than when asked about friend or supervisory support. 40.49 percent of bank employees strongly agreed that they get the emotional help and support from their families, whereas 19.02 percent strongly agree that they can talk about their problems to their friends and 9.27

percent only strongly agree that their supervisor strongly considers their goals and values. This shows us that there isn't as much support coming from supervisors at work during these times where employees do feel neglected and not in ease, therefore; more effort must be shown towards both parties in order to increase engagement levels

Second Hypothesis

The second hypothesis mentions that compensation and benefits does help engage employees during today's crisis. Data has shown that there is a strong positive significant correlation between the two variables, r=0.676, sig<0.05. 45.6% (R-Square =0.456) of the variance employee engagement are accounted by compensation & benefits. It is clear that compensation and benefits has more importance and effectiveness than social support and therefore there would be a greater response when one unit is being affected either negatively or positively therefore null hypothesis has been rejected. According to the statistics when asked "I am satisfied with my current salary", 38.54 percent of employees strongly disagreed. 34.15 percent also strongly disagreed when asked if they are satisfied with the raises received in the past as well as when asked if they are satisfied with the company's pay structure, 28.29 percent strongly disagreed. This shows that the bank must display a better strategy in order to satisfy its employees to avoid turnover and low performance.

Third Hypothesis

The third hypothesis claimed to have the most significance out of all hypotheses related to consistent recognition. The alternative hypothesis proposed that: Consistent recognition has a significant relationship with the extent of employee engagement in today's crisis.

Results have shown that There is a strong positive significant correlation between the two variables, r=0.862, sig<0.05. 74.3% (R-Square =0.743) of the variance employee engagement are accounted by consistent recognition. The ANOVA table shows that the model is significant and the relation exists between the variables, F(1,203)=585.907, Sig<0.05 so we reject the null hypothesis. Questions such as "I receive congratulations from my supervisor when I reach specific goals" or "The results of my hard work are noticed by my supervisor", scored 4.39 and 5.85 percent respectively on strongly agree and 21.46 and 20.98 percent respectively on neutral which were the highest scores. 3.90 percent was scored on strongly agree when asked whether supervisors expressed recognition for employees' continued loyalty to the organization. This is shockingly low and upsetting to know that employees that maintain loyalty towards their work/job continuously however do not get any recognition from their managers/supervisors. Nowadays consistent recognition is becoming the highlight of what it takes to have engagement within the workforce. As the results speak for themselves, even though bank employees are witnessing one of Lebanon's worst economic crisis, they seem to have their attention more focused on recognition than what they are being compensated. In the upcoming sections, recommendations and managerial implications will be provided to better enhance consistent recognition within the bank.

Forth Hypothesis

The forth hypothesis focuses on the working conditions within the bank whether employees have autonomy over their work or whether the work environment is capable of engaging employees to work (such as the atmosphere, electrical facilities, air conditioners, lights etc…). The alternative hypothesis states the follow: Working conditions has a significant

relationship with employee engagement. According to SPSS results has shown us that There is a medium positive significant correlation between the two variables, r=0.317, sig<0.0. 10.1% (R-Square =0.101) of the variance employee engagement are accounted by working conditions therefore we reject the null hypothesis. Even though the following hypothesis has the least significance that does not mean that managers/supervisors or the HR team shouldn't pay attention to it. One of the most important questions was asked for this category that is: "I have to work on too many tasks at the same time" and knowing that the highest answer was "strongly agree", it scored 28.78 percent. It is surprising to know that even with today's crisis, knowing the nature and behavior of the employees and what they are going through, they are still being given a lot of tasks which is not only overwhelming them, but also increasing their stress and anxiety levels. When asked about the physical surroundings contributing to a pleasant work environment, 33.66 percent of employees mentioned "neutral" and only 7.32 percent answered "strongly agree". Branch managers must foresee their environment and must ask employees on a monthly basis if they have a shortage of materials, is there anything bothering them, is there enough space between employees, do they feel distracted from certain noises as these can deeply effect one's engagement.

Fifth Hypothesis

Last but not least one of the most important variables that was turned to a hypothesis and tested for this study is transparency with the following alternative hypothesis: There is significant relationship between transparency and employee engagement with today's crisis. Data showed there is a strong positive significant correlation between the two variables, r=0.603, sig<0.05. 36.3% (R-Square =0.363) of the variance employee

engagement are accounted by transparency. We can conclude that when transparency score increase by one unit, employee engagement increase by 0.388, we reject the null hypothesis and high transparency positively correlates with high employee engagement in today's crisis. What is interesting about this finding is that for questions such as "My organization provides information in a timely fashion to people like me", 40 percent of employees answered "neutral" while just 2.44 percent strongly agreed! This can be a real issue within the bank if there is no proper communication or transfer of information among managers and their employees. When employees are behind in knowing or understanding what is going around in the bank this can cause stress and confusion not just between themselves but also with clients.

5.3 Limitation of the Research

It is known that every study has limitations; this is due to certain constraints or blockages on research design or methodology which may have a great effect on the findings of the study. However, it is crucial to acknowledge those limitations and provide solutions or recommendations for them in case another similar study is being projected. In this study few limitations were identified. To begin with, only one bank (Byblos Bank) has been studied for this research. Due to pandemic concerns and restrictions we were not able to distribute questionnaires to other banks. For future studies, it is crucial to acknowledge whether employees from different banks are also experiencing the same conditions in order to help spread more awareness for better engagement. Another limitation is that this study is based on a limited number of banking personnel, which restricts the generalizability of the findings; time restrictions were also a challenge in addition to the difficulties in gaining access to banks and gathering essential data. A third limitation is the use of self-report

measures (questionnaires). Self-report measures provide advantages for researchers, such as low cost, time efficiency and the simplicity of distribution, but according to Podsakoff et al. (2003), they also enhance the risk of shared source method variation, which can lead to overstated correlations among the variables of interest. This is a normal case and a potential problem that can occur whenever data is being collected from one source. Steps were taken in order to reduce such biasing findings. Firstly, employees were assured that there participation has been kept anonymous. Secondly, there has been a clear procedural approach in that before handing off the questionnaires, a pilot study was conducted in order to lessen the likelihood of nonresponse error of data. Forth limitation is that individual respondents were measured as part of the methodology used in this study. Individuals were asked to report on their personal thoughts and ideas regarding their workplace using this approach. Because participants were asked to report their own frequency of engagement in engaging behaviors, social desirability bias may have influenced their results.

5.4 Managerial Implications

Based on the findings of the thesis, managerial implications should be taken into consideration in order to better enhance the engagement levels within the organization despite the ongoing crisis in Lebanon. Knowing that consistent recognition was most significant between all five variables, one major action that managers can take is by first having a proper communication with employees. Managers' open communication makes it clear about what is required of their workers, allowing employees to know when they have repaid their company. For example, by first recognizing employee engagement displays generated while working remotely, second providing comments on such engagement

displays, and third confirming that the reimbursement methods are acceptable. To put it another way, managers should let employees know that their demonstrations of involvement are being recognized and appreciated by communicating with them. Such activity conveys the established standards of mutuality, which can lessen employee tension and stress about probable gaps of mutual agreements. Furthermore, because feedback and recognition are proven to favorably promote employee engagement inside firms, managers who recognize and provide feedback on engagement displays lower the likelihood of declining employee engagement over time. Another important action that is essential to have between managers and employees especially during times of crisis is the open door policy. There are several benefits to having an open door policy including the following: Communication at all levels of the organization improves, helps assist supervisors and their team members in resolving issues and takes proactive measures to address concerns or obstacles before they become major problems. Employees may as well be going through stressful times and may have problems with dealing with personal or work related activities. Having an open door policy should allow such employees to communicate with their managers at any time of the day in order to comfort them and give them professional advice.

5.5 Recommendations

Employees must be acknowledged as an organization's human capital. Employees are still a company's greatest asset and the key to its competitive advantage. Thus, in order to handle the present and future difficulties of global competitiveness and be able to close the productivity gap amongst employees, engagement awareness levels across the Lebanese economy must be raised. To begin with, a 360 degree performance appraisal must be

distributed to all employees within the bank at least twice a year since such method can help in increasing transparency within the organization, improves productivity and work relationships, identify training gaps and helps create self-awareness about one's strengths and weaknesses. Meetings between the branch manager and his/her employees must be done on monthly bases in order to keep employees updated with the latest protocols and changes that are happening within the bank. Meetings can help engage employees with their managers by giving them a voice through participation and advices and making sure that they are being heard. As stated before, great communication and understanding between employer and employee can have a positive impact not only to both parties but also to the clients and the bank as a whole. The Central Bank of Lebanon has to assess the banking sector's performance plans while taking into account the variables that might affect employee behavior. Then, these plans must be developed and disseminated to ensure uniform performance throughout all Lebanese banks. It is also advisable for the HR team to train branch managers on how to handle difficult obstacles in order to set an example for their employees. When employees look up to their manager they show more motivation and enthusiasm while at work therefore, HR must maintain their interference in order to enhance employer's communication and co-operation skills. HR can also follow the steps depicted by Mani and Mishra (2020) which we explained earlier "GREAT", the chart they had formed in order to better engage employees by introducing and organizing more non-monetary rewards to be induced into the workplace.

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Appendix

Gender

- o Female
- o Male

Age

- o 18-29
- o 30-49
- o 50-64

Governorate

- o Beirut
- o Mount Lebanon
- o North
- o Beqaa
- o South
- o Akkar
- o Nabatieh
- o Baalbak-Hermel

Marital Status

- o Single
- o In a relationship
- o Married
- o Widow

Education

- o PHD
- o Master's Degree
- o Bachelor Degree
- o Technical
- o High school

o   None

Do you work far from home?

o   Yes
o   No

How long have you been working with the bank?

o   Less than one year
o   1 to 5 years
o   5 to 10 years
o   10 to 20 years
o   20 years or more

Have you had any sort of training in the past year?

o   Yes
o   No

If yes, identify what sort

o   Technical Training (Using T24, Sayrafa, Retail etc…)
o   Stress management training
o   Covid-19 training
o   Crisis communication training

For each question, kindly select the appropriate scores where 1= "Strongly Disagree" and 7= "Strongly Agree"

I get the emotional help and support I need from my family. Fam

Strongly Disagree			Neutral			Strongly Agree
1	2	3	4	5	6	7

My family is willing to help me make decisions. Fam

Strongly Disagree			Neutral			Strongly Agree

1	2	3	4	5	6	7

I can talk about my problems with my friends. Fri

**Strongly
Disagree**   **Neutral**   **Strongly
Agree**

1	2	3	4	5	6	7

My friends really try to help me. Fri

**Strongly
Disagree**   **Neutral**   **Strongly
Agree**

1	2	3	4	5	6	7

My Supervisor cares about my opinions. Sup

**Strongly
Disagree**   **Neutral**   **Strongly
Agree**

1	2	3	4	5	6	7

My work supervisor really cares about my well-being. Sup

**Strongly
Disagree**   **Neutral**   **Strongly
Agree**

1	2	3	4	5	6	7

My supervisor strongly considers my goals and values. Sup

**Strongly
Disagree**   **Neutral**   **Strongly
Agree**

1	2	3	4	5	6	7

I am satisfied with my current salary

**Strongly
Disagree**   **Neutral**   **Strongly
Agree**

1	2	3	4	5	6	7

I am satisfied with the raises I have typically received in the past

**Strongly
Disagree**   **Neutral**   **Strongly
Agree**

1	2	3	4	5	6	7

I am satisfied with the company's pay structure

**Strongly
Disagree**   **Neutral**   **Strongly
Agree**

1	2	3	4	5	6	7

I am satisfied with my benefit package

**Strongly
Disagree**   **Neutral**   **Strongly
Agree**

1	2	3	4	5	6	7

I receive congratulations from my supervisor when I reach specific goals.

**Strongly
Disagree**   **Neutral**   **Strongly
Agree**

1	2	3	4	5	6	7

The results of my hard work are noticed by my supervisor.

**Strongly
Disagree**   **Neutral**   **Strongly
Agree**

1	2	3	4	5	6	7

My supervisor expresses recognition for my continued loyalty to the organization.

**Strongly
Disagree**   **Strongly
Agree**

1	2	3	4	5	6	7

My supervisor recognizes my ideas and effort, even when these do not necessarily lead to successful results.

Strongly Disagree   **Neutral**   **Strongly Agree**

1	2	3	4	5	6	7

I have the freedom to decide what to do on the job

Strongly Disagree   **Neutral**   **Strongly Agree**

1	2	3	4	5	6	7

I have to work on too many tasks at the same time

Strongly Disagree   **Neutral**   **Strongly Agree**

1	2	3	4	5	6	7

The demands of my work exceeds the time I have to do the work

Strongly Disagree   **Neutral**   **Strongly Agree**

1	2	3	4	5	6	7

My physical surroundings contribute to a pleasant work environment

Strongly Disagree   **Neutral**   **Strongly Agree**

1	2	3	4	5	6	7

My organization provides information in a timely fashion to people like me

Strongly Disagree			**Neutral**			**Strongly Agree**
1	2	3	4	5	6	7

My organization provides information that is easy for people like me to understand

Strongly Disagree			**Neutral**			**Strongly Agree**
1	2	3	4	5	6	7

My organization provides information that is reliable

Strongly Disagree			**Neutral**			**Strongly Agree**
1	2	3	4	5	6	7

My organization provides information that is complete

Strongly Disagree			**Neutral**			**Strongly Agree**
1	2	3	4	5	6	7

Please tell us how you feel at the moment with respect to your job.

I feel tense.

Strongly Disagree			**Neutral**			**Strongly Agree**
1	2	3	4	5	6	7

I feel upset.

Strongly Disagree			**Neutral**			**Strongly Agree**
1	2	3	4	5	6	7

I feel worried

Strongly Disagree			Neutral			Strongly Agree
1	2	3	4	5	6	7