1. CHAPTER 4: RESULTS, ANALYSIS, AND DISCUSSION

The previous chapter discussed the research methodologies and strategies used to generate and analyse the research data. This chapter presents the research findings, analyses the findings, and discusses the findings by offering meaning to the findings gathered. Chapter 4 analyzes and interprets data collected in the study by indicating whether they relate with previous studies or not. The aim of this chapter is to analyze the collected data to meet the research objectives, test the research hypothesis and answer the research questions. This chapter is divided into various sections. The chapter begins with an analysis of demographic profile of the respondents.

1.1 Demographic Profile of Respondents

Out of 110 questionnaires distributed 100 were returned representing a 91% response rate which met the criteria set by Sekaran and Bougie (2016) that the ideal response rate should be higher than 80%. Based on the study findings, there were 64 males and 36 females representing 64% and 36% respectively as indicted in Fig 4.1 below.
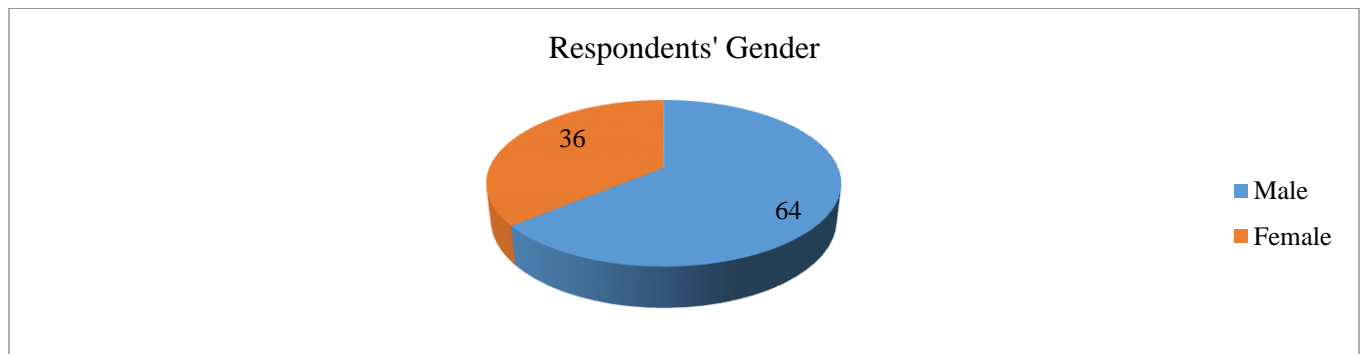

Fig 4.1: Respondents' gender

The age of respondents was tested in this study to indicate the median age for respondents. Based on a human resource perspective by Singh and Jain (2013), the age of employees play a critical role in determining their performance and productivity. The authors noted that the young people aged between 25 and 50 years are more energetic and ready to learn hence are more productive than the old people aged over 55 years. Based on the study findings, majority of the respondents (48) were aged between 26 and 35 years while only 3 respondents were aged 56 years and above as indicated in Table 4.1 below. The study findings indicated that Etihad Airways has employed more of the young generation than the old generation.

Table 4.1: Age

What is your age	Mean	N	Std. Deviation
Below 25 years	1.45	11	.522
26-35 years	1.39	48	.502
36-45 Years	1.31	23	.480
46-55 years	1.20	15	.447
56 years and above	1.33	3	.577
Total	1.36	100	.485

The study findings indicated that majority of the respondents (63) were married, 30 were single and 7 were separated. Based on the study findings none of the respondent was divorced. The study findings were similar to studies by Van De Voorde et al. (2012) and Kaur and Sharma (2016) that employee well being in an organization mainly affects married workers because they need time to look for their families. The study findings indicated that respondents were drawn from various educational levels with university level having the largest number of respondents as illustrated in Table 4.2 below. As shown in the table below the least number of respondents was from high school education level indicating that Etihad Airways employs employees with high

skills to achieve their organizational goals and objectives. The study findings indicated that

majority of the respondents (48) were flight attendants, 20 were marketers, 10 were accountants,

7 were engineers, and the lest were customer attendants. Table 4.2 below illustrates this

information.

Table 4.2: Demographic information of respondents

Marital status of respondents		
	Frequency	Percentage
Single	30	30%
Married	63	63%
Separated	7	7%
Respondents' Highest Education Level		
University Degree	43	43%
College Diploma	32	32%
High School Certificate	6	6%
Master's Degree	12	12%
PhD	7	7%
Respondents occupation		
Marketers	48	48%
Flight attendants	20	20%
Accountants	10	10%
Engineers	7	7%
Others	15	15%

Respondents gave diverse responses when asked to indicate how long they had worked in

the company. The rationale of asking this question is to ensure that the study gathered relevant

information by targeting employees who had worked in the company for a long time enough to understand the organizational environments. Fifty four respondents indicated that they had worked in the company for 4-6 years, 10 had worked in the company for less than 12 months, 30 had worked in the company for 1-3 years, and 7 had worked in the company for over 7 years. The study findings supported a study by Devonish (2013) and Edwards and Jensen (2014) that to understand the prevailing organizational conditions it is important to gather information from employees who have worked in the company for long. Based on the study findings indicated in Table 4.2 above, it shows that data was collected from the relevant target respondents with good information regarding the organizational environments and their impacts on employee well being and productivity. Therefore, the study findings met the criteria set to meet the research objectives.

1.2 Employee Well Being and Productivity

One of the aims of the study was to investigate the effects of organizational environment on employee well being and productivity in Etihad Airways. Cronbach alpha was used to measure the reliability of the study as suggested by Sanders et al. (2013). In this study, reliability of variables was accepted when the alpha value exceed 0.6. Table 4.3 below indicates that the reliability of all the seven organizational environment factors were accepted. The information presented in Table 4.3 indicates that the average value for all dimensions was 0.968 and flexible had the highest reliability while job satisfaction had the least reliability.

Table 4.3: Reliability test for the organization environment factors

Dimensions	Number of Items	Cronbach alpha for dimensions
Services and benefits	3	0.974
Flexible working	3	0.981
Working conditions	2	0.961

Remunerations	3	0.962
Employee relations	3	0.962
Stress management	2	0.968
Job satisfaction	3	0.961

The above study findings agreed with previous studies such as Maduka and Okafor (2014), Robbins et al. (2008), and Ali et al. (2013) that employee well being and productivity levels are influenced by a wide range of factors. The authors emphasized that the rate of influence is different for different factors depending on the strategies laid down by the organization. Based on the reliability test above, the alpha values are almost similar because the difference is very little. However, Walter and Walters (2010) and Bakker and Demerouti (2014) had contrary views by indicating that job satisfaction has the highest impact on well being and productivity.

When asked whether the company offers health and safety supports as well as benefits to employees, majority of the respondents (67) agreed, 20 indicated the company somehow offers these services and 13 indicated that the company does not offer these services. The study findings agreed with Armstrong and Taylor (2014), Taris et al. (2014) and Schaufeli and Taris (2014) that majority of companies offer health and safety services and benefits to the employees. The authors noted that despite that it is a requirement by most organizations on how employees should be treated, organizations ensure that their employees work in safe environments and are not subjected to illnesses and injuries in the process of discharging their duties. However, Claes (2014) and Maurya and Agarwal (2015) argue that, the safety and health services and benefits offered in an organization do not matter a lot as compared to the compensation offered for working in unsafe environments. The authors gave examples of employees working in deep water environments who are highly prone to injuries and who work away from their families but they are highky motivated to continue working because of the amount of money they are paid.

Therefore, the study findings supported the social comparison theory which states that employees compare their conditions with others to determine whether they are treated rightly or not. In this case, employees who are given adequate safety and health services and benefits consider themselves better off as compared to those who do not get these services.

Chi- Square analysis was used to measure the relationship between services and benefits offered and employee well being and productivity in the company. The aim of this analysis was to determine whether the provision of safety and health services and benefits to employees influenced their well being and productivity levels. As indicated in Table 4.4 below, the relationship between the two variables was very high. Phi Cramer's value was used to determine the strength of the relationship. The Significance level value was 0.000 indicating a relationship while the Phi value is 0.816 indicating strong relationship between the variables. The study findings agreed with the happy- productive worker theory which states that happy employees are productive employees. This implies that when employees are provided with safety and health services and benefits an organization, their well being and productivity levels increase because they feel satisfied and contented. The study findings supported a study by Pronk (2013) on the economic benefits of promoting health benefits in an organization. The author found that there were numerous economic benefits when there elaborate health promotion programs in an organization. The researcher argues that health benefits should be extended to the family members of the employees.

Table 4.4: Relationship services and benefits and employee well being and productivity

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	35.795[a]	20	.000

Likelihood Ratio	37.478	20	.010
Linear-by-Linear Association	.713	1	.398
N of Valid Cases	100		

Symmetric Measures

		Value	Approx. Sig.
Nominal by Nominal	Phi	.424	.816
	Cramer's V	.212	.816
N of Valid Cases		100	

Chi- Square analysis was used to measure the impacts of flexible working and employee well being and productivity. As indicated in the table below, the significance level value for flexible working factor and employee well being and productivity was 0.000 indicating that there is a correlation and the Phi value is 0.802 indicating strong relationship between the two variables. This information is presented in Table 4.5 below. The study findings agreed with Braun et al. (2013), Kossek and Kalliath (2012), and Fisher (2015) that flexible working strategies employed in an organization influence the well being and productivity levels of employees. The authors argued that employees are satisfied when they are allowed to perform their personal duties as well as discharging their official duties. The study findings supported the happy- productive worker theory by indicating that when employees have flexible working environments they feel satisfied and can perform their duties effectively.

Table 4.5: Relationship between flexible working and employee well being and productivity

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	24.091[a]	20	.000
Likelihood Ratio	26.401	20	.153
Linear-by-Linear Association	.213	1	.645
N of Valid Cases	100		

Symmetric Measures

		Value	Approx. Sig.
Nominal by Nominal	Phi	.346	.802
	Cramer's V	.173	.802
N of Valid Cases		100	

Regression analysis was used to measure the relationship between stress management and employee well being and productivity. As indicated in Table 4.6 below, the significance level for the two variables is 0.000 hence there is a relationship between the two variables. Therefore, the study findings indicated that stress management is related to high levels of employee well being and productivity. The study findings agreed with the social comparison and happy- productive worker theories of employee well being. The study findings indicated that employees perform better when an organization has developed stress management strategies. The study supported arguments by Gandy et al. (2014) and Grady et al. (2008) that stress management is an important role of human resource managers in any organization to ensure that employee remain happy and improve their productivity levels. The authors noted that employees cannot be happy if they work in stressful environments and hence their performance levels cannot improve. However, the study findings contrasted an argument by Kalliath and Kalliath (2012) that employee happiness and performance levels are not influenced by the internal factors in their organizations but by

external factors such as family issues. Nonetheless, the study findings agreed with Clarke et al

(2000) that flexible working helps in satisfaction and proper functioning of an employee both at

home and at work with less conflict between the roles. An individual employee is able to

maintain a harmonious equilibrium between work and his private or personal life such as the

family.

Table 4.6: Relationship between stress management and employee well being and productivity

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.938	.037		25.230	.000
	The organization has developed effective stress management strategies	.002	.015	.012	.134	.000
	You are given reasonable workload	.031	.014	.196	2.194	.000

Chi- Square analysis tool was used to analyse the relationship between job satisfaction

and employee well being and productivity in Etihad Airways. The analysis indicated that there is

strong relationship between the two variables. The Pearson Chi- Square significant level value

was 0.01 indicating that there is positive relationship between the two variables. The Phi

Cramer's value was 0.824 indicating strong relationship between the variables. The study

supported an argument by Chmiel and Taris (2014) and Bryson et al. (2014) that satisfied

employees are happy and highly productive employees. The authors argued that high job

satisfaction levels encourage employees to improve their performance hence increasing their

productivity. Chmiel and Taris (2014) reteriated the happy- productive worker theory to assert

that high job satisfaction levels increase employee happiness hence encouraging them to increase

their productivity. Happiness is a function of job satisfaction. Therefore, the study findings

supported earlier studies such as Singh and Jain (2013) in their argument that job satisfaction

affects the employee's attitude towards their job and the organization in general. The authors further argued that low job satisfaction leads to low morale among the employees which translates to poor performance and productivity.

Table 4.7: Relationship between job satisfaction and employee well being and productivity

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	19.548[a]	8	.001
Likelihood Ratio	20.025	8	.010
Linear-by-Linear Association	11.655	1	.001
N of Valid Cases	100		

The relationship between remuneration and employee well being and productivity was measured using regression. As indicated in the table below, there is strong positive relationship between the two variables. All the significance level values for the tested variables indicated positive relationship while all the Beta values indicated strong relationship. The study findings indicated that compensation on merits has the strongest relationship with employee well being and productivity (0.847) while offering satisfying other related monetary benefits has the least relationship (0.749). However, the differences in the relationship strength in all variables may be attributed by failure to clearly understand the requirements of a question. The study findings agreed with Braun et al. (2013) that remuneration is an important factor to consider when increasing employee happiness and productivity. The authors noted that remuneration should be based on merits rather than discrimination.

Table 4.8: Relationship between remuneration and employee well being and productivity

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.194	.241	.802	4.952	.000
	You are satisfied with the remuneration offered by the company	.221	.077	.810	2.860	.001
	The company offers satisfying other related monetary benefits	.059	.081	.749	.729	.002
	Compensation in the organization is based o merits	.359	.077	.847	4.665	.000

The effects of employee relations on employee well being and productivity was measured using regression analysis. As indicated in Table 4.9 below, there is strong positive relationship between employee relations and employee well being and productivity. The regression analysis indicated that the significant level value was 0.000 indicating positive relationship and the Beta value was 0.785 indicating strong relationship. The study findings supported the happy-productive worker theory by indicating that when employees are happy, they give high productivity. Therefore, it is the responsibility of human resource managers to ensure high levels of employee relations in order to maintain high happiness levels among employees. The study findings supported Kalliath and Kalliath (2012) in their argument that employee relations helps to shape the interactions between the employer and the employee

Table 4.9: Relationship between employee relations and employee well being and productivity

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

1						
(Constant)	1.459	.203			7.179	.000
You are satisfied with the manner in which disputes such as harassment, compensation issues, disciplinary actions and leaves are addressed	.515	.068	.785		7.579	.000

Chi- Square analysis tool was used to examine the impacts of employee working conditions on employee well being and productivity at Etihad Airways. As indicated in the table below, the study findings indicated that there is a relationship between the two variables indicating that employee well being and productivity levels are affected by working conditions. The study supported Edwards and Jensen (2014) and Kalliath and Kalliath (2012) that employees are satisfied when working in good working conditions and hence they have the opportunity of improving their performance and productivity levels. The study findings further agreed with Van De Voorde, Paauwe and Van Veldhoven (2012) in their study which found that that the working conditions have a huge impact on the overall employee wellbeing. Working conditions were found to have a huge impact on recruitment and retention of an employee.

Table 4.10: Relationship between employee working conditions and well being and productivity

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	19.548[a]	8	.001
Likelihood Ratio	20.025	8	.010
Linear-by-Linear Association	11.655	1	.001
N of Valid Cases	100		