

AMERICAN UNIVERSITY OF BEIRUT

EMPLOYEE ENGAGEMENT PRACTICES IN
FAMILY-OWNED BUSINESSES IN LEBANON

by
MIA CLAUDE CHEMALI

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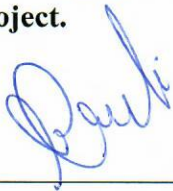
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AN ABSTRACT OF THE THESIS

Mia Claude Chemali

for

Master in Human Resource Management

Major: Human Resource Management

Title: Employee engagement practices in family-owned businesses in Lebanon

Purpose - The purpose of this project is to explore the HR practices within family businesses in Lebanon and the extent to which they target employee engagement by looking at its various constructs and finally come up with future recommendations.

Design/methodology/approach - A sample of employees from family owned businesses in Lebanon who undergo administrative white-collar work activities were randomly selected to participate in the study. They were requested to fill a survey that was structured in a way that would help differentiate the different perceptions of current HR practices and locate areas for improvement.

Findings - Results of the study suggest HR departments in family owned businesses in Lebanon should further invest its resources in employee engagement, its variables job satisfaction and organizational commitment in order to retain its employees while developing them along the way. The study was also able to highlight the different demographic groups that businesses should focus on in order to ensure retention.

Research limitations/implications - The findings are based on a small sample compared to the actual population of employees in family businesses in Lebanon. The survey was held in English, which is not the first language in Lebanon. Additionally, various constructs apart from job satisfaction and organizational commitment could better define employee engagement.

CONTENTS

	Page
ACKNOWLEDGEMENTS.....	v
ABSTRACT	vi
LIST OF TABLES.....	x
Chapter	
I. INTRODUCTION.....	1
II. LITERATURE REVIEW.....	4
A. Background of the Lebanese culture	4
B. Influence of HR policies and strategies on employee engagement	5
C. Employee engagement.....	6
D. Job satisfaction	8
E. Organizational commitment	10
F. Intention to leave.....	12
G. Family owned businesses in Lebanon	13
III. EMPIRICAL STUDY	16
A. Research objectives	16
B. Research questions.....	16
C. Specific research hypothesis	17

D. Methodology.....	17
E. Data collection methods and measures	18
1. Literature review.....	18
2. Interviews	18
3. Survey.....	19
4. Procedure	22
F. Research findings and results	23
1. Qualitative data.....	23
a. The Organization’s profile	23
b. HR practices.....	23
c. The employee’s personal drive.....	24
2. Quantitative data.....	25
3. Factors affecting employee engagement.....	31
4. Factors affecting job satisfaction	33
5. Factors affecting organizational commitment	36
6. Factors affecting intentions to leave	38
G. Summary of results	40
IV. DISCUSSION, CONCLUSION AND RECOMMENDATION.....	41
A. Discussion.....	41
B. Conclusion	46
C. Limitations	47
Appendix	
I. INTERVIEWS.....	50
II. SURVEY QUESTIONS	61
III. TEMPLATE ANALYSIS.....	62
REFERENCES	63

TABLES

Table	Page
3.1. Reliability of scales and Chronbach's Alpha of study variables.....	22
3.2. Gender distribution	26
3.3. Age group.....	26
3.4. Family status	27
3.5. Length of employment	27
3.6. Position type.....	28
3.7. Summary of survey results.....	28
3.8. ANOVA table - employee engagement	31
3.9. Factors affecting employee engagement	33
3.10. ANOVA table - job satisfaction.....	33
3.11. Factors affecting job satisfaction (Part 1)	35
3.12. Factors affecting job satisfaction (Part 2)	35
3.13. Factors affecting job satisfaction (Part 3)	36
3.14. ANOVA table - organizational commitment.....	36
3.15. Factors affecting organizational commitment.....	37
3.16. ANOVA table - intentions to leave.....	38
3.17. Hypothesis testing- correlations.....	39

CHAPTER 1

INTRODUCTION

With the advancement in technology and communication comes the increase in trade, making the world a highly competitive environment. It is recognized that an organization's main asset is its "human capital" because with the mark of economic globalization, organization's need to rely on their employee's expertise in order to gain competitive advantage. Therefore, in such an environment, the best human resource strategy would be to retain valuable and talented employees. Yet, human resource practitioners continue to struggle with retaining talented individuals, maintaining employee loyalty, ensuring workforce satisfaction and high standards of performance. These are just a glimpse of the challenges that HR practitioners face today.

Nevertheless, employee retention has become a priority among all industries today. For this, there is a rich amount of literature revolving around the seriousness of the constant increase in employee turnover (Halbesleben & Wheeler, 2008). In order to overcome this global challenge, organizations should develop their workforce and engage them to ensure competitiveness.

The challenge to retain employees sheds a light on the variables of organizational commitment and intention to leave. These are not only related to an organizations culture, satisfaction, politics, benefits and remuneration systems but also to the degree of employee engagement which is the extent to which one is committed to the organization, how hard they would work and how long they would stay in the

organization as a result of that commitment (Lockwood, 2007).

These challenges become more complex when competent employees leave for jobs with better work conditions and financial benefits. Furthermore, with the advancement in technology, highly skilled individuals in family owned businesses seek jobs in large multinational organizations that provide them with a better work experience and certainly better compensation packages. This precisely demotivates human resource professionals in the region from putting so much effort in recruiting talented individuals and retaining them. The competitive edge of multinational organizations are their development programs and their ability to offer recruits with opportunities that are in line with the aspirations of ambitious individuals that strive for exposure. Multinationals also have a strong employer brand with the attitude that people will be “lucky” to be hired by them.

Leaders in the region are well aware of the employee retention issue and understand the importance of employee engagement to organizational performance; but there tends to be a cultural barrier in addition to the lack of resources that stand in the way of solving retention problems (Mellahi, 2007). For this, family owned businesses in Lebanon have a serious retention issue where they lose their talent to competitors abroad. Although there are some large family owned businesses who have managed to professionalize their management and thus function like a multinational organization, yet the majority still operate in a manner where family members take important decisions behind closed doors. This lack of transparency leaves employees with no clear direction.

Historically, an organization used to state its mission, vision and values aiming to motivate employees and help them focus on corporate objectives. However, in today's competitive environment defining the company's purpose and long-term goals using sophisticated words is not enough to retain and develop talented individuals. Today, organizations should have the right tools and techniques to foster a strong employer brand (Bhatnagar, 2007). These techniques shed a light on employee engagement and this has recently become the objective of every Human Resource Department.

To leverage competitive advantage, "talent" has become the key differentiator. Thus, the battle for talent has been intense, for this reason, human resource professionals should focus on recognizing the drivers of employee engagement and embeddedness. Employee engagement is the positive work related state of mind while embeddedness is the collection of factors that keep an employee in the job (Halbesleben & Wheeler, 2008). Although there is a lot of literature on employee engagement, very few studies in the region seek to explain the role of engagement and embeddedness on organizational outcomes such as retention rates.

It is crucial to view engagement as an opportunity that will benefit employees in addition to many stakeholders such as shareholders, managers, customers, society and the organization as a whole. Human Resource Departments need to dedicate a large portion of their capacity and energy to foster employee engagement. The benefits of an engaged workforce will mount particularly when the definition of engagement is well woven into performance and results.

CHAPTER 2

LITERATURE REVIEW

A. Background of the Lebanese culture

Countries in the Arab region are very similar in aspects such as their norms, values and the way they mirror their history and religion through their socio-cultural characteristics. They share similar literature, architecture and educational background, which tend to pull the people together regardless of their geographical dispersion (Dirani, 2006). The Arab region is known for its means of obedience to authority and control which is reflected in their culture. Thus, the patriarchal nature comes along, where individuals abide by their father's values and this directly affects how they perceive work.

This patriarchal view may be a reason for why men in the region are more likely to be employed than women (Tlaiss & Kauser, 2011). Nevertheless, as an Arab country, Lebanon is considered the most westernized due to the interaction of the Western world and the Middle East. For this, women in Lebanon participate in economic and political activities more than most of the Arab countries (Sidani, 2005).

Individuals in Lebanon are defined by their status in society, their occupation and prestige. Thus, they tend to pursue careers that will support and develop their families. Although the culture in Lebanon is considered to be, "open minded and modern", compared to other Arab countries, the Lebanese society is very family oriented, courteous and excessively interested in one's social status (Dirani, 2009). The most crucial and fundamental social structure in Lebanon is family. Lebanese find it

very difficult to leave their families and become independent which is directly reflected in the workplace. These are spotted when employees take little initiative at work and avoid decision-making; as a result, they become more comfortable when superiors undergo critical thinking and decision-making activities. Thus, regardless of how eager they are to challenge traditional and social values, Lebanese people are more loyal to their families than they are towards their work, employer and organization. This has a huge influence on one's career development.

From an educational perspective, the labor force in Lebanon is overeducated for the needs of the local market. With the increase in the number of universities and graduate students, the job market is unable to provide jobs for such an increasingly educated population. Accordingly, organizations are unable to increase wages for educational qualifications pushing Lebanese graduates to seek work abroad (Nehme & Nehme, 2016).

From an organizational perspective, organizational cultures in Lebanon rarely support human resource development and learning in the workplace. They mainly equip their employees with short-term ad hoc training. This creates a workforce that is dependable on the organization because individuals simply do not know better. Thus, managers tend to use a more rigid and authoritarian style with their subordinates while mainly focusing on their social position (Dirani, 2006).

B. Influence of HR policies and strategies on employee engagement

Organizations should be able to develop HR policies and strategies that reflect their values as well as maintain good relationships with their employees. These include recruitment and selection, training and career development as well as performance and

talent management. If implemented correctly, these policies will increase employee engagement, its variables and thus retention.

With the widespread notion that Human Resource Departments have become more strategic by aligning their policies and procedures with the organizations values, mission and vision. As a result, employers are focusing on organizational performance via methods of employee engagement. These methods aim to create an atmosphere where employees feel appreciated and valued by rewarding them for a job well done, encouraging them to speak up, including them during decision making, clarifying responsibilities, encouraging health and wellness, giving them the flexibility they deserve and helping them move forward in their education and careers.

Employees' attitudes and behaviors reflect their expectations from the organization. Studies have shown that employee attitudes, behavior and level of commitment are directly associated with their opinion of human resource practices (Tsui, Pearce, Porter, & Tripoli, 1997). In general, engaged employees experience meaning in their work because they understand the importance of their tasks and build relationships with colleagues and superiors (Peterson, 2002). With an engaged workforce, employees are less prone to leaving, thus, reducing turnover. At the end of the day, human resource policies are implemented to increase retention while growing talents.

C. Employee engagement

“Employee engagement is a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication and absorption” (Rasila, Tata, China, & Khalafa, 2012, p.209); it is not focused on a certain event or individual, it is more like an

affective cognitive state that lives within all aspects of the organization. Apart from motivation, an engaged workforce understands an organization's goals and respects the steps required to achieve these goals. It is also defined as the level of intellectual commitment that an employee has towards their organization as well as the readiness to "go the extra mile" to achieve corporate excellence.

Recent studies have shown that employee engagement could lead to organizational success and thus increase the levels of customer satisfaction, productivity and profitability. This topic has gained attention in the past few years because of its positive psychological aspect in addition to the business need to maximize the impact of their employees and thus retain them. Measuring levels of employee engagement has become a trend because it is directly reflected in performance, thus companies have built a need for employees to be emotionally and cognitively committed to their organization, their customers and their work (Rasila, Tata, China, & Khalafa, 2012).

Employee engagement has been in the interest of many organizations around the globe, yet Lebanon has always been a step behind regarding such strategic implementations. A large part of the Lebanese business platform consists of family owned business and very few multinational organizations. The classical family owned businesses were put in motion ages ago and their decision makers/owners are clenched to their approach of dealing with day-to-day issues.

Unfortunately, this leaves the labor force unengaged or disengaged. The difference between the two terms is significant because unengaged employees put their time into work but are not passionate about their job. Actively disengaged employees are not only "dispassionate" but are also frustrated enough to discourage their team members (Pauken, 2008). This leads to lower productivity, profitability and therefore a

higher rate of employee turnover. Whereas engaged employees, will not only go the extra mile to reach the organizations objectives, but also understand the impact of their performance on the future of the business.

Human Resource Departments in Lebanon should look more into the variables of employee engagement and introduce them into the organization as they will aid in meeting objectives in a smooth manner and will therefore hold on to the most productive and loyal employees. It is of high importance to search for the right approach to promote variables of employee engagement given different organizational cultures. Job satisfaction, organizational commitment, leadership style, compensation, perceived organizational and supervisor support are few variables that lead to employee engagement. This study will focus on job satisfaction and organizational commitment, their relationship to employee engagement and its affect on retention. This project will target human resource practices of family owned businesses in Lebanon while concentrating on the stated variables given that this type of business forms the largest part of the Lebanese economy. Demographics will also be considered, as it is believed that engagement levels are affected by one's demographics such as age, tenure, experience, etc. (Kahn, 1990).

D. Job satisfaction

Job satisfaction is an individual's feeling about their job, the way they approach it and the attitude that influences the extent to which they fit in a particular organization (Spector, 1997). In other words, it is an emotional state resulting from the appraisal of one's work experience (Locke, 1976). These feelings and emotions may be favorable or unfavorable depending on how an individual views their work. Today, there is no

definite definition of job satisfaction because it means different things to different people. This is because people are affected by different factors such as needs, values, experiences and personal characteristics and drivers. Additionally, job satisfaction varies from one organization to another, since it is influenced by the work environment, opportunities in the workplace and the specific job characteristics.

In today's competitive environment, one's work is one of the most important aspects of life as people spend most of their day at work. Thus, employee job satisfaction should be nourished continuously because if not sustained, work perceptions would change and affect the overall work environment.

Satisfaction is one of the greatest priorities in organizations since satisfied employees contribute to the long-term success of the organization. An organization's success is not possible without the development of the capabilities of the workforce. An employee with high job satisfaction holds a positive and hard working attitude while one who is dissatisfied holds a negative attitude at the workplace. Job satisfaction is also influenced by an employee's personal needs and values which will directly affect their commitment to the organization and thus their intention to leave. The satisfaction variable is highly dependant on the organisation's size, work condition, leadership style and many other factors which form the culture of the organization. The climate in the workplace certainly affects job satisfaction and this directly hinders retention (Martins & Coetzee, 2007). According to Saari and Judge (2004), the functioning of an organization depends on the level of satisfaction of employees, hence, for optimal performance, an organization needs everyone's full potential which in fact emphasizes the importance of employee engagement.

When looking at job satisfaction levels, demographic variables are considered thoroughly to understand the factors that lead to job satisfaction or dissatisfaction. Herzberg, Mausnes, Peterson and Capwell (1957) were able to identify characteristics of satisfied or dissatisfied employees. For instance, they identified that satisfaction is high when an individual first starts a job. However, it decreases during the next few years until he/she are in their early thirties. At that time, individual's become more senior and start holding managerial positions increasing morale through the rest of their careers. Therefore, when length of service increases, job satisfaction rises.

When it comes to gender, there is no clear conclusion about job satisfaction levels between males and females. Various studies show that males are more satisfied with their jobs compared to females, while other studies show that females are more satisfied. According to Herzberg et al (1975), there is no simple conclusion drawn regarding job satisfaction, gender and marital status.

E. Organizational commitment

The concept of commitment is very complex and challenging to define. Commitment is a force that bonds an individual to performing actions that are aligned with one's objective (Cohen, 2003). There is more to commitment than simply organizational commitment; employees are committed to occupations, goals, career aspirations, leaders and teams. Although all these have their own characteristics, they are all seen and developed in the workplace and thus affect organizational commitment.

The attempt to measure and understand the intensity of an employee's dedication to the organization has been an attractive concept for years. Because organizational commitment is related to an employee's mindset, in this context, it is considered as an

attitude. It is perceived as a psychological connection with the organization that relies on the desire to achieve organizational goals (Meyer & Allen, 1997). Thus, the more an individual's goals align with those of the organization, the more they become achievable and the more an employee would be willing to exert an extra effort for the sake of the organization.

Organizational commitment and employee engagement are inter-related in a way, the latter is the degree to which people commit to an organization and how profoundly one would perform as an impact of that commitment (Frederman, 2009). Committed employees feel the desire to strive towards achieving challenging goals and if engaged, it will be seen by the personal energy they bring to work. Consequently, when an employee is committed, he/she will stay engaged and retention will certainly increase. When the workforce is willing to "go the extra mile" to guarantee an organizations competitiveness and positive performance, this is when organizational commitment is highlighted.

Literture related to organizational commitment show various demographic based relationships that determine commitment. These are; age, marital status, gender, qualifications, etc. According to Akintayo (2010), if employees were demographically satisfied, they would develop a high degree of satisfaction from work and thus are more likely to become committed to the organization. Studies show that married individuals are more committed than those unmarried. This is because married employees have family obligations and thus look for stability in the workplace.

When it comes to gender, there is no clear picture of whether males or females are more committed because some organizations are considered masculine oriented and thus females in that organization are seen to be less committed and vice versa. On the

other hand, studies show that age has a positive relationship with organizational commitment.

F. Intention to leave

There are several factors associated with why employees may leave an organization. These may include better career opportunities, better compensation, expansion of one's current tasks and responsibilities or even boredom with the job itself. Benefits, employee attitude and performance are few of the factors that play a role in employee retention. At the end of the day, when a company has to replace an employee, it incurs direct and indirect expenses. These include hiring costs and opportunity losses. When organizations lose talent, they lose skills and experience. The nature of these losses is a management issue that affects productivity, profitability and quality.

From an employee perspective, working at an organization with high turnover can negatively affect relationships in the workplace, morale and safety at work. Not only is the cost of replacing an employee high but also the problems associated with finding the right person with the skills and knowledge can take years.

To avoid the loss of talented individuals, organizations tend to implement policies and processes that assist employees to stay. Employee retention preserves a workforce that has the ability to achieve organizational goals. It is necessary to retain talented employees because their knowledge, skills and expertise are central to an organizations ability to compete in a given market. Today, the challenge of creating a high performance culture is becoming more demanding given that employees are always seeking better work opportunities and are looking for doors open to change and new experiences.

By providing employee benefits such as introducing flexible working hours to promote work-life balance, performance based salary reviews, improve paid holidays and amend human resource policies, organizations will better able to retain their employees.

From a demographic perspective, studies show that qualifications, gender, age, marital status, experience and other variables contribute to one's intention to leave expecting to reduce turnover.

G. Family owned businesses in Lebanon

A family business is a type of organization that is owned, controlled and managed by one or more family members who actively run its activities (Anderson & Reeb, 2003). They are the drivers of socioeconomic development and the creators of wealth around the globe. Specifically, entrepreneurship is the major reason to establish a family business. The motive is to build the company and keep it running for generations. Family businesses are the primary job creators in economies where supply and demand are in control of resource allocation (Shanker & Astrachan, 1996).

In Lebanon for instance, family businesses play a preliminary role when it comes to innovative opportunities and local developments. Therefore, their existence is significant to the economy and the society. They constitute 85% of the private sector accounting for 1.05 million of 1.24 million jobs (Fader-Sreih, 2006). Thus, Lebanese family businesses show strength, resilience and optimism when it comes to job creation. Older generations in Lebanese firms refuse to transmit their power to the younger innovative generation given that they are still able to perform corporate tasks.

Unfortunately, practices of family businesses are less formal than those of non-family ownership; hindering their ability to grow and compete locally or internationally. The objective of every family business is to protect the company by avoiding risks and making sure it is in good shape for the next generation to take over. To do so, decision-making is usually centralized to owners even if this means using informal management practices. These informalities lead to the use of informal strategies and procedures to build commitment, trust and loyalty. This sheds a light on human resource practices and specifically their effort to promote job satisfaction and organizational commitment in family owned businesses and the outcomes of their informal management practices.

Apart from the usual role of Human Resource Departments – recruiting, training and development, compensation and benefits, performance evaluation, etc. – in family businesses HR has various challenges to address. HR is responsible of making sure non-family members are treated fairly in comparison to family members, if things go wrong, this may affect employee's perception of justice or injustice among co-workers. Family businesses usually have a history of politics putting non-family members in uncomfortable positions. It is the job of the Human Resource Department to train, integrate and engage both family and non-family members in order to make the finest contribution to the business (Sharma, 2012). Unfortunately, in family businesses the most common path is to choose successors from the family regardless of the talent or skill that the company needs in order to succeed. This directly affects levels of organizational commitment for non-family members, as their potential to grow beyond their current positions seems to be halted. A good human resource strategy would be to employ non-family members and allow them to hold key executive positions. This will

attract qualified non-family individuals while fostering a valuable and positive attitude and behavior among employees who play a major role in the success of the firm.

CHAPTER 3

EMPIRICAL STUDY

A. Research objectives

A study was carried out among owners, Human Resource Managers and employees of family businesses in Lebanon. The purpose was to get an insight on the practices implemented in such businesses and the extent to which they affect employee engagement and other related variables; job satisfaction and organizational commitment. In addition, it explores the initiatives that these organizations take to retain talented individuals.

The study has both practical and theoretical significance as it provides an understanding of how employee engagement variables affect retention in local businesses in the country. The aim was to recommend future improvements in the current HR practices and activities while considering the Lebanese culture and mindset; thus, increasing levels of engagement and retention among family owned businesses.

The employee engagement topic is currently under-researched in Lebanon. This study will shed a light on the theory of engagement and the extent to which it is put into practice in Lebanese family businesses.

B. Research questions

1. How does job satisfaction and organizational commitment affect employee engagement in family businesses?

2. How do HR practices targeting employee engagement affect retention in family businesses?
3. What other factors affect employee engagement and retention in a family business in Lebanon?

C. Specific research hypothesis

Family-owned businesses are the biggest employers in Lebanon, thus, it is not only practical to measure employee engagement in family businesses in the country but also crucial as outcomes of this study will shed a light on the loopholes in HR related practices that affect employee engagement and retention on the long run.

Hypothesis 1: Employee engagement in family businesses is negatively correlated with an employee's intention to leave.

Hypothesis 2: Job satisfaction across employees of family businesses is positively correlated to their level of engagement.

Hypothesis 3: Organizational commitment is positively correlated to a higher level of employee engagement.

D. Methodology

To augment the findings of this study, both quantitative and qualitative methods of data collection were used. This approach, in addition to the rich literature that exists on the topic helped optimize the findings. Accordingly, the research consisted of data from various sources including a literature review, a survey with employees of family businesses in Lebanon who hold administrative positions, in addition to a structured

interview with family business owners or HR managers identify better the perception of employee engagement from all stakeholders.

This study will help develop new HR practices that are tailored to the Lebanese culture or it could serve as a recommendation to amend current policies and practice. This would help improve the overall performance of businesses and help build an engaged and committed workforce.

E. Data collection methods and measures

1. Literature review

The study was brought about by examining the various sources of literature on employee engagement and its variables. In order to breakdown the topic further, readings included material on human resource management, employee engagement, organizational commitment, job satisfaction , retention and their relationship to demographic variables. Additionally, literature on the Lebanese culture was studied in order to understand the mindset behind the current practices implemented and the perception of employees towards these practices.

The literature review helped plan the interview questions that facilitated some perspective on the HR practices that are currently being implemented in addition to designing the survey questions that target employees from various Lebanese family businesses.

2. Interviews

In order to collect rich qualitative data, a convenience sample of five family business owners and HR Managers were invited to a structured interview aiming to

collect some perspective of the current practices from a manager's eye. The interviews served as a supportive tool to compare the management's perspective to those of employees at lower levels in the organization. Another input of the interviews was the fact that it helped identify the key elements of the survey questionnaire held in the quantitative study. In addition, it helped reduce uncertainty with respect to the questions asked in the survey.

Throughout the interviews, participants were given the freedom to express their opinion with regards to the practices, what should and should not be in place, in addition to suggestions to improve engagement and retention in the future. Interviewees were also challenged to give their opinion on how their practices reflect on organizational goals (Appendix 1).

3. Survey

Initially, the survey questions were developed based on the components of employee engagement in the literature in order to measure the practices and activities of Human Resource Departments in family businesses in Lebanon. The survey (Appendix 2) is comprised of forty five questions targeting one's overall work experience and five demographic questions to help formulate correlations for the analysis.

The Gallup Workplace Audit (GWA) by Harter, Schmidt and Hayes (2002) was used to measure employee engagement levels. The publication's intended purpose was to explore the relationship between employee engagement and various outcomes such as productivity and turnover. The authors defined engagement as one's involvement, satisfaction and enthusiasm at work. Sample items from this model include:

- I know what is expected of me at work.

- The mission or purpose of my company makes me feel my job is important.

Job satisfaction was constructed and measured by using items developed by Warr, Cook and Wall (1970). The intended purpose of this scale was to find a correlation related to jobs, supervisors and intentions to leave while relating to salary, age, absenteeism and turnover. Warr et al. (1979) addressed job satisfaction with intrinsic and extrinsic features of specific jobs. Sample items from this model include:

- I do not feel that the work I do is appreciated.
- I am being paid a fair amount for the work I do.

Organizational commitment was measured using items from the Allen and Meyer's (1990) model. This model highlights that organizational commitment is experienced by three dimensions simultaneously. These are, affective, normative and continuance organizational commitment. Affective commitment is the extent to which an employee is emotionally linked with the organization while normative commitment is the extent to which an employee feels he/she has a moral duty to stay in the organization. Continuance commitment is staying in the organization due to the risk of not finding an alternative job (Allen & Meyer, 1990). Sample items from this model include:

- I would be very happy to spend the rest of my career in this organization.
- I feel as if the organization's problems are my own.

Generally, the survey questions (Appendix 2) were structured in a way that would help screen the different variables of employee engagement in order to touch the different perceptions of current practices and locate the areas for improvement. Job satisfaction is a multi-dimensional construct, thus questions targeting it focused on its variables such as training, evaluation of the job itself, receiving feedback, experiences

with team members in addition to relationships with managers. Organizational commitment was targeted by questioning agreeableness with leadership style, compensation and benefits, career opportunities within the organization and work conditions. Levels of commitment were highlighted by investigating to what extent participants see the potential to grow in the same organization. Employee engagement levels were a result of questions that target the extent to which employees are willing to make an effort without an incentive in return while also focusing on recognition and rewards, empowerment and the ability to take decisions and accept change.

The scale used in the survey is a Likert-type scale; results specify the extent to which employees of family owned businesses in Lebanon agree or disagree with a series of statements. The Likert-type scale assumes the distance between each response is equal thus ensuring that the answers are reliable.

A sample of three hundred employees was randomly selected to participate in the study. It focused on both males and females who undergo administrative work in departments such as Marketing, Finance, HR, Information Technology, Logistics, Sales, Retail, etc. The study excluded blue-collar work activities. Of the selected participants, only one hundred and forty-seven responses were completed, received and analyzed. The effective response rate of the survey was 49%.

A reliability test was also held to test the consistency of the survey items by using Chronbach's Alpha. When testing the reliability of the scales, an alpha coefficient of 0.7 or more was considered a good reliable scale (Pallant, 2001). Accordingly, table 1 provides the reliability of each subscale in the study. The table shows that the reliability values range between 0.83 and 0.94. Thus, it can be concluded that the measures used have an acceptable reliability level.

Table 3.1. Reliability of scales and Chronbach's Alpha of study variables

Variable	Chronbach's Alpha
Employee Engagement	0.939
Job Satisfaction	0.870
Organizational Commitment	0.833
Intention to Leave	0.884

4. Procedure

Participants were contacted via emails mentioning that records will be monitored and audited while assuring confidentiality and anonymity. The email included an informed consent form in addition to a brief description of the research . Interviews with owners and HR Managers were held at their premise following a scheduled appointment via email. Interviewees cascaded (snowball technique) the survey invitation to potential participants who were assumed to be interested in taking part in the study. The targeted employees were asked to fill the online survey by clicking on a link that would navigate them to the survey page (Lime Survey). Participants were then asked to forward the invitation to other potential participants. All interview and survey questions were available in English only.

F. Research findings and results

1. Qualitative Data

A convenience sample of five family business owners or HR Managers were interviewed, providing an insight on the current HR practices, specifically highlighting their initiatives towards employee engagement and retention. A template (Appendix 3) was developed to support the data collected from the interviewees to select key words or statements that will be targeted during the analysis. From the interviews, three major themes were generated regarding the desired and current HR practices in family businesses.

a. The Organization's profile

This theme was the product of responses that revolved around the importance of communicating the organization's goals such as its mission, vision, values, strategies and priorities. Another would be the culture and work conditions that are imbedded in the company and its practices. These were mainly found in comments related to transparency in the workplace, the environment itself, compliance with local laws and work-life balance initiatives. The most important variable to this theme is the relationship between managers and employees. It was highlighted that the more employees are empowered, included in decision making and feel like their managers support or care for them, the more they are driven to perform better.

b. HR practices

Initiatives to engage and retain employees seem to be applied in current practices. When it comes to recruitment and selection, some organizations have implemented on boarding and induction programs. To ensure the right people are recruited, many use psychometric and ability tests. In addition, they tend to schedule an

exit interview with employees who decide to leave. Some organizations have implemented talent and performance tools such as performance appraisals, talent assessments and succession planning.

From a compensation perspective, organizations have different practices such as yearly salary reviews, incentive programs and rewards. Alternatively, many responses focused on the characteristics and mindset of the HR Manager, as they believed he/she have the ability to grow and guide teams towards their highest potentials.

c. The employee's personal drive

A major player to the level of employee engagement is the employee him/herself. Employees with a good educational background and a rich experience in the field tend to be more driven to go the extra mile as long as they know that the job will benefit their development. On the other hand, many employees do it for self-fulfillment and financial independence.

This data collection method benefited the study as it gathered insights and perspectives of different HR practices in different family businesses in the country. Generally, the interview responses (Appendix 1) highlighted that some family businesses in Lebanon have Human Resource Departments that act as personnel; others have well-structured departments that implement multinational people practices while others do not have a dedicated department at all.

Those who do have an HR department are well aware of the ideal functions and practices but their financial status, business size and workforce maturity does not allow them to take HR and engagement initiatives further. Although most of the interviewees with an HR presence have the autonomy to take decisions such as amending policies, but unfortunately business owners still have the final say.

Although, many businesses see retention as a solution to unnecessary costs, some businesses take initiatives to retain talented individuals in order to grow people and the organization further. Initiatives include recognition, rewards, clear career paths in addition to coaching and receiving constructive feedback. Sometimes, no matter how hard the organization tries to retain its employees, some family businesses may not be able to grow its talents further and this is because of their size and the availability of positions that can be filled by non-family members.

Most interviewees believe their workforce is engaged although very few employees are willing to stay for long hours without a financial incentive. In addition, very few employees have the initiative to go outside their way to help others. All interviewees agreed with the quote by Brownie Wise that says, “If you want to build the business build the people” but only one interviewee was able to point out the specific actions taken to build their workforce.

It was highlighted that regardless of the initiatives taken to increase job satisfaction, organizational commitment, employee engagement and retention; if the relationship between managers and their subordinates was not a friendly and professional one, it would be very difficult to engage and retain talents. At the end of the day, people leave managers not companies.

2. Quantitative data

The survey response rate was around 49% as 147 of 300 disseminated surveys were completely filled and retained for data analysis. Unfortunately, 47 surveys were partially filled and thus were disregarded.

Participants consisted of employees who undergo administrative work in departments such as Marketing, Finance, HR, etc. The respondents were distributed as follows: 46.94% of employees were males and 53.06% were females as shown in Table 2. The highest response rate was of employees below the age of 29 with a rate of 79.59%. Additionally, 20.41 % of the respondents were above the age of 30 as shown in Table 3.

Table 3.2. Gender distribution

Gender	Respondents	Percentage
Male	69	46.94%
Female	78	53.06%

Table 3.3. Age group

Age	Respondents	Percentage
< 29 yrs	117	75.59%
> 30 yrs	30	20.41%

The study also looked at an employee's family status in order to identify the extent to which one's personal life could affect engagement levels at work. Accordingly, 78.23% of the respondents were single, 21.09% were married and 0.68% separated as shown in table 4.

Table 3.4. Family status

Status	Respondents	Percentage
Single	115	78.23%
Married	31	21.09%
Divorced	0	0.00%
Separated	1	0.68%
Widowed	0	0.00%

Moreover, the length of employment with the same company (tenure) was also located, the highest response rate, 59.18%, was of employees who have been in an organization for 1 to 5 years. 21.77% of the respondents have been in their roles for less than a year and 13.61% for 6 to 10 years. The rest are distributed as shown Table 5. It was also detected that 41.50% of the respondents were holding managerial positions while the rest were non-managers (Table 6).

Table 3.5. Length of employment

Number of Years	Respondents	Percentage
< 1 yr	32	21.77%
1 yr - 5 yrs	87	59.18%
6 yrs - 10 yrs	20	13.61%
11 yrs - 15 yrs	6	4.08%
16 yrs - 19 yrs	0	0.00%
> 20 yrs	2	1.36%

Table 3.6. Position type

Position	Respondents	Percentage
Manager	61	41.50%
Non-Manager	86	58.50%

The aim of the survey is to analyze the existing HR practices within family businesses in Lebanon, and come up with future recommendations to enhance the current employee engagement and retention practices. The qualitative data collection served as a representation of the perception of family businesses in the country in order to highlight the correlations between individual's demographics and their current engagement in the workplace specifically targeting variables that would help support the hypothesis under study. A summary of the survey results is shown in Table 7.

Table 3.7. Summary of survey results

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I am proud to say I work for my organization	2.72%	4.08%	26.53%	36.05%	30.61%
I am planning to continue my career with this company	10.20%	19.73%	28.57%	29.93%	11.56%
I am currently considering leaving this company	22.45%	23.81%	27.89%	10.88%	14.97%
I would recommend this firm as an employer to my friends	10.88%	12.24%	27.21%	38.10%	11.56%
This company provides me with the opportunity to learn and grow	3.40%	10.88%	17.01%	42.86%	25.85%
My work is challenging	4.08%	6.80%	17.01%	38.78%	33.33%
My work experience at this firm is overall a positive one	2.72%	4.76%	19.73%	46.26%	26.53%

I believe strongly in the goals and objectives of my company	3.40%	7.48%	26.53%	44.22%	18.37%
There are no obstacles at work to do my job well	11.56%	21.09%	26.53%	27.89%	12.93%
In the last two weeks, I have received appreciation for my job well done	16.33%	16.33%	21.09%	29.93%	16.33%
I am satisfied with the leadership here	12.24%	10.88%	34.69%	29.25%	12.93%
I have the opportunity to give my opinion on important matters	8.16%	4.76%	24.49%	34.69%	27.89%
I feel like my manager cares about me as a person	12.24%	8.16%	21.77%	34.01%	23.81%
My immediate supervisor is effective in his/her role	14.97%	10.20%	19.73%	35.37%	19.73%
My supervisor shows appreciation for the work I do	10.20%	7.48%	21.77%	38.78%	21.77%
Employees who are weak are confronted and are given feedback on their performance	10.20%	12.24%	38.78%	28.57%	10.20%
There is good communication between senior management and employees	11.56%	14.29%	24.49%	34.01%	15.65%
My responsibilities on the job allow me to do what I do best every day	3.40%	6.12%	26.53%	44.22%	19.73%
I am provided with the right material and equipment to do my job well	3.40%	6.12%	25.85%	46.26%	18.37%
The environment at the workplace allows me to do my work efficiently	5.44%	8.16%	31.97%	39.46%	14.97%
I receive the information I need regarding the issues that affect me	4.08%	9.52%	33.33%	40.82%	12.24%
My job description reflects what I am asked to do	7.48%	14.29%	22.45%	39.46%	16.33%
I have received the training I need to perform my job duties	11.56%	14.97%	25.17%	34.01%	14.29%
I feel like I am part of a team that works together to fulfill the company's mission	6.80%	8.16%	21.77%	48.30%	14.97%

Employees in my organization are willing to accept change	8.84%	12.24%	37.41%	31.29%	10.20%
Employees are willing to take on new tasks as needed	4.76%	10.20%	34.69%	37.41%	12.93%
Employees take the initiative to help other employees	7.48%	8.84%	31.97%	40.14%	11.56%
My salary is competitive with similar jobs at other companies	15.65%	17.01%	34.01%	25.17%	8.16%
I am satisfied with the pay I receive	17.69%	23.81%	30.61%	18.37%	9.52%
I am satisfied with the benefits program offered	12.24%	19.73%	25.85%	31.29%	10.88%
I am satisfied with the retirement benefits program offered	21.77%	17.69%	35.37%	17.69%	7.48%
I am satisfied with the rewards system offered	24.49%	14.97%	36.73%	16.33%	7.48%
I am happy to work an extra hour everyday without being paid for it	26.53%	12.24%	29.93%	19.73%	11.56%
The work schedule provides me with a balance to meet work and personal needs	14.29%	11.56%	25.17%	33.33%	15.65%
I am satisfied with the overall work-life balance at this company	11.56%	14.29%	33.33%	29.25%	11.56%
I am given the power to take important decisions that may influence the quality of my working life	7.48%	9.52%	33.33%	37.41%	12.24%
Employees are asked for their input to help improve the company's development	8.16%	9.52%	32.65%	37.41%	12.24%
Managers are transparent when it comes to employee performance and corporate results	10.88%	12.24%	29.93%	37.41%	9.52%
I am given the right training to help me take the necessary decisions	12.24%	14.97%	29.93%	32.65%	10.20%
I am rewarded whenever I undergo tasks that are out of my scope	23.13%	14.97%	34.01%	19.73%	8.16%

The purpose was to investigate the influence of HR practices in family businesses specifically those targeting the variables of employee engagement - organizational commitment and job satisfaction. According to the literature, these variables will influence an employee's intention to leave.

The research questions were structured in a way that would screen organizational commitment, job satisfaction, employee engagement and intentions to leave, respondents answered on a Likert-type scale using a 5 point scale: 1 = Strongly Disagree, 2 = Agree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree. To examine the three hypotheses, a Univariate ANOVA was calculated to assess whether there was a significant correlation between employee's demographic characteristics and the variables in addition to a significance within the variables themselves.

3. Factors affecting employee engagement

Table 3.8. ANOVA table - employee engagement

Source	Type III Sum of Squares	Df	Mean Square	F	Sig.
Corrected Model	13249.053	38	348.659	1.653	0.02
Intercept	103948.908	1	103948.908	492.81	0
Gender	160.188	1	160.188	0.759	0.39
Age	1016.841	3	338.947	1.607	0.19
Family	133.679	1	133.679	0.634	0.43
Employment History	233.499	3	77.833	0.369	0.78
Manager	680.025	1	680.025	3.224	0.08
Gender * Age	180.023	1	180.023	0.853	0.36
Gender * Family	12.706	1	12.706	0.06	0.81
Gender * Employment	360.302	3	120.101	0.569	0.64

History					
Gender * Manager	18.611	1	18.611	0.088	0.77
Age * Family	496.324	1	496.324	2.353	0.13
Age * Employment	2174.541	3	724.847	3.436	0.02
History					
Age * Manager	0	0	.	.	.
Family * Employment	1534.127	3	511.376	2.424	0.07
History					
Family * Manager	155.806	1	155.806	0.739	0.39
Employment History *	670.648	3	223.549	1.06	0.37
Manager					
Gender * Employment	25.715	1	25.715	0.122	0.73
History * Manager					
Error	22780.349	108	210.929		
Total	679798	147			
Corrected Total	36029.401	146			

It was found that, the only factor affecting engagement is the interaction between one's age group and the length of employment in the current organization (Table 9). Employees aged less than 29 years and have been working for the organization for less than a year are the most engaged. While people aged more than 30 years who have worked in the same organization for less than a year are the least engaged.

Table 3.9. Factors affecting employee engagement

Age Group	Length of Employment	Total Engagement (Mean)
< 29 yrs	< 1 yr	76.04
	1 yr - 5 yrs	64.89
	6 yrs - 10 yrs	63.25
> 30 yrs	< 1 yr	48.38
	1 yr - 5 yrs	74.8
	6 yrs - 10 yrs	68.2
	11 yrs - 15 yrs	62.4
	> 20 yrs	70

4. Factors affecting job satisfaction**Table 3.10. ANOVA table - job satisfaction**

Source	Type III Sum of Squares	Df	Mean Square	F	Sig.
Corrected Model	3224.254	38	84.849	1.811	0.009
Intercept	32845.014	1	32845.014	701.222	0
Gender	22.5	1	22.5	0.48	0.49
Age	223.378	3	74.459	1.59	0.196
Family	30.698	1	30.698	0.655	0.42
Employment History	111.571	3	37.19	0.794	0.5
Manager	31.082	1	31.082	0.664	0.417
Gender * Age	19.114	1	19.114	0.408	0.524
Gender * Family	1.657	1	1.657	0.035	0.851
Gender * Employment History	114.303	3	38.101	0.813	0.489
Gender * Manager	0.015	1	0.015	0	0.986
Age * Family	104.01	1	104.01	2.221	0.139

Age * Employment History	800.182	3	266.727	5.694	0.001
Age * Manager	0	0	.	.	.
Family * Employment History	384.31	3	128.103	2.735	0.047
Family * Manager	144.331	1	144.331	3.081	0.082
Employment History * Manager	54.19	3	18.063	0.386	0.764
Gender * Employment History * Manager	36.649	1	36.649	0.782	0.378
Error	5058.685	108	46.84		
Total	188568	147			
Corrected Total	8282.939	146			

There are three demographic relationships that affect levels of job satisfaction. The first factor is the interaction between age and length of employment (Table 11), the least satisfied employees are those who have been working for less than a year and are more than 30 years old. While the most satisfied employees are also those aged more than 30 years but have been with the same organization for more than 20 years. The second factor is the interaction between marital status and length of employment (Table 12). Married employees who have been working for the same organization for less than one year are the least satisfied compared to those who have been working for more than 20 years are the most satisfied. The third and final factor affecting job satisfaction is the interaction between marital status and whether or not the employee holds a managerial position (Table 13). The correlations have indicated that single managers are the most satisfied while married non-managers are the least satisfied. Work-family conflict could be an explanation to these results as it implies that family interferes with work, thus a single employee is able to exert more effort to reach a management position while a

married employee is not able to devote as much to reach higher positions due to family obligations.

Table 3.11. Factors affecting job satisfaction (Part 1)

Age Group	Length of Employment	Total Satisfaction (Mean)
< 29 yrs	< 1 yr	39.79
	1 yr - 5 yrs	33.9
	6 yrs - 10 yrs	34.13
> 30 yrs	< 1 yr	25.63
	1 yr - 5 yrs	39.6
	6 yrs - 10 yrs	36.5
	11 yrs - 15 yrs	36.4
	> 20 yrs	42

Table 3.12. Factors affecting job satisfaction (Part 2)

Family Status	Length of Employment	Total Satisfaction (Mean)
Single	< 1 yr	37.54
	1 yr - 5 yrs	35.04
	6 yrs - 10 yrs	34.73
	11 yrs - 15 yrs	44.5
	16 yrs - 20 yrs	.
	>20 yrs	37
Married	< 1 yr	27.33
	1 yr - 5 yrs	29.5
	6 yrs - 10 yrs	37
	11 yrs - 15 yrs	35.75
	16 yrs - 20 yrs	.
	> 20 yrs	47
Separated	6 yrs - 10 yrs	32
	> 20 yrs	.

Table 3.13. Factors affecting job satisfaction (Part 3)

Family Status	Position Type	Total Satisfaction (Mean)
Single	Manager	36.7
	Non-Manager	35.25
Married	Manager	33.67
	Non-Manager	29.7
Separated	Manager	.
	Non-Manager	32

5. Factors affecting organizational commitment**Table 3.14. ANOVA table - organizational commitment**

Source	Type III Sum of Squares	Df	Mean Square	F	Sig.
Corrected Model	643.343	38	16.93	2.34	0
Intercept	7333.537	1	7333.537	1013.69	0
Gender	5.928	1	5.928	0.819	0.37
Age	22.443	3	7.481	1.034	0.38
Family	0.55	1	0.55	0.076	0.78
Employment History	21.658	3	7.219	0.998	0.4
Manager	23.22	1	23.22	3.21	0.08
Gender * Age	16.568	1	16.568	2.29	0.13
Gender * Family	3.539	1	3.539	0.489	0.49
Gender *	20.25	3	6.75	0.933	0.43
Employment History					
Gender * Manager	5.737	1	5.737	0.793	0.38
Age * Family	20.745	1	20.745	2.868	0.09
Age * Employment History	147.678	3	49.226	6.804	0
Family *	47.88	3	15.96	2.206	0.09

Employment History					
Family * Manager	20.119	1	20.119	2.781	0.1
Employment *	24.411	3	8.137	1.125	0.34
Manager					
Gender *	2.89	1	2.89	0.399	0.53
Employment History					
* Manager					
Error	781.323	108	7.234		
Total	42258	147			
Corrected Total	1424.667	146			

Like employee engagement, the most significant factor that affects organizational commitment is the interaction between age and length of employment (Table 15). The least committed people are those aged more than 30 and have been working for an organization for less than a year. The most committed are also those aged more than 30 years but have been working for the same organization for more than 20 years.

Table 3.15. Factors affecting organizational commitment

Age Group	Length of Employment	Total Commitment (Mean)
< 29 yrs	< 1 yr	15.27
	1 yr - 5 yrs	16.48
	6 yrs - 10 yrs	16.5
	11 yrs - 15 yrs	24
> 30 yrs	< 1 yr	13.25
	1 yr - 5 yrs	19.4
	6 yrs - 10 yrs	17.55
	11 yrs - 15 yrs	16.6
	> 20 yrs	20.5

6. Factors affecting intentions to leave

Table 3.16. ANOVA table - intentions to leave

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	948.66	38	24.965	1.013	0.464
Intercept	6293.004	1	6293.004	255.313	0
Gender	12.531	1	12.531	0.508	0.477
Age	147.53	3	49.177	1.995	0.119
Family	10.545	1	10.545	0.428	0.514
Employment History	53.265	3	17.755	0.72	0.542
Manager	30.03	1	30.03	1.218	0.272
Gender * Age	7.364	1	7.364	0.299	0.586
Gender * Family	7.147	1	7.147	0.29	0.591
Gender * Employment History	21.547	3	7.182	0.291	0.832
Gender * Manager	0.623	1	0.623	0.025	0.874
Age * Family	17.294	1	17.294	0.702	0.404
Age * Employment History	96.325	3	32.108	1.303	0.277
Age * Manager	0	0	.	.	.
Family * Employment History	118.96	3	39.653	1.609	0.192
Family * Manager	1.874	1	1.874	0.076	0.783
Employment History * Manager	37.095	3	12.365	0.502	0.682
Gender * Employment History * Manager	2.39	1	2.39	0.097	0.756
Error	2662.006	108	24.648		
Total	40352	147			
Corrected Total	3610.667	146			

According to the data collected and correlations in Table 16, none of the measured demographic factors have any significant affect on one's intention to leave.

Table 3.17. Hypothesis testing- correlations

	Engagement	Organizational Commitment	Job Satisfaction	Intention to Leave
Engagement	1.00	0.641	0.846	-0.661
Organizational Commitment	0.641	1.00	0.66	-0.562
Job Satisfaction	0.846	0.66	1.00	-0.494
Intention to Leave	-0.661	-0.562	-0.494	1.00

Hypothesis 1: Employee engagement in family businesses is negatively correlated with an employee's intention to leave.

Decision 1: The correlation between employee engagement and one's intention to leave is

-0.661, when tested is significant and thus hypothesis 3 is supported.

Hypothesis 2: Increased job satisfaction across employees of family businesses is positively correlated to their level of engagement.

Decision 2: The correlation between job satisfaction and level of engagement is 0.846 which when tested is significant ($\text{sig} < 0.05$) and thus hypothesis 2 is supported. Thus, whenever job satisfaction increases, employee engagement increases and vice versa.

Hypothesis 3: A higher organizational commitment is positively correlated to a higher level of employee engagement.

Decision 3: The correlation between organizational commitment and level of employee engagement is 0.641, when tested is significant and thus hypothesis 2 is supported.

G. Summary of results

After examining the data and correlating the results, it has been evident that employee engagement is positively correlated with organizational commitment and job satisfaction but negatively correlated to one's intention to leave. Organizational commitment is positively correlated with employee engagement and job satisfaction while it is negatively correlated with intentions to leave. In addition, results show that job satisfaction is positively correlated with employee engagement and organizational commitment while also being negatively correlated with one's intention to leave. Finally, it is now clear that intention to leave is negatively correlated with all other variables.

CHAPTER 4

DISCUSSION, CONCLUSION AND RECOMMENDATION

A. Discussion

The overall purpose of this study was to examine the current HR practices in family businesses in Lebanon and highlight the impact of job satisfaction and organizational commitment on employee engagement and retention. The findings of the study have shown how levels of job satisfaction and organizational commitment act as predictors of employee engagement and how all three variables are negatively correlated with one's intention to leave while also considering demographic characteristics. The findings are aligned with the available literature on the topic.

As a basis to the study, the interviews held served as a supportive tool to compare the management's perspective to those of employees at lower levels in the organization while also identifying the key elements of the survey questionnaire held in the quantitative study. The interviews also helped reduce uncertainty with respect to the questions asked in the survey. When the quantitative results were highlighted, the correlations were compared to the interview answers in order to highlight if the perception of the management is different from the employee's overall work experience.

For the data analysis, the Analysis of Variance (ANOVA) was used to provide some insight on the levels of variability within the different constructs of employee engagement by testing significance levels. The model used to check for significant differences in the data is the Log-linear Model which is robust against low sample sizes.

In the analysis, all possible interactions between the demographic data and engagement variables were examined. Only group means of those with a significant relationship were then compared for further analysis.

Results showed that no demographic factor significantly affect intention to leave. There are various interpretations related to one's intention to stay regardless of how low they rank on job satisfaction, organizational commitment, employee engagement or demographics. Why employees stay does not necessary mean they are pleased on the job - it could simple be the effect of having a tight job market.

From an individual perspective, one may stay in an organization because they are not qualified enough for a better opportunity, they have reached an age where they are no longer competitive, the work hours are appropriate or the environment feels like home. From an organizational perspective, some businesses may not dedicate their resources on growing and developing people but provide their employees with benefits and compensation packages that cannot be found elsewhere. From an environmental perspective, employees may prefer to stay because of the tight job market or the fact that they are a women and the Arab region makes it difficult to expand elsewhere.

Hypothesis 1 looked at the relationship between employee engagement and one's intention to leave. Moreover, Ferguson (2005) suggested that employee engagement is a global context that is composed of job satisfaction, orgnizational commitment and one's intention to leave or stay with an organization. Given the liturature and data collected, organizations are encouraged to take note of the outcomes of this study as it supports HR practioners when setting their people practices in place while targetting engagement and retention.

Employee engagement as a single construct was only affected by one's age group and length of employment. As stated in the literature, employees who have been in the organization for less than a year and are in their thirties are the least engaged. This could be due to the fact that people in their thirties start to seek stability; having a new role in a new workplace is far from stability. Accordingly, results showed that employees in their forties, who have been with the organization for more than twenty years are the most engaged as they feel that they have been in the organization for so long, "It feels like home".

When it comes to retention, studies have shown that qualifications, gender, age, marital status, experience and other demographic variables contribute to one's intention to leave expecting to reduce turnover. Unfortunately, survey results did not show any significant relationship between demographic variables and questions targeting one's intention to leave. Generally, findings showed that the correlation between one's intention to leave and employee engagement are negative ($r = -0.661$). Clearly, intention to leave was found to be negatively correlated to job satisfaction ($r = -0.494$) and organizational commitment ($r = -0.562$) as well.

Hypothesis 2 argued on the relationship between job satisfaction and employee engagement. The results showed that this hypothesis holds a positive relationship with three demographic relationships affecting levels of job satisfaction. The first factor is the relationship between one's age group and length of employment in the same company. The second factor is an individual's family status and length of employment. The third factor is the relationship between family status and whether or not the employee holds a managerial position.

In fact, job satisfaction showed a very high correlation with employee engagement ($r = 0.846$). This indicates that the survey items measuring job satisfaction are not distinct enough from employee engagement questioning the validity of the measures used. In addition, various studies highlight the overlap between the two constructs as statistics fall short of providing answers to the high correlation (Nimon, Shuck, & Zigarmi, 2016). Thus, there is a high chance that the correlation is a result of the theoretical constructs being very similar. Additionally, according to Aon Hewitt's Model of Employee Engagement (2015), engagement is not a sole construct; it is thought to be a combination of several constructs that include rational thoughts, behaviors, emotions and intentions making it difficult to differentiate.

In addition to the quantitative input, the literature and interviews held suggest that some aspects of job satisfaction are predictors of employee engagement. For instance, satisfaction with pay, promotion and leadership, to a certain extent, can measure employee happiness with the job. Job satisfaction does not measure the extent to which an employee is willing to make an effort, like employee engagement. Alternatively, literature on the topic in addition to the qualitative and quantitative data collected suggest that job satisfaction is a predictor of employee engagement. According to Harter, Schmidt and Hayes (2002), employee engagement is a function of involvement, job satisfaction and enthusiasm for the work itself. It was also highlighted that levels of job satisfaction rely on various management concepts that are beyond this study.

There are three demographic relationships that significantly affect job satisfaction levels. First, the relationship between age and length of employment showed that the least satisfied employees are those aged between 30 and 39 years old who have

been with the organization for less than a year. While the most satisfied are those aged between 50 and 59 years old and have been working with the same organization for more than 20 years. Second, results showed that the interaction between marital status and length of employment affects levels of satisfaction. Married employees with less than a year of employment are the least satisfied which could be due to the pressure of handling a new position in a new organization while also meeting family obligations. Alternatively, married individuals that have been with the same organization for more than 20 years are the most satisfied. Third, the interaction between marital status and tenure indicates that single managers are more satisfied than married non-managers. This could be due to work-family conflict whereby work interferes with one's effort at work making it more difficult for married individuals to reach management positions.

Hypothesis 3 questioned the relationship between organizational commitment and employee engagement. Results showed that a positive relationship exists within the two variables with one factor affecting levels of organizational commitment. The most significant factor is the relationship between one's age group and length of employment in the same company (tenure).

Organizational commitment represents an employee's devotion to the goals of the organization and the extent to which they intend to work to attain these goals (Mowday, Steers, & Porter, 1979). Findings from the literature review, interviews and survey suggest that levels of organizational commitment predict levels of employee engagement. It was also highlighted that transparency, communication and employee-employer relationships are some of the characteristics that play a preliminary role in achieving organizational commitment. It was mentioned in most of the interviews that when an organization shows support to its employees, especially during difficult times,

they would give back to the organization through pushing themselves to their greatest potentials. Thus, if an employee believes the organization and its managers value their effort and would support their development, they would be engaged enough to achieve organizational goals.

It was concluded that employees aged above 50 hold the highest level of commitment for the organization, this could be due to the fact that as a person grows older, the sense of obligation also matures as compared to new joiners. Results from this study showed that there is a robust relationship between employee engagement and organizational commitment ($r = 0.641$). Therefore, there is evidence that when job satisfaction and organizational commitment levels increase, employee engagement levels will increase as stated in the literature.

B. Conclusion

A number of important points have been highlighted in this empirical study. First, the positive relationship between job satisfaction and employee engagement has been supported with the interaction between various demographic characteristics such as age group, family status and length of employment. Therefore, it can be concluded that the most unsatisfied individuals are those married, aged more than 30 years old, have been with the company for less than a year and do not hold a managerial position. Second, the relationship between organizational commitment and employee engagement has been supported with the interaction between age group and length of employment. It was concluded that the least committed are those above 30 years and have been with the organization for less than a year. This means that family owned businesses should focus

on engaging its new joiners who are older than 30 in order to increase job satisfaction and organizational commitment.

Finally, correlations between organizational commitment, job satisfaction, employee engagement and intentions to leave were made and have supported the research hypothesis. It is important to note that it was evident from the interviews held that HR Managers and family business owners have the knowledge and mindset of the ideal HR practices but face difficulties while applying or implementing them due to financial limitations, culture, type of business and other internal or external factors.

C. Limitations

This study covers the factors reviewed in the literature; therefore, the variables studied cannot be the only factors that determine employee engagement and one's intention to leave the organization. Certainly, there are other demographic factors that affect organizational commitment and job satisfaction, these can only be determined through further research in different circumstances. In addition, the sample used was a sample of 147 individuals. Thus, considering the nature and size of the sample, results may not be a representative of the whole population under study.

This study is limited to family owned business in Lebanon as they play a preliminary role in the Lebanese economy. It would also be useful to compare the subject to results from other types of organizations in Lebanon and benchmark with other countries. In addition, the survey questions were designed on the basis of the available literature and feedback from the interviews. The drawback here is that there might have been some factors that were missed while listing the questions. It was also noticed that the survey questions did not clearly differentiate the different constructs of

job satisfaction, organizational commitment and employee engagement. Therefore, results should be approached with caution. Finally, the survey was available in English only, which is not the main language in Lebanon. To minimize this bias, the participants were selected while ensuring English knowhow.

APPENDICES

APPENDIX I

INTERVIEWS

Interview 1

1. Do you have a Human Resource Department at your company? What are their main activities?

Our department is composed of Talent Management, Learning & Development, IS/IT Analytics, Compensation & Benefits, Recruitment & Selection and finally HR Communication (this person deals with announcements by the HR Department).

We have a centralized HR Department in our group, it focuses on strategic HR, we set the standards and practices and cascade it to the business units. Every business unit has a divisional HR Department (per sub-company or region) that handles the implementation.

Our centralized HR Department focuses on performance management, setting behavioral & technical competencies, creating job success profiles, management of career paths and succession planning in addition to talent assessments for high performers. We also ensure all promotions and incentives are respecting a structured framework.

2. Give me a general view of the ideal Human Resource Department for (Company Name).

Ideally, we are a bit far from ideal because as a department we create strategies and push for new initiatives but because we are centralized, we are no longer in touch with the employees. This is because the divisional HR Department is somehow more in contact with their respected business unit.

So do deal with the departmental managers and we cascade our ideas and projects but the actual implementation is not on us. We just do the awareness sessions and they are responsible of cascading the learning.

Our biggest challenge is the fact that we set deadlines for the divisions on certain projects or initiatives but we are not certain to what extent these are respected. We certainly need to have our HR audit once or twice a year depending on what we see fit. The audit somehow forces them to aim for the best practice and reach their objectives with the right behavior. We always push for feedback, but unfortunately, we are currently not sure to what extent our initiatives are being implemented in the right way.

3. Are Human Resource Managers given the autonomy to take decisions that would change how things are done, such as an amendment or change in a policy?

Usually our policies are communicated via the legal department, and these are originally created by the HR Manager and the legal department. They ensure the policies set are correct from a legal perspective.

However, if we see room for improvement in a policy, we are encouraged to speak up and make our case to amend a policy. For instance, our maternity policy stated that working moms get ten weeks off (labor law) as maternity leave and are able to extend for another month of unpaid leave. Our internal policy also allows working moms to work on a part time schedule for a year after maternity. This policy was set by the legal department and previously affected the working mom's promotion and salary increase.

The HR Department held a study and proved that a large portion of employees (male/female) lose productivity in the afternoon. Thus, as work life balance is one of our company's priorities, we were able to amend the maternity policy to three years of part time working hours for working moms in addition to another renewable three years. This will certainly not affect promotions or salary increases.

4. Describe Human Resource in 3 words.

Equity - Objectivity - Best Practice - Interactive

5. To what extent do you value retention? Do you worry about losing talented individuals?

Definitely we do, we try our best to retain them. We are currently implementing new processes to increase retention. Our HR Plan focuses on growing talented individuals. We have a list of good performers who have a great career path ahead of them.

We also manage competencies that fall in a nine box grid, this system helps us locate our high performers (type of talent assessment). This is something new for us because we recently implemented an ERP system that helps us track these talents. It is rare for us to lose talent; we usually know of it prior, an exit interview is done to locate the reasons for leaving the organization. Various times, we were able to change the employees mind and gave them a counter offer.

In each division there are key people and key positions, these are set on a development plan to make sure they do not leave and thus, grow within our group.

6. What actions are taken by HR during the recruitment and selection phase that would guarantee engagement and retention?

When an employee is recruited he/she start with the On Boarding Program which introduces them to the company as a whole, the new joiner also goes through an induction training where they are asked to rotate around job specific functions to ensure they understand how their work flows. Additionally, they are assigned to a coach who supports and guides them throughout their probation period. After six months, a probation assessment form is filled to make sure the new joiner is on the right track and another assessment after the eleventh month in order to decide if he/she will become a permanent employee.

7. What are your current practices that are expected to retain employees?

In addition to the above, the most important practice is the relationship between employees and their line managers. 360-degree feedback is held once a year to ensure employees are being developed as they should and to make sure they are given the right responsibilities. We also ask for feedback related to coaching to ensure managers are giving and receiving constructive feedback.

The practices make an employee feel like they can talk to their managers smoothly, if not they can go to HR. We make sure our employees are living the values of our company.

To engage our teams, we celebrate their birthdays; we also celebrate employee of the month and prepare outings and activities to build a family spirit. These are all initiatives to help retain our workforce.

8. Do you believe employees at (Company Name) are engaged at work? Do they go the extra mile without an incentive in return?

Very few people ask for a financial incentive. Once or twice a year, we evaluate jobs and grades so employees rarely have the chance to ask for a financial incentive.

Knowing that there is equity in pay, employees will certainly be working with motivation.

Bonuses are based on individual performance and the performance of the whole team. This also helps build a sense of motivation and engagement with the team.

9. What are the characteristics of an ideal Human Resource Manager?

She/he should be emotionally intelligent, people oriented, creative, open to new ideas, mature, objective oriented, confidential and most importantly have the ability to develop people and spot the areas for improvements.

10. There is a quote by Brownie Wise that says, "If you want to build the business build the people". Do you agree with his statement? How would you build your people?

Definitely, you cannot perform if you do not have the right people doing their job well. You have to ensure your people have the skills and knowledge in order to achieve the company's goals and then grow them with the company.

11. In your opinion, how can an engaged workforce reflect on organizational goals in the long-run?

Employees are pushed to speak up and propose ideas to grow the company and make sure its goals are attainable. Engaged people are always looking for something better, they challenge the existing practices and this is what helps us all move forward. One of the values we live by is "Embrace and contribute to the change".

12. How is the relationship between line managers and their subordinates/teams?

As I previously stated, it is friendly, family like but also professional and disciplined at the same time. The relationship mainly depends on the maturity of the employees because it is very important to build good relationships with managers without taking advantage of that relationship.

Interview 2

1. Do you have a Human Resource Department at your company? What are their main activities?

Yes we do, the Human Resources Department's main activities are recruitment,

performance management, employee relations, personnel, compensation and benefits and the coordination of trainings.

2. Give me a general view of the ideal Human Resource Department for (Company Name).

Ideally, the Human Resources Department will be working according to a specified strategy and focuses on empowering employees to ensure maximum performance. The department needs to ensure maximum employee satisfaction and commitment in order to increase retention rates.

3. Are Human Resource Managers given the autonomy to take decisions that would change how things are done, such as an amendment or change in a policy? In our company to a certain extent yes, nevertheless, any amendment or implementation of a policy should be a collective decision and all department managers should be on board to make it ensure effectiveness of the amendment.

4. Describe Human Resource in 3 words.

Support - Empowerment - Development

5. To what extent do you value retention? Do you worry about losing talented individuals?

Of course, retention will affect productivity and cost, recruitment is a high cost generator. If good people stay, we will be saving on a lot of unnecessary costs and in parallel good employees will stay and perform well while encouraging others to perform well too.

6. What actions are taken by HR during the recruitment and selection phase that would guarantee engagement and retention?

Proper recruitment will guarantee retention, when qualifications and culture of the individual meet the requirements and the culture of the organization, if they match, they will ensure continuity.

7. What are your current practices that are expected to retain employees?

We try to recruit the proper candidates for the right positions, we restructured the workforce in a way to give employees goals and clear objectives, drafted their job descriptions and starting with a new developed performance appraisal cycle.

8. Do you believe employees at (Company Name) are engaged at work? Do they go the extra mile without an incentive in return?

No, the current team and many who have left do not feel engaged and are not willing to stay.

9. What are the characteristics of an ideal Human Resource Manager?

She/he should be understanding, result oriented, patient and must have excellent communication skills.

10. There is a quote by Brownie Wise that says, "If you want to build the business build the people". Do you agree with his statement? How would you build your people?

Yes of course, every business is about the people and they are the most expensive asset that requires constant maintenance, each individual has potential and

companies who develop their employees and grow their potential mostly through training's are most likely to succeed.

11. In your opinion, how can an engaged workforce reflect on organizational goals in the long-run?

Engaged employees will be giving more without being asked, the sense of belonging will drive their performance to the sky and will allow them to achieve their goals. It will also give them the opportunity to reach their highest potential. Accordingly, the business will be benefiting from their commitment to the job and the business.

12. How is the relationship between line managers and their subordinates/teams?

In this company, some managers positively manage their teams while others do not. I believe that the more they communicate positively the more employees will feel engaged and this will be directly reflected on turnover levels and performance.

Interview 3

1. Do you have a Human Resource Department at your company? What are their main activities?

Yes, we do have an HR Department, our main activities revolve around recruitment, social security registrations, training and payroll.

2. Give me a general view of the ideal Human Resource Department for (Company Name).

An ideal HR department should involve a successful team of HR professionals responsible for the following core functions: Recruitment & Selection, Training & Development, Compensation & Benefits (recognition and rewards), Performance Management/ Appraisal, Employee Relations, Legal Compliance, and Administration / Personnel functions.

3. Are Human Resource Managers given the autonomy to take decisions that would change how things are done, such as an amendment or change in a policy? Successful HR managers are given the freedom to think strategically and take decisions on behalf of the organization to change how things are implemented and apply effective policies that would lead to achieving the organization's strategic goals, objectives, and mission.

4. Describe Human Resource in 3 words.

Skilled - Scarce - Professional

5. To what extent do you value retention? Do you worry about losing talented individuals?

Retention of competent talented employees in an organization is very essential. Organizations are keen on retaining and investing in high performing employees to achieve outstanding performance and effective results. Losing talented individuals is something to worry about as organizations will have to compensate for other talented ones and this will lead to an increase in recruitment and training costs.

6. What actions are taken by HR during the recruitment and selection phase that would guarantee engagement and retention?

Our field of business only allows us to have simple interviews and reference checks after we receive CVs. But ideally, an effective process of recruitment and selection should be applied to guarantee high level of the employee engagement and retention. Recruitment and selection should include a combination of reliable and valid interviews, psychometric tests, and reference checks.

7. What are your current practices that are expected to retain employees?

Current practices that are expected to retain employees include effective training and development opportunities based on employees training needs (needs analysis), opportunities for promotion, empowerment (involvement in the decision making process), fair compensation and rewards plan, positive team supportive environment, and work – life balance.

8. Do you believe employees at (Company Name) are engaged at work? Do they go the extra mile without an incentive in return?

Yes, I believe employees at this company are engaged at work. They have a profound connection to the company and are passionate about the work they do and they are willing to exert discretionary effort or even go the extra mile to achieve the company's objectives and goals.

9. What are the characteristics of an ideal Human Resource Manager?

- Accountability
- Credibility
- Reliability
- Communication & Negotiation skills
- Team Building skills
- Problem Solving skills
- Analytical skills
- Leadership skills
- Decision making/ Judgment
- Self-initiative
- Strategic Thinking

10. There is a quote by Brownie Wise that says, "If you want to build the business build the people". Do you agree with his statement? How would you build your people?

Yes, I definitely agree with his statement. Without people, an organization would not function. Making an effort to build a successful human resource is a crucial thing. You build people through developing trust between both parties (managers and subordinates) and involve employees in the decision making process. Support employees, develop them, and make them future leaders that can implement changes in the organization.

11. In your opinion, how can an engaged workforce reflect on organizational goals in the long-run?

Engaged employees are motivated, passionate, fulfilled, and productive to efficiently achieve business objectives and goals that are crucial for achieving sustained organizational success and financial performance on the long run.

Engaged employees are willing to exert effort to achieve a sense of attainment and high performance which leads to higher productivity both in quality and quantity, improved service, and higher customer satisfaction which increase sales volume, profits and in return, an increase in return on investment (ROI) and shareholder investments.

12. How is the relationship between line managers and their subordinates/teams?

The relationship between line managers and their subordinates/teams should be positive, healthy and long lasting. This is built on trust, openness, loyalty, and professionalism.

Interview 4

1. Do you have a Human Resource Department at your company? What are their main activities?

We do not have an HR Department, but we do have HR processes. Our company does not allow us to have an HR Dept. We initially work with a head hunter, so whenever we are in need of a new recruit, we provide him with the Job Description. He goes through the first screening on his own and then provides us with a shortlist. Depending on the department/location of the vacancy, either my partner or I conduct the first interview. After the candidates are shortlisted, the final candidates are invited to a second interview with both of us and who ever proves to be fit for the job will get the offer. We usually discuss the offer during the second interview; we insure that the candidate understands the job description and that the job itself fits what he or she aspires.

The new recruit usually joins after a month or two, depending on their notice period. Their first day starts with an induction training whereby the new joiner is introduced by myself to the company culture and the code of ethics (signs it). We also communicate our history, mission statement and vision. We certainly introduce him/her to all departments and their colleagues.

For managerial positions, he/she would spend a day or two with my partner or I (depends on the department). For instance, the new Network Development Manager spent 2 days with me and the 3rd day with the operations department. Operations Department is the heart of our company so regardless of what the position is, any new recruit should pass by operations first.

Another HR practice is the salary review, which happens once a year. It is prepared by my partner and I and is based on a work progress evaluation that is prepared by each manager during the year. Therefore, the salary is reviewed depending on one's performance. This takes place in January.

There is no recognition program implemented but I believe what people need the most (out of experience with people I have been working with) is a loving and caring atmosphere. A sense of caring from a mother or father is much more effective than any type of recognition. Telling employees "I hear you" or "I am here for you" makes them feel like there is support system waiting for them at work. As

humans, we do not want to feel like life is a process but actually, there is a heart! This is what makes a difference and people would fight for this.

2. Give me a general view of the ideal Human Resource Department for (Company Name).

An HR Department should be able to transmit the energy of the company, the history of where it came from, the love that we have to our customers and the involvement we have towards our customers and make sure they know that we are reachable during any problem - we are the destination of solutions.

It is really all about building the passion we all have to bring about the company in our employees.

An ideal HR Department should be able to find people who are ready to take on this passion. Selecting the right people who are ready to absorb this passion and have the ability to embrace it and live it on a day-to-day basis.

Whenever you have a mission or project or task to work on the only way to have people to do it instantly and passionately is to explain the reason behind it. We can never impose tasks, an employee needs to understand the importance of the task regardless of the position or level of the employee. This is the culture here, even employees in the lowest positions, we explain their importance and value to the company.

Add value to the role, clear understanding of their role.

3. Are Human Resource Managers given the autonomy to take decisions that would change how things are done, such as an amendment or change in a policy?

We have policies that we update on a yearly basis depending on what we see fit. During the year, we watch how things work and make the necessary changes according to how we see the practice should be. Accordingly, we take notes during the year and share them with all managers to discuss how we should roll things out. We usually make the official changes to our policies beginning of the New Year. This is very important; ideas can be initiated by anyone, not necessarily from the managers.

We should always have an open mindset when it comes to ideas of how to make our business and people better.

4. Describe Human Resource in 3 words.

Essential: A company's success is lead by its people - therefore HR is essential.

Productive: We have recruited good employees, but we can only make them productive by nourishing them properly and HR usually focuses on this.

Prosperous: HR ensures that the company keeps on succeeding.

5. To what extent do you value retention? Do you worry about losing talented individuals?

We do worry, a lot! It is probably a personal trait of mine because while we grow as a company, I like to see talented individuals evolve within our company. So if there is no place for them to evolve within the company, I will make an effort to find a position for them outside the company through my personal connections. And if I see someone evolve and growing his her potential in our company I will be worried about losing them especially is I cannot find something for them within the

company (we are a small company).

Sometimes we move our employees from one department to another, and they usually end up very happy as they grow their potential elsewhere. But as a small company that is the maximum I can do.

6. What actions are taken by HR during the recruitment and selection phase that would guarantee engagement and retention?

Obviously, we need an HR Manager. This question is making me feel like we need an HR Department as soon as possible. As recruiters we currently do not perform very well on that.

7. What are your current practices that are expected to retain employees?

Most of our colleagues work in a safe friendly and family like environment. They are exposed to every aspect of our work. They are not kept away from anything. They work in a transparent mode. Never kept in the dark.

They usually like this work of environment because it usually exposes them to another level of responsibility. Helps them grow faster as they are able to look at the bigger picture.

We offer yearly bonuses based on the company's performance and one's work progress review.

Our sales department also has an additional incentive program - commission based.

8. Do you believe employees at (Company Name) are engaged at work? Do they go the extra mile without an incentive in return?

I think they are engaged, I have need seen any lack of interest in anyone's work.

There is one thing we have set and I wonder if it is the right thing or not, it is the working hours. Most of the employees work right on time. Sometimes I see it as a failure and on another hand; I see it as good equilibrium for peoples lives. That is the only concern, apart from that; I see them take proprietorship in every issue or task.

We are still questioning if the punching machine is a benefit or not. We usually just track the punching results at the end of the month for salary purposes. We only track it if we are suspicious of someone's actions or if we sense lagging in the work done.

9. What are the characteristics of an ideal Human Resource Manager?

Confidentiality, Entrepreneurship and passion (for the people).

An HR Manager should have to work with the management in full confidentiality while having the passion and love for people. He/she should have an anti syndicate way of working, manage with an eye of an entrepreneur while still being a passion for people.

10. There is a quote by Brownie Wise that says, "If you want to build the business build the people". Do you agree with his statement? How would you build your people?

I totally agree, to start with by choosing the right people and then by feeding them with the passion and the growth they deserve.

11. In your opinion, how can an engaged workforce reflect on organizational goals in the long-run?

A workforce that is evolved and takes proprietorship in the company's goals usually follows.

Best way is to make them adopt your mission and that is not just done during recruitment or induction, it is fed and nourished on a daily basis. It is throughout our relationship with everyone. I believe every general manager should be in constant sync with their managers and every manager should be in constant sync with their teams.

Sync - full-hearted human sync - syncing the goals of the organization.

12. How is the relationship between line managers and their subordinates/teams?

The relationships between LM and teams is very smooth. It somehow reflects how we as general managers treat our managers. Which makes the whole environment nice, friendly and easy to live with. We hardly every hear the word "Manager".

Interview 5

1. Do you have a Human Resource Department at your company? What are their main activities?

Yes we do have our HR and Admin Department at our company and the main activities of the department are as follows:

The HR and Admin Division are responsible to provide support to executive staff and help them share their managerial work and take the perfect decisions in business. This division is in charge as well for executing the human resources recruitment and career development strategies, programs, and solutions designed to enable the company to successfully meet its business goals.

It prepares a systematic quality and safety control program that will generate detailed, quantifiable, performance statistics on the personnel, materials, equipment and processes in operation. It is a well responsible for ensuring abidance by quality standards and controls to obtain better quality and greater productivity by measuring and controlling all aspects of production.

2. Give me a general view of the ideal Human Resource Department for (Company Name).

There is no ideal HR Department, instead there is a HR Department that is able to add value to the company through contributing to the company's goals and being an employee's advocate at the same time.

3. Are Human Resource Managers given the autonomy to take decisions that would change how things are done, such as an amendment or change in a policy?

Yes at our company the HR Manager is given autonomy to change or amend a policy but shall probably take the approval of the CEO before.

4. Describe Human Resource in 3 words.

Strategic - Collaborative - People development

5. To what extent do you value retention? Do you worry about losing talented individuals?

Yes, of course we do value retention especially in the type of our business since it has a negative financial impact due to the cost of recruiting, hiring, and training a replacement employee and the overtime work of current employees that's required until the organization can fill the vacant position. We do worry about losing talented individuals since they are our assets and learning the technical skills in the printing field requires a lot of training and coaching.

6. What actions are taken by HR during the recruitment and selection phase that would guarantee engagement and retention?

Good selection Process, Proper orientation program, Performance evaluation, and career path development.

7. What are your current practices that are expected to retain employees?

We are currently working on our orientation process and on establishing a structured performance evaluation system. This would be a good step ahead to retain our employees.

8. Do you believe employees at (Company Name) are engaged at work? Do they go the extra mile without an incentive in return?

We are doing a lot of practices to keep them engaged through team building activities, paying bonuses and giving incentives, learning and development. Nevertheless, I believe they would not go the extra mile without those practices.

9. What are the characteristics of an ideal Human Resource Manager?

Well, there is no ideal HR Manager there is a successful HR Manager who is able to think strategically, not afraid to make hard decisions for the benefit of the organization, motivators, leaders, and metric oriented.

10. There is a quote by Brownie Wise that says, "If you want to build the business build the people". Do you agree with his statement? How would you build your people?

Yes, of course, I do agree with this saying and I think that the best way to build people is first by integrating them in the company's culture, vision and beliefs. Second by drawing a clear career path for them and working hard to set them on the right path through continuous training and developing and rewarding them.

11. In your opinion, how can an engaged workforce reflect on organizational goals in the long-run?

An engaged work force can reflect on organizational goals on the long run since they have a high level of loyalty and commitment, this will result in higher performance level and big impact on the bottom line.

12. How is the relationship between line managers and their subordinates/teams?

It needs a lot of building, there are weak communication channels and feedback between line managers and their subordinates and we are working to improve this.

APPENDIX II

SURVEY QUESTIONS

Section One: Employee Demographics							
1	Gender	Male			Female		
2	Age Group	< 20 yrs	20-29 yrs	30-39 yrs	40-49 yrs	50-59 yrs	>60 yrs
3	Family Status	Single	Married	Divorced	Separated	Widowed	
4	Length of time employed at current organization	< 1 yr	1-5 yrs	6-10 yrs	11-15 yrs	16-20 yrs	> 20 yrs
5	Do you hold a managerial position?	Yes			No		
Section Two: Overall Employee Experience							
<i>Complete this section by circling the number that best indicates the extent to which you agree with the statements</i>							
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
1	I am proud to say I work for my organization	1	2	3	4	5	
2	I am planning to continue my career with this company	1	2	3	4	5	
3	I am currently considering leaving this company	1	2	3	4	5	
4	I would recommend this firm as an employer to my friends	1	2	3	4	5	
5	This company provides me with the opportunity to learn and grow	1	2	3	4	5	
6	My work is challenging	1	2	3	4	5	
7	My work experience at this firm is overall a positive one	1	2	3	4	5	
8	I believe strongly in the goals and objectives of my company	1	2	3	4	5	
9	There are no obstacles at work to do my job well	1	2	3	4	5	
10	In the last two weeks, I have received appreciation for my job well done	1	2	3	4	5	
11	I am satisfied with the leadership here	1	2	3	4	5	
12	I have the opportunity to give my opinion on important matters	1	2	3	4	5	
13	I feel like my manager cares about me as a person	1	2	3	4	5	
14	My immediate supervisor is effective in his/her role	1	2	3	4	5	
15	My supervisor shows appreciation for the work I do	1	2	3	4	5	
16	Employees who are weak are confronted and are given feedback on their performance	1	2	3	4	5	
17	There is good communication between senior management and employees	1	2	3	4	5	
18	My responsibilities on the job allow me to do what I do best every day	1	2	3	4	5	
19	I am provided with the right material and equipment to do my job well	1	2	3	4	5	
20	The environment at the workplace allows me to do my work efficiently	1	2	3	4	5	
21	I receive the information I need regarding the issues that affect me	1	2	3	4	5	
22	My job description reflects what I am asked to do	1	2	3	4	5	
23	I have received the training I need to perform my job duties	1	2	3	4	5	
24	I feel like I am part of a team that works together to fulfill the company's mission	1	2	3	4	5	
25	Employees in my organization are willing to accept change	1	2	3	4	5	
26	Employees are willing to take on new tasks as needed	1	2	3	4	5	
27	Employees take the initiative to help other employees	1	2	3	4	5	
28	My salary is competitive with similar jobs at other companies	1	2	3	4	5	
29	I am satisfied with the pay I receive	1	2	3	4	5	
30	I am satisfied with the benefits program offered	1	2	3	4	5	
31	I am satisfied with the retirement benefits program offered	1	2	3	4	5	
32	I am satisfied with the rewards system offered	1	2	3	4	5	
33	I am happy to work an extra hour everyday without being paid for it	1	2	3	4	5	
34	The work schedule provides me with a balance to meet work and personal needs	1	2	3	4	5	
35	I am satisfied with the overall work-life balance at this company	1	2	3	4	5	
36	I am given the power to take important decisions that may influence the quality of my working life	1	2	3	4	5	
37	Employees are asked for their input to help improve the company's development and performance	1	2	3	4	5	
38	Managers are transparent when it comes to employee performance and corporate results	1	2	3	4	5	
39	I am given the right training to help me take the necessary decisions	1	2	3	4	5	
40	I am rewarded whenever I undergo tasks that are out of my scope	1	2	3	4	5	

APPENDIX III

TEMPLATE ANALYSIS

Themes	Broad Codes	Specific Codes	
Organization's Profile	Organizational Goals	Mission & Vision	
		Values	
		Strategy	
		Priorities	
	Culture	Human Capital	
		Grow through Coaching & Feedback	
		Code of Ethics	
		Atmosphere	
		Transparency	
	Work Conditions	Mindset	
		Work-Life Balance	
		Health & Wellness	
	Manager & Employee Relationship	Compliance	
		Empower & Engage Teams	
		Collective Decision Making	
		Encourage Best Performance	
Attainable Goals			
Supportive/Family-like			
Disciplined & Professional			
HR Practices	Recruitment & Selection	Interview	
		Right People in the Right Place (Qualifications vs. Job Requirements)	
		On Boarding & Induction	
		Psychometric/Ability & Personality Test	
		Recruitment Agencies/Headhunters	
		Exit Interview	
	Talent & Performance	Training & Development	
		Performance Appraisal	
		Clear Job Specific Goals & Objectives	
		Grow Potentials/Invest in High Performers	
	Compensation & Benefits	Talent Assessment & Succession Planning	
		Recognition & Rewards	
		Incentive Programs	
	HR Manager	Equity	
		Salary Review	
		Set Standards & Practices	
		Emotional Intelligence	
		Reflection of Organizational Goals	
	Employee Personal Drivers	Education & Experience	Accountability & Credibility
			Result Focus
Self-Fulfillment		Strategic Leader/Entrepreneur's Eye	
		Educational Background	
		Years of Experience	
		Financial Independence	
		Emotional Status & Personal Satisfaction	
		Career Driven & Level of Ambition	

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