



**ANTECEDENTS OF EMPLOYEE ENGAGEMENT IN SELECTED
LOCAL NGOs IN ETHIOPIA**

**A thesis submitted to Addis Ababa University School of Commerce in partial
fulfillment of the requirements for Master of Arts in Human Resource Management**

By: Zerihun Feleke

Advisor: Dr. Solomon Markos

September 2018

Addis Ababa

Declaration

I ZerihunFeleke, declare that this work entitled **Antecedents of Employee Engagement in Selected Local NGOs in Ethiopia** is outcome of my own effort and that all source of materials used for the study have been duly acknowledged. I have produced it independently except the guidance and suggestion of the Research Advisor. This study has not been submitted for any degree in this University or any other University. It is offered for the partial fulfilment of the degree of MA in Human Resource Management.

ZerihunFeleke

Signature _____

Date _____

Letter of Certification

This is to certify that ZerihunFeleke has carried out his research work on the topic entitled **Antecedents of Employee Engagement in Selected Local NGOs in Ethiopia** for the partial fulfillment of Masters of Art in Human Resource Management at Addis Ababa University-School of Commerce. This study is an original work and not submitted earlier for any degree either at this University or any other University and it is suitable for submission of Masters Degree in Human Resource Management.

Advisor: Dr. Solomon Markos

ADDIS ABABA UNIVERSITY

SCHOOL OF COMMERCE

HUMAN RESOURCE MANAGEMENT

Antecedents of Employee Engagement in Selected Local NGOs in Ethiopia

By: ZerihunFeleke

Approved by Board of examiners:

Advisor signature date

Examiner signature date

Examiner signature date

TABLE OF CONTENTS

Acknowledgement.....	I
Acronyms.....	II
Abstract.....	III

Page

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study.....	1
1.2 Statement of the problem.....	3
1.3 Research Questions.....	4
1.4 Research Objectives.....	5
1.4.1 General Objectives.....	5
1.4.2 Specific Objectives.....	5
1.5 Hypothesis.....	5
1.6 Significance of the Study.....	6
1.7 Scope of the Study.....	6
1.8 Limitation of the Study.....	7
1.9 Definition of operational terms.....	7
1.10 Organization of the Study.....	8

CHAPTER TWO: LITERATURE REVIEW

2.1 Literature Review.....	9
2.1.1 Concepts of employee engagement.....	9
2.1.2 Definition of Employee Engagements and related terms.....	10
2.1.3 Categories of employee engagement.....	12

Page	
2.2 Importance of Employee Engagement.....	14
2.3 Dimensions of Employee Engagement.....	15
2.4 Measuring Employee Engagement.....	15
2.5 Understanding of Antecedent of Employee Engagement.....	19
2.5.1 Reward and Recognition Vs Employee Engagement.....	20
2.5.2 Career Development Vs Employee Engagement.....	20
2.5.3 Supervision Vs Employee Engagement.....	21
2.5.4 Job Content/Nature of work Vs Employee Engagement.....	22
2.5.5 Communication Vs Employee Engagement.....	22
2.6 Conceptual Framework.....	23

CHAPTER THREE: RESEACRH METHODOLOGY

3.1 Research Design.....	25
3.2 Types, Source and Method of Data Collection.....	26
3.3 Target Population and Sample Design.....	27
3.4 Data Analysis and Presentation.....	27
3.5 Administering the Questionnaire.....	28
3.6 Method of Data Anaylysis.....	29
3.7 Reliability.....	30
3.8 Validity.....	30
3.9 Ethical Considerations.....	30

	Page
CHAPTER FOUR: DATA ANALYSIS AND INTERPRETATION	
4.1 Socio-Demographic Characteristics of Respondents.....	31
4.1.1 Gender of respondents.....	32
4.1.2 Age of respondents.....	32
4.1.3 Qualification of respondents.....	33
4.1.4 Work experience of respondents.....	33
4.2 Descriptive Analysis.....	33
4.3 Employee Engagement.....	34
4.4 Antecedents of Employee Engagement.....	36
4.4.1 Reward & Recognition.....	36
4.4.2 Career Development.....	38
4.4.3 Supervision.....	40
4.4.4 Job Contents/Nature of works.....	42
4.4.5 Communication.....	43
4.5 Relationship between Antecedents and Engagement.....	45
4.6 Effects of Antecedents on Engagement.....	49
CHAPTER FIVE: MAJOR FINDINGS, CONCLUSION AND RECOMMENDATION	
5.1 Major findings.....	52
5.2 Conclusion.....	54
5.3 Recommendation	55
5.4 Future Research Recommendations.....	56
References.....	57
APPENDIX I: Survey Questionnaires	

Page

List of Tables

Table 3.1 Reliability Statistics.....	29
Table 4.1 Socio-Demographic characteristics of respondents.....	31
Table 4.2 Comparison bases of mean score of five point Likert scale instruments.....	33
Table 4.3 Descriptive analysis of employment engagement.....	34
Table 4.4 Perception on Rewards and Recognition.....	36
Table 4.5 Perception on Career Development.....	38
Table 4.6 Perception on Supervision.....	40
Table 4.7 Perception on Job contents/Nature of work.....	42
Table 4.8 Perception on Communication.....	43
Table 4.9 Correlation Analysis.....	47
Table 4.10 Model Summery.....	49
Table 4.11 Anova Analysis.....	50
Table 4.12 Regression Analysis.....	50

List of Figures

Fig. 2.1 Conceptual framework of the study.....	24
Fig. 4.1 Socio Demographic characteristics of Respondents.....	32

ACKNOWLEDGEMENT

It is difficult to thank all those people and institutions that have helped me in accomplishing my thesis research work, but the following deserve a special mention.

First and foremost, I would like to thank God almighty, for providing me this opportunity and granting me the capability to proceed successfully. I would like to express my deepest gratitude to my advisor, Dr. Solomon Markos for his patience, very useful advices and suggestions. Whose support was very important for the successful conduct of this study.

I would also like to thank Seifu Mamo (Ass. Professor) who was my internal examiner during the validation of the research proposal and I am gratefully indebted to him for his valuable comments.

Finally, I must express my very profound gratitude to my respondents whose willingness to participate in the research made this study a reality and the management of Organization for Women in Self Help Employment (WISE), Hiwot Ethiopia and Organization for Social Services, Health and Development (OSSHD) for their unlimited support. This accomplishment would not have been possible without their support.

Last but not least, I would like to thank all people who have contributed one way or another for the successful completion of this thesis.

Acronyms

NGOs	Non-Governmental Organizations
HRM	Human Resources Management
WISE	Organization for Women in Self Help Employment
OSSHD	Organization for Social Services, Health and Development
SPSS	Statistical Package Software for Social Science
SD	Standard Deviation

Abstract

Employee engagement has become a potentially valuable concept of today's management. It has been in discussion for years; different reward plans and strategies were adopted over years to make employees engaged. This research conceptualizes and develops on five antecedents of employee engagement (Rewards & Recognition, Career development, supervision, job content/nature of works and communication) and tests how these factors affect the organizational engagement. The main objective of this study was to examine the key drivers of engagement and to determine engagement level in selected local NGOs. The specific objectives were to measure the level of work engagement, to determine relationships with their factors, and to examine the extent to which the antecedent influence the engagement. An explanatory research design with survey method is applied in this study. In order to fulfill the research purpose, quantitative study was adopted. Questionnaires were designed using 5 pointlikert scale. 65 questionnaires were collected from employees of the selected local NGOs. The study used both primary and secondary source of data. Data was analyzed using descriptive, correlational and multiple regression analysis. The study result has implied that supervision ($r=0.727$, $p<0.01$), reward & recognition ($r=0.711$, $p<0.01$) career development ($r=0.707$, $p<0.01$) are found to have strong positive relationship with employees engagement, moderate relationship obtained with communication ($r=0.668$, $p<0.01$), job content/nature of work ($r=0.559$, $p<0.01$). Reward & Recognition, Career development, Supervision, Job content/nature of work and Communication all have statistically significant positive relationship to Employee Engagement. So, to improve employee engagement level and have engaged employees of the selected local NGOs should do more on all the above five variables.

Key words: Reward & Recognition, Career Development, Supervision, Job content/nature of works and Communication

CHAPTER ONE

INTRODUCTION

The chapter defines relevant concepts in the study; background, states statement of the problem, objectives and limitation of the study; demonstrates the relevance and addresses the scope of the study.

1.1 Background of the study

In the words of Kahn(1990), employee engagement is defined as “the harnessing of organization members’ selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances”.

Robinson et al. (2004) points out that the key driver of employee engagement is a sense of feeling valued and involved. Development Dimensions International (2005) states that a manager must do five things to create a highly engaged workforce. They are: - Align efforts with strategy, Empower, Promote and encourage teamwork and collaboration, help people grow and develop, Provide support and recognition where appropriate.

According to Kahn (1990), Employee engagement is, therefore, the level of commitment and involvement an employee has towards their organization and its values. Engaged employees are motivated to go beyond their duty and responsibility to help meet organizational goals. An engaged employee works with the team members to improve performance within the job for the advantage of the organization.

Employees are considered as a key resource in any organization. Recently, in Ethiopia, local NGO's become challenged to recruit and retain the talented employees and therefore they have to ensure that in addition to attracting talented employees they should be able to retain these talented employees.

There are possible factors leading to employee engagement, Saks (2006), based on the models by Kahn (1990) and Maslach et al. (2001), considers job characteristics, Perceived Organizational Support, perceived supervisory support, rewards and recognition, procedural justice and distributive justice as the antecedents of engagement.

Melcrum (2005) lists 12 influential factors in employee focused workplace. After many years of research, the Gallup Institute (2003) has determined that there are five essential skills that leaders need to have if they are going to succeed in increasing employee engagement.

They are: Building trust - We build trust by trusting others; a basic belief in people; mentoring - to give and receive feedback, to coach and counsel employees in a way that increases engagement; inclusion - Ensuring that team members know that everyone on the team has strengths the team needs to be successful; alignment - ensuring that employees feel aligned with their organization's purpose, values and vision; team Development - developing the leadership potential in all the members of the team.

Local NGO's in Ethiopia must turn their attention to retain their employees however retention only is not enough, but they have to ensure to maintain harnessing, immersing, and vigor employees to their work Schaufeli et al. (2002). In this process, an effort is made to create an environment that supports employees' career aspiration.

1.2 Statement of the Problem

No company, small or large, can win over the long run without energized employees who believe in the [firm's] mission and understand how to achieve it. Employees who are engaged in their work and committed to their organizations give companies crucial competitive advantages—including higher productivity and lower employee turnover. That's why you need to take the measure of employee engagement at least once a year through anonymous surveys in which people feel completely safe to speak their minds (Jack and Suzy Welch, 2006, pp. 1, cited in Siyum (2015).

According to the Aon Hewitt Research and Database, an international consulting firm that engaged more than 8.6 million employee opinions from 6,000 companies in a research study, it was found that engaging people is becoming a business imperative as the economy recovers. The research also demonstrated that motivated employees deliver greater productivity, better customer service, more innovative solutions and superior quality products and services. On the other hand, each disengaged employee costs an organization more than \$10,000 in annual profits. The finding of the research also states that understanding the engagement levels in any organization, knowing what motivates employees and how these factors vary across different populations in any organization can deliver competitive advantage(Youssef ,2015).

These and several other researches indicate that assuring employee engagement is vital for creating a satisfying environment for employees which contributes to lesser employee turnover which in turn assures better quality in job done by the organization. The collection of more productive organizations would also in turn result in growth in the overall economy of a country.

To the best of the researcher's knowledge, empirical studies that show the relationship between antecedents of employee engagement and employee engagement in local NGOs do not exist.

Filling this research gap makes this study very important. Besides, observation made by the researcher (the researcher closely works with local NGOs) and informal discussion held with some employees of the NGOs reveals that they are unhappy with their job; they put in time but not energy or passion in to their work. They seem to be emotionally detached and disengaged from their organizations. As a result, those who were demotivated had been shifting to other sectors of the economy.

It needs managerial attention to retain talent, grow and compete in the future that is increasingly unpredictable environments and the findings of this research enabled the local NGOs and may be the international ones not only identify the existing strategies that have succeeded in promoting engagement but also to formulate new strategies to improve engagement and rethink the whole agenda of employee engagement. The study will also contribute, initiate and encourage further investigation in the area.

1.3 Research Questions:

This research study is aimed at addressing the following research questions:

1. What is the level of employee engagement in local NGOs?
2. What is the relationship between the level of work engagement and antecedents of employee engagement (Reward & recognition, career development, supervision, job content/nature of work and communication)?

3. To what extent antecedents of engagement (Reward & recognition, career development, supervision, job content/nature of work and communication) contribute to employee engagement?

1.4 Research Objectives

1.4.1 General Objective:

The main objective of the study is to examine the key drivers of engagement in selected local NGOs.

1.4.2 Specific Objectives:

The following research objectives have been framed on the basis of research gaps identified:

1. To measure the level of work engagement amongst the employees working in organizations under the study.
2. To determine the relationship between Employee engagement and employee engagement factors (i.e. Reward & recognition, career development, supervision, job content/nature of work and communication).
3. To examine the extent to which the antecedents of employee engagement influence employee engagement.

1.5 Hypothesis

The following research hypotheses are formulated for the purpose of the study from the conceptual framework.

H1: There is a significant relationship between reward & recognition and employee engagement

H2: There is a significant relationship between career development and employee engagement

H3: There is a significant relationship between supervision and employee engagement

H4: There is a significant relationship between Job content and employee engagement

H5: There is a significant relationship between communication and employee engagement

1.6 Significance of the Study

This study is important from both research and practical perspectives. Currently, all organizations struggle for excellence in achieving their objectives in a very competitive and dynamic environment.

Employee engagement has increasingly attracted the interest of researchers and many of them have come to consider employee engagement is essential to human resource practices through which organizations can cope with today's uncertain circumstances.

However, previous studies in the local NGOs sector in Ethiopia have used neither a clear conceptual framework nor measurements of employee engagement but simply focusing on finding drivers and outcomes of employee engagement.

Also, antecedents identified as a research are limited because employee engagement is relatively new in the organizational behavior research, so that; the study will also help for the researchers (academic or other) who would like to make further research in this area.

1.7 Scope of the Study

Although local NGO's can also be found in other parts of Ethiopia, the scope of study is limited in Addis Ababa and local NGOs with their head quarter in Addis Ababa. Conceptually, the study

covers only those five HR practices or engagement drivers although various conceptual models identify various HR practices or drivers of engagement. Therefore, the studies conceptual scope is limited to these HR practices namely reward and recognition, career development, supervision, job content or nature of the work and communication.

Even if the employees' environment of the job indirectly influences their feelings on the job this study only focused on dimensions within the selected local NGOs context that affect employee's engagement.

1.8 Limitation of the Study

Like any other research, this study has limitations. The first limitation was use of the convenience sampling technique consisting of members from a range of local NGOs working in Ethiopia, while the use of diverse convenience samples should be used when generalizing the results beyond this study.

The second limitation was the generalizability of the result of this research is doubtful as the research is to be conducted only on selected antecedents. It could have been better to use longitudinal research to exhaustively investigate the antecedents of employee engagement by taking additional time.

1.9 Definition of Operational Terms

Rewards and Recognition: Methods used by organizations to make employees feel respected and valued by providing psychological as well as financial benefits, (Kahn, 1990).

Career development is the lifelong process of managing learning, work, leisure, and transitions in order to move toward a personally determined and evolving preferred future (Armstrong, 2009: 262)

Employee Engagement:Employee engagement is a positive, fulfilling, work related state of mind characterized by vigor, dedication, and absorption (Schaufeli et al., 2002).

Antecedent: This term referred to a specific condition or factor that influenced or predicted a particular behavior that will emerge in practice (Saks, 2006).

1.10 Organization of the Study

This study consists five chapters. Chapter one is the introduction part in which the researcher dealt with the back ground of the study, the statement of the problem, research questions, research objectives, hypothesis, significance of the study, scopeof the study, limitation of the study and definition of operational terms. Chapter two is literature review which consist theoretical, empirical and also focus on conceptual frame work discussion on the antecedents of employee issues in local NGO's in Ethiopia. In chapter three of the study, the methodology which the researcher will conduct the research will be presented. Chapter four of the study will consists data presentation, analysis and discussions and chapter five, consists conclusion and recommendation of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Literature Review

This section discusses theoretical literature associated with the study. It includes concepts of employee engagement, definition of employee engagement, categories of employee engagement, importance of employee engagement, dimensions of employee engagement, measuring employee engagement, understanding of antecedents of employee engagements and conceptual framework.

2.1.1 Concepts of Employee Engagement

Robinson, Perryman & Hayday (2004) defined employee engagement as a positive attitude held by employees toward the organization and its values. Most of what has been written about employee engagement can be found in practitioner journals where it has its basis in practice rather than theory and empirical research. Employee engagement is an ambiguous one, and a number of different definitions of employee engagement can be derived from current research and practice driven literature Macey & Schneider (2008). Macey and Schneider (2008) write that casual observation suggests that the organizational management interest in the concept of employee engagement can be attributed to the proposed improvements it can bring to organizational performance as has been suggested from the findings of many studies (Smith & Macko, 2014; Harter, Schmidt & Hayes, 2002; Paradise, 2008; Wellins, Bernthal & Phelps, 2005).

For this reason, many of the given definitions are based around the contribution employee engagement makes to organizational performance, particularly those given by practitioners and

HR consultancy firms as they tend to focus on these presumed positive consequences (Macey & Schneider, 2008; Shuck, 2011). This focus on organizational performance has not only influenced the definitions that are given but has also directed the focus of current research. Researchers and academics generally go beyond this performance driven definition of employee engagement, focusing on defining and validating the fundamentally psychological concept of employee engagement Shuck (2011).

Kahn (1990) is commonly credited as being the first researcher applying engagement theory to the context of the workplace (Shuck, 2011; May et al., 2004; Sinha & Trivedi, 2014) and many important contributions made to the employee engagement field has based their studies on his work; including the multi-dimensional approach to employee engagement provided by Saks (2006) and the empirical testing of Kahn's model by May et al. (2004).

As Kahn (1990) was the one to conceptualize the term of employee engagement, and many researchers who incorporated the concept of employee engagement in their studies have utilized it.

2.1.2 Definitions of Employee Engagements and related terms

Employee Engagement: Harter, Schmidt and Hayes (2002) define employee engagement as "the individual's involvement and satisfaction with as well as enthusiasm for work".

Schaufeli defines employee engagement and divides in to three (Schaufeli et al., 2002, p. 74-75):

Engagement is defined as a positive, fulfilling, work-related state of mind that is characterized by

vigor, dedication, and absorption. Rather than a momentary and specific state, engagement refers to a more persistent and pervasive affective-cognitive state that is not focused on any particular object, event, individual, or behavior.

Vigor is characterized by high levels of energy and mental resilience while working, the willingness to invest effort in one's work, and persistence even in the face of difficulties.

Dedication is characterized by a sense of significance, enthusiasm, inspiration, pride, and challenge. Instead of involvement we prefer to use the term dedication.

The final dimension of engagement, absorption, is characterized by being fully concentrated and deeply engrossed in one's work, whereby time passes quickly and one has difficulties with detaching oneself from work.

Employee engagement was defined as emotional and intellectual commitment to the organization (Baumruk 2004; Richman 2006; and Shaw 2005) or the amount of discretionary effort exhibited by employees in their job (Frank et al., 2004). Although it is acknowledged and accepted that employee engagement is a multi-faceted construct, as previously suggested by Kahn (1990), Truss et al., (2006) define employee engagement simply as 'passion for work', a psychological state which is seen to encompass the three dimensions of engagement discussed by Kahn (1990), and captures the common theme running through all these definitions. DDI or Development Dimensions International (2005) defines engagement as "the extent to which people value, enjoy and believe in what they do".

Another known definition of engagement emerged from the contribution of Schaufeli and Bakker (2004). They used the term 'job engagement' and further, defined it as "a positive, fulfilling,

work-related state of mind that is characterized by vigour, dedication and absorption”. Thus, engagement is characterized by vigour, dedication and absorption.

Employee engagement has been defined differently by different researchers as well as human resources practitioner and scholars.

Employee engagement is a level of motivation to work harder toward its success and ‘the attachment or bond to the organization’ to support of its strategy and values. Nowadays, companies trying to achieve by seeking any method to engage their employees while change the way they manage employees. The main purpose of the change is the encouragement of employee to achieve and to find great ways of working and go beyond the expected outcome of the roles. The definitions also indicated an increase in employee engagement supports will link to better staff retention and commitment, improve productivity and continuous improvement to an organization's success.

Employee engagement occurs probably when the employees have great commitment to their employer and less intention to quit from their organization (Schaufelli& Bakker, 2004). Eventually, individuals who are more engaged are most likely to be in high quality relationship and more trusting their organization, and willingness to share the positive information and good attitudes toward their company.

2.1.3 Categories of Employee Engagement

According to Coffman (2002), there are, in terms of engagement, three groups of employees: Engaged, Not engaged and actively disengaged.

HR practitioners believe that the engagement challenge has a lot to do with how employee feels about the work experience and how he or she is treated in the organization. It has a lot to do with emotions which are fundamentally related to drive bottom line success in a company. There will always be people who never give their best efforts no matter how hard HR and line managers try to engage them. “But for the most part, employees want to commit to companies because doing so satisfies a powerful and a basic need in connection with and contribute to something **Vazirani(2007) pp.4-5** .As Vazirani explain the basic aspects of employee engagement according are the employees and their own unique psychological makeup and experience, their ability to create the conditions that promote employee engagement and the interaction between employees at all levels.

1. **Engaged**--"**Engaged**" employees are builders. They want to know the desired expectations for their role so they can meet and exceed them. They're naturally curious about their company and their place in it. They perform at consistently high levels. They want to use their talents and strengths at work every day. They work with passion and they drive innovation and move their organization forward

2. **Not Engaged**---**Not-engaged** employees tend to concentrate on tasks rather than the goals and outcomes they are expected to accomplish. They want to be told what to do just, so they can do it and say they have finished. They focus on accomplishing tasks vs. achieving an outcome. Employees who are *not-engaged* tend to feel their contributions are being overlooked, and their potential is not being tapped. They often feel this way because they don't have productive relationships with their managers or with their coworkers

3. **Actively Disengaged**--The "*actively disengaged*" employees are the "cave dwellers." They're "Consistently against Virtually Everything." They're not just happy at work; they're busy acting out their unhappiness. They sow seeds of negativity at every opportunity. Every day, actively disengaged workers undermine what their engaged coworkers accomplish. As workers increasingly rely on each other to generate products and services, the problems and tensions that are fostered by *activelydisengaged* workers can cause great damage to an organization's functioning.

From the summary above, we can conclude that the field of employee engagement is being understood better now than ever before. There are also indications that organizations are looking towards research based solutions to improve their employee engagement.

2.2 Importance of Employee engagement

There has been an increasing demand to study employee engagement in the last few years. Employers are increasingly mindful to the importance of engagement for organizational success, and the necessity to measure engagement and to take steps to improve it. The MacLeod report – Engaging for Success– published in 2009 can be seen as a significant factor in driving this interest (MacLeod and Clarke, 2009).

Robinson et al. (2004) define employee engagement as “a positive attitude held by the employee towards the organization and its value. An engaged employee is aware of business context and works with colleagues to improve performance within the job for the benefit of the organization. The organization must work to develop and nurture engagement, which requires a two-way relationship between employer and employee.” It is swiftly getting acceptance and importance in the workplace and impacts organizations in many ways. An organization therefore consider its

employee as key partner, more than any other resource, as powerful contributors to its objectives. Engaged employees can help our organization achieve its vision, mission, execute its strategy and generate important business results.

Engagement is very important because disengagement of any employee leads to employees' lack of commitment to work and lack of motivation. It has been emphasized by the Corporate Leadership Council (2004) that highly committed employees 20% better than those employees with average commitment levels. In addition to this, A 2011 Corporate Leadership Council (CLC) Human Resources Insight explores how organizations can create and leverage a sustainable employee engagement strategy. The study reveals that 70 percent of business leaders surveyed believe employee engagement is critical to achieving business objectives.

2.3 Dimensions of Employee Engagement

A highly engaged employee always provides an output beyond expectations and during a research on employee engagement, Harter et al (2002) found that one in five employees agree that they have an opportunity to do what they do best every day. From the above research, one can say that employee engagement is vital to the success of any organization and as organizations globalize and depend more on latest technologies, there is always a need for engaged employees to present them an organizational identity (Vazirani, 2007).

2.4 Measuring Employee Engagement

As there are many definitions of engagement in use, there are also many different measures of engagement. Typically, a measure of engagement will ask respondents to rate a number of

questionnaire statements, according to how much they agree-disagree with them or how frequently they experience the feeling or thought each statement refers to.

Engagement and its Measurement

The most commonly used measure, within the research community has been the one associated with the definition of engagement as a “positive, fulfilling, work related state of mind” (Schaufeli et al, 2002, p.74). This is known as the ‘Utrecht Work Engagement Scale’ (UWES; Schaufeli and Bakker, 2003), which captures feelings of vigour (e.g. ‘At my work, I feel that I am bursting with energy’), dedication (e.g. ‘I am enthusiastic about my job’) and absorption (e.g. ‘I am immersed in my work’).

Schaufeli divides engagement into three dimensions: (1) vigour; (2) dedication; and (3) absorption, which can be analyzed separately. This will help us to identify where strengths and deficiencies exist in terms of each facet of work engagement (Freeney and Tiernan, 2006).

Kahn (1990) proposed that work engagement was a distinct variable that could have different levels, i.e., it was a single dimension along one continuum that could range from very low to very high. That is, work engagement was an independent construct; but employees could involve and express themselves in three different ways, i.e., physically, cognitively, and emotionally, at different levels while performing their roles. Thus, their involvement could range from disengaged (low level) to fully engaged (high level), which made it a *unipolar* dimension, even though it had three components.

As Schaufeli et al. (2001), to date, relatively little attention has been paid to concepts that might be considered antipodes of burnout. An exception is ‘psychological presence’ or ‘to be fully there’, a concept that emerged from role theory and is defined as an experiential state that

accompanies ‘personally engaging behaviors’ that involve the channeling of personal energies into physical, cognitive, and emotional labors (Kahn, 1992). Although Kahn (1992) presents a comprehensive theoretical model of psychological presence, he does not propose an operationalization of the construct.

Another approach, by Maslach and Leiter (1997) used burnout theory and viewed work engagement as the opposite of burnout, placing burnout on the negative end and work engagement on the positive end of a *bipolar* dimension. Engaged employees had a positive affective-motivational state of fulfillment, whereas burned-out employees had a negative emotional state/experience at work. Thus, their approach proposed a bipolar dimension, with *mutually exclusive poles*, which inevitably implied that an employee could be *either* burned out or work engaged, but not both.

The idea of treating burnout-engagement as bipolar might have emerged when Maslach et al. (2001) were searching for a positive state to counteract burnout and conceived of work engagement as the opposite of burnout along a bipolar dimension. That is, they seem to have used work engagement to expand the burnout construct by creating a positive antipode for burnout. Conceptually, their scale is a continuum with a maximum negative value of complete burnout, then passes through a zero value, and then goes to a maximum positive value of full work engagement.

We take a different perspective by considering burnout and engagement to be opposite concepts that should be measured independently with different instruments. Based on a theoretical analysis (Schaufeli and Bakker, 2001), two underlying dimensions have been identified of work-related well-being: (1) activation, ranging from exhaustion to vigor, and (2) identification,

ranging from cynicism to dedication. Burnout is characterized by a combination of exhaustion (low activation) and cynicism (low identification), whereas engagement is characterized by vigor (high activation) and dedication (high identification).

Furthermore, burnout includes reduced professional efficacy, and engagement includes absorption. In contrast to both the other elements of burnout and engagement that are direct opposites (exhaustion vs. vigor and cynicism vs. dedication), reduced efficacy and absorption are *not* each other's direct opposites, rather they are conceptually distinct aspects that are not the end points of some underlying continuum. It is noteworthy in this respect that reduced efficacy was added as a constituting element of burnout on second thoughts after it appeared as a third factor from a factor-analysis of a preliminary version of the MBI (Maslach, 1993). In a similar vein, absorption was found to be a relevant aspect of engagement after some 30 in-depth interviews were carried out (Schaufeli et al., 2001). Hence, engagement is defined as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption. Rather than a momentary and specific state, engagement refers to a more persistent and pervasive affective cognitive state that is not focused on any particular object, event, individual,

or behavior. *Vigor* is characterized by high levels of energy and mental resilience while working, the willingness to invest effort in one's work, and persistence even in the face of difficulties. *Dedication* is characterized by a sense of significance, enthusiasm, inspiration, pride, and challenge. Instead of involvement we prefer to use the term dedication. Although, involvement – like dedication (see above) – is usually defined in terms of psychological identification with one's work or one's job (Kanungo, 1982; Lawler and Hall, 1970), whereby the latter goes one step beyond, both quantitatively as well as qualitatively. In a qualitative sense, dedication refers to a particularly strong involvement that goes one step further than the usual level of

identification. In a qualitative sense, dedication has a wider scope by not only referring to a particular cognitive or belief state but including the affective dimension as well.

The final dimension of engagement, *absorption*, is characterized by being fully concentrated and deeply engrossed in one's work, whereby time passes quickly, and one has difficulties with detaching oneself from work. Being fully absorbed in one's work comes close to what has been called 'flow', a state of optimal experience that is characterized by focused attention, clear mind, mind and body unison, effortless concentration, complete control, loss of self-consciousness, distortion of time, and intrinsic enjoyment (Csikszentmihalyi, 1990). However, typically, flow is a more complex concept that includes many aspects and refers to rather particular, short-term 'peak' experiences instead of a more pervasive and persistent state of mind, as is the case with engagement.

Thus, contrary to Maslach and Leiter (1997) we do *not* feel that engagement is adequately measured by the opposite profile of MBI scores. Although we concur that, conceptually speaking, engagement is the positive antithesis of burnout, we acknowledge that the measurement of both concepts, and hence its structure, differs. As a consequence, engagement is operationalized in its own right. It is the second aim of our paper to investigate some psychometric features of our self-constructed engagement inventory that consists of the three dimensions mentioned above: vigor, dedication, and absorption. More specifically, the internal consistencies of the three scales as well as their factorial validity will be studied.

2.5 Understanding of Antecedents of Employee Engagements

Although there is not enough empirical research on the factors that predict employee engagement, it is possible to identify several potential antecedents from the different studies conducted.

There are different types of survey questions in use throughout organizations to examine and determine engagement levels. The question is: which drivers have the biggest impact on employee engagement? In this study statistical tools that determine which survey items are most closely linked to overall engagement and they assist organizations in prioritizing their assessment and action planning efforts. Thus, the following key drivers of engagement and other factors for local NGO's workers in Ethiopia:

2.5.1 Reward and Recognition VS Employee Engagement: Recognition is essential to any discussion of employee engagement. Recognition may take the form of monetary or nonmonetary awards, or a simple acknowledgement of a job well done.

Bernthal et al. (1999) found that people like to be acknowledged for their exceptional proposition and contribution. Even if many organizations established a formal reward and recognition programs for employee ideas and contributions, employees are still need for more day-to-day informal recognition. Employees who feel they are listened to, supported and recognized for their contributions are expected to be more engaged.

According to Wayne et al. (1997) the best way to any organization to recognize employee's accomplishments is by promotion its employee to higher position associated with increase in salary. Moreover Vaziarani (2007) proposed that to make the employees are motivated, the organization should have a good pay system, and be able to provide certain compensation and benefits to improve the level of engagement among employee.

2.5.2 Career Development VS Employee Engagement: Career development opportunities are an essential part of employee engagement. If peoples' desire to advance in their own career is not fulfilled, they will begin looking for work elsewhere.

The term career development had become more and more famous at the end of twentieth century, to describe the psychological, sociological, educational, physical, economic and change factors combine that combine to shape individual career behavior over the life span (Patton & McMahon 2006). According to Blau (1998) It is the evolution or development of a career informed by experience within a specific field of interest, success at each development and educational attainment. Career development embraces learning, developing and mentoring employees to ensure that they know clearly and navigate their career path within an organization, which enhance productivity for an organization.

Training and Career Development should be considered in the process of engaging employees that helps the employees in concentrating on focused work dimension. According to Paradise (2008), Training and development is an important factor for improving employee engagement. Training improves service inaccuracy and thereby impact service performance and employee engagement (Keaveney, 1995). When the employee undergoes training and learning development programs, his confidence builds up on the area of training that motivates him to be more engaged in his job.

Generally, the role of management in this is critical. If employee gets timely opportunities for growth and development, then the level of engagement is expected to be high.

2.5.3 Supervision VS Employee Engagement: It is also very important because supervisors/managers are in charge of coaching and recognizing people. They should be having regular discussions about career development with their direct reports.

Leadership is another main factor to be examined as a factor to employee engagement. Effective leadership is a higher-order, multi-dimensional construct comprising self-awareness, balanced processing of information, relational transparency, and internalized moral standards (Gardner et al., 2005). Employees feel engaged when their work is considered important and meaningful. The job of leadership is therefore to ensure that employees see how their specific task contributes to the overall business success. Authentic and supportive leadership is theorized to impact employee engagement of followers in the sense of increasing their involvement, satisfaction and enthusiasm for work (Gardner et al 2005). The leadership factor comprised indicators on effective leadership and perceived supervisor support.

2.5.4 Job Content/Nature of work VS Employee Engagement: the skill to do what I do best. Job content is an area where many employees do not feel as though they have a say in their own experience. Since many tasks simply have to be done, most of the time, there is not an option to remove those tasks which are less interesting or pleasant, or detractors of engagement. Although every organization is different, there should always be some leeway in regard to adjusting job content to make a more enjoyable situation for employees. As best-selling author and management scientist Jim Collins said, “It’s not just about who’s on the bus; it’s about what seat they’re in.”

2.5.5 Communication VS Employee Engagement: Communication according to Spector (1985) refers to internal communication within an organization and good communication within the organization is considered as one major antecedent that determine employee engagement.

Organizational communication focuses on connecting individual employees, groups and organization as a whole to facilitate realization of common interest and spontaneous cooperation (A.S. Hatch 1964; Clampitt and Downs, 1992). According to De Ridder (2004), Organisational communication is instrumental in facilitating supportive employees.

Organizations are first and foremost communicating entities (Clegg, Kornberger and Pitsis 2005). The study conducted by Watson Wyatt (2007-08) has been quoted by Bill Trahan (2008) shows a strong correlation between effective employee communication and superior organizational performance.

In summary therefore, Reward and recognition, Career development, supervision, Job Content or nature of work and communication are key drivers to employee engagement.

The factors are represented in the following section and illustrated in figure 2.1.

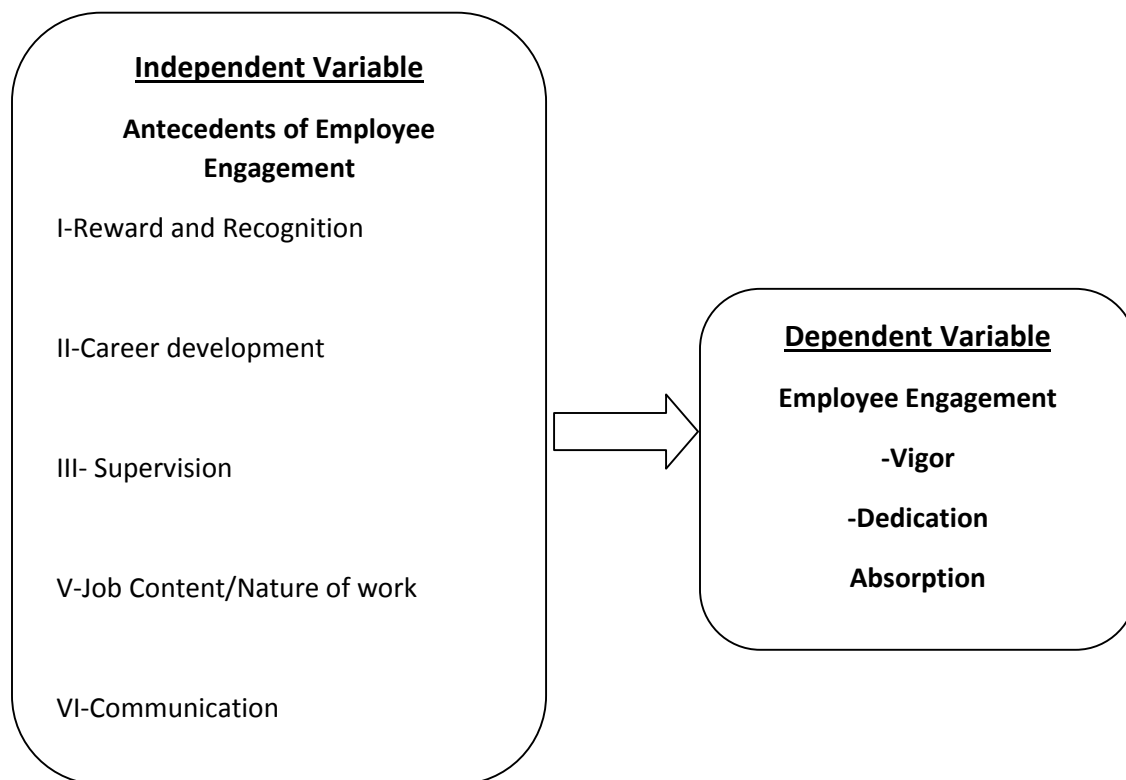
2.6 Conceptual framework

The literature examined so far explains the strong relationship between Antecedent of employee engagement and employee engagement that is manifested by vigor, dedication and absorption as per Schaufeli et al. (2002). Schaufeli divides the employee engagement in to three dimensions. “Work engagement is a positive, affective -motivational state of fulfillment that is characterized by vigor, dedication, and absorption” (p.74).

Factors facilitating Employee Engagement in Working environments are illustrated by Figure 2.1 below. Those factors have been considered as a significant factor and believed that they will determine meaningfully employee engagement.

Accordingly, the below framework of study has developed to measure the link between the engagement factors and employee engagement in the organizations to be studied.

Figure 2.1- Conceptual framework of the study



Source: Developed based on literature review

CHAPTER THREE

RESEARCH METHODOLOGY

The research design, types, source and method of data collection, target population and sample design, data analysis and presentation, administering the questionnaire, method of data analysis, reliability, validity, ethical considerations are presented in this chapter.

3.1 Research Design

In this part, the researcher explained the reason behind the selected methods and techniques to manage the study.

The explanatory design has been used for this study. Explanatory research design emphasizes on studying a situation or a problem in order to explain the relationship between variables (Saunders, Lewis and Thornhill (2009). The gathered data has been analyzed and interpreted.

In order to measure the engagement level of employees and to find out the specific antecedents of engagement that need to be improved, the quantitative research, with questionnaires as the main source collecting data was employed.

Cameron and Price (2009) emphasize that quantitative data present significant practical advantages as it allows one to draw conclusions related to a wider group and data, in addition, it can be statistically analyzed. In view of the above considerations, the quantitative approach has been used as most suitable for the purposes of this research.

In this study descriptive research design and correlation analysis were used in order to understand and systematically describe the antecedents of employee engagement and employee

engagement and also to identify the most influential variables that affect employees' engagement level.

3.2 Types, Sources and Method of Data Collection

The primary data was collected through questionnaires designed to address the intended assessment questions and assessment objectives. Besides this primary data, relevant secondary data were used from various books, manuals, proclamation and websites.

The questions in the questionnaire are 'closed questions' where the respondents have been offered a choice of alternative replies. The respondents indicated their responses on a five-point Likert scale from (1) strongly disagree to (5) strongly agree. The five Likert Scale is advantageous for research because, it is the most universal method for data collection, and consequently they are easy to understand. These responses are very easy to code when using statistical analysis since a single number represents the participant's response. Likert scales are also quick, well-organized and economical methods for data collection.

The questionnaires have been randomly distributed to the employees in each of the Local NGO's. Through the pilot study, the instrument and interview questions were re-validated, checked and corrected for possible errors, complexities and meaningfulness in the research questions.

3.3 Target Population and Sample Design

The population for this study was taken from three local NGOs namely Organization for Women in Self Help Employment (WISE), Hiwot Ethiopia and Organization for Social Services, Health and Development (OSSHD). Since these NGOs have manageable number of employees, all who served the organization for more than a year and all permanent employees are included in the data collection process. These NGOs have about 78 team members.

Hence, considering this and other related facts, the research didn't encompass staffs who served the organization for less than a year and all temporary employees, so that; the questionnaires developed and distributed to 65 respondents using random sampling technique for the different department team members of these local NGOs.

3.4 Methods of Data Analysis and Presentation

Each of the five key drivers of employee engagement identified, namely, Reward and Recognition, Career development, Supervision, Job Content/nature of work&Communication examined in the survey. The data collected from the survey analyzed by carrying out a series of statistical tests using SPSS software. Quinlan (2011) has stated that SPSS analysis works very successfully in the analysis of survey data.

From the many software packages for statistical analysis, SPSS is preferred considering SPSS offers a wide range of methods, graphs and charts. SPSS also comes with more techniques of screening or cleaning the information in preparation for further analysis. Furthermore, it has more control on data management and output Aon Hewitt (2015).

Quantitative data analysis tools were used to analyze the collected data. Descriptive statistics used to describe and interpret the result of the study. Correlation analysis more specifically Pearson correlation was used to measure the degree of association between antecedents of employee engagements and employees' engagement.

From inferential statistics, multiple regression analysis, analysis of variance (ANOVA), were used for one or more than two conditions. Social Package for Social Sciences (SPSS) software was used to analyze the data from the questionnaire.

The first step of the analysis tested data normality based on skewness and the kurtosis indicators, after which reliability, validity, sample adequacy, correlation, and regression has been conducted for analyzing the research.

The study carefully investigated the dimensions in the hypothesis contributes to employee engagement and specifically which of these factors needs to be improved in order to increase engagement and finally, how employee engagement has impacted by the antecedents.

Furthermore, it can also be used to determine the strength, direction and statistical significance of any association. The statistical tools like tables and percentages were used to analyze data gathered by questionnaires and then described for each survey results. The questionnaire has been given to the program Managers and HR heads. Finally, based on the analysis, suggestions and recommendations were forwarded.

3.5 Administering the Questionnaire

The questionnaires were self-administered, and permission was requested from the Country Directors on by presenting letter from the university. Besides, the questionnaire was left with the respondents through well prepared questionnaire with preamble letter. As much as possible,

maximum care had taken in to account in designing the cover part and different sections of questions in the questionnaires.

3.6 Reliability

Reliability statistics is used to test the reliability or internal consistency of the data. Ensuring quality of data, reliability coefficient test was done. Once, the coefficient measures errors and confirm internal consistency of questionnaires used, Cronbach's Alpha result above α 0.7 found acceptable (Neuman, 2007). The data obtained from the field survey was presented as follows.

Table 3.1 Reliability statistics

Roll No	Variables	Cronbach's Alpha	No of items
1	Employee Engagement	.894	12
2	Rewards and recognition	.867	6
3	Career development	.924	6
4	Supervision	.934	5
5	Job Content/Nature of work	.623	4
6	Communication	.790	6

Source: Field Survey,2018

Table 3.1 deals with reliability statistics. Reliability statistics value ranges between 0 and 1. If the reliability value greater than .70, it implies that the data has strong reliability. Regarding to this, employee engagement was reliable at .894 with 12 items. Reward and Recognition was

reliable at .867 with 6 items. Career development was reliable at .924 with 6 items. Supervision was reliable at .934 at 5 items. Job content/nature was reliable at .623 with 4 items. Communication was reliable at .790 with 6 items. Thus, the data of the dimensions of employee engagement was reliable has strong internal consistency.

3.7 Validity

Test of validity indicate the degree to which measures what it is supposed to measure. In order to ensure content validity of the items incorporated in the instrument experienced professionals have examined the instrument before it was distributed. Besides, the instrument was given to my advisor to comment on it. Accordingly, based on their comments the questionnaires were distributed to the sample population.

3.8 Ethical Consideration

During research study the researcher ensured respondents/ participants confidentiality about the information they provide by establishing a good relationship, being sensitive to culture bounds and involved directors, HR managers, and other team members. The researcher discussed with respondents/participants about the aim of the study before the research study conducted. The researcher secured an introduction letter to introduce himself and request support from the respondents/participants when the research of the study conducted. Moreover, a written consent form was prepared and provided to the participants of the study.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

This part of the study deals with data analysis and interpretation. To produce this part data was obtained from field survey through questionnaire. 65 questionnaires were distributed to participants of the study. Of which 65 questionnaires was properly filled and returned back and the result presented as follows.

4.1 Socio –Demographic Characteristics of Respondents

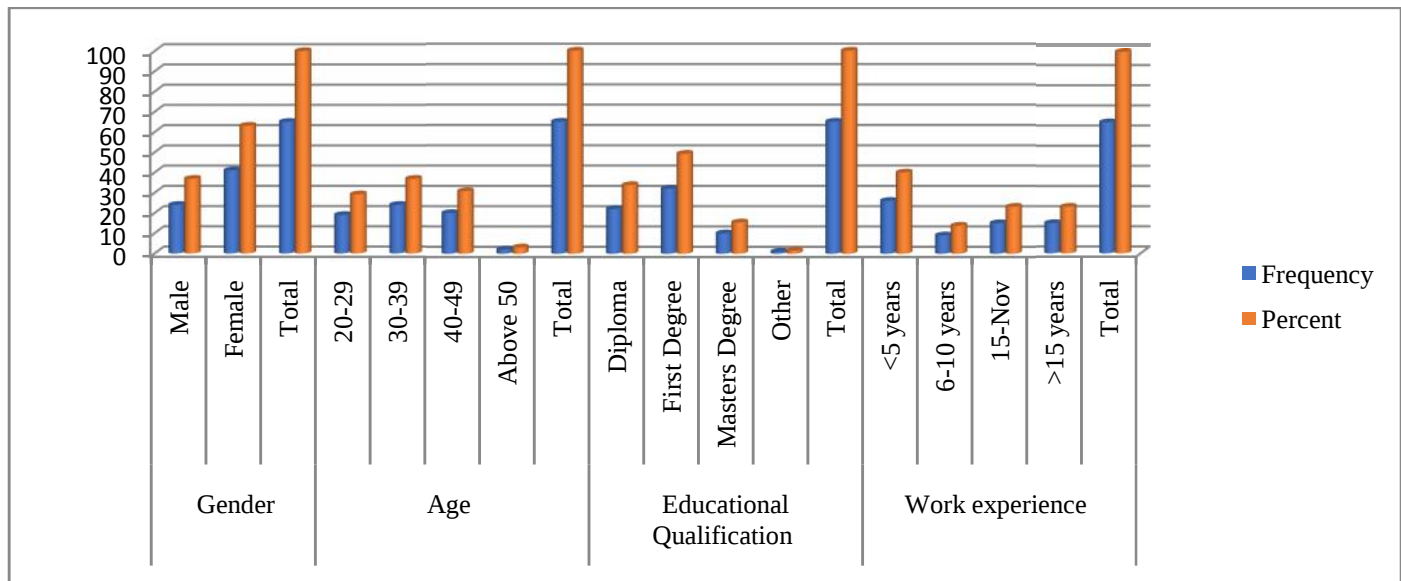
Socio demographic characteristics of respondents include sex, age, educational qualification and work experience and the result from the field data survey was presented as follows.

Table 4. 1 Socio –Demographic Characteristics of Respondents

		Frequency	Percent
Gender	Male	24	36.9
	Female	41	63.1
	Total	65	100.0
Age	20-29	19	29.2
	30-39	24	36.9
	40-49	20	30.8
	Above 50	2	3.1
	Total	65	100.0
Educational Qualification	Diploma	22	33.8
	First Degree	32	49.2
	Master's Degree	10	15.4
	Other	1	1.5
	Total	65	100.0
Work experience	<5 years	26	40.0
	6-10 years	9	13.8
	11-15	15	23.1
	>15 years	15	23.1
	Total	65	100.0

Source: Own survey, 2018

Figure4.1 Socio Demographic characteristics of Respondents



Source: Own survey,2018

4.1.1 Gender of Respondents

Figure 4.1 illustrates socio demographic characteristics of respondents. The first socio demographic characteristics of respondents' sex. Regarding sex, 41 (63.1%) of the respondents were male sex category while 24 (23.9%) of the respondents were female sex category. Thus, From the above information it is possible to conclude that the majority of respondents were male sex category.

4.1.2 Age of Respondents

The second item was age. Concerning age, 24 (36.9%) of the respondents were in the age category of 30-40 years while 20 (30.8%) of the respondents were in the age category of 40-49. Thus, from the above information it is possible to conclude that the majority of participants of the study were in the age category of 30-40 years.

4.1.3 Qualification of Respondents

The third item was educational qualification. To this regard, 32(49.2%) of the respondents have educational qualification level of first degree while 22(33.8%) of the respondents have educational qualification of diploma. From the above information it is possible to conclude that the majority of respondents were first degree level of education.

4.1.4 Work Experience of Respondents

The fourth item was work experience. Regarding to this, 26(40.0%) of the respondents have less than 5 years of work experience while 15(23.1%) of the respondents were in the work experience of 11-15. Thus, from the above information it is possible the majority of respondents have less than five years.

4.2 Descriptive Analysis

In this section, the collected data from the selected local NGOs was entered and reported using SPSS. The mean value of each satisfaction factor with respect to respondents' category is analyzed and presented.

According to Zaidatol and Bagheri (2009) cited in (Wogari, 2016) the mean score below 3.39 is considered as low; the mean score from 3.40 up to 3.79 is considered as moderate and mean score above 3.8 is considered as high as shown below.

Table 4.2 Comparison Bases of Mean Score of Five Point Likert Scale Instruments

NO	Mean Value	Description
1	< 3.39	Low
2	3.40 up to 3.79	Moderate
3	> 3.8	High

In order to see the general perception of the respondents regarding employee engagement, the study used the following table of the next section.

4.3Employee Engagement

Table 4.3Descriptive Analysis of Employee Engagement

Statements	N	Mean	Std. Deviation
I know what is expected of me at work.	65	4.1385	1.01361
I have the materials and equipment I need to do my work right.	65	4.0462	.92586
At work, I have the opportunity to do what I do best every day.	65	3.9538	.99107
In the last seven days, I have received recognition or praise for doing good work	65	2.8615	1.19735
My supervisor, or someone at work, seems to care about me as a person.	65	3.6923	1.07417
There is someone at work who encourages my development.	65	3.7538	1.07574
At work, my opinions seem to count	65	3.5538	1.04628
The mission or purpose of my company makes me feel my job is important	65	4.1692	.83981
My associates or fellow employees are committed to doing quality work	65	3.8462	.88795
I have a best friend at work.	65	3.7385	.94003
In the last six months, someone at work has talked to me about my progress.	65	3.5692	1.03031
This last year, I have had opportunities at work to learn and grow	65	3.4154	1.23608
Grand Mean		3.7282	
Valid N (listwise)	65		

Source: Own survey,2018

Table 4.2 shows the means and standard deviations of the description analysis of employee engagement rated by respondents. Descriptively, the grand mean on the employment engagement

in the selected local NGOs was ($M=3.7282$) on a five-point Likert Scale. This implies that, on the average, the employees of the local NGOs were engaged with overall job.

From the table 4.2 presented above, we can understand that respondents are agreed and the result from this study shows that high mean result on the statement "the mission or purpose of my company makes me feel my job is important" ($M=4.1692, SD=.83981$), "I know what is expected of me at work" ($M=4.1385, SD=1.01361$) and "I have the materials and equipment I need to do my work right" ($M=4.0462, SD=.92586$) respectively.

On contrary, majority of the respondents were answered disagree to the statements, "In the last seven days, I have received recognition or praise for doing good work" ($M=2.8615, SD=1.19735$).

Employee engagement is the extent to which employees commit to something or someone in the organization, and how long they stay as a result of that commitment.”“Loyal employees (versus satisfied employees) stay because they want to. They go above and beyond the call of duty to further their company’s interests.”“Engagement is the state in which individuals are emotionally and intellectually committed to the organization as measured by three primary behaviors: Say, Stay and Strive.”“The extent to which employees put discretionary effort into their work in the form of brainpower, extra time, and energy.”This study tried to assess the employee engagement of local NGOs. To describe the employee engagement statement was designed and the result presented as follows.

4.4 Antecedents of Employee Engagement

4.4.1 Reward & Recognition

The first dimensions of employee engagement were rewards and engagement. Recognition is essential to any discussion of employee engagement. Recognition may take the form of monetary or nonmonetary awards, or a simple acknowledgement of a job well done.

Table 4.4 Perception on Rewards and Recognition

Statements	N	Mean	Std. Deviation
Individual performance is adequately rewarded.	65	3.2462	1.11846
My organization is recognizing or praises me when I do a good job.	65	3.5231	1.13341
Considering my duties and responsibilities, I feel my salary is fair.	65	2.7231	1.31705
Promotion is done based on individual performance or one's work contribution.	65	3.5077	.98620
In comparison with people doing similar jobs in other organizations, I feel my salary is reasonable.	65	2.6615	1.17629
I am happy with total benefit package of my organization.	65	2.8769	1.26871
Grand Mean		3.08975	
Valid N (listwise)	65		

Source: Own survey, 2018

Table 4.3 Illustrates the means and standard deviations of the description analysis of perception on Reward and Recognition. Descriptively, the grand mean on the employment engagement in the selected local NGOs was (M=3.08975) on a five-point Likert Scale. This implies that, on the

average, the employees of the local NGOs were not satisfied on the reward and recognition on their job.

From the table 4.3 presented above, we can understand that respondents are agreed and the result from this study shows that high mean result on the statement "My organization is recognizing or praises me when I do a good job" ($M=3.5231, SD=1.13341$) and "Promotion is done based on individual performance or one's work contribution" ($M=3.5077, SD=.98620$) respectively.

On contrary, majority of the respondents were answered disagree to the statements, "In comparison with people doing similar jobs in other organizations, I feel my salary is reasonable" ($M=2.6615, SD=1.17629$).

The above Table infers that most of the respondents not satisfied with the reward and recognition. However, Engagement happens when the organization provides them satisfactory reward and recognition for employees. Hence, these lead to disengagement of respondents as table 4-1 displays on the employee engagement. The majority of the respondents were answered disagree to the statements, "In the last seven days, I have received recognition or praise for doing good work" ($M=2.8615, SD=1.19735$).

Generally, from the respondents the organizations are not paying their employees for the similar jobs in other organizations. As a result, they replied negatively the mean value of the respondents 2.6615 with standard deviation 1.17629 support this idea and became reason to respondents' disengagement to their organization.

Bernthal et al. (1999) found that people like to be acknowledged for their exceptional proposition and contribution. Even if many organizations established a formal reward and recognition programs for employee ideas and contributions, employees are still need for more day-to-day

informal recognition. Employees who feel they are listened to, supported and recognized for their contributions are expected to be more engaged.

According to Wayne et al. (1997) the best way to any organization to recognize employee's accomplishments is by promotion its employee to higher position associated with increase in salary. Moreover Vaziarani (2007) proposed that to make the employees are motivated, the organization should have a good pay system, and be able to provide certain compensation and benefits to improve the level of engagement among employee. To describe rewards and recognition the following statements were designed and the result presented as follows.

4.4.2 Career Development

Table 4.5 Perception on Career Development

	N	Mean	Std. Deviation
I am aware of the promotion opportunities in my organization.	65	3.3077	1.02961
There is equitable access for training and education in your organization.	65	3.2769	1.19252
In general promotions are handled fairly at my organization.	65	3.3846	1.18179
Your organization provides you with opportunities to learn and grow in the company.	65	3.4769	1.17404
I have opportunities for career development and this encourages me to stay in the organization.	65	3.3692	1.21924
The future of my organization is promising for me to learn and develop myself.	65	3.3077	1.32197
Grand Mean		3.3538	
Valid N (listwise)	65		

Source: Own survey, 2018

Table 4.4 Illustrates the means and standard deviations of the description analysis of perception on Career Development. Descriptively, the grand mean on the employment engagement in the selected local NGOs was ($M=3.353833$) on a five-point Likert Scale. This implies that, on the average, the employees of the local NGOs were not satisfied on the Career development on their organization.

From the table 4.4 presented above, we can understand that respondents are agreed and the result from this study shows that moderate mean result on the statement "Your organization provides you with opportunities to learn and grow in the company" ($M=3.4769$, $SD=1.17404$).

Generally, from the respondents the company not facilitates equitable access for training and development as required for its employees to learn and grow and to give their effort to the organization and career development opportunities to encourage and stay long. As a result, they replied negatively to the remaining questions under the career development and became reason to respondents' disengagement to their organization.

Career development opportunities are an essential part of employee engagement. If peoples' desire to advance in their own career is not fulfilled, they will begin looking for work elsewhere.

An employee feels more engaged when his manager and organization policies recognize and provide support for skills development (Kumar, D. P. & Swether, G, 2011). These include long-term and short term permission for employees develop and diversify their skills.

Training and Career Development should be considered in the process of engaging employees that helps the employees in concentrating on focused work dimension. According to Paradise (2008), Training and development is an important factor for improving employee engagement. Training improves service inaccuracy and thereby impact service performance and employee

engagement (Keaveney,1995). When the employee undergoes training and learning development programs, his confidence builds up on the area of training that motivates him to be more engaged in his job. Generally, the role of management in this is critical. If employee gets timely opportunities for growth and development, then the level of engagement is expected to be high.

4.4.3Supervision

Table 4.6Perception on Supervision

Statements	N	Mean	Std. Deviation
My supervisor is quite competent in doing his/her job.	65	3.6462	1.36280
My boss is flexible about how I accomplish my job objectives.	65	3.7538	1.21232
My manager is supportive of my ideas and ways of getting things done.	65	3.6615	1.21549
I can trust my boss to back me up on decisions I make in the field.	65	3.5231	1.23880
My boss gives me the authority to do my job as I see fit.	65	3.5231	1.25135
Grand Mean		3.6215	
Valid N (listwise)	65		

Source: Own survey,2018

Table 4.5 Illustrates the means and standard deviations of the description analysis of perception on Supervision. Descriptively, the grand mean on the employment engagement in the selected local NGOs was (M=3.62154) on a five-point Likert Scale. This implies that, on the average, the employees of the local NGOs were moderately satisfied on the Supervision level of their organization.

From the table 4.5 presented above, we can understand that respondents are agreed and the result from this study shows that moderate mean result on the statement "My boss is flexible about how I accomplish my job objectives." ($M=3.4769$, $SD=1.17404$).

Generally, from the respondents the supervisors supportive adequately of their ideas and ways of getting things done. As a result, they replied all questions moderately under the supervision and became reason to respondents' engagement to their organization.

Supervision is very important because supervisors/managers are in charge of coaching and recognizing people. They should be having regular discussions about career development with their direct reports.

Leadership is another main factor to be examined as a factor to employee engagement. Effective leadership is a higher-order, multi-dimensional construct comprising self-awareness, balanced processing of information, relational transparency, and internalized moral standards (Gardner et al., 2005). Employees feel engaged when their work is considered important and meaningful. The job of leadership is therefore to ensure that employees see how their specific task contributes to the overall business success. Authentic and supportive leadership is theorized to impact employee engagement of followers in the sense of increasing their involvement, satisfaction and enthusiasm for work (Gardner et al 2005). The leadership factor comprised indicators on effective leadership and perceived supervisor support.

4.4.4 Job contents/Nature of works

Table 4.7 Perception on Job contents/Nature of work

Statements	N	Mean	Std. Deviation
I sometimes feel my job is meaningless.	65	2.4462	1.39229
I like doing the things I do at work.	65	3.8615	1.01361
My job is enjoyable.	65	3.6308	1.12596
I feel a sense of pride in doing my job.	65	3.6615	1.00432
Grand Mean		3.4000	
Valid N (listwise)	65		

Source: Own survey, 2018

Table 4.6 Illustrates the means and standard deviations of the description analysis of perception on job content/nature of work. Descriptively, the grand mean on the employment engagement in the selected local NGOs was (M=3.4) on a five-point Likert Scale. The mean falls under the lower edge of the moderate mean and this implies that, on the average, the employees of the local NGOs were not satisfied on the job content/nature of work on their job.

From the table 4.6 presented above, we can understand that respondents are agreed and the result from this study shows that moderate mean result on the statement “I like doing the things I do at work”(M=3.8615, SD=1.101361), “My job is enjoyable”(M=3.6308, SD=1.12596) and “I feel a sense of pride in doing my job” (M=3.6615, SD=1.00432) respectively.

On contrary, majority of the respondents were answered disagree to the statements, “I sometimes feel my job is meaningless” (M=2.4462, SD=1.39229).

Job content is an area where many employees do not feel as though they have a say in their own experience. Since many tasks simply have to be done, most of the time, there is not an option to remove those tasks which are less interesting or pleasant, or detractors of engagement. Although every organization is different, there should always be some leeway in regard to adjusting job content to make a more enjoyable situation for employees. As best-selling author and management scientist Jim Collins said, “It’s not just about who’s on the bus; it’s about what seat they’re in.”

4.4.5 Communication

Table 4.8 Perception on Communication

Statements	N	Mean	Std. Deviation
I am kept well informed about what my organization is doing.	65	3.9385	1.11631
I am able to speak up and challenge the way things are done.	65	3.5846	1.10244
The system for orienting new employees and getting them started is effective.	65	3.3846	1.20795
The company’s process sets clear and realistic goal for the work.	65	3.9692	.95147
HR manager provides a realistic job preview of all the important aspects of a job when hiring.	65	3.4769	1.04743
There is a good communication between the management and employees in the organization.	65	3.5538	1.43648
Grand Mean		3.6512	
Valid N (listwise)	65		

Source: Own survey, 2018

Table 4.7 Illustrates the means and standard deviations of the description analysis of perception on communication. Descriptively, the grand mean on the employment engagement in the selected local NGOs was ($M=3.651267$) on a five-point Likert Scale. This implies that, on the average, the employees of the local NGOs were moderately satisfied on the communication level of their organization.

From the same table above, we can understand that respondents are agreed and the result from this study shows that high mean result on the statement “The company’s process sets clear and realistic goal for the work”($M=3.9692, SD=.95147$) and “I am kept well informed about what my organization is doing” ($M=3.9385, SD=1.11631$) respectively.

From the table 4.7 presented above, we can understand that respondents are agreed and the result from this study shows that low mean result on the statement “The system for orienting new employees and getting them started is effective” ($M=3.3846, SD=1.20795$).

Generally, from the respondent’s communication isadequately flow in the organization to get things done. As a result, communication became reason to respondents’ engagement to theirorganization.

Communication according to Spector (1985) refers to internal communication within an organization and good communication within the organization is considered as one major antecedent that determine employee engagement.

Organizational communication focuses on connecting individual employees, groups and organization as a whole to facilitate realization of common interest and spontaneous cooperation (A.S. Hatch 1964; Clampitt and Downs,1992). According to De Ridder (2004), Organisational communication is instrumental in facilitating supportive employees.

Organizations are first and foremost communicating entities (Clegg, Kornberger and Pitsis 2005). The study conducted by Watson Wyatt (2007-08) has been quoted by Bill Trahant (2008) shows a strong correlation between effective employee communication and superior organizational performance.

Generally, the descriptive analysis indicates the means of antecedents of employee engagement variables such as reward & recognition, Career development, supervision, job content/nature of work and communication rated by respondents. Descriptively, the average or mean level of employee engagement in selected local NGOs was 3.72 (SD = 0.77) on a five-point Likert Scale. This implies that, on the average, the employees of the local NGOs were not that much engaged in their overall job.

The result from this study shows that moderate mean results for antecedents like Supervision (M=3.62154), Job content (M=3.40) and communication (M=3.651267) to less mean scoring antecedents such as reward & recognition (M=3.08975) and career development (M=3.353833).

From the above table it is observed that supervision and communication have higher mean value. This implies that the majority of the employees were relatively more engaged by these antecedents.

4.5 Relationship between Antecedents and Engagement

The study sought to establish the relationship between independent variables and dependent variables Pearson Correlation analysis was used to achieve this end at 95% confidence level ($\alpha = 0.05$). Correlation analysis is one of the most widely used in research, it is often used to determine a relationship between two different variables, if so how significant or how strong is the association between variables. And also a very useful means to summarize these relationships

between the variables with a single number that falls between -1 and +1 Field (2005).A correlation analysis with Pearson's correlation coefficient (r) was conducted on all variables in this study to explore the relationships between them. The correlation coefficient r is statistics used to measure the degree or strength of this type of relationship (Taylor, 1990).

To interpret the strengths of relationships between variables, the guidelines suggested by Taylor R, (1990), was followed. His classification of the correlation efficient (r) is as follows: ≤ 0.35 is considered to represent low or weak correlation; 0.36 – 0.67 is modest or moderate correlation; 0.68-0.89 is strong or high correlation and a correlation with r coefficient ≥ 0.90 is very high correlation. Again if the correlation result lies between -1 and 0, the two variables are negatively related. However, the result is interpreted and discussed using this criterion in each dimension.

The result presented as follows:

Table 4.9 Correlation Analysis

		Correlations					
		Employee Engagement	Reward and Recognition	Career development	Supervision	Job Content/ Nature of work	Communication
Employee Engagement	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	65					
Reward and Recognition	Pearson Correlation	.711**	1				
	Sig. (2-tailed)	.000					
	N	65	65				
Career development	Pearson Correlation	.707**	.622**	1			
	Sig. (2-tailed)	.000	.000				
	N	65	65	65			
Supervision	Pearson Correlation	.727**	.344**	.398**	1		
	Sig. (2-tailed)	.000	.005	.001			
	N	65	65	65	65		
Job Content/Nature of work	Pearson Correlation	.559**	.208	.338**	.620**	1	
	Sig. (2-tailed)	.000	.096	.006	.000		
	N	65	65	65	65	65	
Communication	Pearson Correlation	.668**	.487**	.609**	.623**	.343**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.005	
	N	65	65	65	65	65	65
**. Correlation is significant at the 0.01 level (2-tailed).							

Source: Own survey, 2018

According to table 4.8, reward and recognition is positively correlated with a dependent variable employee engagement and the relationship between variables strong or high correlation with a value of .711. Reward and recognition is significant with a value of 0.000 which is lower than 0.05. Hence, reward and recognition is found to have positive significant relationship with employee engagement. Likewise, career development is positively correlated with a dependent variable employee engagement and the relationship between variables is strong or high with a value 0.707. Career development is significant with value of 0.000 which is less than 0.05. Hence career development is found to have positive and statistically significant relationship with employee engagement. Furthermore, supervision is positively correlated with dependent variable employee engagement and have relationship between variables in strong or high correlation with a value of .727. Supervision is significant with a value of 0.000 which is less than 0.05. Hereafter, supervision is found to have positive and statistically significant relationship with employee engagement. Moreover, Job content/nature of work also have positively correlated with a dependent variable employee engagement and the relationship between variables is moderate correlation with a value of .559. Job content /nature of work is significant value of 0.000 which is less than 0.05. Hence job content is found to have positive and significant relationship with employee engagement. Furthermore communication also has positively correlated with a dependent variable employee engagement and the relationship between variables is moderate correlation with a value of 0.668. Communication is significant value of 0.000 which is less than 0.05. Hence communication is found to have positive and significant relationship with employee engagement.

4.6 Effects of Antecedents on Engagement

The study sought to establish how dimension of employee engagement would influence on employee engagement using multiple linear regression analysis. The dimensions were: rewards and recognition, career development, supervision, job contents/nature of work and communication. The regression model was:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5$$

Whereby Y is employee engagement, β_0 is regression constant, $\beta_1 - \beta_6$ regression coefficients, X_1 is rewards and recognition, X_2 is career development, X_3 is supervision, X_4 is job contents/nature of work, X_5 is communication and ϵ model's error term.

Table 4.9 Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.832 ^a	.693	.687	.3892
a. Predictors: (Constant), Communication, Job Content/Nature of work, Reward and Recognition, Career development, Supervision				

Source: Own survey, 2018

According to table 4.9, R square is 0.693 which shows that 69.3% of the dependent variable is being explained by independent variables. This depicts that the model accounts for 69.3% of the variations in influencing employee engagement while 30.7% remains unexplained by the regression model.

Table 4.11 Anova Analysis

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.(P-value)
1	Regression	37.794	5	7.559	57.135	.000 ^b
	Residual	7.806	59	.132		
	Total	45.600	64			
a. Dependent Variable: Employee Engagement						
b. Predictors: (Constant), Communication, Job Content/Nature of work, Reward and Recognition, Career development , Supervision						

Source: Own survey,2018

The ANOVA statistics presented in Table 4.10 was used to present the regression model significance. An F-significance value was 57.135 of at df (5, 59) which was greater than .05 and $P < 0.05$ was established showing that there is a probability of less than .05 of the regression models. Thus, the model is very significant.

Table 4.12 Regression Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.134	.280		-.478	.634
	Reward and Recognition	.344	.065	.374	5.323	.000
	Career development	.198	.064	.242	3.084	.003
	Supervision	.276	.061	.377	4.535	.000
	Job Content/Nature of work	.146	.070	.147	2.089	.041
	Communication	.062	.094	.054	.663	.510
a. Dependent Variable: Employee Engagement						

Source: Own survey,2018

From the findings in Table 4.11 the multiple linear regression equation becomes:

$$Y = -.134 + .344X_1 + .198X_2 + .2767X_3 + .146X_4 + .062X_5$$

From the model, when other factors (reward and recognition, career development, supervision, job content/nature of work and communication are at zero (constant), the employee engagement becomes -.134. Holding other factors (reward and recognition, career development, supervision, job content/nature of work and communication is constant, a unit increase in rewards and recognition would lead to .344 increase in influencing employee engagement. A unit increase of career development would lead .198 increases in influencing employee engagement. A Unit increase of supervision would lead .276 increases as a factor affecting employee engagement. A unit increase of job content would lead to .146 increases as the effect of employee engagement. A unit increase communication would lead to .062 increase as a factor affecting employee engagement. Thus, Supervision and reward & recognition have a greater rate of change than other antecedents.

From the above information it is possible to infer that employee engagement is affected by rewards and recognition, career development, supervision, job content/nature of work and communication.

CHAPTER FIVE

MAJOR FINDINGS, CONCLUSION AND RECOMMENDATION

The previous chapter presented the analysis of the findings and discussions of the study. The purpose of this chapter is to discuss the major findings, conclusions and recommendations. Accordingly, the chapter is organized in to four sections, the first section presents the major findings, the second section presents the conclusions of the study, the third section presents the recommendations and the fourth section presents future research recommendations provided based on the findings of the study.

5.1. Major Findings

Vaziarani (2007) proposed that to make the employees are motivated, the organization should have a good pay system, and be able to provide certain compensation and benefits to improve the level of engagement among employee.

Effective leadership is a higher-order, multi-dimensional construct comprising self-awareness, balanced processing of information, relational transparency, and internalized moral standards (Gardner et al., 2005). Employees feel engaged when their work is considered important and meaningful. In this section I presented the major findings of this research as follows:

- The demographic composition of the 65 respondents was as follows: 24 (36.9%) are male ,41 (63.1%) are female, 19 (29.2%) age 20-29, 24 (36.9%) between 40-49 age category, 24 (36.9%) between 30-39 age category, 20 (30.8%) between 40-49 and 2 (3.1%) above 50 years age category. The highest percentage 32 (49.2%) were holders of First degree, the remaining 22 (33.8%) were Diploma holders, 10 (15.4%) were holders of Master's degree. Related to their work experiences in the selected local NGOs less than 5 years are 26 (40%), 9 (13.8%)

respondents have 6-10 years, 15 (23.1%) respondents have 11-15 year work experience and 15 (23.1%) respondents have experience more than 15 years.

•**Reliability Test:** Reliability statistics value ranges between 0 and 1. If the reliability value greater than .70, it implies that the data has strong reliability. Regarding to this, employee engagement was reliable at .894 with 12 items. Reward and Recognition was reliable at .867 with 6 items. Career development was reliable at .924 with 6 items. Supervision was reliable at .934 at 5 items. Job content/nature was reliable at .623 with 4 items. Communication was reliable at .790 with 6 items. Thus, the data of the dimensions of employee engagement was reliable has strong internal consistency.

•**Descriptive Analysis:** Descriptively, the average or mean level of employee engagement in selected local NGOs was 3.72 (SD = 0.77) on a five-point Likert Scale. This implies that, on the average, the employees of the local NGOs were not that much engaged in their overall job.

The result from this study shows that moderate mean results for antecedents like Supervision (M=3.62154), Job content (M=3.40) and communication (M=3.651267) to less mean scoring antecedents such as reward & recognition (M=3.08975) and career development (M=3.353833).

From the above table it is observed that supervision and communication have higher mean value. This implies that the majority of the employees were relatively more engaged by these antecedents.

•**Correlation:** The analysis from the study shows that the five antecedents or factors of Employee Engagement i.e. reward & recognition, career development, supervision, job content and communication all have statistically significant relationship to Employee Engagement (sig.=.000)

and all have positive relationship to Employee Engagement with $r=0.711, 0.707, 0.727, 0.559$ and 0.668 respectively.

•**Regression:** R square is 0.693 which shows that 69.3% of the dependent variable is being explained by independent variables. This depicts that the model accounts for 69.3% of the variations in influencing employee engagement while 30.7% remains unexplained by the regression model.

5.2 Conclusion

The main purpose of the study was to examine the key drivers of engagement and to determine engagement level in selected local NGOs. It also aimed to find out whether there is a relationship between Employee engagement and employee engagement factors (i.e. Reward & recognition, career development, supervision, job content/nature of work and communication).

Based on the data collected and the analysis made, the researcher would draw the following conclusions:

The descriptive statistical analysis showed that the effect of the antecedents on employee engagement have significant impact on employee engagement. The responses of the employees show not so satisfied by the way Reward & recognition, career development, supervision, job content/nature of work and communication practices are carried out as demonstrated by average and less than average ratings on variable relationship between the antecedents and the employee's engagement.

In general, reward & recognition, career development, supervision, job content/nature of work and communication all have statistically significant positive relationship to Employee

Engagement. So, to improve employee engagement level and have engaged employees of the selected local NGOs should do more on all the above five variables.

5.3 Recommendation

Measuring whether employees are engaged or disengaged is the first step. The local NGOs also need to be able to take action on the results. They need to understand the key drivers of engagement and disengagement, and they need to be strategic in order to increase the engagement.

The findings of the study showed that reward & recognition, career development, supervision, job content/nature of work and communication showed a significant relationship with employees' engagement in NGOs. Hence, focusing and taking the necessary action on these indicators could increase the level of employee engagement.

Based on the finding on the study. The researcher attempted to recommend the following:

- The Local NGOs should establish, develop and implement an effective reward & recognition program. Since reward & recognition directly linked to employee engagement, the organizations should regularly assess and take the necessary actions to improve the program so that employees will be encouraged to engage themselves and other employees follow and do the same.
- Provide career development and growth opportunities for employees, this will enhance employees' engagement and develop their existing skills and help to master new ones. Career development opportunities are an essential part of employee engagement. If employees desire to advance in their own career is not fulfilled, they will begin looking for work elsewhere.

- The local NGOs officials, the civic organization associations or boards and other stockholders should work on job content /nature of work for better employee engagement. Based on the nature of the job the NGOs should introduce job enlargement, job enrichment and job rotation to reduce the boredom and enhance the skill variety of its employees.
- Enhanced organizational communication process between employees and directors should be done by providing a formal communication medium. By organizing discussions or meetings to update current issues, plan of future, review progress reports and introduce a new program. This will allow leaders to share ideas and with greater participation of employees. So that engagement can be enhanced by two way communications and also develop trustful relationship between leaders and employees.

5.4 Future Research Recommendations

This study examined antecedents of employee's engagement at selected local NGOs in Ethiopia by selecting 5 specific variables. However, there are so many variables not included in this study. In addition, few management team members and country directors are not included in the study. Thus, it is recommended for future researchers to further assess factors affecting employee engagement by incorporating additional variables and all team members of the selected NGOs.

REFERENCES

- Alderfer, C. P. (1972). Existence, relatedness, and growth: Human needs in organizational settings. New York: Free Press.
- Armstrong, Michael (2009). Armstrong's Handbook of Human Resource Management Practice, (11th ed.) London; Philadelphia
- Baumruk, R. (2004) 'The missing link: the role of employee engagement in business success', Workspan, Vol 47, pp48-52.
- Bernthal, P. R., Rioux, S. M., & Wellins, R. S. (1999). Leadership forecast: A benchmarking study (p.37).
- Bernthal, P. R., & Wellins, R. S. (2000). Retaining talent: A benchmarking study. Development Dimensions International. (DDI)
- Blau, G. (1998). Further exploring the meaning and management of Career Commitment: Journal of vocational Behavior, 32 (12) 284-297
- Buckingham, M. & Coffman, C. (1999). First, Break all the Rules: What the world's greatest managers do differently. New York: Simon & Schuster.
- Cameron, S. and Price, D. (2009) Business Research Methods: A Practical Approach, London, CIPD.
- Clark, John. 1993. The state and the voluntary sector (English). Human resources development and operations policy working papers; no. HRO 12. Washington, DC: World Bank.

- Clegg, S. R., M. Kornberger, and T. S. Pitsis(2005) *Management and Organizations: An Introduction to Theory and Practice*, London: Sage.
- Coffman, C., & Gonzalez-Molina, G. (2002). *Follow this path. How the world's greatest organizations drive growth by unleashing human potential*. Warner Books.
- Corporate Leadership Council (2004).*Driving Performance and Retention through Employee Engagement*; Washington; Corporate Executive Board.
- Csikszentmihalyi, Mihaly (1990). *Flow: The Psychology of Optimal Experience*. New York: Harper and Row.
- Development Dimensions International.(2005). *(Predicting Employee Engagement)*
- Frank, F.D., Finnegan, R.P. and Taylor, C.R. (2004) 'The race for talent: retaining and engaging workers in the 21st century', *Human Resource Planning*, Vol 27, No 3, pp12-25.
- Freeney, Y., Tiernan, J. (2006). Employee engagement: An overview of the literature on the proposed antithesis to burnout. *Irish Journal of Psychology*, 27, 130-141.
- Gallup (2006). [Gallup study: engaged employees inspire company innovation: The Gallup Management Journal.
- Gardner, W. L., Avolio, B. J., Luthans, F., May, D. R., & Walumbwa, F. O. 2005. "Can you see the real me?" A self-based model of authentic leader and follower development. *Leadership Quarterly*, 16: 343-372.

- Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis. *Journal of Applied Psychology*, 87(2), 268-279. doi: 10.1037/0021-9010.87.2.268
- Hatch A S. (1964), Improving Boss-Man and Man-Boss communication, Mangers' role in organizational communicationHewitt Associates. (2015). Why is Employee Engagement Important?
- Jeffrey, Clark .(2000) Civil Society, NGOs, and Development in Ethiopia
- Kahn, W.A., (1990) „Psychological conditions of personal engagement and disengagement at work“, *Academy of Management Journal*
- Kahn, W.A. (1992). To be full there: psychological presence at work. *Human Relations*, Vol. 45, pp. 321-49.
- Kanungo, R. (1982). Measurement of job and work involvement. *Journal of Applied Psychology*, 67, 341-349.
- Keaveney,Susan M.(1995) “Customer Switching Behavior in Service Industries: An Exploratory study’ ’*Journal of Marketing* .Vol.59.
- Kumar, D. P. &Swether, G (2011). A Prognostic Examination of Employee Engagement fromits Historical Roots. *International Journal of Trade, Economics and Finance*, Vol. 2, No. 3, June 2011, P.232-241
- Lawler, E. F. I., & Hall, D. T. (1970). Relationship of job characteristics to job involvement, satisfaction, and intrinsic motivation. *Journal of Applied Psychology*, 54(4), 305-312.

- Macey, W.H. and Schneider, B. (2008) The Meaning of Employee Engagement. *Industrial and Organizational Psychology*, 1, 3-30.
- MacLeod, D. Clarke N. (2009) *Engaging for Success: Enhancing performance through employee engagement*. London: BIS
- Maslach, C. and M.P. Leiter: 1997, *The Truth About Burnout* (Jossey Bass, San Francisco, CA)
- Maslach, C.: 1993, 'Burnout: A multidimensional perspective', in W.B. Schaufeli, C. Maslach and T. Marek (eds.), *Professional Burnout* (Taylor & Francis, Washington, DC), pp. 19–32.
- Maslach, C., Schaufeli, W. B., & Leiter, M. P. (2001). Job burnout. In S. T. Fiske, D. L. Schacter, & C. Zahn-Waxler (Eds.), *Annual Review of Psychology*, 52, 397– 422.
- May, D.R., Gilson, R.L. & Harter, L.M. (2004). The psychological conditions of meaningfulness, safety and availability and the engagement of the human spirit at work. *Journal of Occupational and Organizational Psychology*, 77, 11-37.
- Melcrum publishing. (2005). *Employee engagement: How to build a high-performance workforce*. An independent Melcrum Research Report Executive Summary.
- Neuman, W.L. (2007) *Basics of Social Research Qualitative and Quantitative Approaches*. Allyn and Bacon, Boston.
- Paradise A. (2008), *state of the industry: ASTD's Annual Review of Trends in Workplace Learning and Performance* (Alexandria,VA:ASTD)

- Patton, W. & McMahon M.(2006). The systems theory framework of career development and counseling: *International journal for the advancement of counseling* 28(2)153-156
- Quinlan, C. (2011). *Business Research Methods*. Cengage Learning: Canada.
- Richman, A. (2006) 'Everyone wants an engaged workforce how can you create it?' *Workspan*, Vol 49.
- Robinson, D., Perryman, S. and Hayday, S., (2004) *The Drivers of Employment Engagement*, Brighton, Institute for Employment Studies.
- Saks, A. M. (2006). Antecedents and Consequences of Employee Engagement. *Journal of Managerial Psychology*, 21 (7), pp. 600-619.
- Saunders, M., Lewis, P. and Thornhill, A. (2009) *Research Methods for Business Students*. Pearson, New York.
- Schaufeli, W.B. and A.B. Bakker: 2001, 'Werkenwelbevinden: Naareenpositievebenadering in de Arbeids-enGezondheidspsychologie' [Work and well-being: Towards a positive Occupational Health Psychology] *Gedrag&Organisatie*, pp. 229–253.
- Schaufeli, W. B., Salanova, M., Gonza´lez-Roma´, V., & Bakker, A. B. (2002a). The measurement of engagement and burnout and: a confirmative analytic approach. *Journal of Happiness Studies*, 3, 71–92.
- Schaufeli, W. B., & Bakker, A. B. (2004). Job demands, job resources, and their relationship with burnout and engagement: a multisample study. *Journal of Organizational Behavior* 25, 293–315.

- Siyum, A. (2005). Assessment of Employee Engagement to realize organization's Vision
- Shaw, K. (2005) 'An engagement strategy process for communicators', Strategic Communication Management, Vol 9, No 3
- Shuck, B. (2011). Four emerging perspectives of employee engagement: An integrative literature review.
- Sinha, K., & Trivedi, S. (2014). Employee engagement with special reference to Herzberg two factor and LMX theories: A study of I.T. sector. SIES Journal of Management, 10, 22–35.
- Smith, J., & Macko, N. (2014). Exploring the relationship between employee engagement and employee turnover. Annamalai International Journal of Business Studies & Research, 6(1), 56-69.
- Spector, P., (1985). Measurement of Human Service Staff Satisfaction: Development the Job Satisfaction Survey, American Journal of Community Psychology, 13(6).
- Taylor, R., (1990), Interpretation of the Correlation Coefficient: A Basic Review. Journal of Diagnostic Medical Sonography, Journal of Defense Modeling and Simulation, (6), pp 35-39.
- Truss, C., Soane, E., Edwards, C., Wisdom, K., Croll, A. & Burnett, J., (2006) Working Life: Employee Attitudes and Engagement 2006, London, CIPD.
- Turner, M. & Hulme, D. (1997). Governance, Administration and Development: Making the State Work. Kumarian Press, USA

- Van den Hooff, B. & De Ridder, J. A. 2004. "Knowledge sharing in context: The influence of organizational commitment, communication climate and CMC use on knowledge sharing". *Journal of Knowledge Management*. 8/6: 117-130.
- Vazirani, Nitin (2007), "Employee Engagement", SIES College of Management Studies, Working Paper Series.
- Watson Wyatt Worldwide, (2007). *Secrets of top performers: How companies with highly effective employee communication differentiate themselves: 2007/2008 communication ROI study*. Washington DC: Author.
- Wayne, S. J., Shore, L. M., & Liden, R. C. (1997). Perceived organizational support and leader-member exchange: A social exchange perspective. *Academy of Management Journal*, 40, 82–111.
- Wellins, R.S., Bernthal, P. and Phelps, M. (2005) *Employee Engagement: The Key to Realizing Competitive Advantage*.
- Wogari, M. (2016) *employee's perception of performancebased incentive schemes and its influence on employee productivity*, AAUSC.

APPENDIX I – Antecedent of Employee Engagement Questionnaires

ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
SCHOOL OF COMMERCE
Human Resource Management Program

Dear respondents,

The aim of these survey question is to collect data to assess the engagement level of employee's in selected Local NGOs, to measure the extent to which selected HR practices or antecedents of employee engagement affect employee's engagement for academic purpose. Therefore, I kindly request you to fill this questionnaire genuinely assuring that the data will be used solely for the intended professional purpose and is subject to ethical rules of research at Addis Ababa University.

Please follow the instructions and answer all questions. Your answers will be treated strictly confidential. You need not to reveal your identity. Please call ZERIHUN FELEKE +251911625475 for any inquiry or explanation you need.

Thank you for your participation.

.....

PART I: - GENERAL INFORMATION

Please put tick mark (✓) in the circle with most closely represent your personal situation.

Please mark one item only per question.

1. Gender ☐ Male ☐ Female

2. Age ☐ 20-29 ☐ 30-39 ☐ 40-49 ☐ Above 50

3. Educational qualification

☐ Diploma ☐ First Degree ☐ Master's Degree ☐ other

4. Work experience in the organization

☐ < 5 years ☐ > 5years ☐ 10-15 years ☐ >15 years

PART II– EMPLOYEE ENGAGEMENT LEVEL SURVEY QUESTIONS

Please put tick mark (√) in the box corresponding to the option that identifies your level of overall satisfaction (agreement) on the true feeling you have on a five point scale where 5 is “extremely satisfied” and 1 is “extremely dissatisfied”.

(1=strongly disagree 2=disagree 3=neutral 4=agree 5=strongly agree)

Employee Engagement questionnaires						
5	I know what is expected of me at work.	1	2	3	4	5
6	I have the materials and equipment I need to do my workright.					
7	At work, I have the opportunity to do what I do best every day.					
8	In the last seven days, I have received recognition or praise for doing good work					
9	My supervisor, or someone at work, seems to care about me as a person.					
10	There is someone at work who encourages my development.					
11	At work, my opinions seem to count					
12	The mission or purpose of my company makes me feel my job is important					
13	My associates or fellow employees are committed to doing quality work					
14	I have a best friend at work.					
15	In the last six months, someone at work has talked to me about my progress.					
16	This last year, I have had opportunities at work to learn and grow					

PART III– QUESTIONS RELATED WITH HR PRACTICES ANTICIDENTS OF EMPLOYEE ENGAGEMENT

Please put tick mark (√) in the box corresponding to the option that identifies your level of overall satisfaction (agreement)

(1=strongly disagree 2=disagree 3=neutral 4=agree 5=strongly agree)

Employee Engagement questionnaires						
	Reward and Recognition	1	2	3	4	5
17	Individual performance is adequately rewarded.					
18	My organization is recognizing or praises me when I do a good job.					
19	Considering my duties and responsibilities, I feel my salary is fair.					
20	Promotion is done based on individual performance or one's work contribution.					
21	In comparison with people doing similar jobs in other organizations, I feel my salary is reasonable.					
22	I am happy with total benefit package of my organization.					
	Career development					
23	I am aware of the promotion opportunities in my organization.					
24	There is equitable access for training and education in your organization.					
25	In general promotions are handled fairly at my organization.					
26	Your organization provides you with opportunities to learn and grow in the company.					
27	I have opportunities for career development and this encourages me to stay in the organization.					
28	The future of my organization is promising for me to learn and develop myself.					
	Supervision					
29	My supervisor is quite competent in doing his/her job.					
30	My boss is flexible about how I accomplish my job objectives.					
31	My manager is supportive of my ideas and ways of getting things done.					
32	I can trust my boss to back me up on decisions I make in the field.					
33	My boss gives me the authority to do my job as I see fit.					
	Job Content/Nature of work					

34	I sometimes feel my job is meaningless.					
35	I like doing the things I do at work.					
36	My job is enjoyable.					
37	I feel a sense of pride in doing my job.					
	Communication					
38	I am kept well informed about what my organization is doing.					
39	I am able to speak up and challenge the way things are done.					
40	The system for orienting new employees and getting them started is effective.					
41	The company's process sets clear and realistic goal for the work.					
42	HR manager provides a realistic job preview of all the important aspects of a job when hiring.					
43	There is a good communication between the management and employees in the organization.					

Thank you for your Time!