

**EXAMINING THE IMPACT OF JOB AND PERSONAL RESOURCES ON  
TURNOVER INTENTIONS IN FOOD AND BEVERAGES  
MANUFACTURING MSEs IN TANZANIA: *MEDIATING ROLE OF  
EMPLOYEE ENGAGEMENT***

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HUMAN RESOURCE MANAGEMENT (PhD)  
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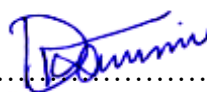
### CERTIFICATION

The undersigned certifies that they have read and hereby recommends for acceptance by the Open University of Tanzania the thesis entitled; **“The Influence of Job and Personal Resources on Turnover Intentions in Food and Beverages Manufacturing MSEs in Tanzania: *Mediating Role of Employee Engagement*”**, in partial fulfilment of the requirements of award for the Doctor of Philosophy (PhD) in Human Resources Management.

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I, **Saidi Mustapha Msangi**, declare that the work presented in the thesis is original. It has never been presented to any other University or institution. Where other people's works have been used, references have been provided. It is in this regard that I declare this work as originally mine. It is hereby presented in partial fulfilment of the requirements for the Doctor of Philosophy in Human Resource Management (PhD) degree.

A handwritten signature in black ink, appearing to read 'Msangi', is written over a horizontal dotted line.

20/05/2025

Date

## **DEDICATION**

My wife Mariam Kibwana; kids Muhtady, Imtithal, Buthaynah, Kaysan, Abrar, and Aamyrah; My parents, Mustafa and Aisha-Rafia; My late grandmother Madina Manda.

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## ABSTRACT

This study investigates the correlation between employment personal resources and intention to turnover within the food and beverage production industry, mediated via employee involvement and the utilization of micro and small firms in Tanzania. The study aimed to investigate the impact of job resources as well as private resources on turnover intentions within the food and beverage production micro and small enterprises in Tanzania. This research was based on the model of job demands and resources and Social Exchange Theory. The positivist worldview was embraced, and empirical investigation was utilized. The employed research design is a cross-sectional survey. A standardized questionnaire was utilized to gather data from a sample of 378 allocated Micro and Small Enterprises (MSEs), in Dar es Salaam. The analysis employing a Partial Least Squares Structural Equation Model approach indicated that job resources have a negligible negative effect on turnover intention. Conversely, personal resources exhibit a statistically significant beneficial impact on turnover intention. This study identified that employee engagement modulates the correlation between personal resources and turnover intention. This study suggests that personal resources affect turnover intention, with employee engagement serving as a mediator in the relationship among personal assets and turnover intention. This study advised that owner-managers of MSEs should promote the utilization of personal resources to enhance skills and competencies, while also pushing employees to participate actively in their work to mitigate turnover intentions.

**Keywords:** *Job Resources, Personal Resources, Employee Engagement, Turnover Intention, PLS-SEM.*

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## **LIST OF ABBREVIATIONS**

AVE	Average Variance Extracted
CFA	Confirmatory Factor Analysis
CR	Composite Reliability
EE	Employee Engagement
EFA	Exploratory Factor Analysis
F&B	Food and Beverage
GDP	Gross Domestic Product
HTMT	Heterotrait-Monotrait
JD-R	Job Demand-Resources Model
MSEs	Micro and Small Enterprises
MSMEs	Micro Small and Medium Enterprises
NBS	National Bureau of Statistics
OBSE	Organizational based self-esteem
PLS	Partial Least Square
PLS-SEM	Partial Least Squares Structural Equation Modelling
SD	Standard Deviation
SEM	Structural Equation Modelling
SET	Social Exchange Theory
SIDO	Small Industries Development Organisation
SMEs	Small and Medium Enterprises
SPSS	Statistical Package for the Social Sciences
SRMR	Standardized Root Mean Square Residual
TBS	Tanzania Bureau of Standards

TIS	Turnover Intention Scale
TRA	Tanzania Revenue Authority
TZS	Tanzanian Shillings
URT	United Republic of Tanzania
UWES	Utrecht Work Engagement Scale
VIF	Variance Inflation Factor

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background of the Study**

This study investigates the correlation between employment personal resources and intention to turnover within the food and beverage production industry, mediated via employee involvement and the utilization of micro and small firms in Tanzania. The study aimed to investigate the impact of job resources as well as private resources on turnover intentions within the food and beverage production micro and small enterprises in Tanzania. This research was based on the model of job demands and resources and Social Exchange Theory. The positivist worldview was embraced, and empirical investigation was utilized. The employed research design is a cross-sectional survey. A standardized questionnaire was utilized to gather data from a sample of 378 allocated Micro and Small Enterprises (MSEs), in Dar es Salaam. The analysis employing a Partial Least Squares Structural Equation Model approach indicated that job resources have a negligible negative effect on turnover intention. Conversely, personal resources exhibit a statistically significant beneficial impact on turnover intention. This study identified that employee engagement modulates the correlation between personal assets and turnover intention. This study suggests that personal resources affect turnover intention, with employee engagement serving as a mediator in the relationship among personal assets and turnover intention. This study advised that owner-managers of MSEs should promote the utilization of personal resources to enhance skills and competencies, while also pushing employees to participate actively in their work to mitigate turnover intentions.

## **1.2 Statement of the Research Problem**

Scholars have studied the determinants and repercussions of employee turnover intention and low employee engagement. Research has examined the connection between job resources and intent to leave a company (Miano, 2020; Kim et al., 2019; Shin & Jeung, 2019). However, most of the previous research has been done in high-income nations rather than emerging economies like Tanzania. Furthermore, the research primarily concentrated on large organizations, which differ significantly from small and micro business settings, and only examined the general business setup. It is unclear whether the results of this research would hold in other nations, especially regarding the production of MSEs in developing countries like Tanzania.

Moreover, limited research (Hardaningtyas, 2020; Jauharlia & Yulianti, 2020; Kim & Hyun, 2017) has been undertaken regarding the correlation between personal resources and turnover intentions. While Hardaningtyas (2020) and Kim and Hyun (2017) have examined the relationship among personal resources and turnover intentions, their findings vary regarding the effects and organizational size, resulting in conflicting conclusions that restrict the applicability of the relationship's mechanism. The disparate findings suggested that additional study was required to simultaneously confirm the relevance of job and personal resources with turnover intentions while considering contextual factors in small and micro organizations. Furthermore, the few studies that have been conducted on this topic have all been conducted in developed nations (Aljohani et al., 2023; Chen, 2022; Kotzé, 2018), and

no research has been done on workers in the food and beverage manufacturing sector specifically in emerging economies like Tanzania.

Furthermore, there is a scarcity of empirical research connecting turnover intentions of manufacturing micro and small enterprises to employment and personal resources. Moreover, there exists a scarcity of research, especially regarding the examination of the relationship between personal and work resources and intention to turnover in Tanzanian food and beverages-related micro and small enterprises (MSEs). This indicates that the subject has not been adequately investigated in MSEs. This indicates that research in this sector has been inadequately conducted.

Moreover, to the best of the researcher's knowledge, no empirical studies have been undertaken in Tanzanian manufacturing micro and small enterprises, specifically within the food and beverage manufacturing sector, that examine work resources and personal resources as potential indicators of turnover intentions mediated by employee engagement. Given the potential influence of human resources on organizational performance, engaged employees can enhance organizational efficiency and reduce staff turnover (Sun & Yoon, 2022; Naiemaha et al., 2019). This study will be the inaugural investigation of its sort in Tanzania, examining the correlation between these parameters. Consequently, an examination of employee engagement is essential to comprehend this issue within the industrial sector.

This study examined the influence of job resources and personal resources on turnover intentions to address the identified gap. It also examined the mediating roles of employee involvement in these relationships within Tanzanian food and beverage manufacturing micro and small enterprises.



### **1.3 Research Objectives**

#### **1.3.1 General Research Objective**

The main aim of this study was to investigate the influence of job and personal skills on turnover intentions, mediated by employee engagement, within Tanzanian food and beverage production micro and small enterprises (MSEs).

#### **1.3.2 Specific Research Objectives**

The study sought to achieve the following specific objectives:

- i. To determine the effects of job resources on employee turnover intentions in the food and beverage manufacturing MSEs in Tanzania.
- ii. To determine the effect of personal resources on turnover intentions in the food and beverage manufacturing MSEs in Tanzania.
- iii. To examine the mediating role of employee engagement on the relationships between job resources, personal resources, and turnover intentions in the food and beverage manufacturing MSEs in Tanzania.

### **1.4 Scope of the study**

The study sought to determine how employee engagement mediates the relationship among job resources, private assets, and overall turnover intention in Tanzanian micro and small enterprises within the food and drink production sector.

### **Theoretical Scope**

The connection among job resources, personal resources, and turnover intentions is elucidated by two theories: the primary framework is the Job Demands-Resources Model (Demerouti et al., 2001), while the ancillary framework is the Social Exchange Theory (Blau, 1964; Emerson, 1962; Homans, 1958). The theoretical framework of thought is based on these ideas, and the study examined the role of employee engagement within this connection.

### **Content Scope**

This study examines the factors of job resources, including autonomy, performance feedback, and skill variety, as well as individual assets, such as optimism, self-efficacy, and organization-based self-esteem. Furthermore, utilize the mediating variable of employee engagement within Dar es Salaam's food and beverage sector, characterized by vigor, dedication, absorption, and turnover intention.

### **Geographical scope**

This study was executed in the Dar es Salaam region throughout five districts: Ilala, Ubungu, Temeke, Kigamboni, and Kinondoni, concentrating on micro and small firms within the food and beverage industry. The choice of these districts is due to their designation as Tanzania's primary commercial center, functioning as the nation's business hub where various firms operate (Bhuzohera, 2024; Mpogole & Wiketye, 2021; Todd et al., 2019).

### **Methodologically Scope**

This study utilized IBM SPSS and employed the Partial Least Squares Structural Equation Model (PLS-SEM) for data evaluation. The study population comprised 6,789 individuals, with a sample size of 378. A structured questionnaire was utilized

to gather primary data from staff members at food and beverage-related micro and small enterprises in Tanzania.

### **1.5 Significance of the Study**

This study enhances the understanding of employee engagement by demonstrating how job and personal resources influence turnover intentions in Tanzania's food and beverage manufacturing sectors. The recent insights into employee engagement will provide a framework for human resources managers to formulate successful intervention methods tailored for food and beverage micro and small enterprises, aimed at enhancing job satisfaction, commitment, and diminishing turnover intentions inside these firms. Private firms should prioritize the enhancement of human resource management techniques, focusing on skill development, capability enhancement, and employee motivation. This study provided insights for the researcher and human resource practitioners to utilize the findings to enhance employee engagement.

This study theoretically enhances the JD-R model by incorporating employee engagement to validate theoretical assumptions. This study validates and extends the work demands-resource model within the Tanzanian context, particularly in the manufacturing industry. Within the realm of MSEs, the proposed model may serve as an effective instrument for predicting turnover intentions. SET elucidates that employees exhibit positive responses when provided with job and personal resources; they react with loyalty and increased engagement. These studies synthesize both models by analyzing the interaction between job resources and personal resources in relation to employee engagement and turnover intention. This

study integrates the JD-R model with SET, thereby connecting job resources, personal resources, turnover intention, and the mediating role of employee engagement.

In practical terms, the study's conclusions provide a model that can be adapted and implemented within the organization to enhance team, individual, and organizational performance. Applying job and personal resources constructs and employee engagement strategies, the findings also help owners/managers and human resources practitioners minimize turnover intention rates and raise employee engagement levels by enhancing the work environment. Additionally, this study assists management in forecasting future intentions regarding staff departure and developing retention plans. Moreover, the organization may use the data to integrate staff members to lower the risk of employee attrition and boost motivation for improved workforce performance and employee retention.

Empirically, the study may serve as a springboard for additional research on personal resources, job resources, and turnover intention worldwide and in Tanzania specifically. Additionally, results can be used as a source of reference for related studies. Moreover, the present study's methodology serves as a framework for further investigations into employee engagement, job resources, personal resources, and turnover intention. By including an analysis of the qualitative approach to testing the research variables concurrently, the study additionally adds to the technique.

## **1.6 Organization of the Thesis**

This thesis has six chapters. Chapter One briefly introduces the study's history, issue statement, research aims, scope, and significance. Chapter Two then defines the main

terms and critically analyzes the relevant literature on the subject matter. Next, it reviews the Job Demands-Resources Model and the Social Exchange Theory. This chapter also presents the research gaps that need to be filled to produce hypotheses and a conceptual framework.

Chapter Three goes into great length about the research methods used for the study. It covers research methodology, study design and strategy, research philosophy, data collection techniques, measurement instrument descriptions, data analysis techniques, and ethical considerations. Chapter Four presents the data analysis, and Chapter Five covers the study conclusions derived from it. Chapter Six covers the conclusion, limits, and suggestions for additional research.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Chapter Overview**

This chapter delineates definitions and elucidations for the fundamental concepts, convictions, and research deficiencies pertaining to individual assets, job resources, plus employee engagement. The research encompasses the conceptual framework, theories, and empirical studies.

#### **2.2 Definition of the Key Concepts**

This part describes the concepts used in this study.

### **2.2.1 Employee Engagement**

Experts and business professionals assert that employee engagement has two dimensions: energy and involvement; yet, they remain divided on a singular definition (Bakker et al., 2011). Kahn (1990) posits that employee engagement entails individuals inside an organization aligning their identities with their professional duties, employing their physical, mental, and emotional capacities to embody and execute these roles. Schaufeli and Bakker (2010) and Schaufeli et al. (2002) define employee engagement as a positive, fulfilling psychological condition related to work, characterized by vigor (e.g., high energy), dedication (e.g., total commitment), and absorption (e.g., intense focus). Employee engagement, as described by Harter, Schmidt, and Hayes (2002), is the synthesis of an employee's involvement, satisfaction, and productivity. In this study, employee engagement is defined as a fulfilling psychological condition associated with the workplace, marked by vigor, dedication, and absorption.

### **2.2.2 Job Resources**

Xanthopoulou et al. (2007) characterize job resources as the social and psychological elements of a position that facilitate personal development, assist in attaining work-related goals, and mitigate workplace stressors along with their psychological and physiological repercussions. Job resources pertain to organizationally assigned physical and psychological traits that assist certain individuals in their professional development and mitigate workplace demands (Bakker & Demerouti, 2007). Bhatti et al. (2018) characterize job resources as the organizational, social, and material assets that facilitate employees' professional and personal development, assist in attaining organizational goals, and enhance motivation. In this research, "job resources" refer to work-related traits provided to employees to encourage their contribution to corporate objectives. This study investigates many attributes of job resources, such as autonomy, skill variety, and performance feedback, as highlighted by Demerouti and Bakker (2023) and Hackman and Oldham (1975).

### **2.2.3 Personal Resources**

Xanthopoulou et al. (2007) assert that personal resources encompass individuals' perceptions of their capacity to influence and manage their surroundings effectively. Personal resources refer to employees' adaptation and resilience in navigating a demanding work environment (Bhatti et al., 2018). Personal resources are self-assessments linked to resilience that enhance an individual's ability to adeptly navigate the impacts of their environment (Hobfoll, Johnson, Ennis, & Jackson, 2003). In this study, individual assets refer to the attributes of individuals who navigate their work environment. This study employs optimism, institutional self-esteem, and self-efficacy as components of personal resources.



#### **2.2.4 Turnover Intention**

Lee et al. (2022) characterize turnover intention as an employee's free choice to resign from their current position and cease association with the organization. Koo et al. (2020) characterize turnover intention as an employee's inclination to permanently depart from the organization. Turnover intention refers to an individual's readiness to resign from their current role and depart from an organization (Hom et al., 2017). Turnover intention refers to the extent to which an employee intends to depart from the organization (Ma & Trigo, 2008). Turnover intention is defined as a deliberate and conscious decision to exit the organization (Tett & Meyer, 1993). In this study, turnover intention denotes an employee's inclination to depart from the organization in the imminent future.

#### **2.2.5 Micro Small Enterprises**

The term "micro and small enterprises" (MSEs) is not commonly defined by statistical agencies, international organizations, or governments of various nations (Gorondutse & Hilman, 2019). MSEs are commonly characterized by quantitative means, considering variables including yearly revenue, capital expenditure, workforce size, and the financial statements' summary of economic outcomes (Johnstone et al., 2020; World Bank, 2019). In Tanzanian contexts, micro, small, and medium-sized businesses are referred to by the acronym MSEs (URT, 2003); however, the term SMEs is also occasionally used. The definition of MSEs utilized in this study is derived from Tanzania, characterized by investments in machinery and personnel count. As per URT (2003), MSEs are explicitly characterized as non-agricultural economic entities that employ fewer than 99

individuals or possess capital investments in machinery not exceeding 800 million Tanzanian Shillings. Comprehensive definitions of micro, small, medium, and large enterprises are provided in Table 2.1.

**Table 2.1. Definitions of MSEs and Large Enterprise**

Category	Number of employees	Capital investment in machine (Million TZS)
Micro Enterprise	1-4	Up to 5
Small Enterprise	5-49	Above 5 to 200
Medium Enterprise	50-99	Above 200 to 800
Large Enterprise	100+	Above 800

**Source:** Adopted from URT, (2003)

The term Micro and Small Enterprises (MSEs) will be used in this study. MSEs are defined as formal and informal companies with a maximum capital investment of TZS 200 million that employ one to forty-nine workers. The majority of MSEs in Tanzania fit under this category, which is why it was chosen. Additionally, this study included micro and small manufacturing businesses.

#### **2.2.6 Food and Beverages Manufacturing MSEs**

The Food and beverage (F&B) manufacturing sector is the business and organizations that encompasses various activities involved in the production, covert, management, regulation, preservation, and distribution of F&B that comprise the F&B production industry (United Nations Children’s Fund (UNICEF), 2023; Glade, & Sainte-Marie, 2022). Most manufacturing F&B MSEs work in the unorganized sector and are involved in non-farm economic activities such as mining, manufacturing, commerce, and

services. Manufacturing F&B includes food product processing, preservation, and packaging (Lufano, Kirori & Mugiira, 2023; Food and Agriculture Organisation of the United Nations, 2021). F&B manufacturing encompasses the process of transforming agricultural products into various components of food (Lufano, Kirori & Mugiira, 2023). The preparation, packing, transportation, and serving of F&B goods are all included in this study's MSEs for F&B manufacturing. F&B manufacturing MSEs account for the bulk of Tanzanian micro and small businesses that process commodities such as rice, coffee, drinking water, soft drinks, flour, milk, fruits, tea, and liquor (TBS, 2020).

### **2.3 Theoretical Literature Review**

This section elucidates the notions of personal resources, job resources, employee engagement, and turnover intentions. Multiple theories, such as the Job Demand-Resources Model (2001), the Conservation of Resources Theory (Hobfoll, 1989), and the Job Characteristics Theory (Hackman and Oldham, 1980), have been formulated to elucidate job resources and personal resources. Prior studies have proposed many concepts to elucidate employee engagement, with the Social Exchange Theory (SET) emerging as the predominant framework (Demerouti & Sanz-Vergel, 2023; Bakker et al., 2021; Kim et al., 2019; Kim, 2017). Numerous scholars have utilized the Social Exchange Theory as the theoretical framework for employee engagement in their empirical research, drawing heavily from the theoretical approach (Bakker et al., 2023; Zeijen et al., 2021, 2024; Kim, Han & Park, 2019; Kim, 2017). The employment Demand-Resources Model delineates the determinants of employment and personal resources and their consequent results. The Social Exchange Theory and the Job Demand-Resources Model are especially relevant to this study. Thus, the

JD-R model functioned as the study's guiding principle and provided the theoretical foundation. The SET was supplemental, and the subsequent section pertained to both individuals.

### **2.3.1 Job Demands-Resources (JD-R) Model**

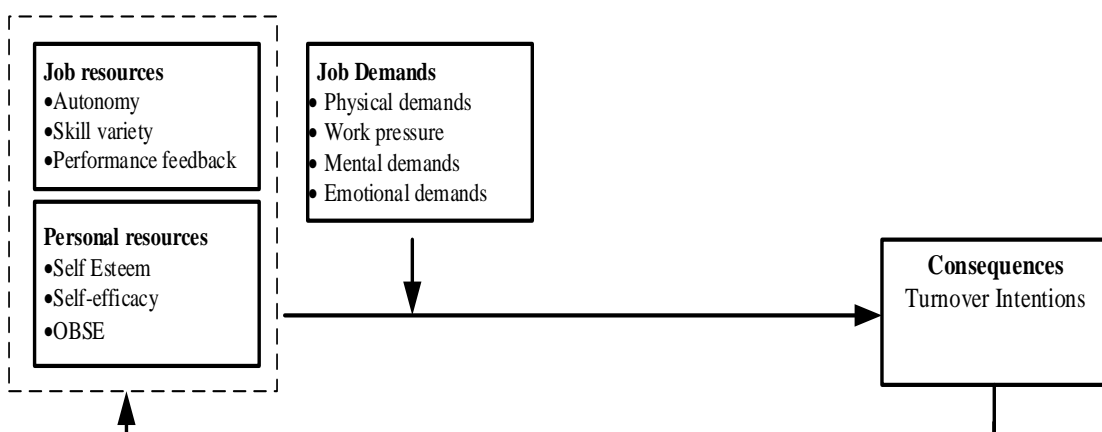
The Job Demands-Resources (JD-R) Model serves as the primary theoretical framework in this part to elucidate the interplay between job resources and personal resources, along with their impact on job performance, turnover intention, and job satisfaction. This strategy has already delineated the impacts of employment and personal resources in past research (Zeijen et al., 2024; Aljohani et al., 2023; Schaufeli et al., 2019; Bakker & Demerouti, 2008; Schaufeli & Bakker, 2004). The Job Demand-Resources (JD-R) Model illustrates the impact of job resources and job demands on an employee's intention to resign.

The Job Demands-Resources (JD-R) Model was formulated by Demerouti, Bakker, Nachreiner, and Schaufeli in 2001. Schaufeli and Bakker (2004) refined the model, initially employed to investigate burnout, by include employee outcomes. Consequently, job resources enhance job performance and function as a positive motivating mechanism (Kwon & Kim, 2020). The model has been utilized in diverse vocational contexts due to its meta-theoretical framework (Demerouti & Bakker, 2022; Vermooten, Boonzaier & Kidd, 2019). The model concept suggests that job pressures may lead to employee outcomes such as turnover intention and fatigue. The psychological, physical, and social requirements of a job are the obligations

individuals must fulfill while performing their responsibilities (Xanthopoulou et al., 2007; Schaufeli & Bakker, 2004).

In contrast, job resources refer to the psychological, physical, and social factors accessible to employees that mitigate the effects of job demands and enhance performance outcomes (Vermooten et al., 2019; Schaufeli & Bakker, 2004). The methodology assumes a more robust and consistent correlation between work resources and employees' inclination to leave their positions (Schaufeli et al., 2019). Furthermore, the JD-R model is augmented by incorporating personal resources as an employee's tools for environmental adaptation. These resources encompass optimism, self-efficacy, and organizationally-derived self-esteem (Xanthopoulou et al., 2009). Schaufeli et al. (2019) assert that the model posits personal resources have a favorable effect on turnover intention.

The Job Demands-Resources model elucidates the psychological condition of an employee and its impact on workplace behavior. This method elucidated the ramifications of the connection between personal and occupational resources. The model is divided; job resources, human resources, and job demands constitute the left antecedents, whilst job performance and turnover intention are depicted on the right side (Bakker & Demerouti, 2007; 2008). Figure 2.1 depicts the correlation and ramifications between occupational resources and personal resources.



**Figure 2.1: Job Demands-Resources (JD-R) model**

**Source:** Adapted from Bakker & Demerouti, (2008)

Employing the JD-R model, multiple researchers (Carmo and Martins, 2023; Chen, 2022; Le et al., 2022; Vermooten et al., 2019; Wolter et al., 2019) examined personal and job resources, along with their resultant consequences. The JD-R Model offers a theoretical framework elucidating the effects of job and personal resources on turnover intention and burnout, as previously justified. This model provides a perspective analogous to the study's emphasis on the relationship between job and personal resources and turnover intention, as illustrated by the JD-R Model.

The JD-R model's strength lies in its flexibility to many professions, enabling numerous scholars to examine the impact of job resources on turnover intention (Bakker & Demerouti, 2007). Furthermore, the model has enhanced motivation and reduced burnout (Xanthopoulou et al., 2007). The Model elucidates employee well-being, which alleviates the impacts of stress and burnout, while also considering job expectations. Furthermore, Xanthopoulou et al. (2007) indicated that the JD-R model encompassed personal resources such as optimism, self-efficacy, and organization-based esteem. Moreover, the model can predict the impact of job demands on variables such as job performance and turnover intention (Bauer et al., 2014).

A disadvantage of the JD-R Model is its greater emphasis on organizational resources and needs, while providing insufficient consideration of personal resources (Bothma & Roodt, 2013). The JD-R Model has faced criticism for failing to elucidate the variance in turnover intentions among employees with identical job resources; furthermore, it does not specify which resources are paramount for mitigating employee turnover intentions (Barreiro & Treglown 2020; Bakker et al., 2014; Van den Broeck, De Cuyper, De Witte, & Vansteenkiste, 2010).

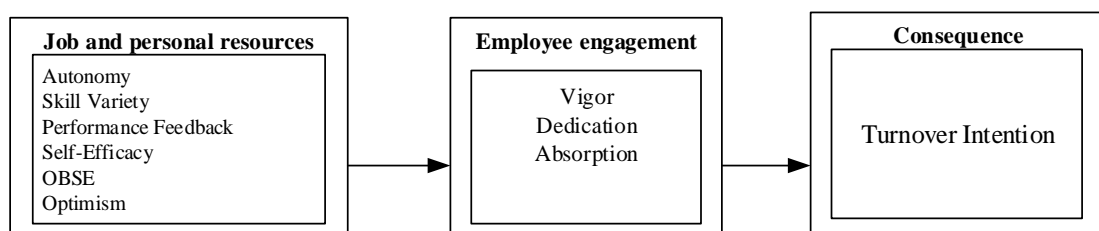
Another weakness of the JD-R theory is that the model overlooks the complicity of the situation, which may hinder model applicability (Bauer, Hämmig, Schaufeli, & Taris, (2014). An additional weakness is that the model simplifies the cultural dimension in other contexts (Hakanen & Roodt, 2010). There is a variation in the application of the model across cultural and job types, which the model estimates (Crawford et al., 2010). Despite these criticisms, the JD-R Model is relevant for this study due to its variables influencing employee motivation.

### **2.3.2 Social Exchange Theory (SET)**

The correlation between job and personal resources and turnover intention was illustrated using the JD-R model in the previous section. This part utilized the Social Exchange Theory to elucidate the relationship among personal resources, job resources, and turnover intention. The predominant theory elucidating the reciprocal relationships between employees and the organization is the Social Exchange Theory. In 1958, sociologist George Homans developed the Social Exchange Theory to analyze human behavior. Subsequently, additional scholars (Blau, 1964; Emerson, 1962) expanded the theory's applicability to the comprehension of organizational

behavior. The concept posits that the process of trading results in social exchange. The Social Exchange Theory (SET) posits that employees feel compelled to reciprocate to the organization by enhancing its performance, as they benefit from its resources (Cropanzano & Mitchell, 2005).

The level of employee involvement influences staff performance (Saks, 2006). Employees engage in their work due to access to resources and advantages provided by the organization. Employee engagement determines organizational outcomes. Researchers have examined the origins and effects of employee engagement via the lens of the Social Exchange Theory (SET), which remains unverified; for example, Saks (2006) investigated these dynamics utilizing SET. Other scholars employ SET in their empirical investigations, including Zeijen et al. (2024), Bakker et al. (2023), Kim et al. (2019), and Kim (2017). Figure 2.2 illustrates the correlation between the antecedents and results of employee engagement via the lens of Social Exchange Theory (SET). SET functions as the theoretical foundation for this study because to its correlation between employee engagement and outcomes. This study's focal factors job resources, personal resources, employee engagement, and turnover intention align with Social Exchange Theory (SET).



**Figure 2.2: Social Exchange Theory (SET)**

**Source:** Adapted from Saks (2006)



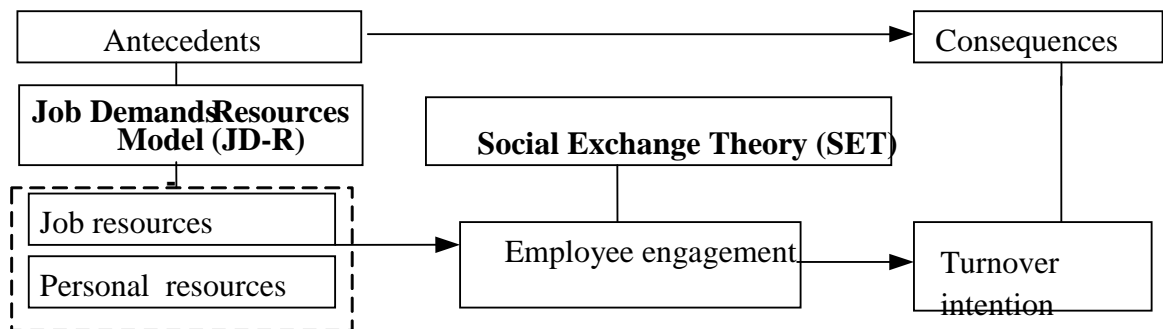
The theory of social exchange has been utilized to enhance research on the reciprocal interaction between employees and employers. The theory has been criticized for assuming that people are economically rational and always act rationally (Cropanzano & Mitchell, 2005). But in reality, sometimes people act irrationally, and caution must be taken when applying theory in the workplace. Also, SET overlooks cultural differences by focusing more on the perception of the free market economy (Fiske, 1993).

Despite such criticism, SET is useful in studying the reciprocal relationship between employee and employer due to its benefits to both parties (Blaus, 1964; Gouldener, 1960). Employees who obtain organizational incentives and benefits are compelled to give back (Hair et al., 2020; Turner & Turner, 2020; Blau, 1964). Thus, SET serves as the foundational principle for employee engagement.

### **2.3.3 The Synthesis of SET and JD-R Model**

The job resources and personal constructs from the JD-R model, which served as the study's independent variables, are detailed in the sections above. The JD-R theoretically explained the association between job and personal resources and turnover intentions. The theory of SET was the source of the employee engagement constructs. The mediator factor in this study is employee engagement, which is based on Social Exchange Theory (SET) and elucidates the reciprocal interaction between employer and employee. The ideas presented above illustrate the relationship between the JD-R and SET Models regarding turnover intention, as depicted in Figure 2.3.

The two models are directly pertinent to the research objective, which is to investigate the interplay between personal and job resources, alongside the impacts of employee disengagement (turnover intention) and employee engagement as the mediating variable. The JD-R and SET Models are intimately interconnected in elucidating turnover intentions, particularly on the influence of employee engagement on the interaction between job resources and personal resources associated to turnover intentions.



**Figure 2.1: Summary of the Research Model**

**Source:** The author developed (2024)

## 2.4 Empirical Literature Review

The primary objective of this section is to examine the literature concerning the research characteristics of job resources, personal resources, employee engagement, and intention to leave. Identify the empirical deficiencies that the current study seeks to rectify.

### 2.4.1 Job Resources on Employee Turnover Intention

Jauhari and Yulianti (2020) conducted a study to examine the influence of employment resources on turnover intention. The study sought to ascertain the

impact of employee engagement and job resources on the intention to leave. Ninety-two individuals from a single Indonesian organization were selected as a sample. Structural equation modeling (SEM) was employed to analyze the data. The findings indicate that employment resources substantially affect the intention to resign. Regrettably, the study was conducted solely within a single organization, hence limiting the generalizability of the findings. Multilevel Structural Equation Models (MSEs) were utilized in the present study to examine departure intention and work resources.

Aljohani et al. (2023) conducted a study examining the relationship between employment resources and the intention to resign among nursing practitioners in Saudi Arabia. The objective of the study was to investigate the influence of work engagement, autonomy, supervisory performance evaluation, and learning opportunities on the employment retention intentions of nursing practitioners in Saudi Arabia. A sample of three hundred twenty (320) nurses was examined using Pearson correlation and mediation analysis with SPSS to examine the impact of work engagement on the intention to leave the profession. The results demonstrate a significant correlation between work engagement and the intention to resign, as well as job resources. This study recommends that the human resources department provide training opportunities to reduce staff turnover and enhance employee engagement.

Nonetheless, the study's methodology, which depended exclusively on self-reported questionnaires for data collection, was limited and failed to account for personal resources in assessing turnover intention. This study use simple random sampling for

data collection and incorporates employment resources to investigate turnover intention in the food and beverage manufacturing sector.

Chen (2019) examined the correlation between job resourcefulness and job crafting, as well as the impact of work engagement on this relationship. The study was conducted in a high-end hotel situated in Taiwan. The study sought to examine how employee engagement, facilitated by job design, enhances job resourcefulness. Structural equation modeling was utilized to assess the study hypotheses on a sample of 433 frontline hotel staff. The study results indicated that employees who exhibit resourcefulness in their roles demonstrate greater investment in their work. The relationship between job crafting and resourcefulness was mediated by employee involvement. The research failed to associate employee engagement with personal or occupational resources.

Otoo (2024) examined the correlation between job resources and employees' inclination to depart from the organization in Ghana. The objective of the study was to examine the relationship between work resources and employee turnover intentions. A total of nine hundred thirty-four (934) employees from pharmaceutical companies contributed the collected data. Structural equation modeling was employed to analyze the data. The findings demonstrate that performance feedback and employee engagement lack a substantial correlation, whereas autonomy, supervisory support, and employee engagement are significantly associated. The research revealed that job resources and employee turnover intentions are mediated by employee engagement, significantly influencing turnover intention. The research determined that further theoretical examination is required to assess work resources

and employee turnover intentions. This study must examine work resources, employee engagement, and turnover intention within emerging economies like Tanzania, specifically in the food and beverage sector, as prior research was limited to the Ghanaian environment.

Kotzé (2018) investigated the correlation between personal and job resources, work engagement, and burnout in South Africa. The research sought to clarify the impact of job and personal resources on work engagement and burnout. A convenience sample of 407 employees from various organizations supplied the data, which was subsequently analyzed using variance-based structural equation modeling. The findings indicate that job resource satisfaction exerts a statistically significant positive effect on work engagement. Nevertheless, the study did not examine the influence of employment resources and individuals on the intention to resign.

#### **2.4.2 Personal Resources on Employee Turnover Intention**

Hardaningtyas (2020) studied Indonesian private sector employees' intention to leave and personal resources. The study examined how employee engagement mediated the relationships between turnover intention and personal resources. Convenience sampling was used to gather 119 survey responses, which were then subjected to structural equation modelling (SEM) analysis. The results of the study demonstrate a favourable correlation between optimism, employee engagement, organizationally-based self-esteem, and self-efficacy. The study suggested that more research be conducted to look into additional personal resource elements that affect work engagement and intention to leave. Nevertheless, because the research was restricted

to the Indonesian setting, more research is required to determine how personal resources affect turnover intention in an emerging market like Tanzania.

hen (2022) researched how personal resources influence the relationship between work engagement and job demands. The study aimed to investigate how work engagement is impacted by personal resources in the job demands-resources model. Fifty-eight (58) employees from four international fast-food companies in Taiwan and Ireland were included in the sample size. The study discovered that personal resources negatively impact work engagement. The study suggested conducting additional research in other fields to ensure that the results may be applied to other professions. However, this study's lack of generalizability stemmed from its narrow sample size of 58 fast-food outlets in Taiwan and Ireland and its concentration on personal resources rather than their relationship to job resources.

Furthermore, a study on the influence of personal resources on turnover intention is carried out by Kim and Hyun (2017). He employed responders who worked for significant Korean firms in the private sector. The analysis method used for the data ( $n = 571$ ) was structural equation modelling (SEM). The findings indicate that personal resources positively impacted employee engagement, whereas turnover intention was negatively impacted by employee engagement. The report suggested that future research concentrate on small and medium-sized businesses. A structural relationship has been found between staff engagement and its beginnings and repercussions, as per Kim and Hyun's 2017 study. Quantitative research can be done on this relationship. The reviewed study's conceptual gaps may restrict the generalizability of its findings because it only considers one factor of employee

engagement, personal resources, instead of many aspects, such as job and personal resources.

On the other hand, the reviewed study and the current investigation diverge significantly in some conceptual domains. Regarding the structural relationship, this study examines the linkages between job resources, personal resources, and consequences (turnover intention) as two preconditions of employee engagement. However, Kim and Hyun's (2017) conclusions' applicability might have been constrained by the convenience sample strategy used in the research. The present investigation utilized various methods for gathering data, including a cross-sectional survey methodology. To pick companies from micro and small businesses and determine which sectors to include in the study, the current study also used stratified sampling and a straightforward random sample technique to obtain respondents.

Kotzé and Nel (2019) investigated the mediation role of job and personal resources in the connection between work engagement and employee job expectations at two South African iron ore mines. The data were evaluated with structural equation modeling (SEM). The findings demonstrate that both job and personal resources mediated the relationship between work engagement and job demands, with personal resources exerting a more significant influence than workplace resources. This study did not investigate the influence of personnel and job resources on the intention to take leave.

#### **2.4.3 Mediating Role of Employee Engagement on the Relationship between Job Resources and Personal Resources on Turnover Intentions**

Numerous scholars have examined how employee engagement influences the ideas of job resources, personal resources, and intention to leave. A study on personal needs for employee engagement and personal resources was done by Chen and Fellenz (2020). The study was carried out in the service sector in China. The study aimed to apply the conservation of resources theory to investigate how employee engagement is affected by personal resources and demands. There were 97 participants in the service industry sample. The results of the study indicate that personal needs and resources mediate employee engagement. However, the sample size of 97 in this study may not be sufficient to draw broad conclusions.

Kim et al. (2019) did a supplementary analysis to investigate the correlation between worker outcomes and employee engagement in Korean firms. The study aimed to investigate how work engagement influenced the links between personal and job



resources about job performance and intention to resign. Data were collected using questionnaires and analyzed using structural equation modeling (SEM). The research revealed that, beside the direct impacts of job and personal resources, work engagement also exerts an indirect influence on job performance and turnover intention. Moreover, the findings indicated that work engagement strongly influences personal and job resources, job performance, and the intention to depart from the organization. However, the study's limited concentration on the Korean context and the employment of pragmatic sampling methods to collect data from selected organizations constrained the generalizability of the results. This study will focus on multiple contexts, including the manufacturing industry, namely the food and beverage sector across diverse work groups, as indicated by Kim et al. (2019).

Kim (2017) conducted a study to understand better how work engagement influences the relationships between job opportunities, job performance, and intention to leave in Korean firms. An online questionnaire was utilized to poll a total of 571 employees using a convenience sampling technique. The survey data were analyzed using structural equation modelling (SEM). The findings showed that job resources directly and favorably impacted employees' work engagement. Furthermore, there was a clear and adverse relationship between workers' desire to quit and their level of engagement at work. The study also demonstrated that employee engagement considerably moderated, to some extent, the relationship between job resources and turnover intentions. The study concludes that more research should be done on staff turnover rates. However, Kim used a convenience sample technique to gather data

from a few organizations, which might have limited the findings' applicability. Simple random selection and other probability sampling approaches were employed to choose responders from MSEs for the current investigation.

Alias et al. (2018) examined the factors influencing turnover intention in Malaysian manufacturing firms. The study sought to examine the correlation among work engagement, stress at work, and the desire to depart from manufacturing staff. A self-administered questionnaire was utilized to survey a total of 170 employees. The data analysis employed descriptive, correlational, and regression techniques utilizing IBM SPSS version 20. The findings indicated a significant link between work engagement and the intention to resign. Future investigations on additional factors influencing turnover intention, including leadership styles and emotional support, should be undertaken as per the study's recommendations. Nonetheless, this study failed to link employment and personal resources to employee engagement and turnover intentions.

Furthermore, Owor (2015) studied employee engagement, its causes, and turnover goal in a particular Ugandan soft drink business. The study aimed to determine how engagement antecedents and job outcomes relate to one another. A cross-sectional survey design investigated the association between antecedents, employee engagement, and turnover intention. He began with a quantitative cross-sectional survey design and employed a sequential mixed techniques strategy. He interviewed key informants after distributing questionnaires to 210 samples across four soft drink sectors. Information was gathered from four firms that were purposefully sampled using self-administered questionnaires. Hierarchical regression analysis and

correlation were employed to investigate the hypotheses. The findings reveal a strong association between the antecedent variables examined and employee engagement, as well as an important connection between employee engagement and its effects, including turnover intention. The findings indicated that employee engagement does not even partially mitigate the relationship between the intention to leave a business and its antecedents. The research recommended employing structural equation modeling (SEM) in future studies. Moreover, he proposed that subsequent research expand the sample size to include the entirety of the food and beverage industry. This study utilized a comprehensive sample of all food and beverage companies, employing partial least squares structural equation modeling (PLS-SEM) for data analysis, in contrast to Owor (2015). Appendix IV presents a summary of the empirical evaluation.

In conclusion, there is inadequate evidence to substantiate assertions that research has been conducted on the interplay of job and personal resources affecting turnover intention, mediated by employee engagement, within the food and beverage manufacturing sector, especially in Tanzania and East Africa. Moreover, there is a paucity of research regarding the impact of these characteristics on MSE turnover intentions. The Ndibalema (2018) study, currently available, examined the causes and impacts of employee engagement.

Moreover, there remains a significant paucity of research about employee involvement in manufacturing micro and small enterprises in Tanzania, resulting in a substantial gap in this field. Consequently, the researcher was prompted to do a study to assess these contexts in Tanzania, specifically within the food and beverage

manufacturing sectors, utilizing prior empirical research on employee engagement, job resources, and personal resources in emerging economies.

## **2.4 Research Gap**

Based on the above literature discussed, a gap exists in a particular area of study.

### **2.4.1 Theoretical Gap**

Despite being tested, the JD-R and SET have not jointly been used to assess the effects of job resources and personal resources in predicting turnover intentions in most of the studies (Kim, 2017; Owor, 2016; Airila, Schaufeli, Luukkonen, Punakallio, and Lusa, 2014; and Albrecht, 2012) used either JD-R or SET with job resources or personal resources and the majority of them have used JD-R as guiding theory. The JD-R did not integrate employee engagement in assessing turnover intentions, and it has simplified the cultural dimension. On the other hand, SET did not involve job and personal resources in investigating employee engagement. Therefore, this study integrated the two theories by borrowing the variable from SET and incorporating it into the JDR model.

### **2.4.2 Contextual Gap**

The reviewed literature shows that most studies (Hardaningtyas, 2020; Jauria and Yulianti, 2020; Kotzé and Nel, 2019; Kotzé, 2018; Airila et al., 2014; and Xanthopoulou et al., 2007; 2009) on the job and personal resources with turnover intention have been done in Western countries and others in developed countries and not in African countries like Tanzania. For this reason, a lack of study focuses on the

unique setting countries, particularly in the Tanzanian context, as opposed to those in the Western countries. Also, the reviewed literature indicates that the JD-R and SET theories have been more tested thoroughly in Western countries than in developing countries. Additionally, there is a lack of understanding of implementing JD-R and SET in Tanzanian MSE settings where cultural and economic contexts differ from Western countries.

### **2.4.3 Empirical Gap**

There is a paucity of research in Tanzania concerning the relationship between job resources as well as private assets with turnover intention, mediated via employee engagement. The majority of existing studies (Hardaningtyas, 2020; Kotzé and Nel, 2019; Kotzé, 2018; Kim, 2017; Shahpouri et al., 2016; Agarwal et al., 2012) have been performed in foreign contexts and may not accurately represent the circumstances in Tanzania. Moreover, most of these studies have used job resources, and very few have used personal resources as predictors. They did not include all variables in a similar framework. This study addresses the gap by investigating the correlation between several determinants of job and personal resources in forecasting turnover intention, utilizing staff engagement as the mediator.

### **2.4.4 Methodological Gap**

Most prior research (Kotzé and Nel, 2019; Hardaningtyas, 2020) has employed SEM AMOS for data analysis. This study employed the sophisticated Smart-Partial Least Square (PLS-SEM) software for the Windows operating system, which excels in evaluating the relationships among the study variables. Previous research (Kim 2017)

employed a limited number of items for measuring turnover intentions, utilizing single items (TI-1) or three items (TI-3), but the current study utilized six items (TIS-6). Furthermore, numerous turnover measures have been validated in large corporations and fail to encompass the contexts of micro and small enterprises, which is the emphasis of this study. Numerous studies categorize MSMEs as homogeneous, despite their size variations. This study concentrates on the distinctive context of micro and small firms within the food and beverage sector, contrasting with other studies that examine larger enterprises.

## **2.5 Conceptual Framework**

The literature review reveals a substantial correlation between the determinants and effects of employee engagement (Kim et al., 2019; Kim, 2017; Bakker & Demerouti, 2008). Bakker and Demerouti (2008) proposed an employee engagement model illustrating the relationship between causes and consequences, based on their analysis of qualitative and quantitative data. Researchers have utilized the work demands-resources model as a basis for their investigation. Moreover, job resources can enhance employee engagement, subsequently resulting in improved organizational outcomes such as job performance and decreased turnover intentions, as evidenced by the literature review on employee engagement (Aljohani et al., 2023; Albrecht et al., 2021; Sarwar et al., 2020; Kim et al., 2019).

## **2.6 Study Variables**

The independent variables in the present investigation were work and personal resources, as proposed by Bakker and Demerouti (2008) in their conceptual framework. Job and personal resources are two categories of resources that can be utilized to predict and mitigate employee turnover intention. Employee engagement serves as a mediating variable influencing the relationship between employment and personal resources and the intention to leave. The dependent variable is turnover intention.

### **2.6.1 Independent Variable of Job Resources**

This analysis was based on the JD-R Model established by Bakker and Demerouti (2007). The components related to employment and personal resources in the JD-R model were extracted and utilized as independent variables. Job resources are the organizational, social, or physical elements inside a workplace that aid in achieving goals or promote personal growth (Bakker & Demerouti, 2008). A work environment that provides employees with relevant information constitutes a job resource (Hakanen & Roodt, 2010). Kim et al. (2019), Wolter et al. (2019), Kotzé (2018), and Kim (2017) identify autonomy, skill variety, evaluation of performance, social support, supervising coaching, opportunities for development, and cultural learning as exemplars of employment resources. Both individually and collectively, these factors may influence employees' inclinations to depart. Job resources encompass both intrinsic and external motivational elements. Intrinsic motivation refers to an employee's own drive. It fulfills fundamental human needs, such as autonomy, while enhancing job competencies via skill diversity. Furthermore, external sources offer

extrinsic motivation for employees. The attainment of work objectives by employees is affected by multiple elements, including performance feedback, learning culture, and social support (Kim et al., 2019; Wolter et al., 2019; Kotzé, 2018; Kim, 2017; Hakanen & Roodt, 2010).

Research has examined the relationship between job resources and employee turnover intentions (Aljohani et al., 2023; Jauhari & Yulianti, 2020; Kim, 2017; Schaufeli, Bakker, & Van Rhenen, 2009; Schaufeli & Bakker, 2004). Kim (2017) examined the correlation between work resources and employee turnover intentions in Korean enterprises, revealing that job resources positively and directly link to turnover intentions and can also predict them. Furthermore, other studies reached divergent outcomes (Aljohani et al., 2023; Jauhari & Yulianti, 2020; Schaufeli et al., 2009; Schaufeli & Bakker, 2004). This study seeks to examine the correlation between employment resources and leave intentions within the manufacturing sector, particularly among Tanzanian micro and small enterprises that produce food and beverages, informed by various findings from prior research. This study focused on three job resource constructs: performance feedback, skill variety, and autonomy.

### **2.6.2 Independent Variable of Personal Resources**

Personal resources, which include three important dimensions: organizational-based self-esteem, self-efficacy, and optimism, are another independent variable that was taken from the JD-R Model. Personal resources include each employee's assessment of themselves and their degree of environmental control (Xanthopoulou et al., 2009). Personal resources, which include optimism, organizational self-esteem, and self-



efficacy, are significant indicators of employee turnover intentions in the workplace. Scholars have reported that personal resources have influenced job-related outcomes such as performance and desire to leave (Xanthopoulou, 2009). The majority of the evaluated literature (Kim, 2017; Ram and Prabhakar, 2011; Schaufeli et al., 2009; Bakker and Demerouti, 2008; Schaufeli and Bakker, 2004) examined the association between personal resources and employee turnover intentions. Personal resources can be used to examine employee turnover intentions by focusing on three key factors: optimism, organizational self-esteem, and self-efficacy. This study included these factors as the antecedent of employee turnover intentions. These three personal resources criteria were chosen because they have already been employed in earlier research on employee intentions to leave (Hardaningtyas, (2020; Xanthopoulou et al., 2009; 2007).

### **2.6.3 Mediating Variable of Employee Engagement**

Employee engagement, which was taken from SET, is the study's mediating variable. It was measured along three dimensions: vigour, devotion, and absorption. Depending on the degree of employee participation, there may be both positive and bad outcomes. These outcomes include how employee engagement affects productivity, profit, absenteeism, job satisfaction, job performance, and intention to leave (Albrecht et al., 2021; Kwon & Kim, 2020; Lesener et al., 2019). Since employee engagement increases, job and personal resources impact employee turnover intentions (Aljohani et al., 2023; Chen, 2022; Jauhari and Yulianti, 2020; and Hardaningtyas, 2020). Therefore, this study included employee engagement as the mediating variable. The three main components of employee engagement are

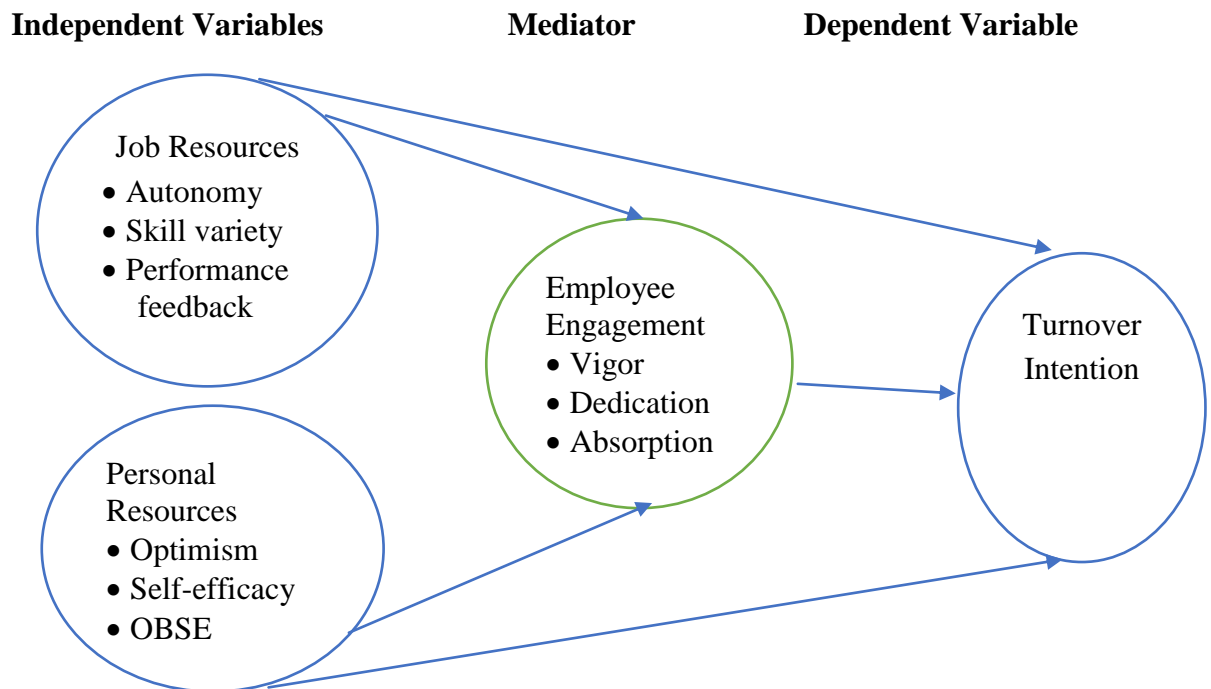
vigour, devotion, and absorption, which are the subject of this study. The reciprocity relationship between employee and employer has been examined using these three employee engagement characteristics (Aljohani et al., 2023; Chen, 2022; Hardaningtyas, 2020; Jauhari & Yulianti, 2020; Chen, 2019).

#### **2.6.4 Dependent Variable of Turnover Intention**

Turnover intention, identified as an organizational consequence within the JD-R Model, served as the dependent variable in this study. The objective of turnover intention is to predict the likelihood of an employee's departure from the organization. Turnover intention refers to the deliberate and conscious choice to exit the organization (Tett & Meyer, 1993, p. 262). Saks (2006) characterizes turnover intention as an employee's intentional inclination to resign from their present organization. Turnover intention predicts employee engagement and future behavior about actual turnover (Shuck, 2011; Carmeli & Weisberg, 2006; Egan et al., 2004). Adverse working circumstances are a factor, either organizational or personal, that may have influenced the employee's choice to depart from the company (Subramaniam et al., 2024; Tett & Meyer, 1993).

The JD-R Model and SET initiated this project after an extensive literature analysis on employee engagement and the research of Bakker and Demerouti (2008). Employee engagement serves as a mediator between the independent variables of job resources (autonomy, skill diversity, performance feedback) and personal resources (optimism, self-efficacy, organizational-based self-esteem) and the dependent variable of turnover intention. Figure 2.4 presents a conceptual framework that

delineates the interconnections among the research variables: job resources, personal resources, employee engagement, and turnover intention.



**Figure 2.2: Conceptual Framework**

**Source:** Author (2024)

## 2.7 Research Hypotheses

Figure 2.4 presents the graphically developed hypothetical model based on the JD-R and SET theories to direct this investigation.

First, we anticipate a negative link between job resources and turnover intention because, according to the examined literature (Aljohani et al., 2023; Jauhari & Yulianti, 2020; Kim, 2017; Schaufeli et al., 2009; Schaufeli & Bakker, 2004), job resources foster personal growth. Second, we anticipate a negative correlation between individual resources and intention to leave (Aljohani et al., 2023; Chen, 2022; Hardaningtyas, 2020; Jauhari & Yulianti, 2020). Third, Personal resources are a predictor of employee engagement; we anticipated a strong correlation between job

resources and employee engagement based on the literature analysis on the topic (Albrecht et al., 2021; Kwon & Kim, 2020; Lesener et al., 2019). Fourth, we postulated a direct correlation between personal resources and employee engagement based on the actual data obtained from reviewed literature (Aljohani et al., 2023; Chen, 2022; Jauhari & Yulianti, 2020; Hardaningtyas, 2020). Fifth, there is a negative correlation between employee engagement and the intention to leave, also supported by empirical research. Sixth, in addition, employee engagement acts as a mediator in the relationship between job resources and personal resources with turnover intention; according to empirical research (Aljohani et al., 2023; Chen, 2022; Albrecht, Green, & Marty, 2021; Jauhari, & Yulianti, 2020; Hardaningtyas, 2020; Kwon & Kim, 2020).

This study seeks to test the following hypotheses:

H<sub>1</sub>: Job resources have a direct negative effect on turnover intentions

H<sub>2</sub>: Personal resources have a direct negative effect on turnover intentions

H<sub>3</sub>: Job resources have a direct positive effect on employee engagement

H<sub>4</sub>: Personal resources have a direct positive effect on employee engagement

H<sub>5</sub>: Employee engagement has a negative impact on turnover intention.

H<sub>6</sub>: Employee engagement mediates the relationship between job, personal resources and turnover intentions.

These hypotheses lead to the conceptual model, as presented in Figure 2.4

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Chapter Overview**

Research methodology is the systematic principles for organizing, planning, designing, and conducting for solving research problems (Mohajan, 2020). The target population, sample techniques, research design, research philosophy, and research approach are all covered in this chapter. It also describes the steps involved in data analysis.

#### **3.2 Research Philosophy**

Philosophy is a system entailing beliefs, norms, or assumptions regarding knowledge generation (Saunders et al., 2015). This study is intended to study the causal-effects relationship between study variables using a positivist philosophical approach. Therefore, the positivist paradigm was applied to test ideas and hypotheses. According to Saunders, Lewis, Philip, and Thornhill (2019), the paradigm is predicated on a highly organized technique that permits the generalization of the research findings. The positivist paradigm assisted the researcher in gathering quantitative data by using a questionnaire that was given to the sampled population and related to the study variables. Statistical techniques were used to test the hypothesis and analyze the data quantitatively. Positivism provides the basis for setting the law-like for generalizations of the data regarding the causal effect of the study phenomenon that can be used for predictions (Jackson & Worn, 2020; Park, Konge & Artino, 2020). Researchers such as Shah and Al-Bargi (2013) support positivism due to the assumption that positivism is free from the researcher's

influence; the role of the researcher is limited to data collection and interpretation only. The positivism paradigm mainly uses quantitative data collection methods (Thornhill et al., 2016). Therefore, positivism is relevant to this study.

### **3.3 Research Approach**

This study used a deductive research approach, which allowed the study variables to be tested (Saunders et al., 2019). The deductive approach is theory testing, which is linked to quantitative analysis. A quantitative approach was used to ascertain linkages between job resources and personal resources with turnover intentions as mediated by employee engagement.

### **3.4 Research Design and Strategies**

The study design is the framework or comprehensive strategy that delineates the methods and procedures for acquiring and evaluating the data required for the project (Orodho & Kombo, 2002; Magigi, 2016). This investigation utilized an explanatory research design. The research utilized a cross-sectional approach to ascertain the existence of a cause-and-effect link among the variables (Saunders et al., 2019; Magigi, 2016; Creswell, 2012). The quantitative strategy involves the collection and analysis of data within a singular study to comprehend a research issue and determine the relationships between measured variables (Creswell, 2012; Simon, 2011). The quantitative data were studied using statistical methods to demonstrate causation, prediction, description, inference, and correlation through a deductive methodology (Mohajan, 2020). Questionnaires were employed in the data collection process. This study employed closed-ended questionnaires to ascertain the relationship between the variables (Saunders et al., 2019).

### **3.5 Area of Research**

The study area was Tanzania's Mainland, and industries were taken from the Dar es Salaam region. The selection of region is due to several reasons, among them is that Dar es Salaam is the largest commercial city in Tanzania and is the business hub of the country where all kinds of business are undertaken (Bhuzohera, 2024; Malauri, Mpogole, & Wiketye 2021; Todd, Msuya, Levira, & Moshi, 2019). Also, it is the center of Tanzania's economic fabric due to its contribution to national revenue. The city contributed to more than 86 percent of the revenue the Tanzania Revenue Authority (TRA) collected in the fiscal year 2022/2023 (Bhuzohera, 2024). Dar es Salaam is also the most populated city in the country, with 5,383,728 people (URT, 2022); where traders of different kinds in terms of economic, cultural, political, racial, and demographic are running businesses in this region compared with other regions. The region has the advantage of location, social-cultural, and historical business links with other regions, as well as international trade. Also, the city has comprised many MSEs, of which 48 percent of registered MSEs under the Tanzania Bureau of Statistics (TBS) are located in this region (TBS, 2020).

Dar es salaam has been used as benchmarks by the previous study on MSEs (Bhuzohera, 2024; Nkwabi and Fallon, 2020; Katuli, 2020; Ntare et al., 2022; Makwi, 2019; Todd et al., 2019) to evaluate other regions because the city reflects the nature of the MSEs operating countrywide and the region is a good representative for MSEs business in Tanzania because it accommodates more manufacturing industries such as beverages and food processing. This study was conducted in



selected F&B industries in all five districts of Ilala, Kinondoni, Ubungo, Kigamboni, and Temeke. The food and beverage industries were selected for this study for several reasons, including the manufacturing sector's GDP contribution to Tanzania's economic growth (Turuka, 2022). Tanzania's economy now relies heavily on the manufacturing sector (Klinger et al., 2023; Lufano et al., 2023; Lubawa, 2021).

One of the major contributors to the GDP is the manufacturing sector, which comprises the food and beverage industry as well as other sectors. The manufacturing sector contributed 8.5 per cent of the GDP, growing at an 8.3 per cent annual rate (Turuka, 2022). Second, the manufacturing sector was selected because it is crucial for creating jobs. The labour force has grown in this sector (Bhuzohera, 2024; Lufano et al., 2023; Johnstone et al., 2020) in Tanzania; the F&B industry employs nearly 50% of the workforce (Klinger et al., 2023). The industry employs more than 18% of all employed workers, making it the second sector behind the education industry in terms of formal employment (Lufano et al., 2023; Turuka, 2022; Lubawa, 2021). As a result, this industry employs the greatest proportion of people in the nation (Lufano, Kirori & Mugiira, 202; Lubawa, 2021). According to Klinger et al. (2023), the manufacturing sector accounts for 60% of the food and beverage industry, which adds value by converting agricultural materials into finished items that guarantee food security (Lufano et al., 2023).

### **3.6 The Population of the Study**

The target population for this study consisted of 6,798 employees from MSEs in the F&B manufacturing sector located in the Dar es Salaam region (TBS, 2020). The selected MSEs were registered under the TBS and have operated for over three years.

The MSEs were sampled from a list of MSEs. The selection criteria for MSEs were those with employees below 49 and who are working in the F&B manufacturing sector.

### 3.7 Sampling Design and Procedures

The sample frame for this study was all lists of registered F&B MSEs in the Dar es Salaam region which were obtained from TBS. Purposive sampling was used to select a region. Simple random sampling was used to select respondents from the MSEs list (Saunders et al., 2012). Respondents were picked by using a table of random numbers.

#### 3.7.1 Sample Size

As indicated in Table 3.1, the target population consisted of all 6,798 employees of the MSEs that were chosen. Using Yamane's formula (1967), a sample size of 378 employees was chosen from various employee categories based on the target demographic of the chosen MSEs.

Yamane's formula is 
$$n = \frac{N}{1+N(e^2)}$$

Whereby

$n$  = required sample size

$N$  = the population size

1 = constant

$e^2$  = the level of precession (0.05)

Therefore,  $n = \frac{6798}{1+6798(0.05^2)} = 378$

**Table 3.1: Population and Sample Size of Employees**

	<b>Region</b>	<b>Population (N) (Total staff)</b>	<b>Sample size</b>	
<b>Selection criteria</b>	Dar es salaam	6,798	378	
	Purposive Sampling		Simple Sampling	Random

**Source:** TBS, (2024)

### **3.8 Variables and Measurement Procedures**

Depending on the goals of the study, different variables are independent, dependent, and mediating. The following subsection explains the study's dimensions and variables.

#### **3.8.1 Independent Variables: Job Resources**

The JD-R Model by Bakker and Demerouti (2007) serves as the foundation for this investigation. The independent variables in this scenario are job resources. Three aspects of job resources include performance feedback, skill variety, and autonomy. Nine worded statements and brief questions measuring nine (9) separate items, three (3) from autonomy, three (3) from performance feedback, and three (3) from skill variety, were used to measure job resources. These items are listed in the questionnaire found in Appendix II. Table 3.2 provides a summary of the study's dimensions and their measurements.

**Table 3.2: Measurement of Job Resources**

<b>Study Variable</b>	<b>Dimension</b>	<b>Code</b>	<b>Measure</b>	<b>Type of Data</b>	<b>Source</b>
Job Resources		JR		Interval	Hackman and Oldham (1980)
	Autonomy	AU	3 items- index of 1-5 Likert-like scale	Aggregated Interval	Hackman and Oldham (1980)
	Skills Variety	SV	3 items- index of 1-5 Likert-like scale	Aggregated Interval	Hackman and Oldham (1980)
	Performance Feedback	PF	3 items- index of 1-5 Likert-like scale	Aggregated Interval	Hackman and Oldham (1980)

**Source** Literature Review, (2024)

### 3.8.2 Independent Variables, Personal Resources

Bakker and Demerouti's (2007) JD-R Model serves as the foundation for this investigation. Resources from one's own life are the independent variable. Three components make up personal resources: self-efficacy, optimism, and organizationally based self-esteem. Thirty-worded statements and brief questions measuring thirty (30) different items were used to measure personal resources. Ten terms from self-efficacy, ten from organizationally based self-esteem, and ten from optimism, as listed in Appendix II's questionnaire. Table 3.3 is a summary of the study dimensions and their corresponding measures.

**Table 3.3: Measurement of Personal Resources**

<b>Study Variable</b>	<b>Dimension</b>	<b>Code</b>	<b>Measure</b>	<b>Type of Data</b>	<b>Source</b>
Personal Resources	Optimism	PR OPM	10 items Aggregated index of 1-5 Likert-like scale	Interval	Scheier, Carver and Bridges, (1994)
	Self-efficacy	SE	10 items Aggregated index of 1-5 Likert-like scale	Interval	Schwarzer & Jerusalem, (1995)
	Organizational based self-esteem	OBSE	10 items Aggregated index of 1-5 Likert-like scale	Interval	Pierce, Gardner, Cummings and Dunham, (1989)

**Source:** Literature Review (2024)

### 3.8 3 Mediating Variable: Employee Engagement

The mediating variable for this study is grounded in the Social Exchange Theory formulated by George Homans in 1958. The idea elucidates the mutual relationship between employee and employer inside the organizational framework. This reciprocal interaction illustrates how employees are engaged by mutual reciprocity in their work. Employee engagement functions as the mediating variable in this research. Employee engagement comprises three components: vigor, dedication, and absorption. Employee involvement was assessed utilizing a brief scale created by

Schaufeli et al. (2006). Concise inquiries and nine written assertions assessed nine distinct issues. The variables related to employee engagement are outlined in the questionnaire found in Appendix II. The dimensions of the investigation and the corresponding measurements are encapsulated in Table 3.4.

**Table 3.4 Mediating Variable and Measurement**

Study Variable	Dimension	Measure	Type of Data	Source
Employee Engagement		UWES 9 items	Interval	Schaufeli et al., (2006)
	Vigour	3 items- Aggregated index of 1-5 Likert-like scale	Interval	Schaufeli et al., (2006)
	Dedication	3 items- Aggregated index of 1-5 Likert-like scale	Interval	Schaufeli et al., (2006)
	Absorption	3 items- Aggregated index of 1-5 Likert- like scale	Interval	Schaufeli et al., (2006)

**Source:** Literature Review, (2024)

### 3.8.4 Dependent Variable: Turnover Intention

Numerous studies have employed the turnover intention scale to gauge how likely it is for employees to leave the company (Kim, 2017; Shuck, 2011; Saks, 2006). Compared to the turnover intention measured with TIS-1 and TIS-4, the scale TIS-6 exhibits greater internal consistency. The turnover intention was assessed using a six-item, reduced version of the TIS-6, first created by Roodt (2004). Bothma and Roodt (2013) verified the TIS-6, finding that its Cronbach's alpha was 0.80. Previous empirical research has measured turnover intention using the TIS-6 and has been proven in many countries with adequacy reliability and validity (Németh et al., 2024; Paarima et al., 2023; Anjum et al., 2022; Ofei et al., 2021; Dwivedi, 2015). The TIS-

6 words can be found in Appendix II's questionnaire, and Table 3.5 displays the dependent variable's measurement.

**Table 3.5: Turnover Intentions and Measurement**

Study Variable	Measure	Type of Data	Source
Turnover intention	6 items Aggregated index of 1-5 Likert-like scale	Interval	Bothma & Roodt (2013).

**Source:** Researcher, (2024)

### 3.9 Methods of Data Collection

Saunders et al. (2019) and Yaddanapudi and Yaddanapudi (2019) assert that the questionnaire is an improved method for collecting data from a substantial population for both time and cost. A questionnaire was employed to gather primary data from employees at micro and small enterprises engaged in the food and beverages sector. Employees completed a closed-ended, structured questionnaire to collect data for the study's objectives using the drop-and-collect method.

#### 3.9.1 Data Collection Instrument

For this study, a closed-ended questionnaire with a Likert-type scale served as the research tool. The study tool and scales were taken from approved research scales used in industrialized nations like the United Kingdom, South Africa, Korea, Indonesia, and the United States of America. As far as the researcher is aware, these instruments have not been experimentally evaluated in Tanzania, a nation with distinct economic and social-cultural norms from Western nations, nor have they been examined in MSEs involved in the food-beverage manufacturing industry. Data

were gathered using a standardized questionnaire to achieve the study's goals and purposes. Appendix II covers the five sections of the questionnaire: employee engagement, job resources, personal resources, and turnover intention.

### **3.10 Validity and Reliability Tests**

#### **3.10.1 Reliability of Instruments**

Reliability denotes "the extent to which a collection of indicators of a latent construct exhibits internal consistency in their measurement" (Stalpers, 2012). This study utilized theoretical notions from prior research that have been empirically validated for reliability to ensure the dependability of the study instruments. Internal consistency was assessed using Cronbach's coefficient alpha and composite reliability (CR). The widely accepted recommended threshold for Cronbach's alpha is 0.700 or higher (Hair et al., 2016; Nunnally & Bernstein, 1994), however it has certain drawbacks (Hair et al., 2017). Consequently, composite reliability is better suitable for assessing internal consistency in PLS-SEM (Hair et al., 2018). The acceptable reliability values range from 0.6 to 0.7 and from 0.7 to 0.90, which are considered adequate to good (Sarstedt et al., 2017). The bootstrap confidence interval was employed to assess the reliability of the recommended minimum and maximum criteria (Hair et al., 2019).

#### **3.10.2 Validity of Instruments**

Validity refers to the extent to which an instrument accurately measures its intended construct (Saunders, 2019). A thorough literature analysis was performed to establish content validity, with all study variables derived from theoretical frameworks and sourced from validated scales within existing literature on job and personal



resources, turnover intention, and employee engagement. A panel of experts in the discipline was convened to evaluate the instrument's relevance and confirm content validity. To assess face validity, respondents were requested to identify which questions/items were inadequately rephrased and subsequently fixed. Construct validity was evaluated by factor analysis. Convergent validity was assessed by individual indicator reliability, with outside loadings exceeding 0.700 (Hair et al., 2017). The Average Variance Extracted (AVE) was utilized to assess convergent validity, using a threshold criterion of 0.500 (Hair et al., 2017).

Conversely, discriminant validity was assessed utilizing Fornell-Larcker's criterion analysis. The square root of the Average Variance Extracted (AVE) must surpass its maximum correlation with any other latent variables. Discriminant validity was evaluated using PLS-SEM through the Heterotrait-Mono-trait Ratio (HTMT) established by Henseler, Ringle, and Sarstedt (2015), with a threshold of less than 0.85, alongside the Fornell-Larcker (1981) criterion and Cross Loadings (Black & Anderson, 2014). Composite reliability was employed to assess internal consistency. The suggested threshold was 0.700 (Avkiran, 2017; Nunnally, 1978).

### **3.11 Data Processing and Analysis**

Data analysis is the process of organizing and classifying raw data to obtain relevant information (Gall et al., 2007). This research utilized a survey, and data analysis adhered to a quantitative approach. The quantitative data from the survey was coded prior to being input into the computer for statistical analysis. Partial Least Squares-Structural Equation Modeling (PLS-SEM), a statistical analytical method, was employed to examine the comprehensively collected survey data. IBM SPSS version

26.0 was employed for data analysis owing to its intuitive interface and capacity to yield requisite results. Furthermore, outliers, missing data, and normality were assessed to confirm that the data met statistical assumptions, as the analysis employed PLS-SEM. Descriptive statistics presented in data tables and figures were utilized to encapsulate the perspectives of the sample respondents about employee engagement, job resources, personal resources, and turnover intention. Descriptive statistics and demographic data were generated from the data tables.

Data screening was conducted to detect missing values and identify outliers. The objective prior to further data analysis was to obtain precise and reliable data (Hair et al., 2018). This study employed Partial Least Squares-Structural Equation Modeling (PLS-SEM) to analyze the survey data. The statistical software Smart-PLS (3.2.8) was utilized to assess the study hypotheses. Measurement evaluation and structural model assessment for hypothesis testing were performed via PLS-SEM. Confirmatory factor analysis was conducted utilizing SEM-PLS software. Exploratory factor analysis (EFA) revealed an Average Variance Extracted (AVE) exceeding 0.500 and an Eigenvalue surpassing 1.000 (Hair et al. 2014; Urbach & Ahlemann 2010).

Simultaneously, several associations between exogenous and endogenous latent variables were examined using PLS-SEM. Additionally, analysis was conducted on the function of employee engagement as a mediator in the associations among the variables chosen for the study.

The present investigation looked at the interactions between independent and dependent variables as well as how employee engagement mediates these

relationships. When a researcher wants to look at interactions between complicated and multiple variables at once, PLS-SEM is the most appropriate and effective technique to apply (Hair et al., 2016).

### **3.11.1 Partial Least Squares –Structural Equation Modeling (PLS-SEM)**

The relationship between sets of research variables can be analyzed using a variety of multivariate statistical approaches, such as multiple regression analysis, discriminant analysis, factor analysis, and path analysis (Hair et al., 2018). PLS-SEM, in particular, was used in this work with SmartPLS software (v. 3.2.8) to assess study hypotheses. According to Ringle, Sarstedt, Mitchell, and Gudergan (2020), one of the multivariate statistical approaches used to investigate the direct and indirect relationships between one or more independent and dependent variables is PLS-SEM. Complex correlations between measurements and latent variables are tested using PLS-SEM. PLS-SEM is a methodology that examines the relationship between two or more latent variables in comparison to other methods like factor analysis and discriminant analysis.

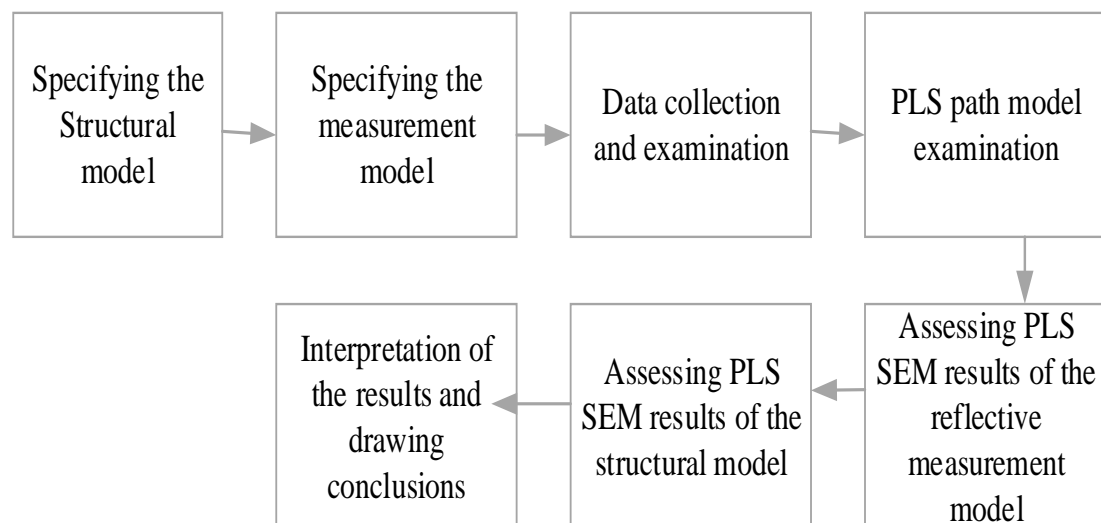
### **3.11.2 Applying PLS-SEM**

The implementation of SmartPLS in the current study, according to Hair et al. (2017), recommended a systematic process. The two parts of the path model are the measurement model and the structural model (Hair et al., 2018). The measurement model, also called the outer model, describes the relationship between the latent variables and their indicators, while the structural model, also referred to as the inner model, explains the connection between the latent variables (Hair et al., 2018). The

job and personal resources, as well as turnover intention, are the two difficult components of the structural model for the current investigation. These concepts were put into practice as a particular kind of reflective-formative paradigm. The path model for the measurement and structural models is provided in Appendix VI. The scales utilized for the measurement model have been examined, evaluated, and published in earlier research.

### 3.11.3 The Procedures for Applying PLS-SEM

When a study applies PLS-SEM, there are essential steps to be followed to prepare a path model to illustrate the study variables (Hair et al., 2017). There are two elements in the path model: the structural model and the measurement model (Hair et al., 2017). Figure 3.1 shows the procedures for applying PLS-SEM.



**Figure 3.1: A Systematic Procedure for applying PLS-SEM**

**Source:** Adapted from Hair et al. (2014).

### **3.12 Ethical Consideration**

This study abided by ethical issues for accessing data and the legitimacy of its uses (Saunders et al., 2019; Shamoo & Resnik, 2009). This study involved various procedures to maintain ethical considerations because it involved humans as research subjects. Thus, before going for the fieldwork, the researcher applied for a clearance letter from the Open University of Tanzania per doctoral research guidelines and a research permit from the Dar es Salaam Regional Administrative Secretary's office. The cover letter was written to inform participants of the study's primary purpose, and the firm's management was not involved in selecting respondents for this study.

Saunders et al., (2019) assert that respondents are entitled to participate and express their thoughts without restriction. It was explained to the respondents that they might stop participating in the study at any time and that it was entirely optional. The researcher explained the goal of the study, the significance of each respondent's participation, and the secrecy of using the respondents' data while taking into account the respondents' free agreement. Respondents were guaranteed that their anonymity in the survey and the confidentiality of the records were considered during data collection to prevent response bias. The respondents' identities were kept private in this study, and their names were not mentioned in the survey. The code of conduct in scientific research was observed in data analysis and report writing. Also, plagiarism was avoided by acknowledging and correctly referencing all citing materials in this study.

## **CHAPTER FOUR**

### **FINDINGS**

#### **4.1 Chapter Overview**

This chapter presents a summary of the data analysis results obtained from the investigation. The data was statistically analyzed utilizing IBM SPSS version 26.0 and Partial Least Squares-Structural Equation Modeling (PLS-SEM v. 3.2.8). This chapter initially delineates the outcomes of data preparation and screening, including response rate, management of absent values, treatment of outliers, and data distribution. The examination of the demographic sample utilizing descriptive statistics is presented in the second section. Third, results from exploratory factor analysis, which examines construct validity and reliability, and confirmatory factor analysis, which assesses the measurement model, are presented. The results from employing Partial Least Squares-Structural Equation Modelling (PLS-SEM) are presented to analyze the structural path model and experimentally assess the hypothesized relationships inside the conceptual model.

#### **4.2 Response Rate and Non-response Bias**

The research's target participants were 378 employees working in MSEs in the Dar es Salaam region's food and beverage production industry. Employing a diverse sample, the results will possess greater applicability in various work environments. To achieve this, different strategies were employed by the researcher to obtain a variety of participants. Among sources was using the organization, which is the umbrella of small and micro enterprises known as Small Industrial Development Organisation

(SIDO), to contact their member organizations to get access to their members to serve as participants of the study.

A total of 392 responses were received, and out of the received questionnaires, only 14 were not used for analysis due to some suspicions about the response patterns, such as no answers and partial responses. Those 14 out of the received questionnaires were classified as non-responses and were excluded for data analysis. These responses were cleaned to ensure that the collected data was complete and fit to be used in this study; hence, 378 questionnaires were used for data analysis.

Completed questionnaires were returned among those distributed to the respondents, which yielded a response rate of 91.5 per cent as indicated in Table 4.1. According to Mugenda and Mugenda (1999), a response rate above 70 per cent was rated as very good for a study that collected data from individual respondents. Based on the scholar's argument, the response rate for this study of 91.5 percent was considered to be very good due to the representative sample population surveyed being reliable for generalization. This high response rate in this study was attributed to data collection procedures, where a researcher used SIDO to get access to potential survey respondents, as well as a self-administering questionnaire with the assistance of two trained research assistants and strong management support. This high response rate of 89.4%, 96.3%, and 88% was also experienced in previous empirical studies (Njiku 2019; Karatepe & Ologbade 2016; Karatepe 2013).

**Table 4.1: Response Rate**

<b>Distributed Questionnaires</b>	<b>Responses Obtained</b>	<b>Response Rate (%)</b>	<b>Sample size (Cleaned questionnaires)</b>
428	392	91.5%	378

**Source:** Researcher, (2025)

### **4.3 Data Screening, Analysis, and Preparation**

Prior to the SEM-PLS analysis, an initial data screening and preparation phase was executed. Data screening was conducted before to analysis to ensure correctness. The data were cleaned and prepared for preliminary assessments utilizing IBM SPSS (v.26). Screening was conducted to ascertain the data's suitability for subsequent statistical analysis and to enhance its quality and reliability (DeSimone & Harms, 2018).

The objective of the data analysis was to ensure compliance with the prerequisites of the multivariate data analysis technique (Hair et al., 2018). Nevertheless, multivariate analysis methods necessitate intricate assumptions. According to Hair et al. (2018), evaluating the variety of methods used in data analysis includes testing the normalcy assumption, identifying anomalies, and locating missing values. The investigator examined the dataset's characteristics, including 1) the presence of missing values, 2) the analysis of outliers, and 3) the assessment of common method bias, to ensure the research satisfies the criteria for conducting multivariate analysis. The discussion of the results was organized into the subsequent subsections.

#### **4.3.1 Missing Values Analysis**

Missing values were detected by screening the data. First, missing values by variable.



(for every case or observation) was used for screening; second, missing values by case or observation (missing value for every variable) was used. Scholars recommend that, as a general guideline, the missing values be less than 10% (Hair et al., 2018). The dataset was thoroughly cleaned of missing values to remove any data with excessive missing values.

Missing values in survey-based methodologies are a typical occurrence. The literature (Karanja, Zaveri, and Ahmed, 2013) states that missing values fall into two types. First-class responses are from respondents who say they never participated in the poll. Should this circumstance arise, it may impact the survey's outcomes by distorting the data. This was covered in the section on non-response bias. When respondents fail to provide an answer to some survey questions, they fall into the second group, known as non-response. It could result from a small mistake, ignorance, or inability to react to certain elements. The substantial amount of missing values must be corrected before beginning analysis because they could jeopardize the data analysis phase by making it impossible to meet the requirements for conducting critical analysis (Hair et al., 2021; Karanja et al., 2013).

To address the issue of missing data, the researcher in this study removed any survey item that respondents did not answer. Only six missing values were found in the demographic variables after the data was collected and coded; no additional missing values were found in the study instruments. The present investigation identified possible outliers through data screening using univariate approaches. With 378 responses in the sample, a threshold of 4 was applied to find any outliers. Hair et al.

(2018) state that a standardized (z) score of the threshold of up to 4 should be established in a sample of 80 or more observations or cases.

#### **4.4 Demographic Profile of the Sample**

This section presents the demographic profile of the study's respondents (n=378), derived from Table 4.2, which was constructed using the descriptive data obtained from the targeted respondents. This study utilized a worker in food and beverage production micro and small enterprises as the unit of analysis. The demographic parameters of the respondent were gender, age, educational attainment, tenure, industry, position, experience, years of employment in the F&B sector, and job type. The gender composition of respondents in the examined micro and small enterprises in the Dar es Salaam region indicates that males constitute 59.3 percent, while females account for 40.7 percent. The majority of responders in the food and beverage manufacturing sectors are male, significantly outnumbering their female counterparts. The elevated proportion of males suggests that the majority are involved in small company activities.

The majority of employees in the food and beverage sector were aged 20 to 29, at 34.1 percent, followed by those aged 30 to 39 at 22.8 percent, and individuals under 20 at 19.6 percent. Employees in the food and beverage sector aged 40 to 49 constituted 14.3 percent, whilst those aged 50 and above represented 9.3 percent of the survey sample. Furthermore, findings indicate that the majority of food and beverage personnel has a secondary school education, accounting for 65.9 percent, while 4.2 percent hold an ordinary graduation certificate. Additionally, 4.5 percent

possess a bachelor's degree qualification. Merely 1.3 percent of food and beverage employees possess master's degrees.

Furthermore, statistics indicate that among the majority of F&B personnel, 48.8 percent had tenures of less than three years, while 29.6 percent had tenures ranging from four to five years. Twenty point six percent of the remaining food and beverage employees had a tenure exceeding five years. The research on food and beverage in manufacturing micro and small enterprises encompassed two categories of industries. The data indicates that the majority of respondents were employed in food processing, comprising 69.6 percent, while 30.4 percent were engaged in the beverage sector.

The generated data represented four distinct departments according to their specialization. The majority of F&B employees, at 52.4 percent, were engaged in manufacturing, while 29.4 percent were employed in marketing and sales. The remaining 18.3 percent are employed in research and development, information technology, and other sectors. Results indicate that 63.2 percent of employees in the F&B sector are classified as regular staff, while 19.6 percent hold positions as executive officers, and merely 17.2 percent have indicated additional responsibilities, such as those of managers or supervisors. Regarding the employment situation of F&B personnel, findings indicate that 64.8 percent are classified as full-time employees, while 35.2 percent are categorized as part-time employees. Furthermore, the findings indicate that the majority of F&B personnel receive a monthly wage, accounting for 64.6 percent, while the remaining 35.4 percent are compensated depending on their hours worked. Moreover, findings indicate that 39.4 percent of

food and beverage personnel possess less than one year of experience in the sector, while 28 percent have two to three years of work experience. Furthermore, 17.7 percent of employees have been employed for a duration of four to five years. Finally, employees in the food and beverage sector with over five years of experience constituted 14.8 percent of the survey sample.

**Table 4.2: Demographic Respondents Profile (n=378)**

<b>Demographic (s)</b>	<b>Variable</b>	<b>Category</b>	<b>Frequency</b>	<b>Percentage (%)</b>
<b>Gender</b>		Male	224	59.3
		Female	154	40.7
<b>Age (years)</b>		Below 20	74	19.6
		20-29	129	34.1
		30-39	86	22.8
		40-49	54	14.3
		50 -59	29	7.7
		60 and above	6	1.6
<b>Highest level of Education</b>		Never attended school	2	.5
		Primary school	85	22.5
		O-Level	164	43.4
		A-Level	89	23.5
		Ordinary diploma	16	4.2
		Advanced Diploma or Degree	17	4.5
		Masters' degree	5	1.3
<b>Type of Industry</b>		Food processing	263	69.6
		Beverage	115	30.4
<b>Current Job position</b>		Staff	239	63.2
		Manager	65	17.2
		Executive	74	19.6
<b>Job category</b>		Research & Development	34	9.0
		Marketing/Sales	111	29.4
		Manufacturing	198	52.4
		Information Technology	9	2.4
		Other	26	6.9

<b>Years in this firm</b>	0-1 year	94	24.9
	2-3 years	94	24.9
	4-5 years	112	29.6
	6-10 years	47	12.4
	11-15 years	24	6.3
	Above 15years	7	1.9
<b>Experience in the F&amp;B industry</b>	0-1 year	149	39.4
	2-3 years	106	28.0
	4-5 years	67	17.7
	6-10 years	21	5.6
	11-15 years	30	7.9
	Above 15years	5	1.3
<b>Employment status</b>	Full-time	245	64.8
	Part-time	133	35.2
<b>Payment basis</b>	Hourly	134	35.4
	Salary	244	64.6

**Source:** Researcher, (2025)

#### 4.5 Descriptive Statistics of the Measurement Instrument

This section explained the descriptive statistics of the measurement instrument of the study variables in terms of the mean and standard deviation.

##### 4.5.1 Descriptive Statistics of the Job Resources

The descriptive statistics of 3 items for autonomy (AU), three (3) items for skill variety (SV), and three (3) items for performance feedback (PF) of the job resources indicator in terms of the mean and standard deviation were measured by 5 Likert-like scales range from 1 (*strong disagree*) to 5 (*strong agree*) illustrated in Table 4. 3.

**Table 4.3: Descriptive Statistics for Job Resources**

Construct	Indicator	Description	Mean	SD
<b>Job Resources</b>				
Autonomy	AU1	My position grants me full autonomy in determining the methods and timing of task execution. Conversely, it precludes any opportunity to exercise my initiative or discernment in performing the work.	4.151	1.54
	AU2	My position affords me substantial autonomy and liberty in the execution of my tasks.	4.124	1.218
	AU3	My occupation necessitates the execution of many tasks, employing a diverse array of abilities and competencies.	3.942	2.32
Skills Variety	SV1	My occupation necessitates the utilization of several intricate or advanced skills.	3.627	2.406
	SV2	My occupation is quite straightforward and monotonous.	3.079	2.35
	SV3	My position is structured to provide continuous evaluation of my performance.	3.243	2.213
Performance Feedback	PF1	Performing the requisite tasks of my position offers numerous opportunities for me to assess my performance.	3.894	2.03
	PF2	My occupation offers scant indications regarding my performance efficacy.	4.537	1.756
	PF3	My position grants me full autonomy in determining the methods and timing	3.78	1.734

Construct	Indicator	Description	Mean	SD
		of task execution. Conversely, it precludes any opportunity to exercise my initiative or discernment in performing the work.		
<b>Keynote:</b> SD = Standard Deviation				

**Source:** Researcher, (2025)

#### 4.5.2 Descriptive Statistics of the Personal Resources

The descriptive statistics of the measurement instrument in terms of the mean and standard deviation of 5 Likert-like scales range from 1 (*strongly disagree*) to 5 (*strongly agree* for the 3 items for optimism (OPM), 3 items for self-efficacy (SEF) and 3 items for Organizational based self-esteem (OBSE) of the personal resources of each study indicator were illustrated in Table 4. 4.

**Table 4.4: Descriptive Statistics for Personal Resources**

Construct	Indicator	Description	Mean	SD
<b>Personal Resources</b>				
Optimism	OPM1	During uncertain periods, I typically anticipated the most favorable outcomes. I find it effortless to unwind. If an adverse event is possible, it will occur. I maintain an optimistic outlook toward my future. I derive great pleasure from my friendships. I require constant engagement. I seldom anticipate favorable outcomes. I am not easily perturbed. I hardly anticipate positive occurrences in my life. I anticipate a greater number of positive occurrences than negative ones. I can consistently resolve challenging tasks with sufficient effort.	2.439	1.334

Construct	Indicator	Description	Mean	SD
		<p>If someone contests me, I can identify the methods to achieve my objectives.</p> <p>I am confident that I can achieve my objectives.</p> <p>I feel assured in my ability to manage unforeseen circumstances well.</p> <p>Due to my ingenuity, I am capable of managing unexpected circumstances.</p> <p>I can resolve the majority of issues if I dedicate the requisite effort.</p> <p>I can maintain composure in the face of adversity due to my reliance on coping mechanisms.</p> <p>When faced with an issue, I can identify multiple solutions.</p> <p>When faced with difficulties, I can devise an effective answer.</p> <p>I am capable of managing any challenges that arise.</p> <p>I tally in this vicinity</p> <p>I am regarded with seriousness in this environment.</p> <p>I hold significance in this context.</p> <p>I am regarded as trustworthy in this vicinity.</p> <p>I possess faith in this vicinity.</p> <p>I can effect change in this environment.</p> <p>I am beneficial in this environment.</p> <p>I am proficient in this environment.</p> <p>I am collaborative in this environment.</p>		
	OPM2	<p>During uncertain periods, I typically anticipated the most favorable outcomes.</p> <p>I find it effortless to unwind.</p> <p>If an adverse event is possible, it will occur. I maintain an optimistic outlook toward my future. I derive great pleasure from my friendships. I require constant engagement. I seldom anticipate favorable outcomes.</p>	2.598	1.432



Construct	Indicator	Description	Mean	SD
		I am not easily perturbed. I hardly anticipate positive occurrences in my life.		
		I anticipate a greater number of positive occurrences than negative ones.		
		I can consistently resolve challenging tasks with sufficient effort.		
		If someone contests me, I can identify the methods to achieve my objectives.		
		I am confident that I can achieve my objectives.		
		I feel assured in my ability to manage unforeseen circumstances well.		
		Due to my ingenuity, I am capable of managing unexpected circumstances.		
		I can resolve the majority of issues if I dedicate the requisite effort.		
		I can maintain composure in the face of adversity due to my reliance on coping mechanisms.		
		When faced with an issue, I can identify multiple solutions.		
		When faced with difficulties, I can devise an effective answer.		
		I am capable of managing any challenges that arise.		
		I tally in this vicinity		
		I am regarded with seriousness in this environment.		
		I hold significance in this context.		
		I am regarded as trustworthy in this vicinity.		
		I possess faith in this vicinity.		
		I can effect change in this environment.		
		I am beneficial in this environment.		
		I am proficient in this environment.		
		I am collaborative in this environment.		
	OPM3	During uncertain periods, I typically anticipated the most favorable outcomes.	2.497	1.446

Construct	Indicator	Description	Mean	SD
		<p>I find it effortless to unwind.</p> <p>If an adverse event is possible, it will occur. I maintain an optimistic outlook toward my future. I derive great pleasure from my friendships. I require constant engagement. I seldom anticipate favorable outcomes. I am not easily perturbed. I hardly anticipate positive occurrences in my life.</p> <p>I anticipate a greater number of positive occurrences than negative ones. I can consistently resolve challenging tasks with sufficient effort. If someone contests me, I can identify the methods to achieve my objectives. I am confident that I can achieve my objectives.</p> <p>I feel assured in my ability to manage unforeseen circumstances well. Due to my ingenuity, I am capable of managing unexpected circumstances. I can resolve the majority of issues if I dedicate the requisite effort. I can maintain composure in the face of adversity due to my reliance on coping mechanisms.</p> <p>When faced with an issue, I can identify multiple solutions. When faced with difficulties, I can devise an effective answer. I am capable of managing any challenges that arise. I tally in this vicinity I am regarded with seriousness in this environment.</p> <p>I hold significance in this context. I am regarded as trustworthy in this vicinity.</p> <p>I possess faith in this vicinity.</p>		

Construct	Indicator	Description	Mean	SD
	OPM4	<p>I can effect change in this environment.</p> <p>I am beneficial in this environment.</p> <p>I am proficient in this environment.</p> <p>I am collaborative in this environment.</p> <p>During uncertain periods, I typically anticipated the most favorable outcomes.</p> <p>I find it effortless to unwind.</p> <p>If an adverse event is possible, it will occur. I maintain an optimistic outlook toward my future. I derive great pleasure from my friendships. I require constant engagement. I seldom anticipate favorable outcomes.</p> <p>I am not easily perturbed. I hardly anticipate positive occurrences in my life.</p> <p>I anticipate a greater number of positive occurrences than negative ones.</p> <p>I can consistently resolve challenging tasks with sufficient effort.</p> <p>If someone contests me, I can identify the methods to achieve my objectives.</p> <p>I am confident that I can achieve my objectives.</p> <p>I feel assured in my ability to manage unforeseen circumstances well.</p> <p>Due to my ingenuity, I am capable of managing unexpected circumstances.</p> <p>I can resolve the majority of issues if I dedicate the requisite effort.</p> <p>I can maintain composure in the face of adversity due to my reliance on coping mechanisms.</p> <p>When faced with an issue, I can identify multiple solutions.</p> <p>When faced with difficulties, I can devise an effective answer.</p> <p>I am capable of managing any challenges that arise.</p>	2.696	1.514

Construct	Indicator	Description	Mean	SD
		I tally in this vicinity		
		I am regarded with seriousness in this environment.		
		I hold significance in this context.		
		I am regarded as trustworthy in this vicinity.		
		I possess faith in this vicinity.		
		I can effect change in this environment.		
		I am beneficial in this environment.		
		I am proficient in this environment.		
		I am collaborative in this environment.		
	OPM5	During uncertain periods, I typically anticipated the most favorable outcomes.		
		I find it effortless to unwind.		
		If an adverse event is possible, it will occur. I maintain an optimistic outlook toward my future. I derive great pleasure from my friendships. I require constant engagement. I seldom anticipate favorable outcomes.		
		I am not easily perturbed. I hardly anticipate positive occurrences in my life.		
		I anticipate a greater number of positive occurrences than negative ones.		
		I can consistently resolve challenging tasks with sufficient effort.		
		If someone contests me, I can identify the methods to achieve my objectives.		
		I am confident that I can achieve my objectives.		
		I feel assured in my ability to manage unforeseen circumstances well.		
		Due to my ingenuity, I am capable of managing unexpected circumstances.		
		I can resolve the majority of issues if I dedicate the requisite effort.		
		I can maintain composure in the face of adversity due to my reliance on coping	2.484	2.123

Construct	Indicator	Description	Mean	SD
		mechanisms.		
		When faced with an issue, I can identify multiple solutions.		
		When faced with difficulties, I can devise an effective answer.		
		I am capable of managing any challenges that arise.		
		I tally in this vicinity		
		I am regarded with seriousness in this environment.		
		I hold significance in this context.		
		I am regarded as trustworthy in this vicinity.		
		I possess faith in this vicinity.		
		I can effect change in this environment.		
		I am beneficial in this environment.		
		I am proficient in this environment.		
		I am collaborative in this environment.		
	OPM6	During uncertain periods, I typically anticipated the most favorable outcomes.		
		I find it effortless to unwind.		
		If an adverse event is possible, it will occur. I maintain an optimistic outlook toward my future. I derive great pleasure from my friendships. I require constant engagement. I seldom anticipate favorable outcomes.		
		I am not easily perturbed. I hardly anticipate positive occurrences in my life.		
		I anticipate a greater number of positive occurrences than negative ones.		
		I can consistently resolve challenging tasks with sufficient effort.		
		If someone contests me, I can identify the methods to achieve my objectives.		
		I am confident that I can achieve my objectives.		
		I feel assured in my ability to manage	2.325	1.41

Construct	Indicator	Description	Mean	SD
		<p>unforeseen circumstances well.</p> <p>Due to my ingenuity, I am capable of managing unexpected circumstances.</p> <p>I can resolve the majority of issues if I dedicate the requisite effort.</p> <p>I can maintain composure in the face of adversity due to my reliance on coping mechanisms.</p> <p>When faced with an issue, I can identify multiple solutions.</p> <p>When faced with difficulties, I can devise an effective answer.</p> <p>I am capable of managing any challenges that arise.</p> <p>I tally in this vicinity</p> <p>I am regarded with seriousness in this environment.</p> <p>I hold significance in this context.</p> <p>I am regarded as trustworthy in this vicinity.</p> <p>I possess faith in this vicinity.</p> <p>I can effect change in this environment.</p> <p>I am beneficial in this environment.</p> <p>I am proficient in this environment.</p> <p>I am collaborative in this environment.</p>		
	OPM7	<p>During uncertain periods, I typically anticipated the most favorable outcomes.</p> <p>I find it effortless to unwind.</p> <p>If an adverse event is possible, it will occur. I maintain an optimistic outlook toward my future. I derive great pleasure from my friendships. I require constant engagement. I seldom anticipate favorable outcomes.</p> <p>I am not easily perturbed. I hardly anticipate positive occurrences in my life.</p> <p>I anticipate a greater number of positive occurrences than negative ones.</p>	2.013	1.31

Construct	Indicator	Description	Mean	SD
		<p>I can consistently resolve challenging tasks with sufficient effort.</p> <p>If someone contests me, I can identify the methods to achieve my objectives.</p> <p>I am confident that I can achieve my objectives.</p> <p>I feel assured in my ability to manage unforeseen circumstances well.</p> <p>Due to my ingenuity, I am capable of managing unexpected circumstances.</p> <p>I can resolve the majority of issues if I dedicate the requisite effort.</p> <p>I can maintain composure in the face of adversity due to my reliance on coping mechanisms.</p> <p>When faced with an issue, I can identify multiple solutions.</p> <p>When faced with difficulties, I can devise an effective answer.</p> <p>I am capable of managing any challenges that arise.</p> <p>I tally in this vicinity</p> <p>I am regarded with seriousness in this environment.</p> <p>I hold significance in this context.</p> <p>I am regarded as trustworthy in this vicinity.</p> <p>I possess faith in this vicinity.</p> <p>I can effect change in this environment.</p> <p>I am beneficial in this environment.</p> <p>I am proficient in this environment.</p> <p>I am collaborative in this environment.</p>		
	OPM8	<p>During uncertain periods, I typically anticipated the most favorable outcomes.</p> <p>I find it effortless to unwind.</p> <p>If an adverse event is possible, it will occur. I maintain an optimistic outlook toward my future. I derive great pleasure from my friendships. I require</p>	2.275	1.434

Construct	Indicator	Description	Mean	SD
		constant engagement. I seldom anticipate favorable outcomes. I am not easily perturbed. I hardly anticipate positive occurrences in my life.		
		I anticipate a greater number of positive occurrences than negative ones.		
		I can consistently resolve challenging tasks with sufficient effort.		
		If someone contests me, I can identify the methods to achieve my objectives.		
		I am confident that I can achieve my objectives.		
		I feel assured in my ability to manage unforeseen circumstances well.		
		Due to my ingenuity, I am capable of managing unexpected circumstances.		
		I can resolve the majority of issues if I dedicate the requisite effort.		
		I can maintain composure in the face of adversity due to my reliance on coping mechanisms.		
		When faced with an issue, I can identify multiple solutions.		
		When faced with difficulties, I can devise an effective answer.		
		I am capable of managing any challenges that arise.		
		I tally in this vicinity		
		I am regarded with seriousness in this environment.		
		I hold significance in this context.		
		I am regarded as trustworthy in this vicinity.		
		I possess faith in this vicinity.		
		I can effect change in this environment.		
		I am beneficial in this environment.		
		I am proficient in this environment.		
		I am collaborative in this environment.		
	OPM9	During uncertain periods, I typically	2.201	1.396



Construct	Indicator	Description	Mean	SD
		<p>anticipated the most favorable outcomes.</p> <p>I find it effortless to unwind.</p> <p>If an adverse event is possible, it will occur. I maintain an optimistic outlook toward my future. I derive great pleasure from my friendships. I require constant engagement. I seldom anticipate favorable outcomes.</p> <p>I am not easily perturbed. I hardly anticipate positive occurrences in my life.</p> <p>I anticipate a greater number of positive occurrences than negative ones.</p> <p>I can consistently resolve challenging tasks with sufficient effort.</p> <p>If someone contests me, I can identify the methods to achieve my objectives.</p> <p>I am confident that I can achieve my objectives.</p> <p>I feel assured in my ability to manage unforeseen circumstances well.</p> <p>Due to my ingenuity, I am capable of managing unexpected circumstances.</p> <p>I can resolve the majority of issues if I dedicate the requisite effort.</p> <p>I can maintain composure in the face of adversity due to my reliance on coping mechanisms.</p> <p>When faced with an issue, I can identify multiple solutions.</p> <p>When faced with difficulties, I can devise an effective answer.</p> <p>I am capable of managing any challenges that arise.</p> <p>I tally in this vicinity</p> <p>I am regarded with seriousness in this environment.</p> <p>I hold significance in this context.</p> <p>I am regarded as trustworthy in this</p>		

Construct	Indicator	Description	Mean	SD
		vicinity.		
		I possess faith in this vicinity.		
		I can effect change in this environment.		
		I am beneficial in this environment.		
		I am proficient in this environment.		
		I am collaborative in this environment.		
	OPM10	During uncertain periods, I typically anticipated the most favorable outcomes.		
		I find it effortless to unwind.		
		If an adverse event is possible, it will occur. I maintain an optimistic outlook toward my future. I derive great pleasure from my friendships. I require constant engagement. I seldom anticipate favorable outcomes.		
		I am not easily perturbed. I hardly anticipate positive occurrences in my life.		
		I anticipate a greater number of positive occurrences than negative ones.		
		I can consistently resolve challenging tasks with sufficient effort.		
		If someone contests me, I can identify the methods to achieve my objectives.		
		I am confident that I can achieve my objectives.		
		I feel assured in my ability to manage unforeseen circumstances well.		
		Due to my ingenuity, I am capable of managing unexpected circumstances.		
		I can resolve the majority of issues if I dedicate the requisite effort.		
		I can maintain composure in the face of adversity due to my reliance on coping mechanisms.		
		When faced with an issue, I can identify multiple solutions.		
		When faced with difficulties, I can devise an effective answer.	2.519	1.559

Construct	Indicator	Description	Mean	SD
Self-efficacy	SEF1	I am capable of managing any challenges that arise.	2.738	1.41
		I tally in this vicinity		
		I am regarded with seriousness in this environment.		
		I hold significance in this context.		
		I am regarded as trustworthy in this vicinity.		
		I possess faith in this vicinity.		
		I can effect change in this environment.		
		I am beneficial in this environment.		
		I am proficient in this environment.		
		I am collaborative in this environment.		
		During uncertain periods, I typically anticipated the most favorable outcomes.		
		I find it effortless to unwind.		
		If an adverse event is possible, it will occur. I maintain an optimistic outlook toward my future. I derive great pleasure from my friendships. I require constant engagement. I seldom anticipate favorable outcomes.		
		I am not easily perturbed. I hardly anticipate positive occurrences in my life.		
		I anticipate a greater number of positive occurrences than negative ones.		
		I can consistently resolve challenging tasks with sufficient effort.		
		If someone contests me, I can identify the methods to achieve my objectives.		
		I am confident that I can achieve my objectives.		
		I feel assured in my ability to manage unforeseen circumstances well.		
		Due to my ingenuity, I am capable of managing unexpected circumstances.		
		I can resolve the majority of issues if I dedicate the requisite effort.		

Construct	Indicator	Description	Mean	SD
		I can maintain composure in the face of adversity due to my reliance on coping mechanisms.		
		When faced with an issue, I can identify multiple solutions.		
		When faced with difficulties, I can devise an effective answer.		
		I am capable of managing any challenges that arise.		
		I tally in this vicinity		
		I am regarded with seriousness in this environment.		
		I hold significance in this context.		
		I am regarded as trustworthy in this vicinity.		
		I possess faith in this vicinity.		
		I can effect change in this environment.		
		I am beneficial in this environment.		
		I am proficient in this environment.		
		I am collaborative in this environment.		
	SEF2	During uncertain periods, I typically anticipated the most favorable outcomes.		
		I find it effortless to unwind.		
		If an adverse event is possible, it will occur. I maintain an optimistic outlook toward my future. I derive great pleasure from my friendships. I require constant engagement. I seldom anticipate favorable outcomes.		
		I am not easily perturbed. I hardly anticipate positive occurrences in my life.		
		I anticipate a greater number of positive occurrences than negative ones.		
		I can consistently resolve challenging tasks with sufficient effort.		
		If someone contests me, I can identify the methods to achieve my objectives.		
		I am confident that I can achieve my	2.817	1.342

Construct	Indicator	Description	Mean	SD
		objectives. I feel assured in my ability to manage unforeseen circumstances well. Due to my ingenuity, I am capable of managing unexpected circumstances. I can resolve the majority of issues if I dedicate the requisite effort. I can maintain composure in the face of adversity due to my reliance on coping mechanisms. When faced with an issue, I can identify multiple solutions. When faced with difficulties, I can devise an effective answer. I am capable of managing any challenges that arise. I tally in this vicinity I am regarded with seriousness in this environment. I hold significance in this context. I am regarded as trustworthy in this vicinity. I possess faith in this vicinity. I can effect change in this environment. I am beneficial in this environment. I am proficient in this environment. I am collaborative in this environment.		
	SEF3	During uncertain periods, I typically anticipated the most favorable outcomes. I find it effortless to unwind. If an adverse event is possible, it will occur. I maintain an optimistic outlook toward my future. I derive great pleasure from my friendships. I require constant engagement. I seldom anticipate favorable outcomes. I am not easily perturbed. I hardly anticipate positive occurrences in my life.	2.849	1.431

Construct	Indicator	Description	Mean	SD
		<p>I anticipate a greater number of positive occurrences than negative ones.</p> <p>I can consistently resolve challenging tasks with sufficient effort.</p> <p>If someone contests me, I can identify the methods to achieve my objectives.</p> <p>I am confident that I can achieve my objectives.</p> <p>I feel assured in my ability to manage unforeseen circumstances well.</p> <p>Due to my ingenuity, I am capable of managing unexpected circumstances.</p> <p>I can resolve the majority of issues if I dedicate the requisite effort.</p> <p>I can maintain composure in the face of adversity due to my reliance on coping mechanisms.</p> <p>When faced with an issue, I can identify multiple solutions.</p> <p>When faced with difficulties, I can devise an effective answer.</p> <p>I am capable of managing any challenges that arise.</p> <p>I tally in this vicinity</p> <p>I am regarded with seriousness in this environment.</p> <p>I hold significance in this context.</p> <p>I am regarded as trustworthy in this vicinity.</p> <p>I possess faith in this vicinity.</p> <p>I can effect change in this environment.</p> <p>I am beneficial in this environment.</p> <p>I am proficient in this environment.</p> <p>I am collaborative in this environment.</p>		
	SEF4	<p>During uncertain periods, I typically anticipated the most favorable outcomes.</p> <p>I find it effortless to unwind.</p> <p>If an adverse event is possible, it will occur. I maintain an optimistic outlook</p>	2.841	1.355

Construct	Indicator	Description	Mean	SD
		toward my future. I derive great pleasure from my friendships. I require constant engagement. I seldom anticipate favorable outcomes. I am not easily perturbed. I hardly anticipate positive occurrences in my life.		
		I anticipate a greater number of positive occurrences than negative ones. I can consistently resolve challenging tasks with sufficient effort. If someone contests me, I can identify the methods to achieve my objectives. I am confident that I can achieve my objectives.		
		I feel assured in my ability to manage unforeseen circumstances well. Due to my ingenuity, I am capable of managing unexpected circumstances. I can resolve the majority of issues if I dedicate the requisite effort. I can maintain composure in the face of adversity due to my reliance on coping mechanisms.		
		When faced with an issue, I can identify multiple solutions. When faced with difficulties, I can devise an effective answer. I am capable of managing any challenges that arise.		
		I tally in this vicinity. I am regarded with seriousness in this environment.		
		I hold significance in this context. I am regarded as trustworthy in this vicinity.		
		I possess faith in this vicinity. I can effect change in this environment. I am beneficial in this environment. I am proficient in this environment.		

Construct	Indicator	Description	Mean	SD
	SEF5	<p>I am collaborative in this environment.</p> <p>During uncertain periods, I typically anticipated the most favorable outcomes.</p> <p>I find it effortless to unwind.</p> <p>If an adverse event is possible, it will occur. I maintain an optimistic outlook toward my future. I derive great pleasure from my friendships. I require constant engagement. I seldom anticipate favorable outcomes.</p> <p>I am not easily perturbed. I hardly anticipate positive occurrences in my life.</p> <p>I anticipate a greater number of positive occurrences than negative ones.</p> <p>I can consistently resolve challenging tasks with sufficient effort.</p> <p>If someone contests me, I can identify the methods to achieve my objectives.</p> <p>I am confident that I can achieve my objectives.</p> <p>I feel assured in my ability to manage unforeseen circumstances well.</p> <p>Due to my ingenuity, I am capable of managing unexpected circumstances.</p> <p>I can resolve the majority of issues if I dedicate the requisite effort.</p> <p>I can maintain composure in the face of adversity due to my reliance on coping mechanisms.</p> <p>When faced with an issue, I can identify multiple solutions.</p> <p>When faced with difficulties, I can devise an effective answer.</p> <p>I am capable of managing any challenges that arise.</p> <p>I tally in this vicinity</p> <p>I am regarded with seriousness in this environment.</p>	2.545	1.368



Construct	Indicator	Description	Mean	SD
		I hold significance in this context.		
		I am regarded as trustworthy in this vicinity.		
		I possess faith in this vicinity.		
		I can effect change in this environment.		
		I am beneficial in this environment.		
		I am proficient in this environment.		
		I am collaborative in this environment.		
	SEF6	During uncertain periods, I typically anticipated the most favorable outcomes.		
		I find it effortless to unwind.		
		If an adverse event is possible, it will occur. I maintain an optimistic outlook toward my future. I derive great pleasure from my friendships. I require constant engagement. I seldom anticipate favorable outcomes.		
		I am not easily perturbed. I hardly anticipate positive occurrences in my life.		
		I anticipate a greater number of positive occurrences than negative ones.		
		I can consistently resolve challenging tasks with sufficient effort.		
		If someone contests me, I can identify the methods to achieve my objectives.		
		I am confident that I can achieve my objectives.		
		I feel assured in my ability to manage unforeseen circumstances well.		
		Due to my ingenuity, I am capable of managing unexpected circumstances.		
		I can resolve the majority of issues if I dedicate the requisite effort.		
		I can maintain composure in the face of adversity due to my reliance on coping mechanisms.		
		When faced with an issue, I can identify multiple solutions.	2.444	1.454

Construct	Indicator	Description	Mean	SD
		When faced with difficulties, I can devise an effective answer.		
		I am capable of managing any challenges that arise.		
		I tally in this vicinity		
		I am regarded with seriousness in this environment.		
		I hold significance in this context.		
		I am regarded as trustworthy in this vicinity.		
		I possess faith in this vicinity.		
		I can effect change in this environment.		
		I am beneficial in this environment.		
		I am proficient in this environment.		
		I am collaborative in this environment.		
	SEF7	During uncertain periods, I typically anticipated the most favorable outcomes.		
		I find it effortless to unwind.		
		If an adverse event is possible, it will occur. I maintain an optimistic outlook toward my future. I derive great pleasure from my friendships. I require constant engagement. I seldom anticipate favorable outcomes.		
		I am not easily perturbed. I hardly anticipate positive occurrences in my life.		
		I anticipate a greater number of positive occurrences than negative ones.		
		I can consistently resolve challenging tasks with sufficient effort.		
		If someone contests me, I can identify the methods to achieve my objectives.		
		I am confident that I can achieve my objectives.		
		I feel assured in my ability to manage unforeseen circumstances well.		
		Due to my ingenuity, I am capable of managing unexpected circumstances.	2.585	1.425

Construct	Indicator	Description	Mean	SD
		I can resolve the majority of issues if I dedicate the requisite effort.		
		I can maintain composure in the face of adversity due to my reliance on coping mechanisms.		
		When faced with an issue, I can identify multiple solutions.		
		When faced with difficulties, I can devise an effective answer.		
		I am capable of managing any challenges that arise.		
		I tally in this vicinity		
		I am regarded with seriousness in this environment.		
		I hold significance in this context.		
		I am regarded as trustworthy in this vicinity.		
		I possess faith in this vicinity.		
		I can effect change in this environment.		
		I am beneficial in this environment.		
		I am proficient in this environment.		
		I am collaborative in this environment.		
	SEF8	During uncertain periods, I typically anticipated the most favorable outcomes.		
		I find it effortless to unwind.		
		If an adverse event is possible, it will occur. I maintain an optimistic outlook toward my future. I derive great pleasure from my friendships. I require constant engagement. I seldom anticipate favorable outcomes.		
		I am not easily perturbed. I hardly anticipate positive occurrences in my life.		
		I anticipate a greater number of positive occurrences than negative ones.		
		I can consistently resolve challenging tasks with sufficient effort.		
		If someone contests me, I can identify	2.693	1.328

Construct	Indicator	Description	Mean	SD
		the methods to achieve my objectives. I am confident that I can achieve my objectives. I feel assured in my ability to manage unforeseen circumstances well. Due to my ingenuity, I am capable of managing unexpected circumstances. I can resolve the majority of issues if I dedicate the requisite effort. I can maintain composure in the face of adversity due to my reliance on coping mechanisms. When faced with an issue, I can identify multiple solutions. When faced with difficulties, I can devise an effective answer. I am capable of managing any challenges that arise. I tally in this vicinity I am regarded with seriousness in this environment. I hold significance in this context. I am regarded as trustworthy in this vicinity. I possess faith in this vicinity. I can effect change in this environment. I am beneficial in this environment. I am proficient in this environment. I am collaborative in this environment.		
	SEF9	During uncertain periods, I typically anticipated the most favorable outcomes. I find it effortless to unwind. If an adverse event is possible, it will occur. I maintain an optimistic outlook toward my future. I derive great pleasure from my friendships. I require constant engagement. I seldom anticipate favorable outcomes. I am not easily perturbed. I hardly	2.669	1.496

Construct	Indicator	Description	Mean	SD
		anticipate positive occurrences in my life.		
		I anticipate a greater number of positive occurrences than negative ones.		
		I can consistently resolve challenging tasks with sufficient effort.		
		If someone contests me, I can identify the methods to achieve my objectives.		
		I am confident that I can achieve my objectives.		
		I feel assured in my ability to manage unforeseen circumstances well.		
		Due to my ingenuity, I am capable of managing unexpected circumstances.		
		I can resolve the majority of issues if I dedicate the requisite effort.		
		I can maintain composure in the face of adversity due to my reliance on coping mechanisms.		
		When faced with an issue, I can identify multiple solutions.		
		When faced with difficulties, I can devise an effective answer.		
		I am capable of managing any challenges that arise.		
		I tally in this vicinity		
		I am regarded with seriousness in this environment.		
		I hold significance in this context.		
		I am regarded as trustworthy in this vicinity.		
		I possess faith in this vicinity.		
		I can effect change in this environment.		
		I am beneficial in this environment.		
		I am proficient in this environment.		
		I am collaborative in this environment.		
	SEF10	During uncertain periods, I typically anticipated the most favorable outcomes.		
		I find it effortless to unwind.	2.54	1.251

Construct	Indicator	Description	Mean	SD
		<p>If an adverse event is possible, it will occur. I maintain an optimistic outlook toward my future. I derive great pleasure from my friendships. I require constant engagement. I seldom anticipate favorable outcomes. I am not easily perturbed. I hardly anticipate positive occurrences in my life.</p> <p>I anticipate a greater number of positive occurrences than negative ones. I can consistently resolve challenging tasks with sufficient effort. If someone contests me, I can identify the methods to achieve my objectives. I am confident that I can achieve my objectives.</p> <p>I feel assured in my ability to manage unforeseen circumstances well. Due to my ingenuity, I am capable of managing unexpected circumstances. I can resolve the majority of issues if I dedicate the requisite effort. I can maintain composure in the face of adversity due to my reliance on coping mechanisms.</p> <p>When faced with an issue, I can identify multiple solutions. When faced with difficulties, I can devise an effective answer. I am capable of managing any challenges that arise. I tally in this vicinity I am regarded with seriousness in this environment.</p> <p>I hold significance in this context. I am regarded as trustworthy in this vicinity.</p> <p>I possess faith in this vicinity. I can effect change in this environment.</p>		

Construct	Indicator	Description	Mean	SD
Organizational based self- esteem	OBSE1	I am beneficial in this environment.	2.944	1.587
		I am proficient in this environment.		
		I am collaborative in this environment.		
		During uncertain periods, I typically anticipated the most favorable outcomes.		
		I find it effortless to unwind.		
		If an adverse event is possible, it will occur. I maintain an optimistic outlook toward my future. I derive great pleasure from my friendships. I require constant engagement. I seldom anticipate favorable outcomes.		
		I am not easily perturbed. I hardly anticipate positive occurrences in my life.		
		I anticipate a greater number of positive occurrences than negative ones.		
		I can consistently resolve challenging tasks with sufficient effort.		
		If someone contests me, I can identify the methods to achieve my objectives.		
		I am confident that I can achieve my objectives.		
		I feel assured in my ability to manage unforeseen circumstances well.		
		Due to my ingenuity, I am capable of managing unexpected circumstances.		
		I can resolve the majority of issues if I dedicate the requisite effort.		
		I can maintain composure in the face of adversity due to my reliance on coping mechanisms.		
		When faced with an issue, I can identify multiple solutions.		
		When faced with difficulties, I can devise an effective answer.		
		I am capable of managing any challenges that arise.		
		I tally in this vicinity		

Construct	Indicator	Description	Mean	SD
		I am regarded with seriousness in this environment.		
		I hold significance in this context.		
		I am regarded as trustworthy in this vicinity.		
		I possess faith in this vicinity.		
		I can effect change in this environment.		
		I am beneficial in this environment.		
		I am proficient in this environment.		
		I am collaborative in this environment.		
	OBSE2	During uncertain periods, I typically anticipated the most favorable outcomes.		
		I find it effortless to unwind.		
		If an adverse event is possible, it will occur. I maintain an optimistic outlook toward my future. I derive great pleasure from my friendships. I require constant engagement. I seldom anticipate favorable outcomes.		
		I am not easily perturbed. I hardly anticipate positive occurrences in my life.		
		I anticipate a greater number of positive occurrences than negative ones.		
		I can consistently resolve challenging tasks with sufficient effort.		
		If someone contests me, I can identify the methods to achieve my objectives.		
		I am confident that I can achieve my objectives.		
		I feel assured in my ability to manage unforeseen circumstances well.		
		Due to my ingenuity, I am capable of managing unexpected circumstances.		
		I can resolve the majority of issues if I dedicate the requisite effort.		
		I can maintain composure in the face of adversity due to my reliance on coping mechanisms.		
			3.074	1.297



Construct	Indicator	Description	Mean	SD
		When faced with an issue, I can identify multiple solutions.		
		When faced with difficulties, I can devise an effective answer.		
		I am capable of managing any challenges that arise.		
		I tally in this vicinity		
		I am regarded with seriousness in this environment.		
		I hold significance in this context.		
		I am regarded as trustworthy in this vicinity.		
		I possess faith in this vicinity.		
		I can effect change in this environment.		
		I am beneficial in this environment.		
		I am proficient in this environment.		
		I am collaborative in this environment.		
	OBSE3	During uncertain periods, I typically anticipated the most favorable outcomes.		
		I find it effortless to unwind.		
		If an adverse event is possible, it will occur. I maintain an optimistic outlook toward my future. I derive great pleasure from my friendships. I require constant engagement. I seldom anticipate favorable outcomes.		
		I am not easily perturbed. I hardly anticipate positive occurrences in my life.		
		I anticipate a greater number of positive occurrences than negative ones.		
		I can consistently resolve challenging tasks with sufficient effort.		
		If someone contests me, I can identify the methods to achieve my objectives.		
		I am confident that I can achieve my objectives.		
		I feel assured in my ability to manage unforeseen circumstances well.	3.228	1.342

Construct	Indicator	Description	Mean	SD
		Due to my ingenuity, I am capable of managing unexpected circumstances. I can resolve the majority of issues if I dedicate the requisite effort. I can maintain composure in the face of adversity due to my reliance on coping mechanisms. When faced with an issue, I can identify multiple solutions. When faced with difficulties, I can devise an effective answer. I am capable of managing any challenges that arise. I tally in this vicinity I am regarded with seriousness in this environment. I hold significance in this context. I am regarded as trustworthy in this vicinity. I possess faith in this vicinity. I can effect change in this environment. I am beneficial in this environment. I am proficient in this environment. I am collaborative in this environment.		
	OBSE4	During uncertain periods, I typically anticipated the most favorable outcomes. I find it effortless to unwind. If an adverse event is possible, it will occur. I maintain an optimistic outlook toward my future. I derive great pleasure from my friendships. I require constant engagement. I seldom anticipate favorable outcomes. I am not easily perturbed. I hardly anticipate positive occurrences in my life. I anticipate a greater number of positive occurrences than negative ones. I can consistently resolve challenging	3.344	1.199

Construct	Indicator	Description	Mean	SD
		tasks with sufficient effort. If someone contests me, I can identify the methods to achieve my objectives. I am confident that I can achieve my objectives. I feel assured in my ability to manage unforeseen circumstances well. Due to my ingenuity, I am capable of managing unexpected circumstances. I can resolve the majority of issues if I dedicate the requisite effort. I can maintain composure in the face of adversity due to my reliance on coping mechanisms. When faced with an issue, I can identify multiple solutions. When faced with difficulties, I can devise an effective answer. I am capable of managing any challenges that arise. I tally in this vicinity I am regarded with seriousness in this environment. I hold significance in this context. I am regarded as trustworthy in this vicinity. I possess faith in this vicinity. I can effect change in this environment. I am beneficial in this environment. I am proficient in this environment. I am collaborative in this environment.		
	OBSE5	During uncertain periods, I typically anticipated the most favorable outcomes. I find it effortless to unwind. If an adverse event is possible, it will occur. I maintain an optimistic outlook toward my future. I derive great pleasure from my friendships. I require constant engagement. I seldom	3.008	1.561

Construct	Indicator	Description	Mean	SD
		anticipate favorable outcomes. I am not easily perturbed. I hardly anticipate positive occurrences in my life. I anticipate a greater number of positive occurrences than negative ones. I can consistently resolve challenging tasks with sufficient effort. If someone contests me, I can identify the methods to achieve my objectives. I am confident that I can achieve my objectives. I feel assured in my ability to manage unforeseen circumstances well. Due to my ingenuity, I am capable of managing unexpected circumstances. I can resolve the majority of issues if I dedicate the requisite effort. I can maintain composure in the face of adversity due to my reliance on coping mechanisms. When faced with an issue, I can identify multiple solutions. When faced with difficulties, I can devise an effective answer. I am capable of managing any challenges that arise. I tally in this vicinity I am regarded with seriousness in this environment. I hold significance in this context. I am regarded as trustworthy in this vicinity. I possess faith in this vicinity. I can effect change in this environment. I am beneficial in this environment. I am proficient in this environment. I am collaborative in this environment.		
	OBSE6	During uncertain periods, I typically anticipated the most favorable	2.955	1.557

Construct	Indicator	Description	Mean	SD
		outcomes.		
		I find it effortless to unwind.		
		If an adverse event is possible, it will occur. I maintain an optimistic outlook toward my future. I derive great pleasure from my friendships. I require constant engagement. I seldom anticipate favorable outcomes. I am not easily perturbed. I hardly anticipate positive occurrences in my life.		
		I anticipate a greater number of positive occurrences than negative ones. I can consistently resolve challenging tasks with sufficient effort. If someone contests me, I can identify the methods to achieve my objectives. I am confident that I can achieve my objectives.		
		I feel assured in my ability to manage unforeseen circumstances well. Due to my ingenuity, I am capable of managing unexpected circumstances. I can resolve the majority of issues if I dedicate the requisite effort. I can maintain composure in the face of adversity due to my reliance on coping mechanisms.		
		When faced with an issue, I can identify multiple solutions. When faced with difficulties, I can devise an effective answer. I am capable of managing any challenges that arise. I tally in this vicinity. I am regarded with seriousness in this environment.		
		I hold significance in this context. I am regarded as trustworthy in this vicinity.		

Construct	Indicator	Description	Mean	SD
	OBSE8	<p>I possess faith in this vicinity.</p> <p>I can effect change in this environment.</p> <p>I am beneficial in this environment.</p> <p>I am proficient in this environment.</p> <p>I am collaborative in this environment.</p> <p>During uncertain periods, I typically anticipated the most favorable outcomes.</p> <p>I find it effortless to unwind.</p> <p>If an adverse event is possible, it will occur. I maintain an optimistic outlook toward my future. I derive great pleasure from my friendships. I require constant engagement. I seldom anticipate favorable outcomes.</p> <p>I am not easily perturbed. I hardly anticipate positive occurrences in my life.</p> <p>I anticipate a greater number of positive occurrences than negative ones.</p> <p>I can consistently resolve challenging tasks with sufficient effort.</p> <p>If someone contests me, I can identify the methods to achieve my objectives.</p> <p>I am confident that I can achieve my objectives.</p> <p>I feel assured in my ability to manage unforeseen circumstances well.</p> <p>Due to my ingenuity, I am capable of managing unexpected circumstances.</p> <p>I can resolve the majority of issues if I dedicate the requisite effort.</p> <p>I can maintain composure in the face of adversity due to my reliance on coping mechanisms.</p> <p>When faced with an issue, I can identify multiple solutions.</p> <p>When faced with difficulties, I can devise an effective answer.</p> <p>I am capable of managing any</p>	2.757	1.385

Construct	Indicator	Description	Mean	SD
		challenges that arise. I tally in this vicinity I am regarded with seriousness in this environment. I hold significance in this context. I am regarded as trustworthy in this vicinity. I possess faith in this vicinity. I can effect change in this environment. I am beneficial in this environment. I am proficient in this environment. I am collaborative in this environment.		
	OBSE9	During uncertain periods, I typically anticipated the most favorable outcomes. I find it effortless to unwind. If an adverse event is possible, it will occur. I maintain an optimistic outlook toward my future. I derive great pleasure from my friendships. I require constant engagement. I seldom anticipate favorable outcomes. I am not easily perturbed. I hardly anticipate positive occurrences in my life. I anticipate a greater number of positive occurrences than negative ones. I can consistently resolve challenging tasks with sufficient effort. If someone contests me, I can identify the methods to achieve my objectives. I am confident that I can achieve my objectives. I feel assured in my ability to manage unforeseen circumstances well. Due to my ingenuity, I am capable of managing unexpected circumstances. I can resolve the majority of issues if I dedicate the requisite effort. I can maintain composure in the face of	3.127	1.467

Construct	Indicator	Description	Mean	SD
		adversity due to my reliance on coping mechanisms.		
		When faced with an issue, I can identify multiple solutions.		
		When faced with difficulties, I can devise an effective answer.		
		I am capable of managing any challenges that arise.		
		I tally in this vicinity		
		I am regarded with seriousness in this environment.		
		I hold significance in this context.		
		I am regarded as trustworthy in this vicinity.		
		I possess faith in this vicinity.		
		I can effect change in this environment.		
		I am beneficial in this environment.		
		I am proficient in this environment.		
		I am collaborative in this environment.		
	OBSE10	During uncertain periods, I typically anticipated the most favorable outcomes.		
		I find it effortless to unwind.		
		If an adverse event is possible, it will occur. I maintain an optimistic outlook toward my future. I derive great pleasure from my friendships. I require constant engagement. I seldom anticipate favorable outcomes.		
		I am not easily perturbed. I hardly anticipate positive occurrences in my life.		
		I anticipate a greater number of positive occurrences than negative ones.		
		I can consistently resolve challenging tasks with sufficient effort.		
		If someone contests me, I can identify the methods to achieve my objectives.		
		I am confident that I can achieve my objectives.	2.868	1.447



Construct	Indicator	Description	Mean	SD
		I feel assured in my ability to manage unforeseen circumstances well. Due to my ingenuity, I am capable of managing unexpected circumstances. I can resolve the majority of issues if I dedicate the requisite effort. I can maintain composure in the face of adversity due to my reliance on coping mechanisms. When faced with an issue, I can identify multiple solutions. When faced with difficulties, I can devise an effective answer. I am capable of managing any challenges that arise. I tally in this vicinity I am regarded with seriousness in this environment. I hold significance in this context. I am regarded as trustworthy in this vicinity. I possess faith in this vicinity. I can effect change in this environment. I am beneficial in this environment. I am proficient in this environment. I am collaborative in this environment.		

**Keynote:** SD = Standard Deviation

**Source:** Researcher, (2025)

#### 4.5.3 Descriptive Statistics of the Employee Engagement

The descriptive statistics of the measurement instrument in terms of the mean and standard deviation of 5 Likert-like scales range from 1 (*strongly disagree*) to 5 (*strongly agree*) for each study indicator are 3 items for vigour (VI), 3 items for absorption (AB) and three (3) items for dedication (DE) of employee engagement were illustrated in Table 4. 5.

**Table 4.5: Descriptive Statistics for Employee Engagement**

Construct	Indicator	Description	Mean	SD
<b>Employee Engagement</b>				
Vigour	VI1	At my work, I feel bursting with energy	2.622	1.634
	VI2	At my job, I feel strong and vigorous	2.852	1.585
	VI3	When I get up in the morning, I feel like going to work	2.561	1.535
Dedication	DE1	I am enthusiastic about my job	3.037	1.549
	DE2	My job inspires me	3	1.526
	DE3	I am proud of the work that I do	3.347	1.877
Absorption	AB1	I am immersed in my work	3.029	1.766
	AB2	I get carried away when I am working	3.077	1.677
	AB3	I feel happy when I am working intensely	2.765	1.498

Keynote: **SD = Standard Deviation**

**Source:** Researcher, (2025)

#### 4.5.4 Descriptive Statistics of the Turnover Intention

The descriptive statistics of the measurement instrument in terms of the mean and standard deviation of 5 Likert-like scales range from 1 (*strongly disagree*) to 5 (*strongly agree*) for the turnover intention of each study indicator were illustrated in Table 4. 6.

**Table 4.6: Descriptive Statistics for Turnover Intention**

Construct	Indicator	Description	Mean	SD
<b>Turnover Intention</b>				
	TI1	How frequently have you thought about quitting your work?	1.557	0.66
	TI2	How satisfying is your job in fulfilling your personal needs?	1.857	0.96

Construct	Indicator	Description	Mean	SD
	TI3	How often are you frustrated when not given the opportunity to achieve your personal work-related goals at work?	2.653	1.179
	TI4	How often do you dream about getting another job that suits your needs better?	2.479	1.118
	TI5	How likely are you to accept another job at the same compensation level should it be offered to you?	2.593	1.192
	TI6	How frequently do you eagerly anticipate a new workday?	4.151	1.154

**Keynote:** SD = Standard Deviation

**Source:** Researcher, (2025)

#### 4.6 Measurement Model for Instrument Reliability and Validity

Confirmatory Factor Analysis (CFA) was employed to evaluate the measurement model's overall internal consistency reliability, as well as its discriminant and convergent validity, ensuring the validity (Chin, 1998; Hair et al., 2014). Prior to hypothesis testing, the measuring framework's outer constructs were validated by the results of Confirmatory Factor Analysis (CFA).

A path weighting method was utilized with a Partial Least Squares-Structural Equation Modeling (PLS-SEM) algorithm to estimate the parameters of the constructs within the measurement model. The PLS-SEM method estimates the latent variable via correlation and regression analysis. Every latent variable in the model is identified, and the loading of the test items demonstrates their correlations (Hair et al., 2017).

Measurement theory was additionally evaluated by Confirmatory Factor Analysis (CFA). The measurement theory delineates the relationship between the measured

variables inside a latent construct. Consequently, confirmatory factor analysis was conducted to evaluate the construct validity of the measurement model. The CFA results for evaluating the measurement model are presented in Table 4.7, confirming the validity and reliability of the construct.

#### **4.7 Assessment of the Reflective Constructs**

Reflective constructs were assessed for internal consistency, discriminant validity, and convergent validity (Hair et al., 2018). The internal consistency validity was evaluated with Cronbach's Alpha ( $\alpha$ ) and Composite Reliability. Secondly, the outer loading of the indicators was employed to assess convergent validity; the statistical significance of the indicators above 0.7, and the AVE value beyond 0.5. The results illustrated in Figure 4.1 confirm convergent validity, as all indicator loadings above the 0.7 criterion and are statistically significant with  $p < 0.001$ .

##### **4.7.1 Reliability of Instrument**

The internal consistencies of the study variables were evaluated using Cronbach's Coefficient Alpha ( $\alpha$ ) to determine the reliability of the measurement scales. A cut-off threshold value of no less than 0.700 is deemed acceptable and dependable for variable elements (Nunnally & Bernstein, 1994; Cronbach, 1951).

The metrics for employee engagement, job and personal resources, and intention to depart for each research variable were preserved for additional analysis. The reliability ratings of the variables' Cronbach's Coefficient Alpha ( $\alpha$ ) were deemed adequate. The Average Variance Extracted (AVE) values for the research variables

were computed utilizing the formula established by Fornell and Larcker (1981) to demonstrate convergent and discriminant validity. The scales often exhibit commendable reliability, as well as convergent and discriminant validity. Table 4.7 presents the construct reliabilities and validities for the variables of employee engagement, personal resources, job resources, and turnover intention.

The internal reliability of all measurement items was verified, and an item analysis for each study variable was conducted. Cronbach's Alpha ( $\alpha$ ) values were obtained for each measurement item to assess the scale's reliability. According to Hair et al. (2014) and Brace et al. (2006), item measurements for scale reliability must exceed a threshold of 0.700.

The present study additionally assessed the correlation of measurement items. A measurement item with values below 2.00 is deemed insufficient for satisfactorily assessing a given variable (Nunnally, 1978). Therefore, the item with a lower threshold of 2.00 was advised for removal.

Table 4.7 displays the outcomes of the reliability evaluation concerning job resources and personal resources, vigor, absorption, and dedication as components of employee engagement and turnover intention, performance feedback, autonomy, skill variety, organizational-based self-esteem, self-efficacy, and optimism for the present study.

#### **4.7.2 Reliability for Study Constructs**

Table 4.7 presents the reliability analysis of the job resources and personal resources indicators. The three-item autonomy variable yielded a reliability value of 0.843, as

determined by Cronbach's Coefficient Alpha ( $\alpha$ ) reliability analysis. The reliability coefficients for the performance feedback and skill variation variables, each comprising three items, were 0.866 and 0.790, respectively, as determined by Cronbach's Coefficient Alpha ( $\alpha$ ) analysis. The Cronbach's Coefficient Alpha ( $\alpha$ ) reliability values for organizational-based self-esteem, self-efficacy, and optimism variables were 0.944, 0.983, and 0.961, respectively, with each comprising ten (10) items.

Moreover, the statistics in Table 4.7 indicate metrics of employee engagement. Three components constitute the variables of vigor; three things include absorption; and three pieces constitute dedication. The dependability coefficient is 0.973, representing the overall Cronbach's Coefficient Alpha ( $\alpha$ ). Furthermore, the data in Table 4.7 illustrate the six (6) elements influencing turnover intention. The variables had an overall dependability score of 0.856 for Cronbach's Coefficient Alpha ( $\alpha$ ).

The examined variables comprise job resources, including autonomy, performance feedback, and skill variety, alongside personal resources such as organizationally based self-esteem, self-efficacy, and optimism; employee engagement variables, namely vigour, absorption, and dedication, as well as turnover intention—all exhibiting reliability scores exceeding the recommended threshold of 0.700 (Brace et al., 2006; Hair et al., 2014). The results of the measurement scales confirmed their reliability.

Furthermore, item-total correlation values were employed to assess the study's variables concerning job resources, encompassing autonomy, performance feedback, and skill variety; personal resources, comprising organizationally based self-esteem, self-efficacy, and optimism; employee engagement, which includes variables such as

vigor, absorption, and dedication; and turnover intention. The findings of Table 4.7 indicate that the Coefficient Alpha ( $\alpha$ ) values for items above the acceptable level of 0.700 (Nunnally, 1978).

**Table 4.7: Reflective Measurement Model Assessment- Reliability and Validity**

Latent Variable		Indicators	No. of Items	Internal Consistency Reliability		Convergent Validity	
				Composite Reliability (pc)	Cronbach's Alpha ( $\alpha$ )	Outer Loadings	AVE
Job Resources	Autonomy	AU1	3	0.905	0.843	0.817	0.76
		AU2				0.862	2
		AU3				0.936	
	Skills Variety	SV1	3	0.918	0.866	0.895	0.78
		SV2				0.907	8
		SV3				0.861	
	Performance Feedback	PF1	3	0.878	0.790	0.904	0.74
		PF2				0.868	2
		PF3				0.742	
Personal resources	Optimism	OPM1	10	0.966	0.961	0.890	0.74
		OPM2				0.843	2
		OPM3				0.817	
		OPM4				0.920	
		OPM5				0.932	
		OPM6				0.886	
		OPM7				0.723	
		OPM8				0.844	
		OPM9				0.815	
		OPM10				0.922	
	Self-efficacy	SEF1	10	0.985	0.983	0.960	0.86
		SEF2				0.929	5
		SEF3				0.946	

Latent Variable		Indicators	No. of Items	Internal Consistency Reliability		Convergent Validity	
				Composite Reliability (pc)	Cronbach's Alpha ( $\alpha$ )	Outer Loadings	Average Variance Extracted >0.50
		SEF4	10	0.961	0.944	0.896	0.737
		SEF5				0.930	
		SEF6				0.925	
		SEF7				0.906	
		SEF8				0.962	
		SEF9				0.936	
		SEF10				0.912	
		OBSE1				0.882	
		OBSE2				0.866	
		OBSE3				0.839	
Employee engagement	Organizational based self-esteem	OBSE4	3	0.977	0.973	0.859	0.826
		OBSE5				0.920	
		OBSE6				0.929	
		OBSE7				0.956	
		OBSE8				0.947	
		OBSE9				0.936	
		OBSE10				0.934	
		VI1				0.908	
		VI2				0.938	
		VI3				0.930	
	Dedication	DE1	3	0.894	0.856	0.960	0.585
		DE2				0.947	
		DE3				0.867	
	Absorption	AB1	3			0.966	
		AB2				0.929	
		AB3				0.705	
Turnover intention	TI1	6	0.894	0.856	0.802	0.585	
	TI2				0.701		
	TI3				0.783		
	TI4				0.870		
	TI5				0.710		



### 4.7.3 Internal Consistency Reliability

### Table 4.8: Composite Reliability

Construct	Composite Reliability
Job Resources	0.933
Personal resources	0.987
Employee Engagement	0.977
Turnover Intention	0.876

**Source:** Researcher, (2025)

#### **4.8 Discriminant Validity**

In this study, indicators with outer loadings beyond 0.7 were retained, whilst those below 0.7 were discarded. All external loading indicators exceeded the recommended threshold of 0.7, as indicated by the data presented in Table 4.7, hence upholding the discriminant validity of the reflective measurement model. In this study, all external loading indicators exceeded the recommended threshold of 0.7, as indicated by the data presented in Table 4.7, hence upholding the discriminant validity of the reflective measurement model.

Consequently, it may be inferred that discriminant validity was achieved among the indicators of job resources, personal resources, employee engagement, and turnover intentions, as seen by their elevated loadings relative to one another.

##### **4.8.1 Convergent Validity**

In this study, indicators with outer loadings beyond 0.7 were retained, whilst those below 0.7 were discarded. All external loading indicators exceeded the recommended threshold of 0.7, as indicated by the data presented in Table 4.7, hence upholding the discriminant validity of the reflective measurement model. In this study, individual indicators assessed convergent validity, and outside loading indications were taken into account. The guideline for designing inductors with external loadings is above 0.700 (Hair et al., 2017). In this study, indicators with outer loadings beyond 0.7 were retained, whilst those below 0.7 were discarded. All external loading indicators exceeded the recommended threshold of 0.7, as indicated in Table 4.7; hence, the reflective measurement model of convergent validity was upheld.

Hair et al. (2017) indicate that Table 4.7 demonstrates that the latent variables of the reflective measurement models exhibited Average Variance Extracted (AVE) values exceeding the requisite threshold of 0.500. This indicates that each variable in the reflective measurement model had exceptional and validated convergent validity. Consequently, the findings indicate that all indicators employed in this study achieved convergent validity.

#### 4.8.2 The Heterotrait-Mono-trait Ratio (HTMT)

In this study, indicators with outer loadings beyond 0.7 were retained, whilst those below 0.7 were discarded. All external loading indicators exceeded the recommended threshold of 0.7, as indicated by the data presented in Table 4.7, hence upholding the discriminant validity of the reflective measurement model. In this PLS-SEM evaluated discriminant validity utilizing the Heterotrait-Monotrait Ratio (HTMT) as proposed by Henseler, Ringle, and Sarstedt (2015). The findings in Table 4.9 indicated that all HTMT values fell within the threshold range of 0.85 to 0.9 (Teo, Lee, & Chai, 2008); thus, discriminant validity was established.

**Table 4.9: Heterotrait-Mono-trait Ratio (HTMT)**

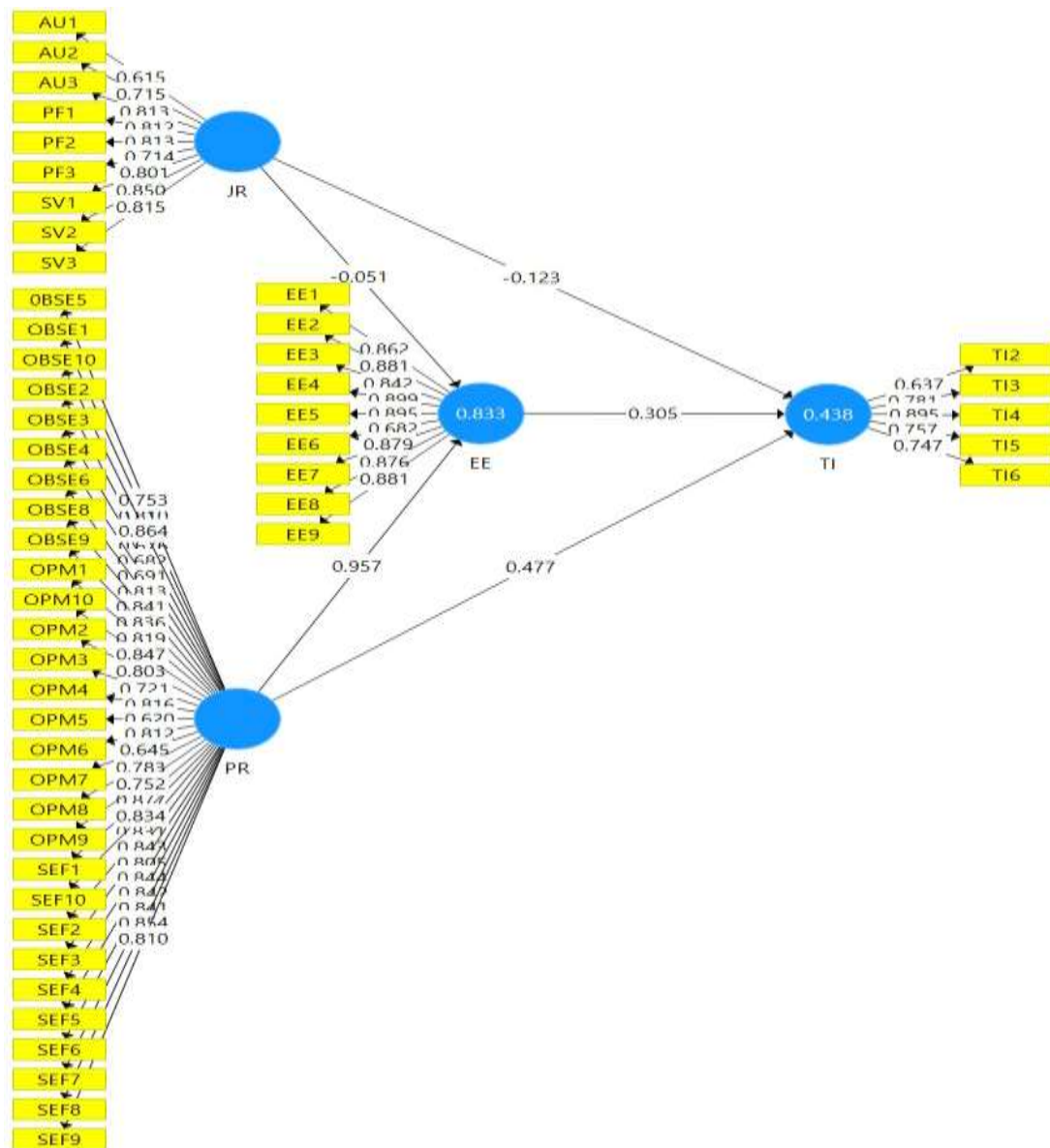
	AU	EE	OPM	PF	SEF	OBSE	SV	TI
<b>AU</b>								
<b>EE</b>	0.769							
<b>OPM</b>	0.775	0.802						
<b>PF</b>	0.820	0.847	0.810					
<b>SE</b>	0.836	0.849	0.843	0.865				
<b>OBSE</b>	0.841	0.847	0.851	0.859	0.841			
<b>SV</b>	0.787	0.816	0.841	0.828	0.840	0.859		
<b>TI</b>	0.410	0.748	0.637	0.580	0.725	0.761	0.659	

**Source:** Researcher, (2025)

#### **4.9 Evaluation of Structural Path Model**

In this study, indicators with outer loadings beyond 0.7 were retained, whilst those below 0.7 were discarded. All external loading indicators exceeded the recommended threshold of 0.7, as indicated by the data presented in Table 4.7, hence upholding the discriminant validity of the reflective measurement model. The hypotheses were evaluated through the structural model, and the complete model was executed utilizing the bootstrapping method. Figure 4.1 illustrates an analysis of indirect and mediating interactions.

The structural model was evaluated to examine the relationship between the model's predictive capabilities and the research constructs (Hair et al., 2018). The main evaluation criteria include the significance and relevance of path coefficients, collinearities, the extent of  $R^2$  values, the  $f^2$  effect size, and the predictive relevance  $Q^2$  value (Hair et al., 2018).



**Figure 4.1 Results for Reflective Measurement**

#### 4.10 Testing for Collinearity

In this study, indicators with outer loadings beyond 0.7 were retained, whilst those below 0.7 were discarded. All external loading indicators exceeded the recommended threshold of 0.7, as indicated by the data presented in Table 4.7, hence upholding the discriminant validity of the reflective measurement model. In this study's

variable data originated from a sole respondent in the food and beverage manufacturing industry, who evaluated the independent and dependent variables during a single encounter. A cross-sectional field survey was employed to collect data for the study. Traditional methodologies may introduce bias into the data as a result of this design. Verification was important due to the potential for common procedure bias in the study. The extent of deceptive correlation between independent and dependent variables assessed at a specific period using a similar survey instrument is referred to as common method bias (Bhattacharjee, 2012; Podsakoff et al., 2003). Experts assert that typical procedure bias jeopardizes the validity of measurement methods in behavioral research (Podsakoff et al., 2012; Podsakoff et al., 2003).

The current experiment employed PLS-SEM for data analysis. When a single component accounts for over 50% of the variance among all variables, it is deemed a common method bias (Podsakoff et al. 2003). Table 4.10 presents all sets of predictor components inside the structural model. All VIF values are below the threshold of 5, signifying that the constructs of the structural model do not exhibit a significant collinearity issue.

**Table 4.10: VIF Values in the Structural Model**

<b>Independent Variable</b>	<b>(Prediction) Dependent (Criterion) Variable</b>	<b>VIF</b>
Job Resources	Turnover intention	4.861
Personal Resources	Turnover intention	4.861
Job Resources	Employee Engagement	4.674
Personal Resources	Employee Engagement	4.674
Employee Engagement	Turnover intention	<b>1.000</b>
<b>Source:</b> Researcher, (2025)		

#### 4.11 Estimation of the Structural Path Coefficients

All assessed path coefficients of the structural model are statistically significant with  $p < 0.001$ , as shown in Table 4.11.

**Table 4.11: Structural Model Path Coefficients**

Construct	Employee Engagement	Turnover intention
Job Resources	0.058	0.535
Personal Resources	0.898	0.642
Employee Engagement		0.643

**Keynote:** \*\*\* $p < 0.001$

**Source:** Researcher, (2025)

#### 4.12 Coefficients of Determination ( $R^2$ Value)

In this study, indicators with outer loadings beyond 0.7 were retained, whilst those below 0.7 were discarded. All external loading indicators exceeded the recommended threshold of 0.7, as indicated by the data presented in Table 4.7, hence upholding the discriminant validity of the reflective measurement model. The effect size and predictive accuracy of the estimated structural path model are assessed using the coefficients of determination ( $R^2$  Value), which indicate the degree to which the exogenous (independent) variables account for variance in the structural model (Hair et al., 2017, 2018). The  $R^2$  values span from 0 to 1, with a larger value indicating more prediction accuracy, as stated by Hair et al., 2014. The recommended  $R^2$  value thresholds for dependent variables are 0.190 (weak), 0.333 (moderate), and 0.670 (substantial) (Ringle, 2004; Chin, 1998). Moreover, Hair et al. (2014) cautioned on the threshold values of  $R^2$  subjective to interpretation, particularly relative to social sciences.

The coefficients of determination ( $R^2$  Value) for employee engagement are 0.832, while for turnover intention, they are 0.416, as shown in Table 4.12. The results indicate that the structural model estimated for the dependent variables of employee engagement ( $R^2$  Value 0.832) and turnover intention ( $R^2$  Value 0.416) possesses significant predictive accuracy. This finding aligned with earlier research examining the impact of employee engagement on turnover intention (Karatepe et al., 2018; Kim, 2017; Bailey et al., 2017; Bhatnagar, 2012). The  $R^2$  values obtained are consistent with those commonly found in the behavioral sciences, as indicated by previous studies.

**Table 4.12:  $R^2$  Values in the Structural Model**

	$R^2$	$R^2$ Adjusted
<b>Employee Engagement</b>	0.832	0.831
<b>Turnover Intention</b>	0.416	0.414

**Source:** Researcher, (2025)

#### 4.13 Effect Size ( $f^2$ )

When the exogenous construct is removed from the structural model, the effect on the endogenous construct is quantified using the effect size  $f^2$  (Hair et al., 2018).

The formula to calculate the  $f^2$  effect size is

$$f^2 = \frac{R^2_{\text{included}} - R^2_{\text{excluded}}}{1 - R^2_{\text{excluded}}}$$

In this study, indicators with outer loadings beyond 0.7 were retained, whilst those below 0.7 were discarded. All external loading indicators exceeded the recommended threshold of 0.7, as indicated by the data presented in Table 4.7, hence



upholding the discriminant validity of the reflective measurement model. In this study, Haier et al. (2017) assert that the  $R^2$  values of the dependent variable are contingent upon the inclusion of specific independent variables in the route model. The  $R^2$  assessed the impact of the independent variable's omission on the dependent variable according to Haier et al. (2014).

Cohen's (1988) guidelines indicate that  $f^2$  values of 0.02 to 0.15, 0.15 to 0.35, and above 0.35 correspond to modest, medium, and high effects on the dependent variable, respectively. The effect size  $f^2$  of the calculated structural equation model is presented in Table 4.13. Table 4.13 presents the findings, revealing that personal resources exerted a greater influence (0.700) and job resources had a more substantial effect (0.402) on turnover intention. Moreover, employee engagement was highly influenced by personal resources (1.168) in contrast to occupational resources (0.003). Moreover, employee involvement (0.711) exerted a more significant influence on the intention to depart.

**Table 4.13:  $f^2$  Effects Sizes in the Structural Model**

Independent (Prediction) Variable	Dependent (Criterion) Variable	$f^2$ effect size	Interpretation
Job Resources	Turnover intention	0.402	Larger
Personal Resources	Turnover intention	0.700	Larger
Job Resources	Employee Engagement	0.003	Small
Personal Resources	Employee Engagement	1.168	Larger
Employee Engagement	Turnover intention	0.711	Larger

**Keynote:**  $f^2$  value  $<0.02$  -  $<0.15$  – small;

$f^2$  value  $0.15$  -  $<0.35$  – medium; and  $f^2$  value  $>0.35$  – large effect size

**Source:** Researcher, (2025)

#### 4.14 Predictive Relevance ( $Q^2$ Value)

In this study, indicators with outer loadings beyond 0.7 were retained, whilst those below 0.7 were discarded. All external loading indicators exceeded the recommended threshold of 0.7, as indicated by the data presented in Table 4.7, hence upholding the discriminant validity of the reflective measurement model. The predictive value of the generated structural model was evaluated using Stone-Geisser's  $Q^2$  value (Geisser, 1974; Stone, 1974). The blindfolding method was employed to compute the  $Q^2$  value using a predefined omission D (Hair et al., 2017). Hair et al. (2017) assert that the blindfolding technique is utilized for dependent variables that represent the requirements of the measurement model.  $Q^2$  values of 0.000 or lower suggest a lack of predictive relevance for the exogenous constructs, whilst values exceeding zero signify that the exogenous constructs possess predictive significance for the endogenous construct (Hair et al., 2018; Urbach & Ahlemann, 2010).

This study determined the  $Q^2$  value for the endogenous dimensions of employee engagement and turnover intention. A method utilizing cross-validation redundancy was employed to calculate  $Q^2$  values. This strategy approximated the data in the reflective dependent variables of the measurement model. The independent factors derived from the PLS-SEM technique were employed to forecast the scores of the dependent variables in the structural model.

In this study, indicators with outer loadings beyond 0.7 were retained, whilst those below 0.7 were discarded. All external loading indicators exceeded the recommended threshold of 0.7, as indicated by the data presented in Table 4.7, hence

upholding the discriminant validity of the reflective measurement model. In this study, the second method used omission distance (D) to execute the blindfolding procedure. The omission distance (D=5) was chosen to signify several blindfolding criteria. The advised omission distance (D) for each round ranges from 5 to 10 (Hair, Sarstedt, Ringle & Mena, 2012; Apel & Wold, 1982). The calculated findings were utilized to compare the actual and predicted values to determine the predictive significance in the structural path model. Table 4.14 displays the  $Q^2$  values pertaining to employee engagement and turnover intention. The results indicate that the  $Q^2$  values for the dependent variables of employee engagement (0.650) and turnover intention (0.226) exceed zero, signifying robust support for the model's predictive significance about the endogenous latent variables.

**Table 4.14:  $Q^2$  Value in the Structural Model**

Dependent (Criterion) Variable	$Q^2$ Values
Employee engagement	0.650
Turnover intention	0.226

**Keynote:**  $Q^2$  values  $> 0.0$  - meaningful;

$Q^2$  values  $< 0.25$  -  $< 0.50$  – medium;  $Q^2$  value  $> 0.5$  - large predictive relevance

**Source:** Researcher, (2025)

#### 4.15 Model Fit

In this study, indicators with outer loadings beyond 0.7 were retained, whilst those below 0.7 were discarded. All external loading indicators exceeded the recommended threshold of 0.7, as indicated by the data presented in Table 4.7, hence upholding the discriminant validity of the reflective measurement model. In this study, the model fit evaluation was conducted with PLS-SEM metrics, including the standardized root

mean square residual (SRMR). The present analysis suggests, as illustrated in Table 4.16, that the SRMR value is 0.062, signifying a satisfactory match as the threshold must be below 0.08 (Hair et al., 2018).

**Table 4.15: Model Fit Summary**

	<b>Saturated Model</b>	<b>Estimated Model</b>
SUMMER	0.062	0.063
d_ULS	5.264	5.425
d_G	2.928	2.940
Chi-Square	5,567.836	5,582.063

**Source:** Researcher, (2025)

#### **4.16 The Structural Model: Hypotheses Testing**

In this study, indicators with outer loadings beyond 0.7 were retained, whilst those below 0.7 were discarded. All external loading indicators exceeded the recommended threshold of 0.7, as indicated by the data presented in Table 4.7, hence upholding the discriminant validity of the reflective measurement model. In this structural model, as illustrated in Figure 4.1, was employed to examine the hypotheses. The entire model was executed utilizing 5000 random samples with replacement through the bootstrapping method. The subsequent subsections give an analysis of the two relationships between the research variables: direct and mediated.

#### **4.17 Hypotheses Testing for Direct Relationships**

In this study, indicators with outer loadings beyond 0.7 were retained, whilst those below 0.7 were discarded. All external loading indicators exceeded the recommended threshold of 0.7, as indicated by the data presented in Table 4.7, hence upholding the discriminant validity of the reflective measurement model. In this

proposed direct correlation is illustrated in Table 4.16. The table comprises the route coefficients, T-values, associated significance levels, effect magnitude, and confidence interval.

**Table 4.16: Structural Path Model**

Hypotheses and corresponding paths	Path coefficients	T-statistics	f <sup>2</sup>	95% confidence interval	p-values	Decisions
JR → TI	-0.123	1.344	<b>0.006</b>	0.049	0.179	H <sub>1</sub> not supported
PR → TI	0.477	3.396	0.040	0.758	0.001	H <sub>2</sub> supported
JR → EE	0.051	0.858	<b>0.003</b>	0.066	0.391	H <sub>3</sub> not supported
PR → EE	0.957	17.666	<b>1.158</b>	1.061	0.000	H <sub>4</sub> supported
EE → TI	0.305	2.777	0.028	0.523	0.006	H <sub>5</sub> supported

**Note:** \*\*\*p<0.001    \*\*p<0.05

**Source:** Researcher, (2025)

Note: JR= Job resources, PR= Personal resources, EE= Employee engagement, TI= Turnover intention

#### 4.17.1 Job Resources and Turnover Intention

In this study, indicators with outer loadings beyond 0.7 were retained, whilst those below 0.7 were discarded. All external loading indicators exceeded the recommended threshold of 0.7, as indicated by the data presented in Table 4.7, hence upholding the discriminant validity of the reflective measurement model. The objective 1.3.2 (i) of the study was to ascertain the impact of job resources on

employee turnover intentions within the food and beverage manufacturing micro and small enterprises in Tanzania. The hypotheses developed posited that: H1: Job resources exert a direct negative influence on turnover intentions.

The initial hypothesis examined the relationship between job resources and the intention to resign from employment. The correlation between employment resources and the intention to leave was anticipated to be negative. Table 4.16's findings indicate a negligible effect size ( $f^2$ ) of 0.006 and a negative, statistically insignificant relationship from job resources to turnover intention ( $t=1.344$ ,  $\beta = -0.123$ ). Thus, the results indicate that hypothesis 1 was not substantiated.

#### **4.17.2 Personal Resources and Turnover Intention**

In this study, indicators with outer loadings beyond 0.7 were retained, whilst those below 0.7 were discarded. All external loading indicators exceeded the recommended threshold of 0.7, as indicated by the data presented in Table 4.7, hence upholding the discriminant validity of the reflective measurement model. The second hypothesis examined the relationship between turnover intention and personal resources. The correlation between turnover intention and personal resources was anticipated to be negative. Table 4.16 indicates a small effect size ( $f^2$ ) of 0.040 and a positive, significant relationship from personal resources to turnover intention ( $t = 3.396$ ,  $\beta = 0.477$ ). The findings indicated that the second hypothesis was accurate.

#### **4.17.3 Job Resources and Employee Engagement**

In this study, indicators with outer loadings beyond 0.7 were retained, whilst those below 0.7 were discarded. All external loading indicators exceeded the recommended threshold of 0.7, as indicated by the data presented in Table 4.7, hence

upholding the discriminant validity of the reflective measurement model. The third hypothesis investigated the relationship between job resources and employee satisfaction. The proposed relationship was a positive association between job resources and employee engagement. The results in Table 4.16 indicate that the relationship between work resources and employee engagement is positive but not statistically significant ( $t = 0.858$ ,  $f^2 = 0.003$ ,  $\beta = 0.051$ ). The results indicate that hypothesis 3 was baseless.

#### **4.17.4 Personal Resources and Employee Engagement**

In this study, indicators with outer loadings beyond 0.7 were retained, whilst those below 0.7 were discarded. All external loading indicators exceeded the recommended threshold of 0.7, as indicated by the data presented in Table 4.7, hence upholding the discriminant validity of the reflective measurement model. Hypothesis 4 investigated the correlation between employee engagement and personal resources. It was anticipated that employee engagement and personal resources would have a positive correlation. Table 4.16 displays results demonstrating a favorable and statistically significant correlation between turnover intention and individual resources ( $t = 17.666$ ). The results indicate that hypothesis 4 was validated, with a path coefficient of 0.975 and an effect size ( $f^2$ ) of 1.158.

#### **4.17.5 Employee Engagement and Turnover Intention**

In this study, indicators with outer loadings beyond 0.7 were retained, whilst those below 0.7 were discarded. All external loading indicators exceeded the recommended threshold of 0.7, as indicated by the data presented in Table 4.7, hence

upholding the discriminant validity of the reflective measurement model. The fifth hypothesis investigated the relationship between the intention to depart and employee engagement. The hypothesis proposed an inverse link between the intention to depart and employee engagement. Employee engagement and turnover intention exhibit a positive and significant relationship, as evidenced by the results in Table 4.16 ( $t = 2.777$ ,  $\beta = 0.305$ , effect size ( $f^2$ ) = 0.028). Consequently, hypothesis 5 was confirmed.

#### **4.17.6 Hypotheses Testing: Mediating Relationships**

In this study, indicators with outer loadings beyond 0.7 were retained, whilst those below 0.7 were discarded. All external loading indicators exceeded the recommended threshold of 0.7, as indicated by the data presented in Table 4.7, hence upholding the discriminant validity of the reflective measurement model. The structural model assessed the impact of job and personal resources on turnover intention, with employee engagement serving as a mediating variable. The correlation between job and personal resources and turnover intention was identified as being mediated by aspects of employee engagement, as determined by applied mediation analysis. The concept of employee engagement was implemented by positioning the mediator variable between the independent and dependent variables. The subsequent hypotheses were investigated to assess the relationship between the research variables. Hypothesis 6 (H6a) posits that employee engagement serves as a mediating variable in the relationship between job resources, specifically autonomy, performance feedback, skill variety, and turnover intentions.



Hypothesis 6 (H6b) posits that employee engagement serves as a mediating variable in the relationship between personal resources, exemplified by organizationally-based self-efficacy, optimism, and turnover intentions.

The present study employed employee engagement as a mediating variable inside the structural model to evaluate the influence of personal and occupational resources. The analysis employed two mediation pathways to analyze the observed particular indirect effects within the proposed relationships. These routes evaluated the significance threshold, confidence interval, t-values, and path coefficient.

The significance levels were evaluated with t-values. At a 10% significance level ( $\alpha = 0.10$ , two-tailed test), the critical values are 1.65, 1.96, and 2.57 for 5%, 1%, and 0.5% two-tailed tests, respectively, as per Hair et al. (2017).

Following the recommendations of Zhao, Lynch, and Chen (2010), the bootstrap testing method was employed to do the mediation analysis in this study (Hair et al., 2018). The smartPLS application analyzed the mediation to apply the bootstrap testing method. The bootstrap method was used for its superior statistical power (Hair et al., 2017). A bootstrap methodology was employed to assess the relevance of the path's indirect effects by conducting 5000 bootstrap samples. Bias-correlated and accelerated PLS-SEM methodologies were employed to address biases and skewness in the bootstrap distribution and bootstrap confidence intervals (Sarstedt et al., 2011; Henseler et al., 2009; Gudergan et al., 2008).

The structure path model estimates of employee engagement as a mediator between personal and job resources for turnover intention are analytically displayed in Table

4.17. The mediation results encompass path coefficients, t-values, confidence intervals, significance levels, and mediation types, utilized to assess indirect effects. The two mediation channels are delineated as follows.

Mediation Path 1: Employee engagement → job resources → turnover intentions.

Path 6a: The mediating role of job resources in the relationship between employee engagement and turnover intention.

Hypothesis 6a examined the relationship between job resources, specifically autonomy, performance feedback, skill variety, and turnover intentions, mediated by employee engagement. The results presented in Table 4.17 indicate a minimal and insignificant indirect association between job resources and employee engagement and turnover intention ( $\beta = -0.015$ ,  $t = 0.801$ ,  $p < 0.423$ ). Likewise, the direct effect ( $p3$ ) of job resources on turnover intention is statistically insignificant ( $\beta = -0.123$ ,  $t = 1.344$ ,  $p < 0.179$ ). The results indicate that hypothesis (H6a) is invalid.

Mediation Path 2 (H6b): Employee engagement → personal resources → turnover intentions. The mediating role of personal resources in the relationship between employee engagement and turnover intention.

Hypothesis six (H6b) examines the mediating effect of employee engagement on the link between personal resources and organizationally-based self-efficacy, optimism, self-esteem, and turnover intention.

Indirect mediation exists between employee engagement and the correlation between personal resources and the intention to depart. The correlation is significant and affirmative ( $\beta = 0.292$ ,  $t = 2.772$ ,  $p < 0.006$ ). There exists a significant positive

correlation between the consequences of turnover intention ( $\beta = 0.477$ ,  $t = 3.396$ ,  $p < 0.001$ ) and the direct impact ( $p_3$ ) of personal resources. The results validate hypothesis six (H6b) by revealing a substantial partial mediation effect ( $\beta = 0.292$ ,  $t = 2.772$ ).

**Table 4.17: Path Coefficients and Significance Levels for Mediation Hypotheses**

Hypotheses and corresponding paths	Path coefficients	T- statistics	95% confidence interval	p-values	Hypotheses and corresponding paths	Path coefficients	T- statistics	Decisions	95% confidence interval	P values	Mediation type
JR → TI	-0.123	1.344	0.049	<b>0.179</b>	JR → E E → TI	-0.015	0.801	H <sub>6</sub> not supported	0.022	<b>0.423</b>	No effect mediation
PR → TI	0.477	3.396	0.758	<b>0.001</b>	PR → E E → TI	0.292	2.772	H <sub>7</sub> supported	0.502	<b>0.006</b>	Competitive partial mediation

**Key note:** ns = not significant, \* $p < 0.10$  ( $t > 1.65$ ), \*\* $p < 0.05$  ( $t > 1.96$ ), \*\*\* $p < 0.001$  ( $t > 2.57$ )

In this study, indicators with outer loadings beyond 0.7 were retained, whilst those below 0.7 were discarded. All external loading indicators exceeded the recommended threshold of 0.7, as indicated by the data presented in Table 4.7, hence upholding the discriminant validity of the reflective measurement model. In this study, Complementary Partial Mediation ( $p_1$  and  $p_2$  are significant,  $p_3$  is significant,

p1, p2, and p3 are positive); Competitive Partial Mediation (p1 and p2 are significant, p3 is significant, p1, p2, and p3 are negative). Indirect Only Mediation (p1 and p2 are significant; p3 is not significant), Direct Only Mediation (p1 and p2 are not significant; p3 is significant), No Effect Mediation (p1 and p2 are not significant; p3 is not significant). Zhao, Lynch, and Chen (2010).

**Source:** Researcher, (2025)

#### **4.18 Hypotheses Testing Results**

In this study, indicators with outer loadings beyond 0.7 were retained, whilst those below 0.7 were discarded. All external loading indicators exceeded the recommended threshold of 0.7, as indicated by the data presented in Table 4.7, hence upholding the discriminant validity of the reflective measurement model. This study employed PLS-SEM to examine the proposed relationships among the constructs. The test results indicated a minimal negative association between turnover intention and job resources. The test reveals a significant positive link between turnover intention and personal resources.

The data indicated an unfavorable association between work resources and employee engagement. Moreover, a robust and affirmative association exists between employee engagement and personal resources. A negative association between employee engagement and intention to depart was identified.

The mediation results indicated that the correlation between job resources and the intention to depart from a company remains uninfluenced by employee engagement.

The mediation results indicated that the relationship between personal resources and

turnover intention was partially and favorably mediated by employee engagement.

Table 4.18 delineates the results of the investigated study hypotheses. The results of hypothesis testing are addressed in the subsequent chapter.

**Table 4.18 Results Hypotheses Testing**

<b>Hypothesis</b>	<b>Hypothesized relationship</b>	<b>Result</b>
H <sub>1</sub>	Job resources have a direct negative effect on turnover intentions	H <sub>1</sub> not supported
H <sub>2</sub>	Personal resources have a direct negative effect on turnover intentions	H <sub>2</sub> supported
H <sub>3</sub>	Job resources have a direct positive effect on employee engagement	H <sub>3</sub> not supported
H <sub>4</sub>	Personal resources have a direct positive effect on employee engagement	H <sub>4</sub> supported
H <sub>5</sub>	Employee engagement has a negative impact on turnover intention.	H <sub>5</sub> supported
H <sub>6a</sub>	Employee engagement mediates the relationship between job resources and turnover intentions.	H <sub>6a</sub> not supported
H <sub>6b</sub>	Employee engagement mediates the relationship between personal resources and turnover intentions.	H <sub>6b</sub> supported

**Source:** Researcher, (2025)

## **CHAPTER FIVE**

### **DISCUSSION OF THE FINDINGS**

#### **5.1 Chapter Overview**

This chapter covers the primary study findings from the data analysis in Chapter Four and discusses how they connect to the corpus of international literature that is currently being published. The study's goal was to find out how turnover intentions, a mediator of employee engagement in Tanzanian MSEs that manufacture food and beverages, relate to personal and job resources. The study examined the effects of job resources, such as performance feedback, autonomy, and skill variety, and personal resources, such as organizationally-based self-esteem, self-efficacy, optimism, and turnover intentions. The study also demonstrated how employee engagement functions as a mediator in the model, which shows how the dependent variables of job resources and personal resources relate to the identified independent variable of turnover intention. The concepts of the Job-Demand Resources (JD-R) model and Social Exchange Theory (SET) were the sources of the aforementioned study constructs.

#### **5.2 Discussion of the Results**

This section discusses the findings of this study. The discussion was arranged sequentially according to the addressed research objectives in this thesis.

### **5.2.1 Implications of the Descriptive Findings**

Descriptive analysis was first used to ascertain the respondents' demographic statistics. Descriptive analysis was done on the respondent characteristics, including age, gender, education level, occupation, job position, years of employment in the organization, and job categories. According to the study's findings, the vast majority of survey participants had completed secondary school or higher. This suggests that literate respondents comprised most of those who participated in the survey. According to the findings, 44.8 percent of the respondents are between the ages of 30-59, representing the bulk of the sample. This suggests that the majority of survey participants are sufficiently educated and mature to offer accurate and insightful responses. This suggests that the survey participants are appropriate for analyzing the connection between personal and job resources and intention to leave. Additionally, a random sample with varying demographics, including age, gender, experience, and education, is used in this study. The Partial Least Square Structural Equation Model (PLS-SEM) 3.2.8 was employed to do inferential statistics analysis, and IBM SPSS version 26 was used for the analysis of descriptive statistics to generate the study results in Chapter Four. The key implications of the descriptive findings from the demographic profile of the respondents from food and beverage manufacturing micro and small enterprises in Dar es Salaam are related to working composition, human resource management, and policy development. Based on the composition of gender indicates that men dominate employment in the F&B MSE with 59.3 percent, which implies there is a need to promote equal employment opportunities to curb the cultural barriers to women's participation in manufacturing activities. Regarding age distribution, the majority are between 20 and 29 years old (34.1%); this implies that

younger labourers are attracted to MSEs, which may be due to the lower skill requirements for working in these sectors.

Although younger laborers may be subject to higher intention to leave the organization, more strategies are needed to attract them. Most of the employees (65.9%) have secondary education levels, which reflects that the low-skilled workforce is working in the sector, which may hinder creativity and innovation; therefore, there is a need for skills development through capacity building to enhance productivity. On the tenure and experience of the workforce, the majority of the workforce (49.8%) have been employed for less than three years, while 39.4% have less than one year of experience in the sector. This implies that there may be great employee turnover and an impact on the sector's performance. Generally, the demographic findings of this study imply that young, dominated by male employees, and low-skilled labourers are the majority of the workforce. Based on these findings, MSEs have to develop staff development strategies through training, inclusivity in employment, and retention strategies.

### **5.2.2 Implication of the Mean Results for Job Resources**

The employee perceptions of job resources varied across practices. The respondents, on average, had positive perceptions regarding job resources, with the mean range from 3.0 to 4.5, indicating a moderate to high level of perceived job resources. The mean range shows that employees have experience autonomy, skill variety, and a favourable work environment (Gynning et al., 2017). These perceptions mean that there is an association between job resources and employee engagement and well-being.



### **5.2.3 Implication of the Mean Results for Personal Resources**

The mean range between 2.0 to 3.3 shows that personal resources of optimism, self-efficacy, and Organizational based self-esteem on the Likert-scale assessment typically indicate low to moderate levels of these variables (Julian, Cheadle, Knudsen, Bilder & Dunkel Schetter, 2022; Bodys-Cupak, Grochowska, & Stanek, 2018). The range means that employees perceive a moderate level of personal resources to turnover intention.

### **5.2.4 Implication of the Mean Results for Employee Engagement**

The mean range between 2.5 to 3.3 shows that employee engagement on the Likert-Scale assessment typically indicates moderately low engagement. The range means that employees exhibit an average commitment to the work and are not fully disengaged (Shuck & Reio, 2014; Schaufeli and Bakker, 2004; Saks, 2006). This score implies low engagement, which leads to immediate plans to leave the organization due to job dissatisfaction (Sharma et al., 2025).

### **5.2.5 Implication of the Mean Results for Turnover Intention**

The range between 1.8 to 2.4 indicates that there is high organizational commitment and engagement, 2.5 to 3.3 shows employees are unsure whether to stay or leave, while 3.4 to 4.1 indicates employees are considering quitting the work (Asante, 2022).

### 5.2.6 Job Resources and Turnover Intention

The study's first specific objective was to examine the impact of job resources on employee turnover intentions in Tanzanian MSEs involved in producing food and beverages. Analyzing the study's first hypothesis ( $H_1$ )—that job resources had a direct negative impact on turnover intentions—helped achieve this objective. This hypothesis focused on the relationship between job resources and turnover intention in micro and small enterprises (MSEs) in Tanzania. The results presented in Chapter Four showed that job resources with autonomy (Novaes, Ferreira, & Valentini, 2018; Bermejo-Toro et al., 2016; Xanthopoulou et al., 2009; De Lange et al., 2008; Xanthopoulou et al., 2007; Mauno et al., 2007), performance feedback (Schaufeli et al., 2009), and a range of skills variety (Christian et al., 2011) have a negative and insignificant relationship with the intention to leave the company ( $\beta=1.344$  Path coefficient= -0.123). Also, the results show that job resources have a small impact on turnover intention ( $f^2=0.006$ ). This implies that job resources have a statistically non-significant negative negligible influence on turnover intention when applied to micro and small businesses in Tanzania. According to the research, employing job resources in micro and small enterprises may lessen employees' intent to quit in a small size. Thus, effectively implementing job resources in the workplace can significantly reduce employee turnover. Therefore, there is insufficient evidence to claim that job resources negatively influence turnover intention.

One of the study's conclusions was the justification of the Job-Demand Resources paradigm. According to the JD-R, job resources are organizational elements, which include physical, psychological, and social elements that support individual

development and lower physiological and psychological expenses. When used effectively, they can lower the intention of turnover (Schaufeli & Bakker, 2004).

This association's justification is that job resources are designed to motivate employees and raise their level of engagement. The present study is against the body of research suggesting that job resources positively influence the intention to leave an organization (Aljohani et al., 2023; Jauhari & Yuliant, 2020; Kotzé, 2018; Kim, 2017). Additionally, the outcome demonstrates that when a company provides job resources to employees, employee turnover will be lessened since employees will be more motivated to do their jobs.

### **5.2.7 Personal Resources and Turnover Intention**

Examining the influence of personal resources on turnover intentions in Tanzanian MSEs involved in food and beverages was the second hypothesis (H<sub>2</sub>), according to which personal resources directly negatively impact turnover intentions. The findings in Chapter Four demonstrated a favourable and significant association between personal resources and turnover intention. These are comprised of three variables of organizational-based self-esteem, self-efficacy, and optimism, where the p-value of 0.001 is below the threshold of 0.005, indicating a high statistically positive significance. The p-value of 0.001 and t-statistics of 3.396 provided statistically significant evidence of the hypothetical relationship between the study variables. With  $f^2 = 0.040$ , the result demonstrates the statistically significant effects of personal resources on turnover intention with a moderate effect size. This suggests that when variables of personal resources such as organizational-based self-esteem, self-efficacy, and optimism are practiced in Tanzanian micro and small enterprises, it will

positively impact reducing employee turnover intention. The findings suggested that using personal resources in micro and small can decrease intentions to leave.

This result lends credence to the JD-R theory that turnover intention and personal resources are negatively correlated. The outcome also demonstrates that an organisation's use of personal resources will lessen the likelihood of employee turnover (Hardaningtyas, 2020; Luthans & Jensen, 2005). These findings also is supported the JD-R model, which suggested a relationship between personal resources and turnover intention. The JD-R model is justified by workers with greater personal resources having better levels of optimism, self-efficacy, and self-esteem toward the company, which will lessen their intention to leave the organization (Kim & Hyun, 2017; Hardaningtyas, 2020).

#### **5.2.8 Job Resources and Employee Engagement**

Analyzing study hypothesis three ( $H_3$ ), which states that job resources directly impact employee engagement, allowed us to address objective three. The results of a p-value of 0.391 is higher than the common threshold of 0.05, indicating that job resources and employee engagement have no statistically significant relationship. Also, the result of t-statistics 0.858 is below the threshold of 1.96 (for the confidence level of 95%); therefore, the p-value and t-statistics both indicate that the relationship between job resources and employee engagement is not statistically significant. However, the magnitude of the relationship was 0.003, which shows the minimal relationship between job resources and employee engagement. Also, the path coefficient of 0.051 indicates a weak positive relationship between job resources and

turnover intention, implying that as job resources increase by one unit, employee engagement is expected to increase by an average of only 0.051.

This result is against the earlier research findings (Coffie et al., 2023; Bakker and Demerouti 2017; Bakker et al. 2011; Bakker et al., 2008; Bakker and Demerouti 2007) regarding the impact of job resources on employee engagement, which revealed the positive relationship between job resources and employee engagement. Therefore, job resources encourage employee motivation and have a favourable impact on employee engagement. This suggested that employee engagement will rise when given the tools they need to execute their jobs. Job resources will boost motivation and staff engagement, which will lower the intention of employee turnover (Kwon & Kim, 2020; Langseth-Eide, 2019; Schaufeli et al., 2019; Hawkes et al., 2017; Schaufeli & Bakker, 2004). Consequently, when a company fosters employee engagement, it may improve job resources and alter the person's desire to quit the company.

### **5.2.9 Personal Resources and Employee Engagement**

This hypothesis focused on the relationship between employee engagement and personal resources. According to the hypothesis's findings, employee engagement and personal resources are significantly and favourably correlated. The findings indicate that there is a significant. The results revealed that the  $p\text{-value} < 0.001$ , which is below the threshold of 0.001, indicates a statistically significant. Also, the  $t$ -statistics of 17.666 is higher than the common threshold of 1.96 at a 95% confidence interval, which indicates that the relationship is highly statistically significant.

Moreover, a large effect size of 1.158 (Cohen, 1988) shows that personal resources strongly impact turnover intention.

On the other hand, a path coefficient of 0.957 demonstrates a strong relationship between variables of personal resources and employee engagement, meaning that a single unit increase of personal resources is expected to increase by 0.957 units of employee engagement. Therefore, the application of job resources in Tanzanian food and beverage micro and small enterprises (MSEs) has a greater and more favourable impact on employee engagement. Based on these findings, job resources practice in food and beverage micro and small enterprises (MSEs) can potentially increase employee engagement. Furthermore, this result is in line with other research that was carried out in both Western and Far Eastern cultures (Hardaningtyas, 2020; Choi & Kang, 2012; Mauno et al., 2007; Xanthopoulou et al., 2009, 2007; Schaufeli & Bakker, 2004; Luthans & Peterson, 2002). The results also provide credence to the notion that employee engagement and personal resources are positively correlated. As the organization provides more personal resources, employees will be more engaged.

The justification for social exchange theory is based on the study's findings. Personal resources are designed to increase employee engagement and decrease the likelihood of employee turnover, which is the basis for this association. According to Gouldner's (1960) Social Exchange Theory, employers and employees have a reciprocal relationship and social exchange. Employees feel motivated to contribute to the firm by exhibiting good behaviors and attitudes in this relationship. This

mutually beneficial relationship boosts employee engagement and improves the organization's performance.

#### **5.2.10 Employee Engagement and Turnover Intention**

The association between employee engagement and intention to leave was the focus of this hypothesis. The hypothesis's findings showed that there is a strong and positive correlation between employee engagement and the propensity to leave.

The results of t-statistics of 2.77 are above the threshold of 1.96 (for the 95% confidence interval), which indicates the statistical significance. Thus, the t-value shows a strong relationship between employee engagement and turnover intention. Also, a p-value of 0.006 is below the significant threshold of 0.05, which indicates statistical significance. The path coefficient ( $\beta=0.305$ ) indicates a positive relationship between employee engagement and turnover intention. The path coefficient indicates that every one-unit increase in employee engagement will reduce turnover intention by an average of 0.305 units.

Despite the statistical significance, the finding of effect size ( $f^2=0.028$ ) indicates that there is a negligible relationship between employee engagement and the intention to leave. Therefore, when implemented in Tanzanian micro and small enterprises that deal with food and beverages, employee engagement has a slight but favourable impact on turnover intention. This finding suggests that staff engagement in food and beverage micro and small businesses can lower the likelihood of employee turnover. Additionally, this finding aligns with earlier research conducted in both Western and Far Eastern contexts (McCarthy, Moonesinghe, and Dean, 2020; Karatepe et al., 2018; Baharoma, 2017; Bailey et al., 2017; Kim, 2017; Agarwal et al., 2012;

Bhatnagar, 2012; Saks, 2006), which discovered a strong, statistically significant, negative relationship between employee engagement and intention to leave.

Furthermore, according to Xanthopoulou et al. (2009), Halbesleben & Wheeler (2008), and Bakker et al. (2006), employees who exhibit high levels of engagement at work are less likely to have lower turnover intentions. These findings, therefore, corroborate previous studies on the effects of employee engagement on turnover intentions.

### **5.3 Mediation Analysis**

The third particular purpose of this research was to examine the mediating effect of employee engagement in the links between work resources, personal resources, and turnover intentions in Tanzanian MSEs involved in the food and beverage production industry.

#### **5.3.1 The Mediating Role of Employee Engagement on Job Resources with Turnover Intention**

The relationship between job resources, personal resources, and turnover intention is explained in this section, along with the mediating function that employee engagement plays, as demonstrated by autonomy, performance feedback, and skill variety. The hypothesis ( $H_{6a}$ ) that employee engagement mediates the relationship between work resources and turnover intentions was used to evaluate the mediation.

The findings presented in Chapter Four demonstrated a weak and negative correlation between job resources and the intention to leave an organization among engaged employees. Indirect impacts of work resource variables were not found to be



statistically significant (t-statistics 0.801; p-value 0.423), leading to the rejection of hypothesis ( $H_{6a}$ ).

The p-value of 0.423 is higher than the required threshold of 0.05, indicating that the mediating relationship between job resources and turnover intention is not statistically significant, meaning that the result does not provide strong evidence of this relationship. Furthermore, the t-statistics of 0.801 is below the threshold of 1.96 (95% confidence interval), indicating that it is not statistically significant. The path coefficient of -0.015 reveals a weak negative relationship. The results suggested that there were no ancillary effects of employee engagement of job resources on turnover intention. Additionally, the results show that job resources alone, without integrating employee engagement, can result in the intention to leave. The findings contradict those of other earlier research (Otoo, 2024; Chen, 2019; Kim, 2017) that suggested employee engagement influences the association between job resources and intention to leave.

### **5.3.2 Mediating Role of Employee Engagement on Personal Resources with Turnover Intention**

Hypothesis ( $H_{6b}$ ), which claims that employee engagement mediates the relationship between personal resources and turnover intentions, was also used to evaluate objective three.

According to the results, the association between personal resources and turnover intention is somewhat mediated by employee engagement (p-value 0.006, t-statistic 2.772). The p-value of 0.006 is below the threshold of 0.005, indicating statistical significance and supporting the hypothetical relationship of the study variables. Also,

the t-statistic of 2.772 is greater than the threshold of 1.96 (95% confidence level), providing strong evidence of the relationship between study variables. Therefore, the p-value and t-statistics indicate the statistical significance of the mediating relationship between personal resources and turnover intention. This outcome is consistent with the findings of Aljohani et al., (2023), Kim (2017), and Airila et al. (2014). The relationship demonstrates that when workers believe their employer is investing in helping them reach their potential, they are obligated to put in more effort at work, which lowers their desire to quit.

The Social Exchange Theory, which holds that personal resources are designed to increase employee engagement and lower turnover intention, provided support for the study's findings. The Social Exchange Theory states that employees feel obligated to reciprocate when their employers help them (Gouldner, 1960). Relationship reciprocity boosts employee engagement and lowers the likelihood of employee turnover.

#### **5.4 Updated Conceptual Model**

The study aimed to add employee engagement to the turnover intention. This was acquired by examining the relationship between job and personal resources on turnover intentions mediated by employee engagement. Using the JD-R model and SET as the theoretical framework, the level of influence of the independent variables on the dependent variable was assessed. The study confirmed that personal resources positively and significantly impact turnover intention. The study also demonstrated that employee engagement mediates the relationship between personal resources and

turnover intention. After testing hypotheses and discussing the study findings, the updated model was developed, as shown in Figure 5.1.

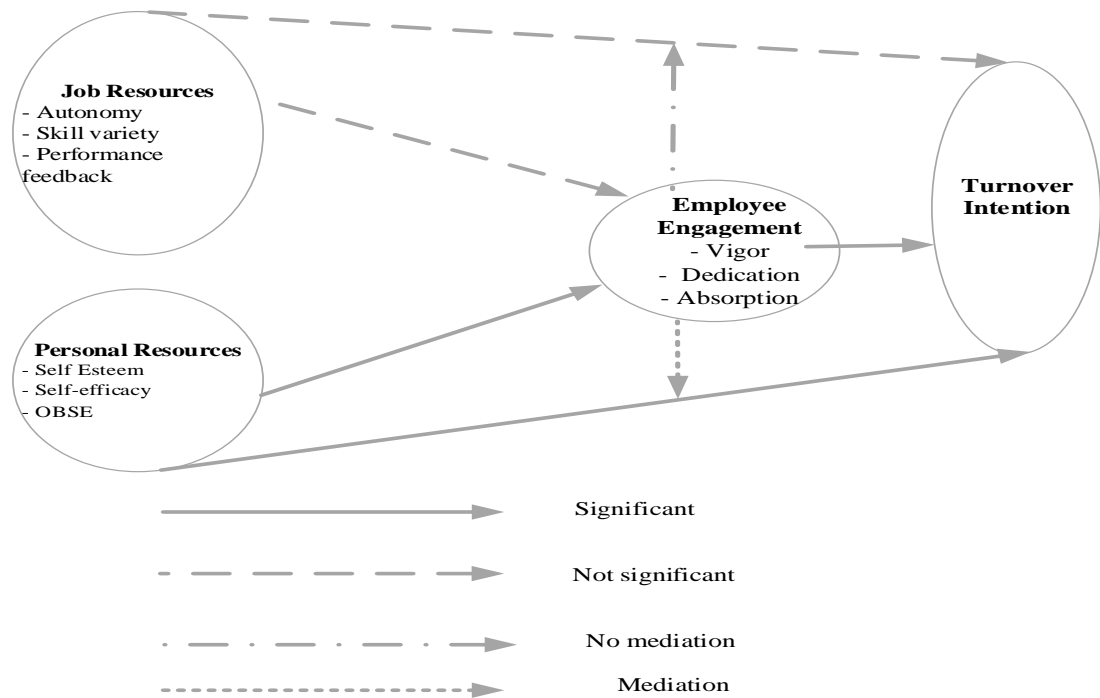


Figure 5.1: The Final Hypothetical Conceptual Model

**Source:** Researcher, (2025)

## **CHAPTER SIX**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **6.1 Chapter Overview**

This chapter provides an overview of the study's conclusions and the results derived from the data analysis in connection to previous research, literature, and practical implications. Furthermore, the study's contributions and limitations are examined, and recommendations for further research are given. The goal of the study and its findings, the conclusion that addresses the research hypotheses, practices, and research implications, and research suggestions are made up in this chapter.

#### **6.2 Aim of the Study**

The current study investigated how employee engagement in the food and beverage manufacturing MSEs in Tanzania, a nation in Sub-Saharan Africa, is mediated by turnover intentions and job and personal resources. Some research gaps were found based on the previously evaluated literature on management and human resources. In order to tackle these gaps in knowledge, the subsequent three research goals were developed:

- i. To ascertain how employment resources affect workers' intentions to leave Tanzanian MSEs that produce food and beverages.
- ii. To ascertain how personal resources affect turnover intentions in Tanzanian MSEs that produce food and beverages.
- iii. To investigate how employee engagement functions as a mediator in the connections among job resources, personal resources, and intentions to leave in Tanzanian MSEs that produce food and beverages.

The development of seven hypotheses addressed these three research objectives. A conceptual model was created to test the relationship between job resources and personal resources as indicated by autonomy, self-esteem, skill variety, self-efficacy, performance feedback, optimism, organizationally based self-esteem, employee engagement as a mediation mechanism, and turnover intention in order to address these six research hypotheses. The study was guided by two theoretical frameworks: the Job-Demand Resources model and the Social Exchange Theory. Six hypotheses were suggested by the literature review that was excerpted from Chapter Two. The hypotheses were tested through data analysis, and the findings were presented in Chapter Four.

### **6.3 Summary of the Key Research Findings of this Study**

The present research investigated the correlation between the independent variables of job resources and personal resources and the dependent variable of turnover intention through employee engagement. Autonomy, skill variety, self-efficacy, performance feedback, organizational-based self-esteem, and optimism were considered variables for job and personal resources. The job and personal resources variables were anticipated to yield six key indicators. A conceptual model of direct interconnections was developed to clarify further the connections between personal resources, employee engagement, and the intention to leave a job. The hypotheses about these correlations were investigated scientifically. Furthermore, a proposal suggested that employee engagement might function as a mediating element in the correlation between the intention to quit a job and the influence of both job and personal resources.

The study hypothesized that job resources, including autonomy, performance feedback, and skill variety, would not be significant predictors of intention to leave when statistical analyses utilizing PLS-SEM were performed. Furthermore, optimism, self-efficacy, and organization-based self-esteem significantly predicted the desire to quit an organization. Moreover, the study found that whereas job resources had a positive but insignificant link with employee engagement, personal resources had a positive and significant relationship. Furthermore, there was a strong positive association between the intention to depart and employee engagement.

Additionally, it was observed that there is a strong positive correlation between employee engagement and turnover intention, but an indirect, statistically insignificant negative association exists between employee engagement and the intention to leave one's job or personal resources and turnover intention.

#### **6.4 Conclusions**

A conceptual model was designed and empirically verified to investigate the interaction between job resources and personal resources with turnover intentions through the mediation of employee engagement. This model is based on the perspectives of the Social Exchange Theory and the Job Demand Resources model. Data collected from MSEs in Tanzania that manufacture food and beverages was used to investigate this relationship. The study's findings show that five of the six hypotheses have empirical support. The results of this study demonstrated that the association between job resources and personal resource turnover intentions was somewhat mediated by employee engagement. In the MSEs sector that manufactures food and beverages, employee engagement levels were elevated by the availability of

job resources and personal resources. Engaged workers will be less likely to want to quit the company in search of other employment alternatives, and they will be able and eager to contribute to the firm's performance.

Moreover, the study found that self-efficacy, performance feedback, organizational-based self-esteem, and optimism, as manifested in personal resources indicators, were relevant and significant in the food and beverage manufacturing MSE sector. Thus, when it is implemented, it will not only improve organizational performance but also reduce turnover intention by attracting and retaining engaged employees. Therefore, the conclusion of this study is divided into seven subsections based on the research objectives and hypotheses developed.

#### **6.4.1 Job Resources on Turnover Intention**

Examining the connection between job resources and turnover intention is the basis of the first conclusion. This study's conclusion, which was based on the data analysis, confirmed and validated the finding that job resources and turnover intention are not negatively correlated.

#### **6.4.2 Personal Resources on Turnover Intention**

Examining the connection between turnover intention and personal resources leads to the second conclusion. This study concluded by validating and demonstrating that turnover intention and personal resources had a favorable association based on the data that were analyzed.

### **6.4.3 Job Resources on Employee Engagement**

Evaluating the impact of job resources on staff engagement forms the basis of the third conclusion. The study concludes that job resources and employee engagement have a negative correlation but with a small association.

### **6.4.4 Personal Resources on Employee Engagement**

Analyzing the impact of personal resources on employee engagement forms the basis of the fourth conclusion. The study concludes that employee engagement and personal resources are positively and significantly correlated.

### **6.4.5 Employee Engagement on Turnover Intention**

The relationship between employee engagement and intention to leave is the subject of the conclusion. According to the study's findings, employee engagement significantly and positively affects the propensity to leave.

### **6.4.6 Mediating Role of Employee Engagement on Job Resources with Turnover Intention**

Evaluating employee engagement's mediation effect on job resources and turnover intention forms the basis of the sixth conclusion. According to the study's findings, the relationship between work resources and turnover intention is mediated by employee engagement, which is both negative and negligible.



#### **6.4.7 Mediating Role of Employee Engagement on Personal Resources with Turnover Intention**

Evaluating employee engagement's mediation effect on personal resources and turnover intention forms the basis of the seventh conclusion. The study concludes that employee engagement positively and significantly influences the association between individual resources and turnover intention. As discussed in the next section, the study's findings have theoretical, methodological, and practical implications for management, theorists, and practitioners.

### **6.5 Implications of the Findings**

This section focuses on the implications of the study findings. The study implications are grouped into theoretical, methodological, and policy and practices. Theoretical implications are related to how the study's empirical findings build knowledge to improve theories. On the other hand, methodological implication focuses on the methods used to analyze data. Practical implications are how the study contributes towards reducing turnover intention and leads to employee engagement in the food and beverage manufacturing MSEs sector. The policy implication is how the organizations can develop a policy that will motivate employees to be engaged and retained in the work.

#### **6.5.1 Theoretical Implications**

Through the mediating variable of employee engagement, the study research model was empirically tested to examine the effects of job resources and personal resources as represented by autonomy, skill variety, self-efficacy, performance feedback,

organizationally based self-esteem, and optimism on turnover intention. Theoretically, this study adds to the body of knowledge in the food and beverage manufacturing sector.

First, autonomy, self-esteem, skills variety, self-efficacy, performance feedback, organizational-based self-esteem, and optimism were empirically assessed as markers of job and personal resources in the food and beverage industry. Secondly, this research bridges the information gap in the manufacturing literature by examining the effects of employee engagement in the food and beverage industry. Third, through employee engagement, the relationship between job and personal resources and turnover intention was investigated in this study. The turnover intention was deemed pertinent to the job resources and personal resource outcomes shown by the current literature for the study's conceptual model. According to the study's findings and theoretical framework, employee engagement affects the intention to leave. Fourth, this study adds to the empirical validation of the underlying study theories by examining the conceptual model of the employee engagement variable supported by the work-demand resource model and social exchange theory. The results of this study showed that the relationship between job resources and personal resources and turnover intention was somewhat mediated by employee engagement. This outcome was derived from earlier research that employed the Job Demand Resource Model and Social Exchange Theory as their theoretical foundations.

By indicating that job resources and personal resources affect employee engagement among workers in the food and beverage sector and lower turnover intention, this

research empirically evaluated the Job Demand Resource Model and Social Exchange Theory. These findings can be used more broadly by validating the SET and JD-R models for the food and beverage industry. Additionally, ideas that explain the interaction between job resources and personal resources on turnover intention through employee engagement in different contextual situations can be applied. The results of this study corroborate the basic tenets of the social exchange theory, which states that when an organization inspires its people, they will reciprocate by offering their knowledge and skills to improve organizational performance. Employers and employees develop a mutually beneficial relationship based on both job and personal resources. Any company using this relationship will see a decrease in staff turnover intention. Thus, when evaluating job resources and personal resources, the results expand the JD-R model by including the employee engagement dimensions.

### **6.5.2 Methodological Implications**

First, previous studies used structural question modeling (SEM), a covariance-based data analysis technique, to study the idea of employee engagement. Partial Least Squares Structural Question Modelling (PLS-SEM), a component-based second-generation multivariate data analysis, was used in the current study to evaluate the conceptual model. Because of the structural model's intricacy and the PLS-SEM's capacity to analyze formative and reflecting constructs, Hair et al. (2018) chose to employ it. Thanks to the PLS-SEM, research can analyze independent and dependent variables concurrently as well as direct and indirect correlations. This study is one of the first to examine employee engagement's mediating roles in the links between personal resources, job resources, and intention to leave using PLS-SEM. One of the

first studies to use SEM-PLS was to investigate the mediating effects of employee engagement in the relationship between job resources and personnel in MSEs.

### **6.5.3 Practical Implication**

The findings of this study offer insights for owner-managers on how to provide essential personal resources that can impact employee engagement. The results suggest that owner-managers of MSEs should focus on enhancing job and personal resources to reduce employee turnover and increase engagement. Engaged employees are more likely to contribute positively to organizational performance. On the other hand, a positive relationship between employees and employers can reduce organizational turnover. Thus, employee engagement will be improved based on the study findings.

Moreover, employee engagement mutually impacts employees and employers, which can lead to a “win-win” situation. Private organizations should emphasize strengthening human resource management practices, which will involve developing skills and abilities and motivating employees. Moreover, this study informed the researcher and human resource practitioners to apply the findings to influence employee engagement.

### **6.6 Limitations of the Study**

While this study did not have major limitations, several issues were noted. First, some respondents were concerned that the study might reveal sensitive information about their MSEs. This concern was addressed by assuring them that the data would be kept confidential and used solely for academic purposes. Second, the study was

limited by the small number of variables considered, focusing only on job resources, personal resources, and employee engagement. Third, the data was collected in micro and small enterprises, and medium and larger enterprises were excluded, which limited the generalization of the findings in MSMEs. Fourth, time was a challenge in collecting data in this study due to the nature of the work in MSEs; the respondents were busy, and it was difficult to get information from them. To address this, the researcher trained two research assistants, and time schedules were arranged to accommodate the respondents' work schedules.

### **6.7 Recommendations Areas for Further Studies**

Bryman et al. (2017) note that the cross-sectional design of this study limits the ability to establish causal relationships. It is recommended that future research in the food and beverage industry use a longitudinal approach, which would allow for a more detailed understanding of how job and personal resources affect turnover intentions through employee engagement. This design would help establish causal inferences among the study variables.

Moderating characteristics, including age, gender, and education, could be incorporated into future research to broaden the scope of the investigation. Investigating the impact of these factors on turnover intentions may yield further information.

With employee engagement acting as a mediating factor, the current study examined the effects of job and personal resources on turnover intentions. It is recommended that future studies consider potential alternative mediators to investigate the

relationship between individual job resources and turnover intentions better. This could improve our comprehension of the relevant mediation processes.

Furthermore, a mixed-method approach could be helpful in future studies to examine the relationship between job and personal resources and turnover intentions. Although the present study employed a positivist technique to investigate theoretical hypotheses and connections across variables, integrating qualitative methodologies may offer a more profound comprehension of how job and personal resources influence employee engagement and turnover intentions.

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## APPENDICES

### Appendix I: Covering Letter

Saidi Msangi (PhD candidate)

The Open University of Tanzania

P.O. Box 23409,

Dar es Salaam

Department of Governance and Leadership

Faculty of Business Management (FBM).

Email: [smmsangi@gmail.com](mailto:smmsangi@gmail.com)

Dear Respondents,

"Examining the impact of job resources and personal resources on turnover intentions from food and beverages manufacture MSEs in Tanzania: *the mediating role of employee engagement*" is the topic of the study I'm now working on. This information is helpful in understanding and developing strategies that are appropriate for keeping employees engaged in the manufacturing sector of MSEs.

It is completely voluntary to participate in this poll, and doing so will have no negative effects on your company. It will take you about fifteen minutes to finish this survey. Please feel free to fill out the questionnaire and add any other details that may be needed in the instrument. The respondents' information will only be used as group data in the final report, and all information will be handled in confidence.

Thank you very much for taking the time to complete this survey. If you would like a copy of the study's final report, please let me know by using the email address at the top of this letter or by marking the appropriate box on the questionnaire.

sincerely yours,

Saidi Msangi (Registration No: 2019000563)

## Appendix II: Questionnaire English Version

Dear respondent,

We really appreciate your participation in this doctoral research project. This questionnaire aims to gather information on "examining the impact of job resources and personal resources on turnover intentions from food and beverages manufacture MSEs in Tanzania: *the mediating role of employee engagement*" Filling out the five sections of the questionnaire will take about fifteen minutes. We promise not to share any of your answers with your company, other companies, or third parties. So don't hesitate to express your honest, unbiased, and totally independent viewpoint.

Please read the statement(s) and answer the questions by checking (✓) the relevant box when options are presented before each statement. The supplied information will be kept private. Kindly answer each statement.

**Please read all questions carefully and answer as best as you can.**

### SECTION 1: DETERMINE LEVEL OF JOB RESOURCES

This section's contents pertain to your level of autonomy at work. Please click the checkmark (✓) to indicate how much you agree with each statement. The scale of responses is 1 for strongly disagreeing and 5 for strongly agreeing.

**NB:** 1= strongly disagree 2= Disagree 3= Neutral 4= Agree 5= Strongly Agree

S/N	Statement for Rate	1	2	3	4	5
<b>2.1</b>	<b>Autonomy</b>					
1	I am totally responsible for determining how and when the work is completed because of my job.					
2	I'm not allowed to use my own initiative or judgment to complete tasks because of my job.					
3	I have a lot of freedom to be independent and creative in how I complete my work because of					

	my profession.					
<b>2.2</b>	<b>Performance feedback</b>					
1	Because of the nature of my work, I constantly receive "feedback" on how well I'm doing.					
2	Merely completing the tasks necessary for the job gives me numerous opportunities to assess my performance.					
3	There are very few indicators at work that indicate how well I am doing.					
<b>2.3</b>	<b>Skill variety</b>					
1	I have to accomplish a lot of various tasks for my job, utilizing a variety of abilities and skills.					
2	My work necessitates the usage of several sophisticated or advanced abilities.					
3	My work is monotonous and quite easy.					

## SECTION 2: LEVEL OF PERSONAL RESOURCES

The following in this section is about your work. Please, indicate your level of agreement with each statement by tick (✓). The responses are from 1 (totally disagree) to 5 (totally agree)

**NB:** 1= Totally Disagree    2= Disagree    3= Neutral    4= Agree    5= Totally Agree

S/N	Statement for Rate	1	2	3	4	5
<b>3.1</b>	<b>Self-Esteem</b>					
1	Here, I count to ten.					
2	This place takes me seriously.					
3	Here, I am significant.					
4	Here, people trust me.					
5	Here, people have faith in me.					
6	Here, I have the power to influence things.					
7	Here, I am a great asset.					
8	I can be of assistance here.					
9	I work well here.					
10	Here, I try to be helpful.					
<b>3.2</b>	<b>Self-efficacy</b>					

1	I can always find a method to solve challenging issues if I put in enough effort.					
2	Even if someone is against me, I can still find ways to accomplish my goals.					
3	I have no doubt that I can reach my objectives.					
4	I have faith in my ability to handle unforeseen circumstances effectively.					
5	I'm able to manage unforeseen circumstances because of my inventiveness.					
6	If I put in the required effort, I can solve the majority of difficulties.					
7	I can rely on my coping mechanisms to help me stay composed in the face of adversity.					
8	When faced with an issue, I am able to come up with multiple solutions.					
9	If I run into problems, I can come up with a workable solution.					
10	Anything that comes my way, I can manage.					
<b>3.3</b>	<b>Optimism</b>					
1	When things were unclear, I usually thought the best					
2	I find it simple to unwind.					
3	If something can go wrong for me, it will. I'm constantly hopeful about the future. I really enjoy hanging out with my buddies.					
4	I find that being busy is vital because I rarely anticipate things to go my way.					
5	I'm not easily upset, and I don't always expect nice things to come my way.					
6	In general, I hope for more positive outcomes than negative ones.					
7	When things were unclear, I usually thought the best					
8	I find it simple to unwind.					
9	If something can go wrong for me, it will. I'm constantly hopeful about the future. I really enjoy hanging out with my buddies.					
10	I find that being busy is vital because I rarely anticipate things to go my way.					

### SECTION 3: LEVEL OF EMPLOYEE ENGAGEMENT

Your emotions at work are the subject of this section. Please carefully read the following statements, then use the 5-point scale below to indicate how much you agree with each one by marking the appropriate box (✓).

**NB:** 1= Never 2= Rarely 3= Sometimes 4= Often 5= Always

S/N	Statement for Rate	1	2	3	4	5
1	At my work, I feel bursting with energy					
2	At my job, I feel strong and vigorous					
3	When I get up in the morning, I feel like going to work					
4	I am enthusiastic about my job					
5	My job inspires me in my work					
6	I am proud of the work that I do					
7	I am immersed					
8	I get carried away when I am working					
9	I feel happy when I am working intensely					

### SECTION 4: TURNOVER INTENTIONS

The following in this section is about your Turnover Intentions. Please, indicate your level of agreement with each statement by a circle. **Example** 1----(2)---3---4---5

1	How frequently have you thought about quitting your work?	Never	1----2---3---4---5	Always
2	How satisfying is your job in fulfilling your personal needs?	Very satisfying	1----2---3---4---5	Totally dissatisfying



3	How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?	Never	1---2----3----4---5	Always
4	How often do you dream about getting another job that will better suit your personal needs?	Never	1----2----3----4----5	Always
5	If given the opportunity, how likely are you to choose a job offer at the same salary level?	Highly unlikely	1----2----3----4---5	Highly likely
6	How frequently do you eagerly anticipate a new workday?	Always	1-----2----3----4---5	Never

## SECTION 5: DEMOGRAPHY INFORMATION

The following questions are related to demographic information. Please tick (✓) only one response for each question.

<b>1.1 Name of Organization:.....</b>					
<b>1.2 Type of industry</b>		<b>Tick</b>	<b>1.4: What is your age group?</b>		<b>Tick</b>
	Food preparation Beverage		1	Below 20	
	Food preparation Beverage		2	20-29	
			3	30-39	
<b>1.3 What is your gender?</b>			4	40-49	
1	Male		5	50 -59	
2	Female		6	60 and above	
<b>1.5: What is your highest level of education completed?</b>			<b>1.6: What is your work position in your organization?</b>		
1	never went to school		1	Executive	
2	elementary school		2	Manager	
3	O-Level Secondary Education		3	Staff	
4	Secondary school at A-Level		<b>1.7: What is your specialization?</b>		

5	Typical diploma		1	Research & Development	
6	Master's degree Advanced diploma or degree		2	Marketing/Sales	
7	Other (give details): Well, well, well, well.		3	Manufacturing	
8	never went to school		4	Information Technology	
			5	Other(specify) .....	
<b>1.8 how many years have you worked for this firm?</b>			<b>1.9 what is overall work experience in the food and beverage manufacturing industry?</b>		
1	0-1 year		1	0-1 year	
2	2-3 years		2	2-3 years	
3	4-5 years		3	4-5 years	
4	6-10 years		4	6-10 years	
5	11-15 years		5	11-15 years	
6	Above 15years		6	Above 15years	
<b>2.0</b>	<b>What is your current employment status at this firm?</b>		<b>2.1</b>	<b>Is your pay on an hourly or salary basis</b>	
1	Full-time			Hourly	
2	Part-time			Salary	

Thank you so much for your participation!

### **Appendix III Questionnaire Kiswahili Version**

DODOSO KUHUSU UHUSIANO KATI YA SIFA ZA KAZI NA SIFA ZA KIBINAFSI JUU YA NIA YA KUBADILISHA KAZI KATIKA SEKTA YA UTENGENEZAJI WA CHAKULA NA VINYWAJI NCHINI TANZANIA: JUKUMU LA UPATANISHI WA USHIRIKISHWAJI WA WAFANYAKAZI

Mpendwa mhojiwa,

Asante sana kwa kushiriki katika utafiti huu wa shahada ya uzamivu. Madhumuni ya dodoso hii ni kukusanya taarifa juu ya "uhusiano kati ya sifa za kazi na sifa za kibinafsi juu ya nia ya kubadilisha kazi katika sekta ya utengenezaji wa chakula na vinywaji nchini Tanzania: jukumu la upatanishi wa ushirikishwaji wa wafanyakazi".

Dodoso ina sehemu tano na itachukua takriban dakika 15 kujaza.

Hakuna majibu yako yatakayowekwa wazi katika shirika lako, shirika lingine lolote, au mtu mwingine yeyote. Kwa hivyo tafadhali jisikie huru kutoa maoni yako huru kabisa na ya uaminifu.

Soma taarifa / maswali na utoe majibu kwa kuweka alama ya tiki (✓) katika sanduku linalofaa ambapo chaguzi zimetolewa mbele ya kila taarifa. Majibu yatakayotolewa yatakuwa ya siri. Tafadhali jibu kwa kila taarifa.

Tafadhali soma maswali yote kwa uangalifu na ujibu kadri uwezavyo.

#### **SEHEMU YA 1: KUTAMBUA SIFA ZA KAZI**

Yafuatayo katika sehemu hii yanahusu uhuru wako katika kazi yako. Tafadhali, onyesha kiwango chako cha makubaliano na kila taarifa kwa kuweka alama ya tiki (✓). Majibu ni kutoka 1 (sikubaliani kabisa) hadi 7 (nakubali sana)

NB: 1 = sikubaliani kabisa 2 = Sikubali 3 Sina upande wowote 4 = Nakubaliana 5 = Nakubaliana kabisa

S/N	Kiwango cha Taarifa	1	2	3	4	5
1.1	<b>Kujitegemea</b>					
1	Kazi yangu inanipa jukumu kamili la kuamua jinsi na wakati kazi ifanyike					
2	Kazi yangu inaninyima nafasi yoyote ya kutumia mpango wangu binafsi au uamuzi katika kutekeleza kazi hiyo.					
3	Kazi yangu inanipa fursa kubwa ya kujitegemea na uhuru katika kuifanya kazi hiyo					
1.2	<b>Maoni ya utendaji</b>					
1	Kazi yangu imepangiliwa ili nipate "mrejesho" wa kila mara juu ya jinsi ninavyofanya kazi					
2	Kufanya kazi kwa jinsi inayohitajika kwa kazi hiyo kunatoa nafasi nyingi kwangu kugundua jinsi ninavyofanya vizuri					
3	Kazi yangu hutoa dalili chache kuhusu jinsi ninavyofanya kazi vizuri au la					
1.3	<b>Aina ya ujuzi</b>					
1	Kazi yangu inanihitaji kufanya vitu vingi tofauti, kwa kutumia ujuzi na kipaji tofauti					
2	Kazi yangu inahitaji mimi kutumia ujuzi kadhaa tata au wa kiwango cha juu					
3	Kazi yangu ni rahisi na yenye kujirudiarudia					

## SEHEMU YA 2: KUTAMBUA SIFA ZA KAZI KIBINAFSI

2.0 Yafuatayo katika sehemu hii yanahusu kazi yako. Tafadhali, onyesha kiwango chako cha makubaliano na kila taarifa kwakuweka alama ya tiki (✓). Majibu ni kutoka 1 (haukubaliani kabisa) hadi 5 (ninakubali kabisa)

NB: 1 = Kutokubaliana kabisa 2 = Kutokubaliana 3 = Sina upande wowote 4 = Nakubali 5 = Nakubaliana kabisa

S/N	Kiwango cha Taarifa	1	2	3	4	5
2.1	<b>Kujithamini</b>					

1	Ninategemewa hapa.					
2	Ninachukulia kwa uzito hapa					
3	Mimi ni muhimu hapa.					
4	Ninaaminika hapa					
5	Wana imani na mimi hapa.					
6	Ninaweza kuleta mabadiliko hapa.					
7	Mimi ni wa thamani hapa.					
8	Nina msaada hapa.					
9	Nina ufanisi hapa					
10	Nina ushirikiano wa karibu hapa					
2.2	<b>Kujitegemea</b>					
1	Daima ninaweza kutatua shida ngumu ikiwa nitajaribu vya kutosha					
2	Ikiwa mtu ananipinga, ninaweza kupata njia na namna ya kupata kile ninachotaka.					
3	Nina hakika kuwa ninaweza kutimiza malengo yangu.					
4	Nina hakika kwamba ninaweza kushughulikia vyema matukio yasiyotarajiwa.					
5	Shukrani kwa ustadi wangu, ninaweza kushughulikia hali zisizotarajiwa.					
6	Ninaweza kutatua shida nyingi ikiwa nitawekeza juhudi zinazohitajika.					
7	Ninaweza kutulia wakati ninakabiliwa na shida kwa sababu ninaweza kutegemea uwezo wangu wa kukabiliana.					
8	Wakati ninakabiliwa na shida, ninaweza kupata suluhisho kadhaa.					
9	Ikiwa nina shida, naweza kufikiria suluhisho nzuri.					
10	Ninaweza kushughulikia chochote kinachonijia.					
3.3	<b>Matarajio</b>					
1	Katika nyakati zisizo na uhakika. kwa kawaida huwa natarajia mema					
2	Ni rahisi kwangu kupumzika					
3	Ikiwa kitu kinaweza kwenda vibaya kwangu, kitaharibika					
4	Siku zote nina matumaini juu ya maisha yangu ya baadaye					
5	Ninafurahia marafiki wangu sana					
6	Ni muhimu kwangu kuwa na shughuli nyingi					

7	Sitarajii kamwe mambo yaende ninavyotaka					
8	Sikasiriki kwa urahisi					
9	Mimi mara chance hutegemea mambo mazuri yanayonitokea					
10	Kwa ujumla, ninatarajia mambo mazuri yatatokea kwangu kuliko mabaya					

### SEHEMU YA 3: KIWANGO CHA USHIRIKISHWAJI WA WAFANYAKAZI

03. Sehemu hii inahusu hisia zako ukiwa kazini. Tafadhali, soma taarifa zifuatazo kwa uangalifu na uonyeshe bora yako inaonyesha kiwango cha makubaliano kwa kutumia kiwango cha alama ya **tiki** (✓) **kwa kila taarifa.**

**NB:** 1 = Kamwe 2 = Mara chache 3 = Wakati mwingine 4 = Mara kwa mara 5 = Daima

S/N	Kiwango cha Taarifa	1	2	3	4	5
1	Kwenye kazi yangu, nahisi nimejawa na nguvu					
2	Kazini kwangu, ninahuishwa na nguvu					
3	Ninapoamka asubuhi, natamani kwenda kazini					
4	Nina shauku juu ya kazi yangu D1					
5	Kazi yangu inanihamasisha D3					
6	Ninajivunia kazi ninayofanya D3					
7	Nimezama katika kazi yangu A1					
8	Ninasumbuliwa wakati ninafanya kazi A2					
9	Ninajisikia mwenye furaha ninapofanya kazi kwa bidii A3					

### SEHEMU YA 4: KUSUDIO LA KUBADILISHA KAZI

5.0 Yafuatayo katika sehemu hii yanahusu Nia yako ya kuacha/kubadili kazi. Tafadhali, onyesha kiwango chako cha makubaliano na kila taarifa kwa kuzungushia **duara** kwa jibu husika. **Mfano** 1----(2)---3---4---5

1	Je! Umefikiria mara ngapi kuacha kazi?	Kamwe	1----2---3---4---5	Daima
2	Je! Kazi yako inaridhisha kiasi gani katika kutimiza mahitaji yako ya binafsi?	Inaridhisha sana	1----2---3---4---5	Hairidhish kabisa
3	Je! Ni mara ngapi unasikitishwa usipopewa nafasi kazini kufikia	Kamwe	1---2----3---4---5	Kila mara

	malengo yako ya kibinafsi yanayohusiana na kazi?			
4	Je! mara ngapi unafikiri kupata kazi nyingine ambayo itakidhi mahitaji yako ya binafsi?	Kamwe	1----2----3----4----5	Kila mara
5	Je ukipata fursa! Una uwezekano gani wa kubadili kazi nyingine katika kiwango sawa cha malipo?	Haiwezekani kabisa	1----2----3----4---5	Uwezekano mkubwa
6	Je! huwa unatamani kurudi kazini tena ukishaondoka?	Kila mara	1-----2----3----4---5	Kamwe

### SEHEMU YA 5: HABARI ZA UJUMLA

Maswali yafuatayo yanahusiana na taarifa zako kwa ujumla. Tafadhali weka alama ya tiki (✓) **jibu moja tu kwa kila swali.**

1.1 Jina la shirika.....					
1.2Aina ya kiwanda		Tiki	1.4: Umri wako ni kundi gani?		Tiki
	Usindikaji wa chakula		1	Chini ya 20	
	Vinywaji		2	20-29 20-29	
			3	30-39 30-39	
1.3 Jinsia yako ni ipi?			4	40-49 40-49	
1	Mwanaume		5	50 -59 50-59	
2	Mwanamke		6	60 na Zaidi	
1.5: Ni kipi kiwango chako cha juu cha elimu ulichofikia?			1.6: Ni ipi nafasi yako ya kazi katika shirika lako?		
1	Sikuwahi kwenda shule		1	Mtendaji	
2	Shule ya msingi		2	Msimamizi	
3	Kidato cha nne		3	Mfanyakazi	
4	Kidato cha sita		1.7: Utaalamu wako ni upi?		
5	Diploma ya kawaida		1	Utafiti na maendeleo	
6	Stashahada ya hali		2	Uuzaji/ mauzo	



	ya juu au Digrii				
7	Digrii ya uzamili		3	Utengenezaji	
8	Nyinginezo (taja).....		4	Teknolojia na habari	
			5	Engine (taja) .....	
1.8 Umefanya kazi kwa miaka mingapi katika kampuni hii			1.9 Ni nini uzoefu wa jumla wa kazi katika tasnia ya utengenezaji wa chakula na vinywaji		
1	Mwaka mmoja 0- 1		1	Mwaka 0 – 1	
2	Miaka 2-3		2	Miaka 2-3	
3	Miaka 4-5		3	Miaka 4-5	
4	Miaka 6-10		4	Miaka 6-10	
5	Miaka 11-15		5	Miaka 11-15	
6	Zaidi ya miaka 15		6	Zaidi ya miaka 15	
2.0	Je hali yako ya ajira ikoje kwa kampuni hii?		2.1 Je malipo yako yako ni kwa saa au kwa mshahara		
1	Mwajiriwa wa wakati wote			Kwa saa	
2	Mwajiriwa wa muda			Mshahara	

Asante sana kwa ushiriki wako!

### Appendix IV: Summary of Empirical Literature Review

Author (year)	Title	Country	Methodology (Data Analysis)	Main Findings	Research Gaps	Focus of the Current Study
Aljohani, et al., (2023)	The association between nurse practitioners' intention to leave their jobs and their job resources	Saudi Arabia	The IBM SPSS	The findings indicate a substantial association between work engagement and job resources as well as intention to leave the job	Personal resources were not taken into account by the study when determining turnover intention.	The study's outcome is turnover intention, which is determined by combining job resources, personal resources as a predictor, and EE as a mediating variable.
Chen (2019)	Study to determine how work engagement influences how job resourcefulness affects job crafting.	Taiwan	SEM	The results of the study showed that the association between job crafting and resourcefulness was mediated	Work engagement was not connected by the study to personal or job resources.	The current study predicts turnover intention using occupational and personal resources, with EE acting as

Author (year)	Title	Country	Methodology (Data Analysis)	Main Findings	Research Gaps	Focus of the Current Study
				by employee engagement		a mediating variable.
Hardaningtias (2020)	Individual resources and determination to leave among private sector Employees : Does work engagement still matter?	Indonesia	SEM	The results of the study indicate that EE and personal resources are positively correlated. .	Use only personal resources and work engagement	Job resources, personal assets, work engagement, and turnover intention were all considered in this study.
Owor, 2016	Employee Engagement, Causes, and Intention to Leave Selected Ugandan Firms	Uganda	Hierarchical regression analysis and correlation	The results indicate that employee engagement and turnover intention were strongly associated and that the antecedent variables under investigation were	The study primarily focused on the correlation between EE and turnover intention.	The current study looks at EE as a mediating variable and the direct relationships between job and personal resources and turnover intention.

Author (year)	Title	Country	Methodology (Data Analysis)	Main Findings	Research Gaps	Focus of the Current Study
				significantly correlated with EE.		
Kim & Hyun (2017)	The effect of individual resources on the intention to leave. The moderating impact of job participation	South Korea	SEM using a standard approach bias test and descriptive statistics	The findings indicate that while EE had a negative effect on employees' intentions to leave, personal resources had a favorable effect on employee engagement.	The study employed EE as a mediator and employed personal resources to predict turnover intention.	To improve the acceptability of the results, two predictors of job and personal resources on turnover intention will be used, with EE serving as a mediating variable.
Kim (2017)	Analyzing how work engagement Effects of the relationships between job resources, job performance, and	Korea	SEM	The results demonstrated that job resources had a direct and favourable influence on employees' EE and that there	Personal resources were used in the study to examine the mediating effects of EE on job performance and intention to	In order to ascertain turnover intention, the current study will leverage personal and job resources

Author (year)	Title	Country	Methodology (Data Analysis)	Main Findings	Research Gaps	Focus of the Current Study
	intention to leave the company			was a direct and negative correlation between employees' EE and intention to leave.	leave.	mediated by EE.
Alias et al., 2018	Factors affecting a Malaysian manufacturing company's intention to turnover	Malaysia	IBM SPSS	The results showed a substantial correlation between turnover intention and EE.	EE was utilized in the study to affect turnover intention.	EE will be a mediating variable, and job and personal resources will be utilized to predict the intention to leave.
Karatepe, et.al, (2018)	The impact of both personal and organizational resources on job outcomes, engagement, and stress.	Northern Cyprus		The results show that management commitment has a major impact on employee performance and intentions to leave through	Through the mediation of EE, management commitment affects the intention to turnover.	As mediated by EE, work and personal resources have an effect on turnover intention.

<b>Author (year)</b>	<b>Title</b>	<b>Country</b>	<b>Methodology (Data Analysis)</b>	<b>Main Findings</b>	<b>Research Gaps</b>	<b>Focus of the Current Study</b>
				EE.		
Kotzé, (2018)	The ways in which personal and job resources affect work engagement and burnout	South Africa	SEM	The results show that EE was positively impacted by job resource satisfaction in a statistically meaningful way.	The impact of personal and job resources on EE was the main focus of the study.	The research of the relationship between job and personal resources and turnover intention will use EE as a mediating variable.
Kim, Han & Park (2019)	Is Work Engagement a "Nice to Have" or a Critical Component of Employee Performance?	Korea	SEM	According to the study's findings, job and personal resources have a direct impact on job performance and turnover intention. EE also has an indirect impact on these	As mediated by EE, work and personal resources affect job performance and inclination to leave.	The study will examine the impact of personal and job resources on turnover intention using EE as a mediator.

<b>Author (year)</b>	<b>Title</b>	<b>Country</b>	<b>Methodology (Data Analysis)</b>	<b>Main Findings</b>	<b>Research Gaps</b>	<b>Focus of the Current Study</b>
				factors.		
Kim et. al (2019)	Analyzing how work engagement affects the relationships between job performance, job resources, and intention to leave the job	Korea	SEM	The results showed that work and personal resources had a direct impact on job performance and intention to leave, as well as an indirect impact through EE on job performance and intention to leave.	A sample from a sizable organization was employed in the study. The results indicate that job and personal resources acted as a partial mediating factor in the relationship between job demands and EE.	The relationship between EE and job needs is mediated by work and personal resources.
Kotzé, & Nel, (2019)	Work and personal resources as mediating factors in the link between work engagement and job expectatio	South Africa	SEM	The findings show that the association between job pressures and EE was somewhat mediated	Work and personal resources act as intermediaries in the connection between EE and employment demands.	The relationship between EE and job needs is mediated by work and personal resources.

Author (year)	Title	Country	Methodology (Data Analysis)	Main Findings	Research Gaps	Focus of the Current Study
	ns for iron ore mine personnel			by personal and job resources.		
Chen & Fellenz, (2020)	Analyze the effects of personal demands and resources on employee engagement.	China	SEM	Results indicate that employee engagement is mediated by personal needs and resources.	The sample size of 97 means that generalizations cannot be drawn from it.	387 respondents were used in the current investigation.
Jauhari, & Yulianti (2020)	The Effect of Job Resources as the A variable that intervenes in relation to employee engagement and turnover intention	Indonesia	SEM	The purpose of the study was to ascertain how employment resources, with EE serving as the mediating variable, affected turnover intention. 92 workers from a single company made up	The study sample was 92 employees from a single company made up the study sample, which was chosen by an incidental sampling technique.	The larger sample size for this study will come from multiple organizations, and simple random selection will be used to select the sample.



Author (year)	Title	Country	Methodology (Data Analysis)	Main Findings	Research Gaps	Focus of the Current Study
				the study sample, which was chosen by an incidental sampling technique.		
Otoo (2024)	Examine the connection between job resources and plans for employee turnover intentions.	Ghana	SEM	The results indicate that work resources and employee turnover intentions are mediated by employee engagement, which also has a considerable impact on employee engagement.	The research was restricted to the Ghanaian environment.	The current investigation was conducted in Tanzania.
Chen, (2022)	Analyze the impact of personal resources on work engagement using the job	Taiwan and Ireland	SEM	The study discovered that work engagement is negatively impacted by	The study's limited sample size of 58 fast food chains resulted in a lack of generalizab	This study uses a larger sample size of six.

<b>Author (year)</b>	<b>Title</b>	<b>Country</b>	<b>Methodology (Data Analysis)</b>	<b>Main Findings</b>	<b>Research Gaps</b>	<b>Focus of the Current Study</b>
	demands-resources model.			personal resources.	ility.	

**Source:** Research (2023)

### Appendix V: Statistics for Mean, Standard Deviation, Skewness and Kurtosis

Variable	Measurement Item	Cases (Valid)	Missing	Mean	Median	Min	Max	Mean	Standard Deviation	Skewness	Kurtosis
Autonomy	A1	378	0	4.151	4	1	7	4.5503	1.54	-0.58	0.361
	A2	378	0	4.124	4	1	7	3.7646	1.218	0.053	0.501
	A3	378	0	3.942	4	1	7	3.9709	2.32	-1.64	0.082
Performance Feedback	PF1	378	0	3.894	4	1	7	3.9815	2.03	-	1.151
	PF2	378	0	4.537	4	1	7	4.5370	1.756	-	0.449
	PF3	378	0	3.78	3	1	7	4.0529	1.734	-	0.706
Skills Variety	SV1	378	0	3.627	2	1	7	3.6270	2.406	-	1.623
	SV2	378	0	3.079	2	1	7	3.0794	2.35	-	1.266
	SV3	378	0	3.243	2	1	7	3.2434	2.213	-	1.078
Organizational based self-esteem	OBSE1	378	0	2.944	2	1	7	2.8519	1.587	-	1.408
	OBSE2	378	0	3.074	3	1	5	2.9365	1.297	-	1.333
	OBSE3	378	0	3.228	3	1	5	3.1614	1.342	-	1.479
	OBSE4	378	0	3.344	3	1	5	3.2857	1.199	-	0.971
	OBSE5	378	0	3.008	3	1	5	2.8228	1.561	-	1.451
	OBSE6	378	0	2.955	3	1	5	3.0370	1.557	-	1.438
	OBSE8	378	0	2.757	2	1	5	2.8598	1.385	-1.15	0.467
	OBSE9	378	0	3.127	3	1	5	2.9286	1.467	-	1.564
	OBSE10	378	0	2.868	2	1	5	2.9656	1.447	-	1.342
Self-efficacy	SEF1	378	0	2.738	2	1	5	2.8836	1.41	-	1.199
	SEF2	378	0	2.817	2	1	5	2.7989	1.342	-	1.191
	SEF3	378	0	2.849	2	1	5	2.8439	1.431	-	1.329
	SEF4	378	0	2.841	3	1	5	2.9735	1.355	-	1.144
	SEF5	378	0	2.545	2	1	5	2.6429	1.368	-0.91	0.611
	SEF6	378	0	2.444	2	1	5	2.5794	1.454	-	1.123
	SEF7	378	0	2.585	2	1	5	2.6164	1.425	-	1.163

Variable	Measurement Item	Cases (Valid)	Missing	Mean	Median	Min	Max	Mean	Standard Deviation	Skewness	Kurtosis
	SEF8	378	0	2.693	2	1	5	2.8175	1.328	-1.025	0.536
	SEF9	378	0	2.669	2	1	5	2.6138	1.496	-1.459	0.268
	SEF10	378	0	2.54	2	1	5	2.6508	1.251	-0.848	0.556
Optimism	OPM1	378	0	2.439	2	1	5	2.7328	1.334	-0.659	0.748
	OPM2	378	0	2.598	2	1	5	2.5979	1.432	-1.028	0.665
	OPM3	378	0	2.497	3	1	5	2.4974	1.446	-1.19	0.395
	OPM4	378	0	2.696	3	1	5	2.9286	1.514	-1.401	0.167
	OPM5	378	0	2.484	2	1	33	2.6640	2.123	1.686	8.006
	OPM6	378	0	2.325	2	1	5	2.5026	1.41	-0.9	0.701
	OPM7	378	0	2.013	2	1	5	2.0159	1.31	0.169	1.201
	OPM8	378	0	2.275	2	1	5	2.2751	1.434	-0.824	0.779
	OPM9	378	0	2.201	2	1	5	2.2011	1.396	-0.376	0.99
	OPM10	378	0	2.519	2	1	5	2.7037	1.559	-1.297	0.529
Employee engagement	VI1	378	0	2.622	2	1	6	2.8915	1.634	-0.692	0.747
	VI2	378	0	2.852	2	1	6	3.0397	1.585	-0.686	0.761
	VI3	378	0	2.561	2	1	6	3.0503	1.535	-0.579	0.728
	AB1	378	0	3.029	2	1	6	3.3280	1.766	-1.016	0.688
	AB2	378	0	3.077	3	1	6	3.3175	1.677	-1.036	0.379
	AB3	378	0	2.765	2	1	6	2.8148	1.498	-0.465	0.701
	DE1	378	0	3.037	3	1	6	3.3862	1.549	-0.721	0.486
	DE2	378	0	3	3	1	6	3.3492	1.526	-0.606	0.52
	DE3	378	0	3.347	3	1	6	3.5291	1.877	-1.357	0.324
Turnover intention	TI1	378	0	1.857	2	1	5	1.9180	0.96	-0.784	0.632
	TI3	378	0	2.653	3	1	5	2.6534	1.179	-0.662	0.3
	TI4	378	0	2.479	2	1	5	2.5132	1.118	-0.365	0.664
	TI5	378	0	2.593	2	1	5	2.7011	1.192	-0.652	0.489
	TI6	378	0	4.151	2	1	5	2.4180	1.154	-0.407	0.712

**Source:** Researcher, (2023)

## Appendix VI: Letter of Approval (permission) for Data Collection

### THE OPEN UNIVERSITY OF TANZANIA

#### DIRECTORATE OF POSTGRADUATE STUDIES

P.O. Box 23409  
Dar es Salaam, Tanzania  
<http://www.out.ac.tz>



Tel: 255-22-2668992/2668445  
ext.2101  
Fax: 255-22-2668759  
E-mail: [dpgs@out.ac.tz](mailto:dpgs@out.ac.tz)

**REF: PG2019000563**

**12<sup>th</sup> November, 2021**

Regional Administrative Secretary,  
Dar es Salaam Region,  
P. O. Box 5429,  
**DAR ES SALAAM.**

#### **RE: RESEARCH CLEARANCE**

The Open University of Tanzania was established by an Act of Parliament No. 17 of 1992, which became operational on the 1<sup>st</sup> March 1993 by public notice No.55 in the official Gazette. The Act was however replaced by the Open University of Tanzania Charter of 2005, which became operational on 1<sup>st</sup> January 2007. In line with the Charter, the Open University mission is to generate and apply knowledge through research.

To facilitate and to simplify research process therefore, the act empowers the Vice Chancellor of the Open University of Tanzania to issue research clearance, on behalf of the Government of Tanzania and Tanzania Commission for Science and Technology, to both its staff and students who are doing research in Tanzania. With this brief background, the purpose of this letter is to introduce to you **Mr. Saldi Mustafa Msangi No: PG2019000563** pursuing **PhD**. We here by grant this clearance to conduct a research titled **"The Relationship between Job Resources and Personal Resources on Turnover Intentions in the Food and Beverages Manufacturing Sector in Tanzania: Mediating Role of Employee Engagement "**. He will collect his data in your region between 1<sup>st</sup> December 2021 to 30<sup>th</sup> July 2022.

In case you need any further information, kindly do not hesitate to contact the Deputy Vice Chancellor (Academic) of the Open University of Tanzania, P.O. Box 23409, Dar es Salaam. Tel: 022-2-2668820. We lastly, thank you in advance for your assumed cooperation and facilitation of this research academic activity.

Yours Sincerely,

Prof. Magreth S. Bushesha

**For: VICE CHANCELLOR  
THE OPEN UNIVERSITY OF TANZANIA**

## Appendix VII: Permission Letter from Regional Administrative Secretary

**JAMHURI YA MUUNGANO WA TANZANIA  
OFISI YA RAIS  
TAWALA ZA MKOA NA SERIKALI ZA MITAA**

**MKOA WA DAR ES SALAAM**  
Anwani ya Simu:  
Simu: 2203156/2203158/286371  
Barua pepe [ras@dsr.go.tz](mailto:ras@dsr.go.tz)  
Unapojibu Tafadhali taja:



**OFISI YA MKUU WA MKOA,**  
3 Barabara ya Rashidi Kawawa  
S.L.P 5429,  
**12880 DAR ES SALAAM.**

**Kumb.Na. EA.260/307/02/115**

**23 Novemba, 2021**


Mkurugenzi wa Jiji,  
Halmashauri ya Jiji la Dar es Salaam,  
**Dar es Salaam.**

Wakurugenzi wa Manispaa,  
Halmashauri ya Manispaa Kinondoni, Kigamboni,  
Temeke na Ubungo,  
**Dar es Salaam.**

Yah: **KUMTAMBULISHA BW. SAIDI MUSTAFA MSANGI KUFANYA UTAFITI**

Tafadhali husika na somo tajwa hapo juu.

2. Ofisi ya Mkuu wa Mkoa imepokea barua **Kumb. Na. PG2019000563** ya tarehe **12 Novemba, 2021** kutoka Chuo Kikuu Huria ikimtambulisha na kumuomba kibali cha kufanya utafiti Bw. Saidi Mustafa Msangi katika Halmashauri yako.
3. Mwanafunzi huyu anafanya utafiti kuhusu "*The Relationship between Job Resources and Personal Resources on Turnover Intentions in the Food and Beverages Manufacturing Sector in Tanzania: Mediating Role of Employee Engagement*".
4. Kwa barua hii, kibali kimetolewa kuanzia 01 Desemba, 2021 hadi 30 Julai, 2022.
5. Asante kwa ushirikiano wako.

  
Samwel R. Magweiga  
Kny: **KATIBU TAWALA MKOA  
DAR ES SALAAM**

**Nakala:** Makamu Mkuu wa Chuo,  
Chuo Kikuu Huria Tanzania,  
S.L.P 23409,  
**Dar es Salaam.**