

Antecedent of Employee Engagement and its Impact on Job Satisfaction and Organizational Commitment among Civil Aviation Employees

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ABSTRACT

The development of knowledge in the field of human resource management is so rapid as a form of application and resolution of the complexity of problems that arise in organizations. Organizational commitment is the level of an employee's loyalty and commitment to the organization and the goals of the organization. The aim of this study is to identify the human resource management factors that have impact on employees' satisfaction, employees' engagement and organizational commitment among the civil aviation employees. This study used a quantitative approach. The population were all of the civil employees who are working in the Libyan airports and part of the Libyan civil aviation workforce. Cluster sampling used and the designed survey based on the Yukon government employee engagement survey. Results shows that respective environment and supervisory-level management have a higher contribution than pay and benefits, which indicates that no financial factor is the most important thing there and may the employees provide a sign to the management to pay attention for that. Recommendations made regarding stress and workload shows a non-significant relation to the employee satisfaction. The result could be contradict with many previous finding and further work is needed to explain this phonemes, which could be done by interviewing experts. Tools shows a non-significant relation to the employee satisfaction. The result could be contradict with many previous finding and further work is needed to explain this phonemes, which could be done by interviewing experts.

Keywords

Employee Engagement; Job Satisfaction; Organizational Commitment; Civil Aviation; Employees.

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Introduction

Increasing employee job satisfaction is one of the main tasks of management, especially for employees who are experienced and have good performance (Aguenza & Som, 2018). They are the most important resource among the resources that the organization has. Increased job satisfaction can be achieved by giving awards and recognition to these employees. Interaction with fellow coworkers and superiors in the organization, following rules and policies, meeting performance standards, working conditions and other factors can influence job satisfaction or dissatisfaction in the organization. Many scholars stated that there is a direct influence between rewards and recognition of job satisfaction and motivation, acknowledgment, salary, and employment benefits have a significant effect on job satisfaction (Usman, Maupa, Haerani, & Taba, 2018; Yimer, 2018).

Employees of civil aviation authority in Libya go on strike threatening to pause Libya's air traffic (AbdulkaderAssad, 2018). Two consortiums at the Civil Aviation Authority went on a strike on Sunday morning and said will continue till their demands of better salaries are met. The consortiums sent a letter to the Civil Aviation Authority saying that after a meeting at the authority, they had decided to organize a strike due to low salaries and gaps between employees' salaries as well. The head of the

syndicate of technical operations at the authority said the strike came because of the decisions taking by the governments regarding the salaries of the employees, adding that some employees left for other jobs due to such negligence. Since 2102, many decisions were made by the government to pay higher salaries for certain employee-types, which considered injustice to the rest of employees (AbdulkaderAssad, 2018).

Employees' job patterns such as commitment, satisfaction, engagement, and performance are claimed to be in low level in different developing countries such as Libya (Mohamed, Mutalib, Abdulaziz, Ibrahim, & Habtoor, 2015). The few studies had been conducted in Libya and North Africa region claimed that the employees related measures such as commitment, and satisfaction are in below average level, which encourage scholars to investigate the causing variables standing behind this unsatisfactory measures (Al Adresi & Darun, 2017; ElObeidy, 2016; Hakim, Dardar, Jusoh, & Rasli, 2012; Mohamed et al., 2015). Creating and sustaining job satisfaction and engagement with employees is an ongoing challenge for organizations; establishing employee organizational commitment represents a significant additional challenge (De Vito, Brown, Bannister, Cianci, & Mujtaba, 2018). Engaged, satisfied, and committed employees constitute a highly productive workforce that is coveted by management (Khalif, Ibrahim, & Szabó, 2017). Lee and his colleges

suggested that the high levels of senior leadership retirements expected in the coming years raises significant concern regarding the quality and delivery of services from businesses (T. W. Lee, Hom, Eberly, & Li, 2017).

Engaged, satisfied, and committed employees provide organizations with a competitive advantage such as higher productivity. These employees demonstrate their engagement, satisfaction, and commitment through their services to clients or customers and help to generate more business for the organization (Sahi, 2017). Organizations want dedicated, satisfied, and committed employees working for them because these employees understand how they help meet the goals of the organization. Engaged, satisfied, and committed employees tend to stay with the company, which helps create a competitive advantage of consistent productivity (Kumar & Pansari, 2016; Sahi, 2017). Organizational structure, work experiences, characteristics of the work, and the relationships established between management and colleagues influence engagement, satisfaction, and organizational commitment. Sufficiently engaged and satisfied employees tend to produce outstanding results, such as increased profitability and improved productivity, so this commitment is of strategic importance for organizations (Zhao, Ghiselli, Law, & Ma, 2016). Employees are the fundamental source of value creation for a firm, particularly in knowledge-based industries such as accounting. By keeping employees engaged, satisfied, and committed, accounting firms do not have to be concerned about employees leaving the organization (Lu, Lu, Gursoy, & Neale, 2016; Zhao et al., 2016).

Studies are lacking regarding the relationship between employee engagement, job satisfaction, and employee organizational commitment, particularly within certified public accounting firm professionals. A significant amount of the research showed the relationship of engagement and commitment to job satisfaction, but minimal research showed how both engagement and job satisfaction affect commitment (Jones, 2018). The study are going to deal with two gap, the needs for an urgent examination for the antecedents which cause the dissatisfaction of employees in Libya, and the need for exploring the relation between the three pillars, satisfaction, engagement, and commitment. At November 2018, employees of civil aviation in Libya performed a gentle strike to declare their dissatisfaction of their jobs. The strike leaders stated that salaries, and injustice are the drivers of their strike. Additional reports from Libya and North Africa in different domain such as oil and gas, claimed that employees' satisfaction, engagement, commitment, and performance are in low level. In addition to the specific low level of employees' perception in Libya, scholars stated that the relations between satisfaction, engagement, and commitment were not studies well and still need more

investigation. Exploring a wide range of possible antecedents of job engagement and satisfaction will contribute to enhancing the workplace conditions in Libya and investigating the association role between engagement, satisfaction, and commitment will contribute to the academic knowledge.

The primary explanation of choosing the civil aviation in Libya is that the limited and few of the prior scientific studies regarding employees in Libya have been done in another sectors. Our investigation cannot find any study performed among employees whom are working in airports in Libya. Thus, the existing study focuses on the managerial practices and issues of the Libyan civil aviation and the impact of its on employees' commitment to the organization while job satisfaction and engagement is utilized as mediator to clarify the connection between practices as well as its influence on employees' commitment. Motivated with discussed gaps and the lack of studies done in this domain in Libya, this study are aiming to examine a wide range of employees' satisfaction and engagement antecedents, in term of its association with organisational commitment among employees' of civil vitiation in Libya, who are working in airports. The aim of this research is to identify the critical antecedents of employees' satisfaction and its impact on organizational commitment in Libyan civil aviation.

Literature Review

The administrative framework for Libyan civil aviation created in 23rd Feb 1953 underneath the Libyan Aviation Administration, which presents legitimacy as well as legislative authority of the Libyan express in all the boards and in front side of bodies of international and local organizations in the area of civil aviation title. Civil Aviation Authority is actually worried about the implementation as well as program of the policies bundled in the Chicago Convention of 1944, signed by the Libyan express in 1953, becoming a fellow member of the International Civil Aviation Organization ICAO, the treaty offers the very first post on the atmosphere that the complete sovereignty of the state with the region in total (Caa.gov.ly, 2018). Libyan civil aviation authority vision is "For Safe And Efficient Flights", mission is "To Develop the Civil Aviation Sector In Libya", and goal is "Implementing the Highest Level of International Safety and Security Standards".

Herzberg's Motivator Hygiene Theory of employment perceptions is actually a job satisfaction idea which poses which variables which create work satisfaction are actually unique from variables that produce work dissatisfaction (Herzberg, 1968). This particular concept, also called the Motivation Hygiene Theory or maybe the dual factor concept, was written by Frederick Herzberg found 1959.

This American psychologist, that was extremely enthusiastic about people's commitment as well as work satisfaction, came up with the concept. He conducted the investigation of his by asking a team of individuals about their bad and good happenings at the office. He was shocked that the team answered questions about their great encounters very differently from the people about their terrible experiences (Linstead and Fulop, 2009). From the theory of his, Herzberg claims these elements feature on the very same plane. Put simply, pleasure and dissatisfaction are not polar opposites. Driving away an employee's dissatisfaction? for instance by providing a greater salary? does not suggest the worker will likely then be satisfied. The employee is simply no longer dissatisfied. Figure four shows a demonstration of the concept (Linstead and Fulop, 2009).

Employees Engagement

The success of any organization is built on people. Ensuring that employees are engaged in their work is critical for performance. Research in both the public and private sectors has shown that engaged employees are key to the achievement of positive organizational outcomes. Research shows that engaged employees are more productive, are less likely to resign, and provide better services. At its core, employee engagement encompasses two essential things: how satisfied employees are with their employment, and how committed they are to their organization. However, the impacts on employee engagement are much more complex, as both satisfaction and commitment are influenced by many factors that employees experience in their work environment. A robust employee engagement survey captures this kind of information so all employees can better understand the aspects within their own work environment that impact engagement.

Right now there are variations among attitude, results along with behaviour, in phrases of engagement. As worker could perform with dedication and pride (attitude); exhibit 3 beneficial behaviour, specifically Say (employees speak favorably about the organisation to others inside and out), Stay (employees exhibit a rigorous drive to be a part of the organisation) and Strive (employees exert additional effort and take part in behaviour that add to online business success) (De Lacy, 2009; Thu, 2018). Results might in that case result in alternative business results. Extensive scientific studies have revealed the presence of a statistical good connection between employee engagement as well as customer satisfaction, safety, employee retention, profitability, and business productivity. These three dimensions attitudes, outcome and behaviour, have to be perceived as parcel and part of the continuing engagement procedure (Thu, 2018; Witemeyer, 2013).

The phrase employee engagement, coined by the Gallup Research team, stayed appealing for three major factors. For starters, as stated earlier, employee engagement is actually interwoven considerably with essential business results. An organisation with 'high' employee engagement may as a result be anticipated to outperform individuals with 'low' employee engagement, everything else remaining the same (Snodgrass, 2015). Based on Gallup's study which was conducted on 142 nations in season 2014, results proved that 13 % of Egypt's workers are actually "engaged" and mentally dedicated to the work of theirs and very likely to be making beneficial efforts to the organisations of theirs. Whilst, 55 % of Egypt's workers are actually "not engaged" which means they lack inspiration and are not as likely to commit discretionary work in organizational objectives or maybe outcomes; as well as 32 % are "actively disengaged" indicating they're unproductive and unhappy at the office and likely to distribute negativity to coworkers (Zedan Abd Allah, 2016). Which means that about eighty seven % of Egyptian workers in the workforce aren't completely engaged or perhaps they're disengaged. This might account for Egyptian employees' efficiency gap as well as the ongoing national economic hardships.

Employee Job Satisfaction

Job satisfaction is actually described as a good or maybe pleasurable psychological status resulting from a person's appreciation of his/her personal occupation or even experience (Locke, 1976). Some other scholars view work satisfaction as the mindset of employees toward the job of theirs, incentives they get, as well as the cultural, organizational, and actual physical attributes of the planet in which they conduct their functioning pursuits. And many others sees work satisfaction as the common mindset of a private toward his/her work (Brief & Weiss, 2002). Zeithaml et al. (1988) locate empirical evidence to propose that the frequency, accuracy and quality of downward correspondence moderates personnel role ambiguity and also raises JS. Arnett et al. (2002) declare each job satisfaction in addition to pride for the company are essential antecedents of constructive employee conduct (p. ninety four). This's congruent with the Ahmed and Rafiq (2000) type of IM for solutions. Gounaris (2008 Tsai and) et al. (2010) come across IM favorably influences JS among hospitality business workers in Taiwan and Greece, respectively. If the most appropriate IBM is actually implemented, workers have better JS, BC, along with a lower propensity to give up (Tsai et al., 2010). Sutherland and Boyd (2006) discover JS isn't a requirement to experiencing the brand name with the experts hinting a re think with kids in Human Resource management (Peltier, & Nill, Schibrowsky, 2013).

Organisational Commitment

Organizational commitment is the degree of an employee's commitment and loyalty resolve for the objectives and also the organization of the group (Ofei & Agyemang, 2013). Study illustrated that organizational commitment is actually greater in private sector employees compared to public sector employees. (Bullock, Stritch, & Rainey, 2015) supported these results by professing that extrinsic incentives (salary, fringe benefits, etc.) are actually critical elements in figuring out amounts of dedication, particularly in a strong economy. The industry executives think the quantity of their employees' dedication impacts the overall performance of the company. Businesses which have very high levels of personnel organizational commitment lead to greater levels of job fulfillment, much better customer support, and worker life expectancy. Personnel with organizational commitment share the expertise of theirs for the betterment of the business, making the staff to be applicable to the group (J. C. Lee, Shiue, & Chen, 2016). Meyer along with Allen (1991) classified organizational dedication in 3 components: affective dedication, normative dedication, as well as continuance commitment. Affective dedication refers to the emotional connection to, identification with, and participation in the business (Ofei & Agyemang, 2013; Meyer & Allen, 1991). It's argued that the following 3 factors are actually needed with affective organizational commitment: (a) a solid perception of, and validation of, the organization's values and goals ; (b) a willingness to put in a lot of effort on behalf of the business; and (c) an obvious desire to preserve club membership of the business. Normative dedication refers to the employee's thoughts of obligation to keep on employment resulting from pressures as a result of organizational needs (Memari et al., 2013; Meyer & Allen, 1991). Continuance commitment is actually the degree of connection related with the perceived expense of leaving the group (Memari et al., 2013; Meyer & Allen, 1991).

Conceptual Framework

Based on the discussed theories and proposed factors in previous chapter, the proposed model for identifying employees' commitment, engagement, and satisfaction. The proposed model have 12 antecedents or independent variables, which is imported from previous studies especially from the study of Wong (2017) that used the official survey used in different developed countries to assess their employees engagement. In Libya, this survey and this deep investigation into the factors of employees patterns and behaviour has not been done. The proposed 12 antecedents will be assessed as predictors for employee engagement and job satisfaction and both engagement and satisfaction assumed to enhance the organisational commitment.

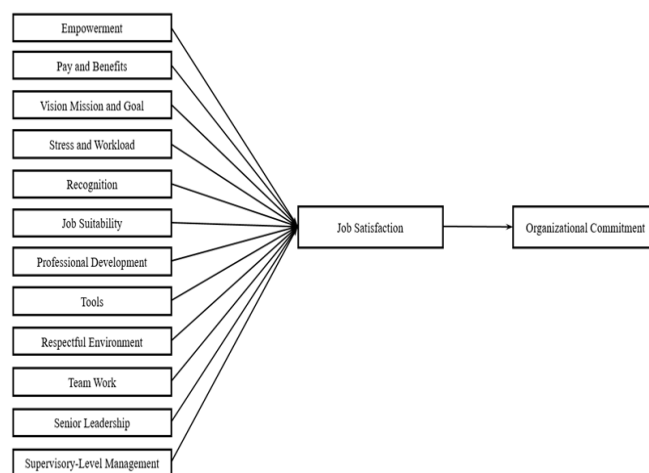


Figure 1 Conceptual framework

Methodology

This study used a quantitative approach. The quantitative methods used in scientific research that starts up with a hypothesis and ends up with prove status of the investigated hypothesis (Hair 2007). The entire selection of society participants are going to be the public populations, while a subset of the society component is a testing sample. The population of this analysis is all of the civil employees who are working in the Libyan airports and part of the Libyan civil aviation workforce. The population are distributed in all the airports of Libya, but the study will collect data from employees who are working in Tripoli (the capital) and Musrata (one of the main cities at west Libya), because the core and main international airports are at those locations. Within the two cities, three airports are chosen to be the clusters of the sampling. And at every cluster, random sampling is applied to collect the data. Therefore the sampling technique is cluster sampling. The survey is designed based on the original questionnaire of Yukon government employee engagement survey. Some adaption is done to make the questions suitable for the Libyan and civil aviation environment.

Findings and Results

Data Screening

Distributed Survey were 322, Collected Cases are 255 which is 79.19% of total cases. Uncompleted Cases are 25 cases which represent 9.80% of total cases. Initial Cases for Analysis are 230 which represent 71.43% of total cases. Unengaged Screening is 7 cases 3.04% of total cases. Univariate Screening are 3 cases which is 1.30% of total cases. Multivariate Screening are 2 cases which is 0.87% of total cases. Cleaned Cases for Analysis are 218 cases which is 67.70% of total cases.

Table 1 Data Screening Analysis

	No. of surveys	%
Distributed Survey	322	
Collected Cases	255	79.19%
Uncompleted Cases	25	9.80%
Initial Cases for Analysis	230	71.43%
Unengaged Screening	7	3.04%
Univariate Screening	3	1.30%
Multivariate Screening	2	0.87%
Cleaned Cases for Analysis	218	67.70%

Pilot Study

To minimize the possible instrumentation error and hence increase the reliability of the data collected the reliability of pre-test observation schedule were tested using internal consistency technique. A pilot study was undertaken on 32 respondent in the civil aviation in Tripoli (in a department which will not be part of the final sample) to test the reliability and validity of the questionnaire.

Table 2 Reliability Analysis on Variables of the Study

Variables	No. of items	Cronbach's Alpha
Organization Commitment	4	0.863
Job Satisfaction	4	0.865
Employee Engagement	4	0.862
Vision, Mission & Goals	4	0.844
Pay & Benefits	4	0.851
Empowerment	4	0.856
Job Suitability	4	0.823
Recognition	4	0.775
Stress & Workload	4	0.744
Tools	4	0.741
Professional Development	4	0.822
Teamwork	4	0.801
Respectful Environment	4	0.799
Supervisory-Level Management	4	0.763
Senior Leadership	4	0.869

The results of the reliability analysis summarized in Table 2 confirmed that all the scales display a satisfactory level of

reliability (Cronbach's alpha exceeds the minimum value of 0.7). Therefore, it can be concluded that the measures have an acceptable level of reliability.

Respondents' Profile

Table 3 Respondents' Profile

		Frequency	Percent
Gender	Male	184	84.4
	Female	34	15.6
Age	18-25 Years	26	11.9
	26-35 Years	65	29.8
	36-45 Years	67	30.7
	46-55 Years	39	17.9
	Above 55 Years	21	9.6
Education	High School	26	11.9
	Diploma	61	28.0
	Bachelor	115	52.8
	Post Graduate	10	4.6
	Others	6	2.8
Income	Less than 1500 LYD	31	14.2
	1501-3000 LYD	28	12.8
	3001-5000 LYD	128	58.7
	5001-10000 LYD	18	8.3
	More than 10000 LYD	13	6.0
Marital status	Single	76	34.9
	Married	118	54.1
	Divorced	10	4.6
	Widowd	14	6.4

For the first demographic feature, the below table shows, statistics of the data related to the feature. The table display the different categories of the respondent's feature, respectively the majority of the respondents are male with 84.4% while the rest of female's respondents represent 15.6%. For the second demographic feature, the below table shows, statistics of the data related to the feature. The table display the different categories of the respondent's feature. Most respondents were between age 36-45 with a percentage of 30.7. and the lowest participants number were for the category age above 55 years with a percentage of 9.6. For the third demographic feature, the below table shows, statistics of the data related to the feature. The table display the different categories of the respondent's feature. Most respondents have a Bachelor degree with a percentage of 52.8%. and the lowest participants number were Postgraduate with a percentage of 4.6%. For the fourth demographic feature, the below table shows, statistics of the data related to the feature. The table display the different categories of the respondent's feature. Most

respondents were with income between 3001-5000 LYD with a percentage of 58.7%. and the lowest participants number was in category of More than 10000 LYD as an income with a percentage of 8.3%. For the fifth demographic feature, the below table shows, statistics of the data related to the feature. The table display the different categories of the respondent's feature. Most respondents were Married with a percentage of 54.1%. and the lowest participants number were widowed with a percentage of 6.4%.

Indicator Reliability of Research Variables

Outer loading and cross loading for every item is estimated to test it with its associated variable. Every item must have sufficient loading within its associated variable. Any loading above the threshold of 0.708 is sufficient and any loading below the threshold of 0.4 is inadequate. Any measure between 0.4 and 0.7 is suspected and can be deleted or kept based on the unique conditions for every study (Hair Jr et al., 2016; Hulland, 1999). Cross Loading, scale is used to assure that for every item, its loading within the associated construct is higher than any other loading in the remaining constructs (Hair Jr et al., 2016; Hulland, 1999).

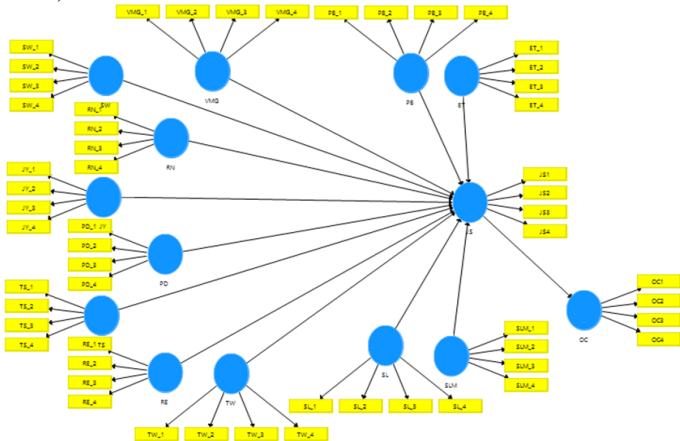


Figure 2 Structural Model Outer Loading Estimates

Internal Consistency of Research Variables

Variables of This study which are Empowerment (ET), Pay and Benefits (PB), Vision Mission and Goal (VMG), Stress and Workload (SW), Recognition (RN), Job Suitability (JY), Professional Development (PD), Tools (TS), Respectful Environment (RE), Team Work (TW), Senior Leadership (SL), Supervisory-Level Management (SLM), Job Satisfaction (JS) and Organizational Commitment (OC). And we can see that the Cronbach's Alpha reliability for all variables are above 0.07 which means high reliability of all variables.

Table 4 Internal Consistency Assessments of Research Variables

	Composite Reliability	Cronbach's Alpha
Empowerment (ET)	0.916	0.879
Job Satisfaction (JS)	0.919	0.881
Job Suitability (JY)	0.930	0.898
Organizational Commitment (OC)	0.883	0.823
Pay and Benefits (PB)	0.880	0.819
Professional Development (PD)	0.900	0.837
Respectful, Environment (RE)	0.841	0.714
Recognition (RN)	0.850	0.765
Senior Leadership (SL)	0.880	0.795
Supervisory-Level Management (SLM)	0.863	0.766
Stress and Workload (SW)	0.916	0.882
Tools (TS)	0.926	0.893
Team Work (TW)	0.881	0.820
Vision Mission and Goal (VMG)	0.881	0.796

Convergent Validity of Research Variables

This estimated the extent of relativeness between items of the same variable. Average Variance Extracted (AVE) values above 0.5 are the acceptable threshold. Table 5 summaries the AVE values for all the constructs. The results show that all values are in the range between 0.58 and 0.71, which is an acceptable level above the threshold of 0.5. Therefore, the dataset is free from convergent problem and valid for proceeding to next analysis. Convergent Validity of Research Variables is about measuring the relativeness of this study items within the same variable, Average Variance Extracted (AVE) values above 0.5 are the acceptable threshold.

Table 5 Convergent Validity Assessment of Research Variables

	AVE
Empowerment (ET)	0.732
Job Satisfaction (JS)	0.740
Job Suitability (JY)	0.769
Organizational Commitment (OC)	0.653
Pay and Benefits (PB)	0.648
Professional Development (PD)	0.751
Respectful, Environment (RE)	0.640
Recognition (RN)	0.587

Senior Leadership (SL)	0.710
Supervisory-Level Management (SLM)	0.678
Stress and Workload (SW)	0.733
Tools (TS)	0.760
Team Work (TW)	0.649
Vision Mission and Goal (VMG)	0.711

Discriminant Validity of Research Variables

While AVE shows the extent of relativeness, Discriminant Validity estimated the extent of non-relativeness of the foreign items. Therefore, this test is a matrix of latent variables correlations that compared with the associated AVE value. The value of square root of AVE must be higher than all other latent variable correlations.

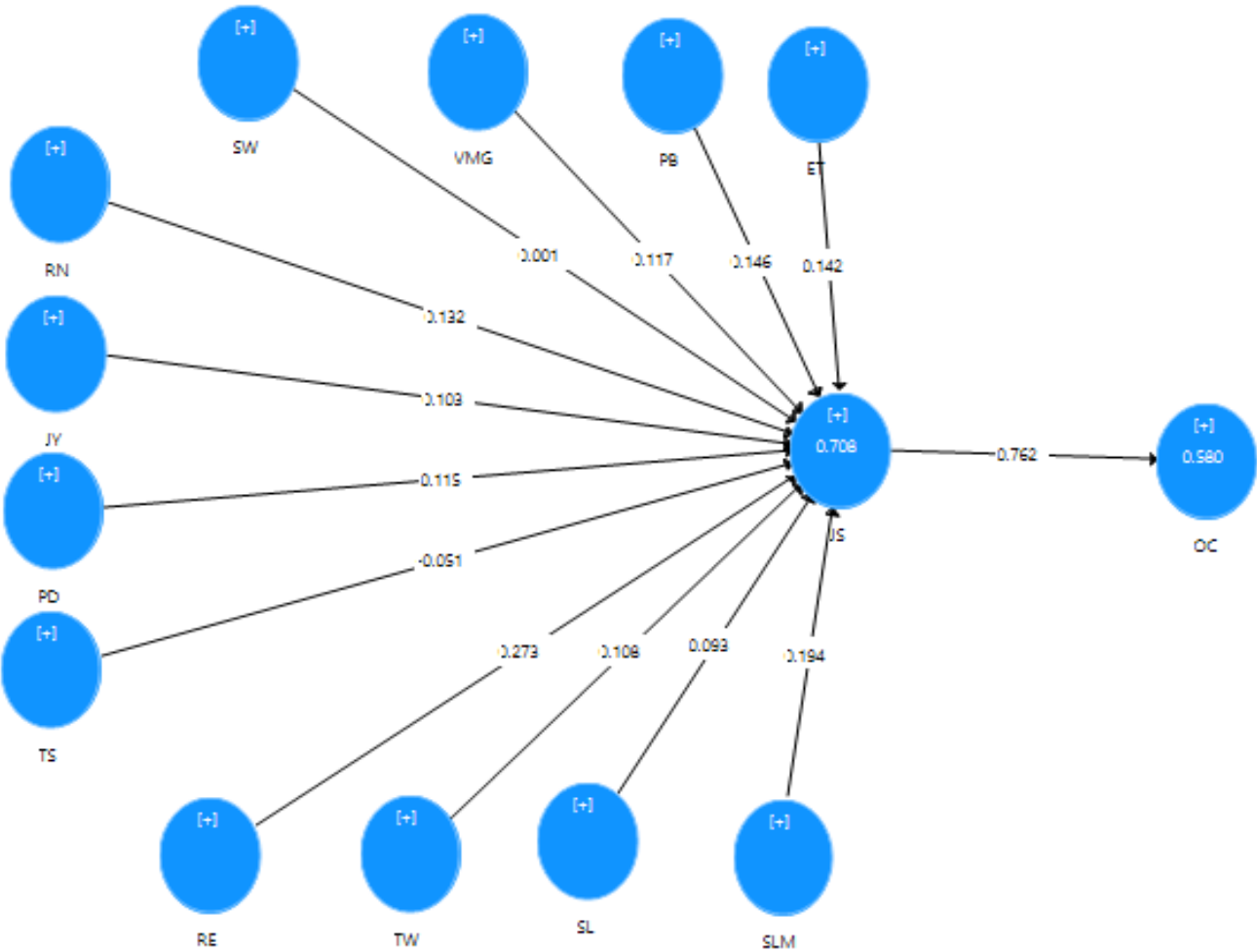


Figure 3 Path Coefficient Estimates of the Proposed

square value is 0.580 and the related Q square is 0.375 (a relevance of 37.5%). The prediction construct of Job Satisfaction (JS) can explain more 58% of the Organization commitment (OC) variance.

Table 6 Path Coefficient Assessment of Job satisfaction (JS)

	Path Coefficient	Standard Deviation	T Statistics	P Value	Status
ET -> JS	0.142	0.048	2.956	0.003	Significant
JS -> OC	0.762	0.036	21.173	0.000	Significant
JY -> JS	0.103	0.041	2.533	0.012	Significant
PB -> JS	0.146	0.047	3.101	0.002	Significant
PD -> JS	0.115	0.043	2.659	0.008	Significant
RE -> JS	0.273	0.052	5.287	0.000	Significant
RN -> JS	0.132	0.046	2.874	0.004	Significant

Results of the main dependent variable, Job Satisfaction (JS), illustrate a moderate predictive power and a medium predictive relevance. As seen in the table the related R square value is 0.708 and the related Q square is 0.508 (a relevance of 50.8%). The prediction constructs Empowerment (ET), Pay and Benefits (PB), Vision Mission and Goal (VMG), Stress and Workload (SW), Recognition (RN), Job Suitability (JY), Professional Development (PD), Tools (TS), Respectful, Environment (RE), Team Work (TW), Senior Leadership (SL), Supervisory-Level Management (SLM). can explain more 70.8 % of the Job Satisfaction (JS) variance. On the other hand, Results of the variable, Organization commitment (OC) illustrate a moderate predictive power and a medium predictive relevance. As seen in the table the related R

SL -> JS	0.093	0.044	2.118	0.035	Significant
SLM -> JS	0.194	0.046	4.184	0.000	Significant
SW -> JS	0.001	0.044	0.034	0.973	Non-Significant
TS -> JS	-0.051	0.055	0.920	0.358	Non-Significant
TW -> JS	0.108	0.044	2.434	0.015	Significant
VMG -> JS	0.117	0.044	2.651	0.008	Significant

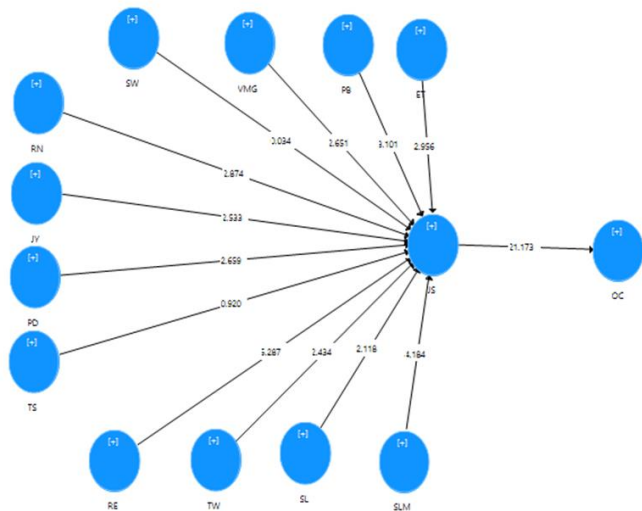


Figure 4 T Statistics Estimates of the Proposed Model

Figure 4 shows the T statistics estimates of the research designed model and Table 6 shows the path coefficient assessment with the values of T Statistics and Beta values for the outcome variable Organisation commitment and job satisfaction. One of the six antecedents have no significant relation while the other five antecedents have significant relations, in which the p value scores are above 0.05 and the t statistics scores are above 1.65.

Table 7 Summary of Hypothesis Acceptance Status

Hypothesis	Argument	Status
H1	Empowerment has a positive impact on job satisfaction	Accepted
H2	Pay and Benefits has a positive impact on job satisfaction	Accepted
H3	Vision Mission and Goal has a positive impact on job satisfaction	Accepted
H4	Stress and Workload has a positive impact on job satisfaction	Rejected
H5	Recognition has a positive impact on job satisfaction	Accepted
H6	Job Suitability has a positive impact on job satisfaction	Accepted
H7	Professional Development has a positive impact on job satisfaction	Accepted
H8	Tools has a positive impact on	Rejected

	job satisfaction	
H9	Respectful Environment has a positive impact on job satisfaction	Accepted
H10	Team Work has a positive impact on job satisfaction	Accepted
H11	Senior Leadership has a positive impact on job satisfaction	Accepted
H12	Supervisory-Level Management has a positive impact on job satisfaction	Accepted
H13	job satisfaction has a positive impact on organizational commitment	Accepted

Conclusions

The primary explanation of choosing the civil aviation in Libya is that the limited and few of the prior scientific studies regarding employees in Libya have been done in another sectors. Our investigation cannot find any study performed among employees whom are working in airports in Libya. Thus, the existing study focuses on the managerial practices and issues of the Libyan civil aviation and the impact of its on employees' commitment to the organization while job satisfaction and engagement is utilized as mediator to clarify the connection between practices as well as its influence on employees' commitment. Motivated with discussed gaps and the lack of studies done in this domain in Libya, this study are aiming to examine a wide range of employees' satisfaction and engagement antecedents, in term of its association with organisational commitment among employees' of civil vitiation in Libya, who are working in airports. Human resource management in Libyan civil aviation is the 1st party who get benefits from this study because the empirical examination us done there. Results shows that respective environment and supervisory-level management have a higher contribution than pay and benefits, which indicates that no financial factor is the most important thing there and may the employees provide a sign to the management to pay attention for that. Recommendations made regarding stress and workload shows a non-significant relation to the employee satisfaction. The result could be contradict with many previous finding and further work is needed to explain this phonemes, which could be done by interviewing experts. Tools shows a non-significant relation to the employee satisfaction. The result could be contradict with many previous finding and further work is needed to explain this phonemes, which could be done by interviewing experts.

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