

THE RELATIONSHIP BETWEEN EMPLOYEE ENGAGEMENT AND
EMPLOYEE SUCCESS

LIZA KARWAN MAHMOOD

QAIWAN INTERNATIONAL UNIVERSITY

UNIVERSITI TEKNOLOGI MALAYSIA
DECLARATION OF THESIS / UNDERGRADUATE PROJECT REPORT
AND COPYRIGHT

Author's full name : Liza Karwan Mahmood

Date of Birth : 31 January 1996

Title: The Relationship Between Employee Engagement and Employee Success Among
Kurdistan Technical Institute Employees

Academic Session : 2023-2024

I declare that this thesis is classified as:



CONFIDENTIAL

(Contains confidential information under the Official Secret Act1972)*

RESTRICTED

(Contains restricted information as specified by the organization where research was done)*

OPEN ACCESS

I agree that my thesis to be published as online open access(full text)

1. I acknowledged that Universiti Teknologi Malaysia reserves the right as follows
2. The thesis is the property of Universiti Teknologi Malaysia
3. The Library of Universiti Teknologi Malaysia has the right to make copies for the purpose of research only.
4. The Library has the right to make copies of the thesis for academic exchange.

SIGNATURE OF STUDENT

Liza Karwan
QU190092SHAR004

MATRIX NUMBER

Date: 15 June 2023

Certified by:

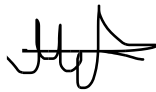
SIGNATURE OF SUPERVISOR

Dlan Dalshad

NAME OF SUPERVISOR

Date: 15 June 2023

"I confirm that I have read this thesis and that it is sufficient in length and quality
for the award of the degree of Bachelor of Science (Human Resource
Development)"



Signature: _____

Name of Supervisor: Miss. Dlan Dalshad

Date: 15 June, 2023

THE RELATIONSHIP BETWEEN EMPLOYEE ENGAGEMENT AND
EMPLOYEE SUCCESS

LIZA KARWAN MAHMOOD

A thesis submitted in fulfilment of the
requirements for the award of the degree
of Bachelor of Science (Human Resource Development)

School of Human Resource Development and Psychology
Faculty of Social Science and Humanities
Qaiwan International University

JUNE 2023

DECLARATION

Except for the sources cited as references, I now declare that the research presented in my thesis "THE RELATIONSHIP BETWEEN, EMPLOYEE ENGAGEMENT AND EMPLOYEE SUCCESS" is entirely original. This thesis has never been certified for a different degree or submitted for a different degree.

A handwritten signature in black ink, featuring a stylized loop and a horizontal line.

Signature :

Name : Liza Karwan Mahmood

Date : June 15, 2023

DEDICATION

This study and my degree are dedicated to my parents, who helped me to pass all the obstacles.

ACKNOWLEDGEMENT

I am immensely grateful to have been able to complete my thesis within the time frame. I owe much of my success to the experts and professionals that I consulted while I was researching and writing - they allowed me to gain insight and think more deeply. Special appreciation should also be given to Miss Dlan Dilshad, my primary supervisor, who dedicated her time and effort to ensure that my thesis was of the highest quality. Her input was invaluable, providing me with constructive feedback and guidance. I am thankful for her dedication which enabled me to write this research that is seen today. Furthermore, I owe a debt of gratitude to my family for their unwavering support.

ABSTRACT

The study aims to investigate the level of employee success influenced by employee engagement. This research has gained importance in the business world due to its capability to promote organizational success, as well as long-term employee retention. The data was gathered from 92 personnel in the Kurdistan Technical Institute with the use of questionnaires as the sampling method. Through this research, it is expected to gain insights on the relevance of employee engagement, to employee success and the ways to improve them for the benefit of the Kurdistan Technical Institute.

TABLE OF CONTENTS

TITLE	PAGE
DECLARATION	i
DEDICATION	ii
ACKNOWLEDGEMENT	iii
ABSTRACT	iv
TABLE OF CONTENTS	v
LIST OF TABLES	ix
LIST OF FIGURES	x
LIST OF ABBREVIATIONS	xi
LIST OF APPENDICES	xii
CHAPTER 1 INTRODUCTION	1
1.1 Introduction	1
1.2 Background of the Study	1
1.3 Problem Statement	3
1.4 Research Questions	4
1.5 Research Objectives	4
1.6 Scope of the Study	4
1.7 Significance of the Study	5
i. Practical Contribution	5
ii. Theoretical Contribution	6
1.8 Conceptual Definition	6
1.8.1 Employee Engagement	6

1.8.2	Employee Success	7
1.9	Operational Definition	7
1.9.1	Employee Engagement	7
1.9.2	Employee Success	8
1.10	Summary	9
CHAPTER 2	LITERATURE REVIEW	10
2.1	Introduction	10
2.2	Discussion of the Independent Variable (Employee Engagement) IV	10
2.3	Discussion of the Independent Variable (Employee Success) DV	12
2.4	The Relationship between Iv and DV	12
2.5	Theoretical Review	15
2.5.1	Work Engagement Theory of Kahn	15
2.6	Research Framework	16
2.7	Summary	17
CHAPTER 3	RESEARCH METHODOLOGY	18
3.1	Introduction	18
3.2	Research Design	18
3.3	Population and Sampling	19
3.3.1	Population	19
3.3.2	Sample Size	20
3.3.3	Sampling Method	20
3.4	Data Collection Method	20
3.5	Research Instrument	21
3.5.1	Section A: Demographic	24
3.5.2	Section B: Employee Engagement	24
3.5.3	Section C: Employee Success	24
3.6	Pilot Study	25
3.7	Data Analysis Procedure	27
3.8	Data Analysis	27

3.8.1	Descriptive Analysis	28
3.8.2	Inferential Statistics	29
3.9	Research Ethics	31
3.10	Summary	32
CHAPTER 4	DATA ANALYSIS	33
4.1	Introduction	33
4.2	Respondents' Feedback	34
4.3	Respondents' Demographic Analysis	34
4.3.1	Respondent's Gender	35
4.3.2	Respondents' Age	35
4.3.3	Respondent's Marital Status	36
4.3.4	Level of Education	36
4.3.5	Years of Experience	37
4.4	Reliability Statistics	37
4.5	Descriptive Statistics (Mean Score Analysis)	38
4.5.1	Objective 1: To Examine the Level of Employee Engagements Among Kurdistan Technical Institute Employees	38
4.5.2	Objective 2: To Examine the Level of Employee Success Among Kurdistan Technical Institute Employees	40
4.5.3	Objective 3: To Examine the Relationship Between Employee Engagement, and Employee Success Among Kurdistan Technical Institute Employees	41
4.6	Summary	44
CHAPTER 5	DISCUSSION, RECOMMENDATION, AND CONCLUSION	45
5.1	Introduction	45
5.2	Discussion	45
5.2.1	Objective 1: To Examine The Level Of Employee Engagement Among Kurdistan Technical Institute	45
5.2.2	Objective 2: To Examine The Level Of Employee Success Among Kurdistan Technical Institute Employees	46

5.2.3	Objective 3: To Examine The Level Of Relationship Between Employee Engagement And Employee Success Among Kurdistan Technical Institute	47
5.3	Limitation	48
5.4	Recommendation	49
5.4.1	Recommendations for Organizations	49
5.4.2	Recommendations for Future Studies	50
5.5	Conclusion	51
	References	52

LIST OF TABLES

TABLE NO.	TITLE	PAGE
Table 3.1:	Questionnaires	20
Table 3.2	Likert Scale	23
Table 3.3	Likert Scale	24
Table 3.4	Cronbach's Alpha	25
Table 3.5:	Pilot Test Results	25
Table 3.6:	Frequency Mean Analysis	27
Table 3.7:	Data Analysis Method for Research Objectives	28
Table 4.1:	The Value of the Alpha Cronbach's coefficient	31
Table 4.2:	Summary of Respondents' Feedback	32
Table 4.3:	Distribution of the Sample According to Gender	33
Table 4.4:	Distribution of the Sample According to Age	33
Table 4.5:	Frequency of Respondents' Marital Status	34
Table 4.6:	Distribution of the Sample According to Level of Education	34
Table 4.7:	Distribution of the Sample According to years of experience	35
Table 4.8:	Reliability Statistics	35
Table 4.9:	Descriptive Statistics for Employee Engagement Among KTI Employees	37
Table 4.10:	Descriptive Statistics for Employee Engagement Among KTI Employees	38
Table 4.11:	A Correlation Between Independent Variable (Employee Engagement) and Dependent Variable (Employee Success)	40
Table 4.12:	The Value of Cronbach's Alpha Coefficient for Item-Total Statistics	41

LIST OF FIGURES

FIGURE NO.	TITLE	PAGE
Figure 2.0:	Conceptual Framework	15

LIST OF ABBREVIATIONS

KTI - Kurdistan Technical Institute

SPSS - Statistical Package for the Social Sciences

LIST OF APPENDICES

APPENDIX	TITLE	PAGE
APPENDIX A	Confirmation of Students Status	55
APPENDIX B	Research Questionnaire	62
APPENDIX C	Turnitin Results	63
APPENDIX D	Final thesis submission form.	64

CHAPTER 1

INTRODUCTION

1.1 Introduction

The purpose of this research is to examine the link between employee engagement and employee success to be able to improve employee success rates among Kurdistan Technical Institute in Sulaymaniyah Kurdistan-Iraq. This chapter describes the study's background as well as the specifics of how the research will be carried out. In the initial chapter, there is a concise examination of the two research subjects of employee engagement and employee success. This chapter includes the examination setting, issue articulation, research motivation, research inquiries, the investigation range, pertinence, and the chapter synopsis. Furthermore, at the end of this chapter, both the conceptual and practical definitions of employee engagement and employee success will be defined.

1.2 Background of the Study

The effectiveness of various environmental factors from both internal and external a business aids as the "engine" behind employee engagement as a talent management initiative. Initiatives to deliberately engage employees improve organizational reputation and branding among workers (Maniam, 2015). Employee engagement has been found to have a useful association with both individual and organizational performance (Li Sun, Chanchai, 2019).

Personal engagement was first defined by Kahn (1990) as "people employing and expressing themselves, mentally, physically, or psychologically, during role performances," which became the foundation for defining what is now known as employee engagement, a context that is compatible with individual

engagement, role engagement, work engagement, job engagement, and employee engagement. Discussing psychological preparation, which "measures how the preparedness people are to participate the given distractions they experience as members of social systems" (Marie, 2015).

One important concept unites organizational important from previous formulations: at work, being valuable is a result of successful behaviors. The aforementioned view emphasizes that an employee knows they matter because of self-evaluation and awareness of their actions, not because they display emotional dependency. Absolutely, coworkers' expressions of collaboration and social support are usually positive signs of a healthy work culture – but they do not explicitly influence this experience of mattering. Employees might understand they matter to the organization in general, because the quality of the work they do adds value. When assessing that one offers value in such a manner, one can also evaluate the quality, and impact of one's personal work as feedback from others (Andrew, 2021).

The concept of mattering is a poorly developed, yet critical, component of an employee's success. Many firms' deficit-based management strategies could negatively impact an employee's ability to believe that they and their work matter; nevertheless, managers' emphasis on mattering can lead employees to believe that: my leader is invested in my success(Rebecca, 2018).

Employee success is described as a person achieving individual and organizational goals while demonstrating high performance, job happiness, professional progress, and positive contributions to the workplace. It is the result of a combination of variables including abilities, competencies, work ethic, teamwork, adaptability, and a proactive mindset. The higher the employee's engaged and satisfied, the more he will contribute to organizational success and his personal success, and the lower employee absenteeism and turnover will happen. Every employee wants to be successful. Many firms have mastered their offering and have loyal consumers to show it, but few have realized the full potential of their most valuable asset: their talent. True success is accomplished when a company's

personnel are engaged and productive, producing exceptional products or services that please and retain customers. (Uma, 2013) .

1.3 Problem Statement

The problem statement emphasizes the importance of more study into the complexity of the link between employee engagement and employee success. This study should seek to discover specific characteristics, processes, and mechanisms that contribute to the relationship between engagement and success outcomes, giving significant insights for firms seeking to improve employee engagement and optimize individual and organizational success.

This research tackles major work engagement topics, highlighting the need of investigating the precise components that determine engagement and the situations' impact on success results. It emphasizes the significance of researching the connection between engagement and success.

Despite the widely acknowledged relevance of employee engagement in generating employee success, further research and understanding of the exact dynamics and mechanisms behind this link is required. While research has found a link between employee engagement and success measures including work performance, organizational commitment, and job satisfaction, there are still gaps in understanding about the precise elements and processes that contribute to this relationship (John, 2008).

Individual success indicators or specific organizational contexts have received an insufficient amount of attention in research studies, offering limited insight into the wider influence of employee engagement on overall employee success. Furthermore, a more sophisticated understanding of the reciprocal nature of this connection is required, with an emphasis on how employee success promotes and reinforces employee engagement(Bakker, 2011).

Organizations may acquire a better knowledge of how to boost employee engagement and overall employee success by doing such research. Understanding the interplay between the employee engagement- employee success link is critical for establishing successful strategies and interventions in businesses to enhance both engagement and success.

1.4 Research Questions

1. What is the level of employee engagement among Kurdistan Technical Institute employees?
2. What is the level of employee success among Kurdistan Technical Institute employees?
3. Is there any relationship between employee success and employee engagement among Kurdistan Technical Institute employees?

1.5 Research Objectives

1. To examine the level of employee engagement among Kurdistan Technical Institute employees.
2. To examine the level of employee success among Kurdistan Technical Institute employees.
3. To examine the relationship between employee engagement and employee success among Kurdistan Technical Institute employees.

1.6 Scope of the Study

This study indicates two variables which is Employee engagement and Employee success, with employee engagement being the independent variable of this research and Employee success the dependent variable of this research. Both of

the variables will be measured through questionnaires adapted from reliable and similar, conducted studies. This research will examine the relationship between employee engagement, and employee success among Kurdistan Technical Institution/ KTI which is a private institution in Sulaymaniyah, employees from KTI are the scope of sampling for this research.

Work Engagement Theory of Kahn has underpinned the understanding between the connection of these two variables. The type of study that has been conducted is Cross-sectional study design. This will be a quantitative study, with a questionnaire issued to a convenience sample of the community. The questionnaire questions will be carefully chosen in an unbiased manner to ensure that the study's results are as reliable as feasible. Study participants can offer more precise replies in the survey by defining the industry, resulting in more trustworthy research. Data will be gathered through the delivery of questionnaires and analyzed using SPSS.

1.7 Significance of the study

1.7.1 Implications for Employee Productivity

This study's' significance lies in revealing value of employee engagement within the Sulaymaniyah-based Kurdistan Technical Institute and its employee's success. There needs to be more research on this subject by Kurdish researchers or organizations in Kurdistan. In addition, this will be extremely useful for future researchers conducting additional research on employee engagement and employee success. The significance of this research has been divided into two:

i. Practical Contribution

There has been limited study on employee engagement in Kurdistan's private businesses. Furthermore, it will be highly valuable for future academics undertaking additional employee engagement study. Furthermore, the study assists the sector in

improving employee engagement in order to promote employee success. The study focuses on understanding and evaluating; the relationship between employee engagement and success and how they work and influence each other. This study can be helpful for Kurdistan technical institution employees and managers to know how it is important to have employee engagement. The research can guide future researchers to gain the needed data to conduct a study in similar settings. Additionally, this research will show businesses how to leverage employee engagement to their benefit because it can increase success and produce the most with the least effort. Finally, by understanding how to maintain the capacity of workers, how to deal with such a novel approach, and how to use the method to their benefit, the study's findings can assist businesses in improving and raising the degree of employee success with employee engagement.

ii. Theoretical Contribution

This study applies Work Engagement Theory of Kahn. Work engagement is defined as the extent to which an individual exhibits personal-preference in duties in order to develop linkages between themselves and their position, which can increase role effectiveness and achievement through intellectual, emotional, and physical own-investment (Kahn, 1990).

1.8 Conceptual Definition

A conceptual definition clarifies the actual characteristics that will be assessed or watched throughout the research.

1.8.1 Employee Engagement

Employee engagement in the previous five years has been characterized as employees' emotional commitment and active involvement in their job and the

company for which they work. Employees that are engaged have a feeling of purpose, are driven to contribute to the success of the business, and have a good attitude about their job and colleagues. They frequently exhibit higher levels of productivity, work satisfaction, and a desire to go above and beyond the call of duty. (Puja, 2021).

1.8.2 Employee Success

The best possible employee experience must be actively created throughout the working relationship in order for there to be a success for the employees. It involves making strategic plans to support employees ,in a way that promotes high levels of engagement and productivity while allowing them to deliver their best work. (Sara Ana, 2020) Employee success may be defined conceptually as the attainment and fulfillment of personal objectives, career advancement, and personal development within the framework of an enterprise. It includes achieving targeted results in terms of job performance and professional growth, as well as the employee's general well-being and contentment. (Anusuya, 2022).

1.9 Operational Definition

An operational definition outlines the possible production methods for the value (identified, created, measured, assessed, value).

1.9.1 Employee Engagement

A quantitative and visible collection of indicators or criteria used to measure and quantify the amount of engagement among employees within a business is referred to as an operational definition of employee engagement. It offers particular measurements or behavioral indicators that may be used to gauge employee

engagement (Elsevier, 2021). In this research, KTI employees will be asked about their emotional and mental strengths and how they interact with their colleagues to emphasize how employee engagement makes KTI employees a union so that they feel as a part and member of the intuition, feel trusted, motivated, have clear goals, and be more empowered.

1.9.2 Employee Success

Employee success refers to a specific set of quantitative criteria or indicators used to analyze and quantify individual employee progress and accomplishment inside a business. It gives observable measurements or standards that may be utilized to assess an employee's degree of success (Herman, 2019). Having a specific plan or approach to reach a desired outcome is often beneficial for employees. Nevertheless, this strategy will only be successful if the intended objectives are fulfilled. Successful organizations boost value. It should be noted that companies differ vastly in their style, color, and size. Having a clear course of action to accomplish a target usually results in employee success. Yet, a strategy is only profitable if it meets its goals. Successful businesses elevate value.

1.10 Summary

The initial section of the research contains a synopsis of the context, an explanation for issue, the drive of the research, the queries to be answered, the boundaries of the study, the importance of the investigation, and the conceptual and functional meanings of the two variables. The research can offer advice to future investigators to obtain the necessary information to carry out an analysis in similar circumstances.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

Literature reviews are an important starting point for all sorts of research. They can serve as a foundation for knowledge expansion, provide evidence of an impact, establish standards for policy and practice, and, when done well, have the ability to inspire fresh approaches to a given topic. They do serve as the starting point for more research and conjecture (Justin, 2020)

2.2 Discussion of the Independent Variable (Employee Engagement) IV

Employee engagement is frequently initiated by an individual's work experience; it is not an option that can be forced. Individual workers, not organizations, are involved. As a consequence, employee engagement is more of a private notion than a communal concept. Employee engagement is an active and work-related psychological state that includes perceptions, feelings, and behaviors. that are characterized by energy and participation. As a result, engagement can be felt emotionally, intellectually, and behaviorally (Li Sun, 2019).

Institutes need to guarantee that employees are focused, spend their whole energy into accomplishing activities in order to sustain extreme levels of efficiency and effectiveness. To measure the quantity of a worker's mental presence or absence at work, Kahn (1990) founded the idea of work engagement. Work engagement is well-defined as "the simultaneous employment and expression of a person's preferred self' in task behaviors that promote connections to work and others,

personal presence (physical, cognitive, and emotional), and active, full performances" (Fong, 2020).

Work engagement consists of three components: mental significance, mental security, and mental availability. Employees see psychological meaningfulness as a profit on their mental, physical, and emotional energy investment in their job. Meaningfulness is experienced by employees when they sense worthwhile, helpful, valuable in their present job. Mental safety is defined as a protected and trusting atmosphere in which workers may freely express themselves without panic of damaging self-image, position, or job (Fong, 2020).

Employee engagement is the company's most important competitive advantage, influencing productivity, absenteeism, profitability, quality, customer happiness, and, ultimately, sales success and employee success. An engaged employee is one who is psychologically available, totally present, attentive, feeling, linked, integrated, and focused in their roles. When there is some reciprocal benefit and an element of pleasure or enjoyment present during the connection process, an individual will be more driven and engaged. Furthermore, being acknowledged should increase motivation and, as a result, engagement (Andrea, 2017).

Workers are one of a company's greatest important resources, nevertheless of the procedure of the firm. Because competition for the best specialists is frequently more intense than competition for clients, the ability to correctly manage relationships with employees can decide long-term market advantage. Employers may increase their chances of hiring and retaining valuable employees by building a friendly, development-enabling environment that encourages staff engagement. (Blazej, 2019).

2.3 Discussion of the Independent Variable (Employee Success) DV

Employees gain success through achieving present corporate objectives and exhibiting the ability to contribute value in future jobs (Andrew, 2021). Employees may boost their success and generate a beneficial influence on their organization's performance and their own career progression by meeting current business objectives and demonstrating the capacity to offer value in future employment.

Employee success is commonly characterized as the accumulation of good individual and work outcomes as a result of individuals' career decisions, actions, and work experiences. Employee success has traditionally been operationalized using either objective or subjective measures like as compensation, job status, promotions, and supervisor evaluations (Hannes, 2014).

Employee success is one of those issues that piques the attention and benefits of both employees and employers, and it is becoming increasingly important in modern jobs. As a result, in order to thrive, individuals must be proactive and take command of their own career management. Knowledge workers desire meaningful professions, and as a result, professional success is a result of a person's employment experiences. Otherwise, job success refers to how successful an individual thinks his or her career to be. (Jarlstrom, 2020).

2.4 The Relationship between Employee Engagement and Employee Success

Employee engagement and employee success are well acknowledged in research and organizational practice. Employee engagement states to an employee's emotional connection and passion to their work and the business. Employee success, on the other hand, includes a variety of measures such as work performance, job happiness, career advancement, and general well-being (Bal, 2013).

Overall, encouraging employee engagement is crucial for firms seeking to have a motivated and effective workforce. Organizations may increase employee success by prioritizing employee engagement, resulting in enhanced individual performance, job happiness, career development, and overall organizational outcomes (Mark, 2016).

Employees that are engaged have higher levels of psychological and physical wellness, as well as reduced stress levels. Their good job engagement adds to a sense of fulfillment, pleasant emotions, and work-life balance, which leads to improved overall success and well-being (Charlotte, 2013).

Employee engagement is inextricably linked to employee success. Employees that are engaged are emotionally immersed in their job and devoted to the aims of their firm. Here are some examples of how employee engagement affects employee success: (Yunsoo, 2016).

Productivity and Performance: Employees that are engaged are more productive and perform better. Employees that are engaged are motivated to give it their utmost, to go above and beyond their work obligations, and to continually strive for greatness. This leads to enhanced individual and team performance, which adds to the overall success of the company (Yunsoo, 2016).

Job Satisfaction: Employees who are involved are more expected to be contented with their work. They derive significance and fulfillment from their work, which increases their job happiness. Employees who are pleased are more likely to stay with the company, lowering turnover rates and related expenditures. They are also more inclined to promote their company and act as brand ambassadors, attracting other bright individuals (Yunsoo, 2016).

Collaboration and Teamwork: Employees that are engaged are more likely to cooperate and work efficiently with their coworkers. They actively participate in team events, offer ideas, and help to create a happy work atmosphere. This

promotes effective cooperation, communication, and synergy among personnel, resulting in greater outcomes and team accomplishments (Yunsoo, 2016).

Creativity and Innovation: Engaged people are more likely to be creative and inventive in their positions. Employees are more likely to provide new solutions, see chances for change, and think beyond the box when they feel respected, empowered, and encouraged to share their ideas. This can result in process improvements, new goods or services, and an increase in the organization's competitiveness (Yunsoo, 2016).

Professional Development: Employees that are engaged are interested in their own growth and development. They actively seek chances to improve their talents, knowledge, and skills. Organizations that encourage employee involvement frequently give tools for learning and growth, opportunities for progress, and constructive criticism. Employees that are engaged are more likely to take advantage of these chances, which contributes to their professional development and success (Yunsoo, 2016).

Employee Well-Being: Engaged employees have better levels of well-being. Employees are more likely to have a favorable work-life balance, reduced stress levels, and better overall mental and physical health when they feel supported, valued, and engaged to their job. As a result, they are able to function at their peak and achieve personal and professional success (Yunsoo, 2016).

Employee engagement is critical to overall employee success because engaged people are more productive, contented, collaborative, inventive, and involved in their own progress. Organizations that focus and encourage employee engagement generate an atmosphere that promotes both individual and group success (Yunsoo, 2016).

In conclusion, employee engagement contributes greatly to employee success by improving job performance, job satisfaction, career growth, well-being, and overall organizational results. Creating an engaged workforce is critical for

firms that want to support employee success while also achieving favorable business outcomes.

2.5 Theoretical Review

This section will further discuss on the Work Engagement Theory of Kahn that used to underpin the framework and understanding the variables used in this study.

2.5.1 Work Engagement Theory of Kahn

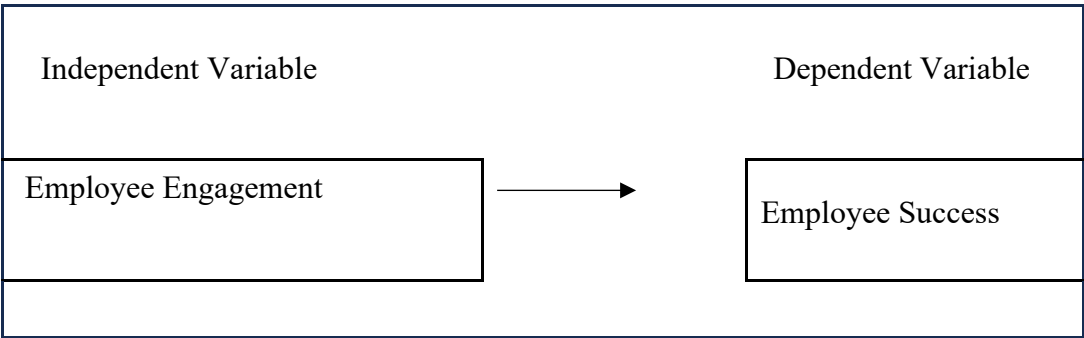
Kahn defines work engagement in 1990 as the use of oneself physically, intellectually, and emotionally during job performance, has gained a lot of attention recently, with practitioners and academics claiming that it has a good impact on employees and organizations. Work engagement is recognized as one of "the hottest topics in management" and is something that should be promoted. The advantages of involvement vary from pleasant emotional consequences to improved organizational performance and employee achievement. It has also been discovered that disengaged employees have a harmful impact on the engagement of their coworkers, and that work disengagement costs organizations a lot of money. As a result, the literature contends that employee and work engagement may solve the majority of organizational problems(Muntaha,2013).

William Kahn, a well-known organizational psychologist, was among the first individuals to explore the notion of employee engagement. He separated the physical, cognitive, and emotional components of worker involvement in his research. According to Kahn, three psychological components play a role in the promotion of engagement: meaningfulness, security, and availability. Meaningfulness refers to how much an employee values their work, Safety focuses on the ability to express ideas at work exclusive of distress of penalties, and disposal relates to the physical and mental ability to access one's full potential.

2.6 Research Framework

This research looks into the relation, between employee engagement, and employee success, while the employee engagement is the independent variable of the study, and employee success is the dependent variable. Figure 1.0 is the framework of this study which shows the interrelatedness of employee engagement and employee success is discussed in the literature body.

Figure 2.0 Conceptual Framework



The conceptual framework has been established to examine, the relationship between employee engagement, and employee success, for Kurdistan Technical Institution in Sulaymaniyah city.

2.7 Summary

Chapter two justifies the relationship between two variables, employee engagement and employee success, provides literature reviews, for both independent and dependent variables and both together, and the research framework shows how two variables are related together. Also, this chapter demonstrates academics have become interested in the relationship between employee engagement and employee success, and a number of research have been done to explore this relationship, through the Work Engagement Theory of Kahn.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

Chapter 3 will explain the strategy the researcher used to get the reliable information required to complete the study. In this chapter research design, sampling and population, data analyses, and research instrument are all discussed.

3.2 Research Design

The research design, that is based on the study's research objectives, is one of the most important plans related with data collecting, analysis, and measurement. Furthermore, this technique is critical for guaranteeing that the data used can offer the researcher with legitimate and dependable results. The following paragraphs will go through the research's unit of analysis, data sources, frame population, sampling processes, and sample. The link between the independent variable (employee engagement) and the dependent variable (employee success) is examined in this quantitative study.

Data in quantitative study can be quantified. Since the samples are often large, thought to be characteristic of the population, the results are inferred as though they offer a general and adequately thorough viewpoint of the complete population (Martin, 2012).

Mathematics and statistics, for instance, plays a serious role in the progression of analyzing and generalizing the data gained. Quantitative research emphasizes objectivity and is particularly beneficial when quantitative assessments

of variables and conclusions can be obtained from population samples. Quantitative research involves defined methodologies and formal instruments for data collection. The data is collected objectively and thoroughly. Finally, statistical methods are employed to examine numerical data, which is commonly done using software like SPSS. (Andre, 2017)

This research project has a specific layout and plan in place so as to acquire the data and information that are necessary for the study and to answer the research objectives and research questions, the intent of the research design is to guarantee that the collected data can be employed in the future to respond to all the queries of the research feasibly. The investigator wants to investigate the level of employee achievement among Kurdistan Technical Institute staff, to measure the level of employee involvement among Kurdistan Technical Institute staff, and to identify the connection between employee success and employee engagement among Kurdistan Technical Institute staff.

The Kurdistan Technical Institution will be given the questionnaires. The questionnaires are about demographics, employee engagement, and employee success. The respondents are required to provide a 5-Likert scale response to each question.

3.3 Population and Sampling

This section will be further discussed on the population that have been selected for this study and the sampling technique that will be deployed.

3.3.1 Population

This research is focused on the staff of the Kurdistan Technical Institution, which is the population of study. Similarly, the sample for this

investigation will be taken from the same population. Number of employees- of KTI are 120 employees.

3.3.2 Sample Size

Target of this research are employees of KTI, the overall population is 120 employees, and the questionnaire will be disputed to 92 employees as a sample, based on the Krejci and Morgan (1975).

3.3.3 Sampling Method

To decide upon the sample, a method of Probability Sampling - Random Selection (Simple Random Sampling) will be utilized. This approach includes randomly determining a subset of the population, in which each member has the same probability of being picked. (Anita, 2013).

3.4 Data Collection Method

Gathering data related to a specific subject is known as data collection. It is important to be certain that your information is precise during the collecting process. If not, your assessment will not be precise and could have serious consequences.

This investigation utilized a statistical approach to data collecting, which entailed disseminating questionnaires to acquire numerical data. The data collection system for this study will incorporate lists of ten inquiries that will be responded to anonymously. The data will be accumulated on the internet utilizing a Google Form search engine that contains a set of questionnaires.

3.5 Research Instrument

Sugiyono (2012) suggested that a research instrument is an apparatus utilized for gauging natural or social phenomena. This research employed a questionnaire as its instrument for collecting data. The forms were generated online with the help of Google Form serving, a tool that aids in acquiring and assessing data from the respondents of KTI. The questionnaire was separated into three sections, which include demographic, employee engagement, and employee success.

Questionnaire will be distributed to 92 employees as a sample, based on the Krejci and Morgan (1975). The respondents are required to provide a 5-Likert scale response to each question for all three parts. Questionnaire that will be prepared will be using the Five (5) Likert Scale (from 1; strongly disagree, 3; neutral and 5; strongly agree) which is reliable to be adapted as it is not too short and too long to be implemented (Leung, 2011). The source of the questionnaire for the first part which is demographic part is Theodore N. Greenstein, for the second part which is employee engagement (IV) is Setyo, Endri, and Novita, and for the third part which is employee success (DV) Pedro, Juan, Elena, and Linda.

Table 3.1: Questionnaire

Variable	No. of Item	Source
Section A : Demographic Questions	Gender Age Marital Status Educational Level Years of experience	Theodore N. Greenstein.
Section B IV : Employee Engagement	Have a high energy level in doing work Strong will and try their best to finish the job Do not give up easily in completing work Persistent in doing the job to completion Proud of work so it is difficult to leave this company 6. Always enthusiastic about work Time flies quickly while working Have a high concentration in doing work	Setyo Riyanto, Endri Endri and Novita Herlisha (2021).

	9. Enjoyed carrying out work duties		
Section C DV : Employee Success	<p>I manage to plan my work so that I finished on time</p> <p>I kept in mind the work result I needed to achieve</p> <p>I was able to set priorities</p> <p>I managed my time well 5. On my own initiatives, I started new tasks when my old task was completed</p> <p>6. I came up with creative solutions for new problems</p> <p>7. I actively participated in meetings and/ or consultations</p>	<p>Pedro J. Ramos-Vill</p> <p>Juan R. Barradal, Fernandez-del-Riol, Linda Koopmas(2013).</p>	<p>agra sal, Elen a and</p>

3.5.1 Section A: Demographic

The first section is the demographic part which consists of the background information status of respondents. This section's goal is to collect information about respondent's age, gender, work experience, ethnicity, present position level in the institution. This part is 5 questions.

3.5.2 Section B: Employee Engagement

The second section is about employee engagement, how the employees are engaged to their workplace, and how they are engaged together in their workplace. This part has nine questions and a five-point scale from 1 to 5 is employed to measure the employee engagement level (Ankur, 2015).

Table 3.2 Likert Scale

Likert Scale	The Level Of Employee Engagement
1	Strongly Disagree
2	Disagree
3	Neutral
4	Agree
5	Strongly Agree

Source: Likert Scale (Shariff, Omar, Hassan, Bolong, and Silva, 2012).

3.5.3 Section C: Employee Success

The third section is about employee success, how much the employees are successful and what scale do they give themselves to their success level, how they benefit their workplace. This part is 7 questions.

Table 3.3 Likert Scale

Numerical Value
Response categories
Strongly Disagree
Disagree
Neutral
Agree
Strongly Agree

Source: Likert Scale (Patricia, and Yrelle, 2018).

3.6 Pilot study

The initial phase of conducting a major research is a pilot study, which is generally a smaller scale analysis that assists in strategizing and adjusting the main research. In wide-ranging research, the pilot study generally precedes to evaluate the accuracy of the primary pilot. For ascertaining the accuracy and dependability of the instruments used, the researcher used a pilot study. It is used to determine the worth of the study, and the efficiency of it in all aspects, and recognize the level of success of it (Nancy, 2019).

For this particular study, 15 employees were chosen to partake in the pilot study from the Human Resources departments of both Cihan University and University of Sulaymaniyah. All the questionnaires were focused on demographic, employee engagement and employee success.

The items are assessed through Cronbach's Alpha, which can be determined using SPSS version 24. The value of this statistic can range between 0 and 1. When the value is nearer to 1, it is considered to be very reliable.

Table 3.4: Cronbach's Alpha

Cronbach's Alpha	Internal Consistency
$\alpha > 0.9$	Excellent
$0.9 > \alpha > 0.8$	Good
$0.8 = \alpha > 0.7$	Acceptable
$0.7 > \alpha > 0.6$	Questionable
$0.6 > \alpha > 0.5$	Poor
$0.5 > \alpha$	unacceptable

Source: George and Mallery (2003)

In this case, the pilot testing was synchronized by obtaining 15 samples, indicated by Hill (1998), who claimed that a minimum sample of ten respondents utilized for the pilot quiz is deemed sufficient in finding any defects or contradictions in the linked study. In accordance to the findings, all of the survey items chosen are reliable and valid. Cronbach's Alpha value showed that the questionnaires of employee engagement, and employee success are reliable. The next is a breakdown of the Pilot Test analysis:

Table 3.5: Pilot Test Results

Section	Dimension	No. of Questions	.Cronbach's Alpha
B	Employee Engagement	9	.886
C	Employee Success	7	.885

From the above table, the Cronbach alpha obtained for both variables, employee engagement and employee success are both above 0.70, indicating that these instrumentations are above good, and reliable to be adapted in the research.

3.7 Data Analysis Procedure

Data collection is the procedure of gathering information or resources for subsequent inquiry. To get the consent of both the university and the specified firms for the study which is Kurdistan Technical Institute, a permission letter from Qaiwan International University must be received. Once the approval is granted, the questionnaire dissemination procedure will begin. This study's data gathering techniques will be quantitative, with quantitative data being acquired through the distribution of questionnaires. As a result, questionnaires will be utilized to collect primary data, which will subsequently be used to response the research questions relating to this study. The completed questionnaire will then be collected around two weeks later, depending on the company's instructions and the employee's availability.

3.8 Data Analysis

A set of software applications that study scientific information associated with the social sciences is known as IBM SPSS Version 24. It provides a quick-visual modeling system which varies from most straightforward to the most intricate models. The data produced from SPSS is employed for surveys, data mining, market research, etc. It was first brought out in 1968 by SPSS Inc. (Kate William, 2022).

It was first brought out in 1968 by SPSS Inc. (Kate William, 2022). This inquiry will make use of IBM SPSS Version 24 to analyze the data. Descriptive statistics are expended to determine the association between; employee engagement and success. The outcomes from descriptive statistics are displayed through mean score, percentage and frequency.

3.8.1 Descriptive Analysis

Descriptive analysis, that is known as descriptive analytics, and descriptive statistics, which is the action of recitation or summarizing a set of data consuming numerical techniques. Descriptive analysis, as one of the basic types of data analysis, is well-known for delivering actionable insights from otherwise uninterpreted data. (Thomas, 2020).

This research will implement the utilization of descriptive analysis such as mean, percentage and frequency to evaluate the information collected from Section A, B and C. For Section A, the demographics of the respondents including age, marital status and work experiences will be evaluated using percentage and frequency. Section B examines employees' engagement, while

Section C takes into account employees' success. With the data gathered, the mean score, percentages and frequency are calculated to figure out the level of employee engagement, and success among the respondents. These values are then categorized into low, medium, and high. The mean score ratio is demonstrated in the tables below, and the calculation and distribution of the mean score are also presented.

Level = Highest mean score- Lowest mean score/ Total no of level

Table 3.6: Frequency Mean Analysis

Mean Score	Level
1.00 – 2.33	Low/Weak
2.34 – 3.67	Moderate
3.68 – 5.00	High

Source: Zikmund, Babin, Carr & Griffin (2010)

3.8.2 Inferential Statistics

In this study, inferential statistics are employed to examine discrepancies, examine connections, and give forecasts. For this research, the inferential statistics that will be used is Spearman Correlation to detect the relationship between employee satisfaction and employee accomplishment among KTI employees. Spearman Correlation Coefficient (r) will determine if a strong or weak relationship exists between the independent and dependent variables.

Correlation coefficient (r) shows the relationship with a significance level of $p \leq 0.05$. The association between the two variables can be either positive or negative.

Table 3.7: Data Analysis Method for Research Objectives

Research objectives	Instrument	Analysis Method
1. To examine the level of employee engagement among Kurdistan Technical Institute employees.	Theodore N. Greenstein	Descriptive analysis (Mean, Standard Deviation, Percentages)
2. To examine the level of employee success among Kurdistan Technical Institute employees.	Setyo Riyanto, Endri Endri and Novita Herlisha (2021)	Descriptive analysis (Mean, Standard Deviation, Percentages)
3. To examine the relationship between employee engagement, and employee success among Kurdistan Technical Institute employees.	Pedro J. Ramos-Villagrasa ¹ , Spearman Correlations Juan R. Barrada ¹ , Elena Fernández-del-Río ¹ , and Linda Koopmans(2013)	Inferential Analysis

3.9 Research Ethics

Research ethics are critical in the development and execution of a research. Ethical standards serve as a foundation for ensuring the research process's integrity, validity, and fairness. Researchers must adhere to ethical principles such as informed permission, data privacy, and data usage responsibly. Researchers ensure that participants completely understand the nature and aim of the study, as well as any possible risks or benefits, getting informed consent. Respecting privacy rights is critical because it protects participants' secrecy and anonymity. Furthermore, researchers must adhere to the principles of data integrity and openness in order to ensure correct data collection, analysis, and reporting. Adhering to research ethics develops trust, protects human rights, and advances science (Dearbhail, 2017).

It is necessary for a researcher to follow the proper research ethics when conducting studies. As a result, the researcher will be required to comply proper research ethics when carrying out this study. In addition, before sending the questionnaire, the researchers will notify the respondents about the study by offering them, with a letter of consent from the institution. In addition, the researcher must ensure that the respondents who will take part in the study won't face any harm. In addition, based on the information provided, the researcher must protect the respondents confidentially.

3.10 Summary

In summation, this section covers the study design, population, and sampling that will be used, in addition to the tools employed and the data collection technique. Before giving it to the sample, its validity and reliability will be tested. The process of data analysis has also been discussed.

CHAPTER 4

DATA ANALYSIS

4.1 Introduction

This chapter will explain the findings of the current study, which will examine the link between employee engagement and employee success among employees at Kurdistan Technical Institution. The researcher used descriptive analysis to examine the demographic component, as well as the independent and dependent variables, and the link between the two variables was examined using descriptive and Pearson's correlation. The analysis presented in this chapter was carried out in accordance with the objectives indicated in chapter one of the research. The statistical technique (SPSS 24) is used for all statistical computations. The information has been coded, collated, and presented descriptively.

Table 4.1: The value of the Alpha Cronbach's coefficient

Variables	N. of class	Alpha Cronbach's
Independent variable		
Employee Engagement	9	0.915
Dependent variable		
Employees Success	7	0.929
Total	16	0.924

It can be seen from the table (4.1) that alpha Cronbach was used to get the result of the reliability of the questionnaire that were filled by the participations. On

the other hand, Alpha Cronbach coefficient was used for the purpose of ensuring the stability of the scale used, to determine the accuracy of the answers of the members of the research sample. Depending on the results of the analysis from the table (4.1), it is clear that the value of the Alpha Cronbach coefficient at the total level of the variable's study is equal to (0.924), while for (Employee Engagement) variable is (0.915), and for (Employees Success) variable is (0.929).

4.2 Respondents' feedback

The researcher delivered questionnaires to staff at Kurdistan Technical Institute. A total of 21 questionnaires have been returned. Table 4.2 indicates the number of questionnaires returned and the number of questionnaires approved for this study.

Table 4.2: Summary of Respondents' Feedback

The number of questionnaires answered	The number of questionnaires accepted	Percentage (%)
21	21	100

4.3 Respondents' Demographic Analysis

This research's data consists of 92 employees from at Kurdistan Technical Institute. Based on Part A in the questionnaire, the demographic data consists of gender, age, marital status, educational level, and years of experience

4.3.1 Respondent's Gender

It is clear from table 4.3 that the mainstream of the respondents are female, reaching approximately more than 52.2% of the total number of respondents, while the percentage of male is 47.8%. This means that female is more appropriate to work in those places.

Table 4.3: Distribution of the sample according to gender

Gender	Frequency	%
Male	44	47.8
Female	48	52.2
Total	92	100.0

4.3.2 Respondent's Age

Table 4.4 shows the age group of the sample of the study. The table shows that the age group (25-29 years) of the study sample came first with 30.4%; Second place was the age group (30-34 years) by (25.0%). However, (20.7%) of the participants was between 20-24 years old

Table 4.4: Distribution of the sample according to Age

Age (Years)	Frequency	%
20 – 24	19	20.7
25-29	28	30.4
30-34	23	25.0
35-39	11	12.0
Above 40	11	12.0
Total	92	100.0

4.3.3 Respondent's Marital Status

As can be seen from table 4.5 , Most participants, (62.0%) of the participants was married and whereas was single (38%).

Table 4.5: Frequency of Respondents' Marital Status

Material status	Frequency	Percentage (%)
Married	57	62.0
Single	35	38.0
Total	92	100.0

4.3.4 Level of Education

As can be seen from table 4.6 , it is clear that people who Bachelor's degree in this study came first with 42.4%; Second place is Master's degree by (34.8%). While the level of education of participants who holding PhD came at the last rank with only 7.6%.This indicates that the sample members are among the holders of certificates that qualify them to answer correctly the paragraphs of the questionnaire.

Table 4.6 : Distribution of the sample according to level of education

Level of education	Frequency	%
Diploma	14	15.2
Bachelor's degree	39	42.4
Master's degree	32	34.8
Doctorate degree	7	7.6
Total	92	100.0

4.3. 5 Years of Experience

Table 4.7 shows that the major percentage of respondents who have an experience years. (28.3%) of the participants had between 4-6 years of experience and also (21.7%) of the participants had between 7 – 9 years of experience.

Table 4.7 : Distribution of the sample according to years of experience

Years of experience (years)	Frequency	%
1 – 3	26	28.3
4 – 6	26	28.3
7 – 9	20	21.7
Above 10	20	21.7
Total	92	100.0

4.4 Reliability Statistics

Based on Pallant (2020), the reliability statistic over 0.7 is reliable and adoptable. In the present study, the Cronbach's Alpha for independent variable, employee engagement is 0.915 and for the dependent variable, employee success, is 0.929. The result is very good and considered reliable.

Table 4.8: Reliability Statistics

Variables	N. of class		Alpha
	Independent variable		Cronbach's
Employee Engagement	9		0.915
	Dependent variable		
Employees Success		7	0.929
Total		16	0.924

4.5 Descriptive Statistics (Mean Score Analysis)

Mean score analysis is the process of calculating the average value of a group of scores or measures in descriptive statistics. The mean, also known as the arithmetic mean or average, is calculated by adding all of the individual scores in the dataset and the total number of points by the sum being divided. It is a typical or representative value within the collection and gives a measure of central tendency. Mean score analysis is a popular method for summarizing and interpreting numerical data, allowing researchers to comprehend the general level or size of the variable under consideration. It is a fundamental statistical measure that is frequently used in conjunction with other measures such as the median and mode to offer a more detailed picture of the data distribution (Prabhaker,2019).

4.5.1 Objective 1: To Examine The Level Of Employee Engagement Among Kurdistan Technical Institute Employees

It is clear from Table 4.9 that the total mean score of (Employee engagement) dimension reached (4.06), standard deviation of (0.96), the relative importance amounted to (81.21%) with a high level. The total arithmetic mean appeared greater than the hypothetical mean (3), which indicates that (Employee Engagement) measurement approved by the companies researched is good from the point of view of research sample.

Furthermore, the total percentage of people who answered with (strongly agree) to (39.61%), who were (agree) by (35.39%), who were (Neutral) (17.87%), who were (disagree) by (5.68%) and who were (strongly disagree) by (1.45%). , the mean score of the independent variable, employee, is (4.06) which is considered to be high according to Zikmund, Babin, Carr & Griffin (2013).

Table 4.9: Descriptive statistics for employee engagement among KTI employees

Item	<i>SD</i> f (%)	<i>D</i> f (%)	<i>N</i> f (%)	<i>A</i> f (%)	<i>SA</i> f (%)	Mean	SD	RI	Level
X1	1 1.09	9 9.78	24 26.09	32 34.78	26 28.26	3.79	1.00	75. 8	High
X2	1 1.09	6 6.52	15 16.30	43 46.74	27 29.35	3.97	0.91	79. 35	high
X3	1 1.09	6 6.52	18 19.57	31 33.70	36 39.13	4.03	0.98	80. 65	high
X4	1 1.09	3 3.26	19 20.65	27 29.35	42 45.65	4.15	0.94	83. 04	High
X5	2 2.17	3 3.26	18 19.57	29 31.52	40 43.48	4.11	0.98	82. 17	High
X6	0 0.00	3 3.26	16 17.39	38 41.30	35 38.04	4.14	0.82	82. 83	High
X7	1 1.09	8 8.70	14 15.22	31 33.70	38 41.30	4.05	1.01	81. 09	High
X8	2 2.17	5 5.43	10 10.87	34 36.96	41 44.57	4.16	0.98	83. 26	High
X9	3 1.45	4 4.35	14 15.22	28 30.43	43 46.74	4.13	1.04	82. 61	High
Sum	12 1.45	47 5.68	148 17.87	293 35.39	323 39.61	4.06	0.96	81. 21	High

Note/ Weight average (mean) for 5point Likert scales: (1.0-1.79: V.Low), (1.8-2.59 : Low),

(2.6-3.39: Moderate), (3.4-4.19: High), (4.2-5.0: v. High),

Fr: Frequency , S.D : stander deviation and RI : Relative importance

4.5.2 Objective 2: To Examine The Level Of Employee Success Among Kurdistan Technical Institute Employees

The mean score of the dependent variable, employee success , is (4.29) which is considered to be very high according to Zikmund, Babin, Carr & Griffin (2013). Table 4.10 shows that the total weighted arithmetic mean score of the (Employees Success) dimension reached (4.29), with standard deviation of (0.89), and the relative importance amounted to (85.87%) with high level. The total arithmetic mean appeared greater than the hypothetical mean (3), which indicates that (Employees Success) measurement approved by the organizations researched is good from the point of view of the research sample.

In addition, the total percentage of people who responded with (strongly agree) to (51.09%), who were (agree) by (33.23%), who were (Neutral) (11.02%), who were (disagree) by (3.26%) and who were (strongly disagree) by (1.4%).

Table 4.10: Descriptive statistics for employee engagement among KTI employees

Item	<i>SD</i> f (%)	<i>D</i> f (%)	<i>N</i> f (%)	<i>A</i> f (%)	<i>SA</i> f (%)	Mean	SD	RI	Level
X1	1 1.09	3 3.26	20 21.74	31 33.70	37 40.22	4.09	0.92	81.74	High
X2	1 1.09	3 3.26	11 11.96	31 33.70	46 50.00	4.30	0.87	86.0	V. High
X3	0 0.00	6 6.52	7 7.61	32 34.78	47 51.09	4.28	0.88	85.65	V. High
X4	2 2.17	3 3.26	7 7.61	24 26.09	56 60.87	4.40	0.93	88.0	V. High
X5	1 1.09	3 3.26	8 8.70	34 36.96	46 50.00	4.32	0.85	86.3	V. High
X6	1	0	10	30	51	4.41	0.77	88.2	V.

	1.09	0.00	10.87	32.61	55.43				High
X7	3 3.26	3 3.26	8 8.70	32 34.68	46 50.00	4.25	0.98	85.0	V. High
Sum	9 1.40	21 3.26	71 11.02	214 33.23	329 51.09	4.29	0.89	85.87	V. High

Note/ Weight average (mean) for 5point Likert scales: (1.0-1.79: V.Low), (1.8-2.59 : Low),

(2.6-3.39: Moderate), (3.4-4.19: High), (4.2-5.0: v. High),

Fr: Frequency , S.D : stander deviation and RI : Relative importance

4.5.3 Objective 3: To Examine The Relationship between Employee Engagement, and Employee Success Among Kurdistan Technical Institute Employees

This paragraph, the results of testing and analyzing the correlation between the study variables will be discussed and according to the main hypotheses and sub-hypotheses emanating from them, they will be tested successively according to what was stated in the study methodology according to the hypothetical study scheme. In order to identify the nature of the correlation relations between the main research variables and the interpretation of its results, this required inference with a correlation coefficient that fits the descriptive data, and this is what was embodied by the nature of the study data.

Pearson correlation analysis, was used in this study to determine the relationship between the independent and dependent variables, which are employee engagement and employee success among employees in Kurdistan Technical Institute. This association contributes to and supports the objective three in the current study.

This Section aims to test the main and subsidiary hypotheses of the study statistically and analyze its model to identify the Correlation, between its variables, and verify the validity of the assumptions, as follows:

Table 4.11: A Correlation between Independent Variable (employee engagement) and Dependent Variable (employee success)

variables	Employees Success		
	Correlation	Sig.	Sample
Employee Engagement	0.773	0.000	92
*The level of significance at level 0.05			

*There is a relationship between the statistical function between independents variables and dependent variable

Ho: There isn't a positive and significant correlation between the Employees Engagement and Employee Success

H1: There is a positive and significant correlation between the Employees Engagement and Employee Success

Based on the data from Table 4.11, it is noticed that the value of the correlation coefficient between (the Employees Success and Employee Engagement) is equal to (0.773) at a significant level (0.05) which means that variables are highly correlated. Its value reached (0.000), and through comparing the significant value, we see that its value is less than (0.05), which means that there is a significant positive statistical correlation between (the Employees Success and Employee Engagement). This indicates to the approval of the main first hypothesis H1, because a positive correlation between the (the Employees Engagement and Employee Success). Then the first hypothesis is accepted.

As a result, if the reliability coefficient is (0.60) or more according to this equation, it is considered sufficient for research that depends on the questionnaire as a tool for it (Allen & Yen, 2002). Therefore, from the previous results, it is clear that there is the required stability for the current study questionnaire and through the

statements of its variables and dimensions, which is sufficient to adopt the statements of the current questionnaire as a tool for collecting field data. In addition, the tables 4.12 show alpha Cronbach to get the result of the reliability of the questionnaire that filled by the participations based on each question.

Table 4.12: The value of the Cronbach's Alpha coefficient for Item-Total Statistics

Variables.	Scale.	Mean.	Variance.	Correlation.	Cronbach's Alpha
Employee Engagement	Q1	62.8043	89.632	0.692	0.918
	Q2	62.6304	90.653	0.710	0.917
	Q3	62.5652	90.512	0.660	0.919
	Q4	62.4457	90.975	0.665	0.919
	Q5	62.4891	92.494	0.547	0.922
	Q6	62.4565	91.196	0.758	0.916
	Q7	62.5435	90.559	0.633	0.919
	Q8	62.4348	90.710	0.650	0.919
	Q9	62.4674	89.219	0.684	0.918
Employees Success	Q1	62.5109	90.758	0.691	0.918
	Q2	62.3152	91.976	0.650	0.919
	Q3	62.2935	94.473	0.500	0.923
	Q4	62.1957	92.423	0.587	0.921
	Q5	62.2826	92.864	0.619	0.920
	Q6	62.1848	94.856	0.551	0.922
	Q7	62.3478	92.889	0.524	0.923

4.6 Summary

The present chapter aims to show the result of the data obtained in the present study. In this chapter, descriptive statistic, reliability test, Pearson correlation have been conducted to present the most reliable result of the questionnaire to reach out the finding of the study which is the relationship between the two variables of employee engagement and employee success.

CHAPTER 5

DISCUSSION, RECOMMENDATION, AND CONCLUSION

5.1 Introduction

This chapter will go into depth around the findings of the data analysis that the researcher discovered in order to ensure that the objectives stated in Chapter 1 are met. Aside from that, limitations and recommendations were presented in order to improve future study. This chapter will also serve as the research's conclusion.

5.2 Discussion

Discussion of the data analysis is divided into three objectives of this research which consists of the level of employee engagement among Kurdistan Technical Institute employees, the level of employee success among Kurdistan Technical Institute employees, and the relationship between employee engagement, and employee success among Kurdistan Technical Institute employees. Questionnaires have been distributed to 92 employees in among Kurdistan Technical Institute.

5.2.1 Objective 1: To Examine the Level of Employee Engagement Among Kurdistan Technical Institute

The first objective of this research is to look at the level of employee engagement at Kurdistan Technical Institute. According to the data, the degree of employee engagement is high. Employee engagement frequently begins with a personal work experience and is a voluntary decision. Single employees, not organizations, are involved. Consequently, employee engagement is more of an

individual notion than a communal concept. Employee engagement is an active and occupational mental state that includes insights, feelings, and behaviors marked by energy and participation. As a result, emotional, intellectual, and behavioral involvement might be felt (Li Sun, 2019).

The data analysis concludes that employee engagement among employees at Kurdistan Technical Institute is high with a mean score of 4.06 . Question one has the lowest mean score of 3.79 with a standard deviation of 1.00 along having question eight with the highest mean score which is 4.16 and a standard deviation of 0.98. Specifically, 43 respondents seem to be strongly agreed with “ enjoying carrying our work duties” , which is 46.7% of the participants. Also, 42 participants, i.e., 45.7 %, chose strongly agree with the item ‘ Persistent in doing the job to completion. among workers.

5.2.2 Objective 2: To Examine the Level Employee Success among Kurdistan Technical Institute Employees

The second objective was to examine the level of employee success among Kurdistan Technical Institute employees. The data analysis concluded that the level of perceived employee success is high overall, as the mean score was 4.29. Question one has the lowest mean score of 4.09 with a standard deviation of 0.92 along with having question six with the highest mean score which is 4.41 and a standard deviation of 0.77.

Most of the respondents stated that they see themselves managed my their well. Specifically, 56 respondents, which is 60.9 % of the participants, chose strongly agree with the item ‘I managed my time well’. And 46 participants, i.e., 50 %, chose strongly agree with the item “I actively participated in meetings and/ or consultations”.

Employee success is one of those concerns that piques both employees' and employers' interest and advantages, and it is becoming increasingly significant in modern workplaces. As a result, individuals must be proactive and take charge of their own career management in order to prosper. Knowledge workers want meaningful jobs, and as a result, professional success is determined by a person's work experiences. Otherwise, employment success refers to how successful a person believes his or her career will be (Jarlstrom, 2020).

5.2.3 Objective 3: To Examine the Relationship between Employee Engagement, and Employee Success among Kurdistan Technical Institute

The third objective of this research is to examine the relationship between employee engagement, and employee success among Kurdistan Technical Institute employees. Generally, the finding shown that there is a positive significant relationship between employee engagement, and employee success among Kurdistan Technical Institute employees.

Positive significant relationship between employee engagement, and employee success among Kurdistan Technical Institute employees is shown. This shows that the employee is believed to increase if employees are being engaged.

According to the results, the correlation coefficient between (the Employees Success and Employee Management) is equal to (0.773) at a significant level (0.05), indicating that variables are significantly associated. Its value reached (0.000), and when the significant value is compared, we observe that it is less than (0.05), indicating that there is a substantial positive statistical connection between (the Employees engagement and Employee success). Because of the positive association between (the Employees engagement and Employee success), this shows acceptance of the major initial hypothesis H1. The first hypothesis is then accepted.

H1: There is a positive and significant correlation between the Employees Success and Employee Engagement.

5.3 Limitation

There are various limits to this research. The first barrier is time limits, which made finishing a thesis within a set period difficult, especially for this topic, which requires considerable data collecting, analysis, and writing. Balancing other academic responsibilities, such as coursework and others, reduces the time available for thesis production even further. The second was a having limited of resources; depending on the field of study and the individual research subject, the researcher encountered constraints in terms of access to resources, equipment, and specialized facilities in Sulaymaniyah. The third is collaboration limits; depending on the nature of the thesis topic, the researcher encountered difficulties cooperating with other researchers or specialists in the area owing to geographical constraints, a lack of communication channels, or limited network access. The fourth and last obstacle was language barriers, which posed a significant problem for researchers because not all respondents spoke English, this made communication difficult.

5.4 Recommendations

This section provides recommendations toward future studies regarding employee engagement and employee success, as well as recommendations for organizations.

5.4.1 Recommendations for Organizations

It is recommended for organizations to foster a positive work environment with full of respect, open communication and collaboration to help their employees be more engaged together and to their work, and ensure that workers understand how their job adds to the organization's overall success. By providing comments and direction on a regular basis to assist employees in aligning their efforts with corporate goals. Also, encourage collaboration and teamwork by creating a

collaborative work atmosphere by encouraging cross-functional teamwork, supporting information sharing, and giving staff opportunity to cooperate on projects. Encourage open communication among staff and establish venues for them to discuss ideas and best practices which helps employees' success.

5.4.2 Recommendations for Future Studies

The findings of this study suggest that there is a correlation between employee engagement and employee success. This research was done on a small size population, future studies can help with doing it on a larger sized population. Also, investigate the link between employee engagement and other organizational characteristics. Investigate the effects of leadership styles, company culture, communication techniques, incentive systems, and other factors on employee engagement. Determine the particular processes through which these factors impact degrees of involvement. another recommendation is to examine more factors affecting employee Success by examine the personal, organizational, and environmental elements that influence employee performance. Consider how employee skills and competences, motivation, job design, leadership styles, organizational support, and career development opportunities affect employee success. Determine the methods through which these elements influence various aspects of success.

5.5 Conclusion

The aim of this study is to examine the relationship between employee engagement, and employee success among Kurdistan Technical Institute employees. Other than that, this research also wants to examine the level of employee engagement, and the level of employee success among Kurdistan Technical Institute employees. This study has determined that employee engagement has a high level, employee success a very high level, and There is a positive and significant correlation between the Employees engagement and Employee success.

REFERENCES

- Acharya, A. S., Prakash, A., Saxena, P., & Nigam, A. (2013). Sampling: why and how of it? Indian Journal of Medical Specialities, 4(2). <https://doi.org/10.7713/ijms.2013.0032>
- Aguinis, H. (2019). Performance management for dummies. John Wiley & Sons.
- Bakker, A. B., & Schaufeli, W. B. (2008). Positive organizational behavior: engaged employees in flourishing organizations. Journal of Organizational Behavior, 29(2), 147–154. <https://doi.org/10.1002/job.515>
- Bal, P. M., Kooij, D., & De Jong, S. B. (2013). How Do Developmental and Accommodative HRM Enhance Employee Engagement and Commitment? The Role of Psychological Contract and SOC Strategies. Journal of Management Studies, 50(4), 545–572. <https://doi.org/10.1111/joms.12028>
- Banihani, M., Lewis, P., & Syed, J. (2013). Is work engagement gendered? Gender in Management: An International Journal, 28(7), 400–423. <https://doi.org/10.1108/gm-01-2013-0005>
- Bracken-Roche, D., Bell, E., Macdonald, M. E., & Racine, E. (2017). The concept of ‘vulnerability’ in research ethics: an in-depth analysis of policies and guidelines. Health Research Policy and Systems, 15(1). <https://doi.org/10.1186/s12961-016-0164-6>
- Bush, T. (2020, June 22). Descriptive Analysis: How-To, Types, Examples. PESTLE Analysis. <https://pestleanalysis.com/descriptiveanalysis/#:~:text=Descriptive%20analysis%2C%20also%20known%20as,summarize%20a%20set%20of%20data.>
- Dust, S. B., Resick, C. J., Margolis, J. A., Mawritz, M. B., & Greenbaum, R. L. (2018). Ethical leadership and employee success: Examining the roles of psychological empowerment and emotional exhaustion. Leadership Quarterly, 29(5), 570–583. <https://doi.org/10.1016/j.leaqua.2018.02.002>
- Fritz, C., Ellis, A. M., Demsky, C. A., Lin, B. C., & Guros, F. (2013). Embracing work breaks. Organizational Dynamics, 42(4), 274-280.
- Garg, R., Kiwelekar, A. W., Netak, L. D., & Ghodake, A. (2021). i-Pulse: A NLP based novel approach for employee engagement in logistics organization. International Journal of Information Management Data Insights, 1(1), 100011.

- Graban, M. (2016). *Lean Hospitals: Improving Quality, Patient Safety, and Employee Engagement*.
- Hakanen, J., & Schaufeli, W. B. (2012). Do burnout and work engagement predict depressive symptoms and life satisfaction? A three-wave seven-year prospective study. *Journal of Affective Disorders*, 141(2–3), 415–424. <https://doi.org/10.1016/j.jad.2012.02.043>
- Hillman, J. (2010). *Planning for Employee Onboarding: Finding Ways to Increase New Employee Success and Long-Term Retention*. Noel-Levitz White Paper. By Jo Hillman, Specialist in Employee Development for Higher Education.
- Järnlström, M., Brandt, T., & Rajala, A. (2020). The relationship between career capital and career success among Finnish knowledge workers. *Baltic Journal of Management*, 15(5), 687–706. <https://doi.org/10.1108/bjm-10-2019-0357>
- Joshi, A., Kale, S., Chandel, S., & Pal, D. (2015). Likert Scale: Explored and Explained. *British Journal of Applied Science and Technology*, 7(4), 396–403. <https://doi.org/10.9734/bjast/2015/14975>
- Kaliannan, M., & Adjovu, S. N. (2015). Effective Employee Engagement and Organizational Success: A Case Study. *Procedia - Social and Behavioral Sciences*, 172, 161–168. <https://doi.org/10.1016/j.sbspro.2015.01.350>
- Lai, F., Tang, H., Lu, S., Lee, Y., & Lin, C. (2020). Transformational Leadership and Job Performance: The Mediating Role of Work Engagement. *SAGE Open*, 10(1), 215824401989908. <https://doi.org/10.1177/2158244019899085>
- Lalwani, P. (Ed.). (2021). *What Is Employee Engagement? Definition, Measurement, Drivers, and Strategies, with Examples*.
- Lalwani, P. (Ed.). (2021). *What Is Employee Engagement? Definition, Measurement, Drivers, and Strategies, with Examples*.
- Lamperski, R. j. (2018). *Work Namaste: The Importance of Mattering at Work, and How a Leader Can Create an Environment Where Employees Feel They and Their Work Matter*. core.ak.uk.
- Lina, R. (2022). Improving Product Quality and Satisfaction as Fundamental Strategies in Strengthening Customer Loyalty. *AKADEMIK: Jurnal Mahasiswa Ekonomi & Bisnis*, 2(1), 19-26.

- Louzao, N., & Crespi-Vallbona, M. (2022). Employee Engagement. In Encyclopedia of Tourism Management and Marketing (pp. 73-75). Edward Elgar Publishing.
- Lowe, N. K. (2019). What Is a Pilot Study? Journal of Obstetric, Gynecologic, & Neonatal Nursing, 48(2), 117–118. <https://doi.org/10.1016/j.jogn.2019.01.005>
- Michman, N. (2023, April 30). What is employee success? - Juno Journey. Juno Journey. <https://junojourney.com/blog/learning-development/what-is-employee-success/>
- Mishra, P., Pandey, C. K., Singh, U., Gupta, A., Sahu, C., & Keshri, A. (2019). Descriptive statistics and normality tests for statistical data. Annals of Cardiac Anaesthesia, 22(1), 67. https://doi.org/10.4103/aca.aca_157_18
- Motyka, B. (2018). Employee engagement and performance: a systematic literature review. International Journal of Management and Economics, 54(3), 227–244. <https://doi.org/10.2478/ijme-2018-0018>
- Pallant, J. (2020). SPSS survival manual: A step by step guide to data analysis using IBM SPSS. McGraw-hill education (UK).
- Paul, J., & Criado, A. R. (2020). The art of writing literature review: What do we know and what do we need to know? International Business Review, 29(4), 101717. <https://doi.org/10.1016/j.ibusrev.2020.101717>
- Queirós, A., Faria, D., & Almeida, F. (2017). STRENGTHS AND LIMITATIONS OF QUALITATIVE AND QUANTITATIVE RESEARCH METHODS. European Journal of Education Studies. <https://doi.org/10.46827/ejes.v0i0.1017>
- Reece, A., Yaden, D. B., Kellerman, G., Robichaux, A., Goldstein, R., Schwartz, B., Seligman, M. E. P., & Baumeister, R. F. (2021). Mattering is an indicator of organizational health and employee success. The Journal of Positive Psychology, 16(2), 228–248. <https://doi.org/10.1080/17439760.2019.1689416>
- Reece, A., Yaden, D. B., Kellerman, G., Robichaux, A., Goldstein, R., Schwartz, B., Seligman, M. E. P., & Baumeister, R. F. (2021b). Mattering is an indicator of organizational health and employee success. The Journal of Positive

Psychology, 16(2), 228–248.

<https://doi.org/10.1080/17439760.2019.1689416>

REFERENCE

Roy, A. (2020). A Comprehensive Guide for Design, Collection, Analysis and Presentation of Likert and Other Rating Scale Data: Analysis of Likert Scale Data.

Silic, M., & Back, A. (2017). Impact of Gamification on User's Knowledge-Sharing Practices: Relationships between Work Motivation, Performance Expectancy and Work Engagement.

<https://doi.org/10.24251/hicss.2017.156>

Sun, L., & Bunchapattanasakda, C. (2019). Employee Engagement: A Literature Review.

International Journal of Human Resource Studies,
9(1), 63. <https://doi.org/10.5296/ijhrs.v9i1.14167>

Uma, S. N. (2013). A study on training importance for employees of their successful performance in the organization. International Journal of Science and Research, 2(11), 137-140.

Vallverdú, J. (2015). Some Questions to Begin with. In SpringerBriefs in statistics. Springer International Publishing. https://doi.org/10.1007/978-3-662-48638-2_1

Yadav, A., Pandita, D., & Singh, S. (2022). Work-life integration, job contentment, employee engagement and its impact on organizational effectiveness: a systematic literature review. Industrial and Commercial Training, (ahead-of-print).

Zacher, H. (2014). Career adaptability predicts subjective career success above and beyond personality traits and core self-evaluations. Journal of Vocational Behavior, 84(1), 21–30. <https://doi.org/10.1016/j.jvb.2013.10.002>

APPENDIX A



Questionnaire

RESEARCH TITLE: THE RELATIONSHIP BETWEEN EMPLOYEE ENGAGEMENT AND EMPLOYEE SUCCESS: THE CASE OF EMPLOYEES IN KURDISTAN TECHNICAL INSTITUE

Dear Respondent,

This research is being conducted for the attainment of the degree of Bachelor of Science in Human Resource Development within Qaiwan International University. My research is titled 'The relationship between employee engagement and employee success within Kurdistan Technical Institute.'

I hereby kindly ask for your cooperation and participation in helping gather data by answering the questionnaire accordingly. I genuinely hope you would take the time to assist me by answering all of the questions honestly and completely. All information will be used solely for research reasons and kept confidential; also, your identity will not be revealed.

Please do not hesitate to contact me if you have any questions.

I highly appreciate your assistance and participation. I wish you the best of luck, In your future pursuits.

Sincerely,

Liza Karwan Mahmood

Bachelors School of Human Resource Development, Faculty of Social Science and
Humanities,

Qaiwan International University, UTM Franchise

Tel: +9647731501996

Email: lkqiu190092@uniq.edu.iq

SECTION A : DEMOGRAPHIC

Please read the following statements and TICK (✓) in the appropriate box.

1. Gender

Male ☐ Female ☐

2. Age

20-24 ☐ 25-29 ☐ 30-34 ☐ 35-39 ☐ Above 40 ☐

3. Marital Status

Single ☐ Married ☐

4. Educational Level

Diploma ☐ Bachelor's degree ☐ Master's degree ☐
Doctorate degree ☐

5. Years of experience

1-3 years ☐ 4-6 years ☐ 7-9 years ☐ Above 10 years ☐

SECTION B: EMPLOYEE ENGAGEMENT

Have a high energy level in doing work

Strongly disagree ☐ Disagree ☐ Neutral ☐ Agree ☐ Strongly
Agree ☐

Strong will and try their best to finish the job

Strongly disagree ☐ Disagree ☐ Neutral ☐ Agree ☐ Strongly
Agree ☐

not give up easily in completing work

Strongly disagree ☐ Disagree ☐ Neutral ☐ Agree ☐ Strongly
Agree ☐

Persistent in doing the job to completion

Strongly disagree ☐ Disagree ☐ Neutral ☐ Agree ☐ Strongly
Agree ☐

Proud of work so it is difficult to leave this company

Strongly disagree ☐ Disagree ☐ Neutral ☐ Agree ☐ Strongly
Agree ☐

Always enthusiastic about work

Strongly disagree ☐ Disagree ☐ Neutral ☐ Agree ☐ Strongly
Agree ☐

Time flies quickly while working

Strongly disagree ☐ Disagree ☐ Neutral ☐ Agree ☐ Strongly
Agree ☐

Have a high concentration in doing work

Strongly disagree ☐ Disagree ☐ Neutral ☐ Agree ☐ Strongly
Agree ☐

Enjoyed carrying out work duties

Strongly disagree ☐ Disagree ☐ Neutral ☐ Agree ☐ Strongly
Agree ☐

SECTION C: EMPLOYEE SUCCESS

I manage to plan my work so that I finished on time

Strongly disagree ☐ Disagree ☐ Neutral ☐ Agree ☐ Strongly
Agree ☐

I kept in mind the work result I needed to achieve

Strongly disagree ☐ Disagree ☐ Neutral ☐ Agree ☐ Strongly
Agree ☐

I was able to set priorities

Strongly disagree ☐ Disagree ☐ Neutral ☐ Agree ☐ Strongly
Agree ☐

I managed my time well

Strongly disagree ☐ Disagree ☐ Neutral ☐ Agree ☐ Strongly
Agree ☐

On my own initiatives, I started new tasks when my old task was completed

Strongly disagree ☐ Disagree ☐ Neutral ☐ Agree ☐ Strongly
Agree ☐

I came up with creative solutions for new problems

Strongly disagree ☐ Disagree ☐ Neutral ☐ Agree ☐ Strongly
Agree ☐

I actively participated in meetings and/ or consultations

Strongly disagree ☐ Disagree ☐ Neutral ☐ Agree ☐ Strongly
Agree ☐

Thank you for completing this questionnaire. Your cooperation is highly appreciated.

Appendix B

Republic of Iraq - Kurdistan Region
Ministry of Higher Education & Scientific Research
Qaiwan International University (QIU)
Directorate of Administration
Registration



هەرمێمی کوردستان - عێراق
وەزارەتی خوێندنی باڵا و توێژینهوهی زانستی
زانکۆی قەيوانی ئێزودەولهی
بەرێوەڕایەتی کارگێڕی
وههگرتن

ژماره: REG23- 149
بهروار: 21/02/2023

بۆ: پەیمانگە ی تەکنیکی کوردستان

بابەت: پشتگیری



ناوی فێرخواز : لێزا کاروان محمود

بەش : گەشەپێدانی سەرچاوه مەڕۆیه کان

پاش سلاو و پێژ.....

پشتگیری فێرخوازی ئاوبراو دەکەین کە یەکتیک بووه له فێرخوازه وههگیراوه کانی زانکۆکه مان بۆ سالی خوێندنی ئەکادیمی (٢٠١٩-٢٠٢٠)، بهردهوامه له خوێندنی ئەکادیمی بۆ سالی (٢٠٢٢-٢٠٢٣)، به مهههستی کۆکردنهوهی دانای پتویست سەردانی پەیمانگەکە ی به پێژتان دهکەن هاوکاریتان چێگە ی پێژ و پێژانییه.

له سهه داوا ی خۆ ی ئەم پشتگیریه ی بۆ کراوه.

له گهه پێژدا...

کنار پۆشن طارق
به پێوه بهری کارگێڕی و تۆمار

وێنەپەکی بۆ:

- * تەرشیف
- * مەسەبی گشتی

☎ 0772 141 1414

✉ info@uniq.edu.iq

📍 Slemani Heights, Sharbazher st., opposite to Hawari Shar park



Scanned with CamScanner

Appendix C: Turnitin Results

liza 8


ORIGINALITY REPORT

9 %	5 %	3 %	3 %
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

1	Yasangi Anuradha Iddagoda, Henarath H. D. N. P. Opatha. "Relationships and Mediating Effects of Employee Engagement: An Empirical Study of Managerial Employees of Sri Lankan Listed Companies", SAGE Open, 2020 Publication	1 %
2	etd.uum.edu.my Internet Source	1 %
3	Submitted to University of Northumbria at Newcastle Student Paper	1 %
4	core.ac.uk Internet Source	1 %
5	Submitted to Open University of Mauritius Student Paper	1 %
6	Submitted to University of South Africa Student Paper	<1 %
7	ethesisarchive.library.tu.ac.th Internet Source	<1 %

Appendix D: Thesis Submission Form

 QAIWAN INTERNATIONAL UNIVERSITY	QAIWAN INTERNATIONAL UNIVERSITY	Form No.: LIB003
	FINAL THESIS SUBMISSION FORM	Edition: 01 Effective Date: 01/ 06/ 2024 Page (s): 03

Section 1 (To be completed by Student)
(Please tick (✓) where applicable)

Library
Qaiwan International University

Submission of Final Copies of Thesis

I, Liza Karwan Mahmood (name) hereby submit:
the final copies of my thesis for the degree of ☒ Bachelor / ☐ Master / ☐ Doctor of Philosophy

The title of the thesis is:

The Relationship between Employee
Engagement and Employee Success

Hence, I declare that:

- ☒ i) My thesis has been reviewed by my Main Supervisor / HoD / Dean / Faculty
- ☒ ii) I had submitted the CD of my softcopy of the thesis (the contents are similar with the hardcopy of the thesis) in a single PDF file.
- ☒ iii) I had submitted the Degree Scroll Information Form.

Student Name: Liza Karwan Mahmood

Department: HRD

Signature: [Signature]

Date: 13 August 2024

ENDORSEMENT BY MAIN SUPERVISOR

Section 2 (To be completed by Main Supervisor)

Supervisor's Name:	Dan Dalshed Abdulrahman
Department:	H.R.D
I have examined the thesis of Mr. /Mrs. /Ms.:	Liza Karwan Mahood

I hereby confirm that all corrections and amendments made to the thesis have been rectified by the candidate.



(Main Supervisor's Signature & Stamp)

13/8/2024

(Date)

ENDORSEMENT BY Librarian

Section 3 (To be completed by Librarian)

Librarian's Name:	Dilkhwan? S. Hman
<input checked="" type="checkbox"/> Approved	<input type="checkbox"/> Not Approved



I hereby confirm that all corrections and amendments made to the thesis have been rectified by the candidate.

13/8/2024

(Date)

STUDENT'S DECLARATION

Section 4 (To be completed by Student)

Student Thesis's Copyright and University's Intellectual Property

"The copyright to a thesis belongs to the student. However, as a condition of being awarded the degree, the student hereby grants to the University, a free, ongoing, non-exclusive right to use the relevant work and/or thesis for the University's teaching, research and promotional purposes as well as free and the non-exclusive right to retain, reproduce, display and distribute a limited number of copies of the thesis, together with the right to require its publication for further research and archival use."

I declare that the contents presented in this thesis are my own which was done at Qaiwan International University unless stated otherwise. The thesis has not been previously submitted for any other degree.

I also declare that my thesis has been reviewed by the Main Supervisor / HoD / Dean / Faculty the comments are as stated in Section 2 (page 2).

Name of Student: Liza Karwan Mahmood

Signature of Student: [Signature]

IC. No. / Passport No.: A18923905

Date: 13-8-2024