

**THE INFLUENCE OF SELECTED HUMAN RESOUCCE
MANAGEMENT PRACTICES ON EMPLOYEE ENGAGMENT:
THE CASE OF FDRE MINSTRY OF LABOUR AND SOCIAL
AFFFAIRS**



**A thesis submitted to the School of Graduate Studies of Addis Ababa
University School of Commerce in Partial Fulfillment of the
Requirement for the Degree of Masters of Arts in Human Resource
Management**

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DECLARATION

I, Eyobed Wedaje , declare this thesis entitled The influence of selected human resource practices on Employee Engagement: The Case of Ethiopian Ministry of labour and social affairs. declare that the work contained in this thesis is my own original work and that I have not previously in its entirety or in part submitted at any university for the award of any Degree or Diploma Program.

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This is to Certify that the thesis prepared by Eyobed Wedaje, entitled The influence of selected human resource management practices on employee engagement submitted in partial fulfillment of the requirements for the degree Master of Arts in Human resource management complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

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ABSTRACT

The general objective of the study is to examine the Influence of Selected Human resource Management Practices have on the level of employee Engagement in Ministry of Labour and Social affairs. In this study, the researcher examined the effect of Training and Development, Compensation & reward, and Performance appraisals impact on Employee engagement. Information gathered from respondents using five points Likert scale was analyzed using inferential and descriptive statistics. The research findings revealed that training and development, compensation and reward, performance appraisal were all positively and significantly correlated with employee engagement. The multiple regression result indicated that training and development, compensation and reward and performance appraisal, have significant and positive effect on employee engagement. Among the three independent variables training and development practices were the most contributing factor in predicting employee engagement followed by compensation and reward lastly performance appraisal. The organizations engagement level was measured using Utrecht Work Engagement Scale (UWES) all three dimensions of employee engagement were measured & the results reveal that employees of MOLSA are semi-engaged with employees scoring low on Vigor dimension & average score in dedication & Absorption. The result of the present study proposes the significance of HR practices in affecting employee engagement and recommended areas of HR to be improved in order for engagement level to improve in the organization.

Key Words: Employee engagement, Training and Development, Performance appraisal, compensation & reward

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CHAPTER 1

INTRODUCTION

1.1 Background of the study

Human Resource Management (HRM) practices play a key role in mediating the Relationship between employees and organizations. HR practices shape the psychological contract with workers, communicate and reward desired behaviors, orientate leadership styles, form the skills of workers and strengthen the organizational values and culture. Research sustains the relevance of HRM practices in strengthening the employee-organization relationship and communicating and reinforcing the organizational values over time, confirming their role as a strategic tool to align organizational strategy and people behaviors (Huselid and Baker 2011).

In the current Political & economic conditions in Ethiopia government institutions are subjected to scrutiny from the media & the public, at the present government Institutions not only have to recruit top talent, but must also inspire employees to be engaged and apply their full capabilities to their work. The ever increasing demands for better performance has directed government institution's to look into the psychological state of their employees in order to maintain a high output and efficiency.

The Concept of employee engagement has sparked a great deal of interest from academic researchers and Consultancy companies around the world , the concept of engagement was first described by Kahn (1990) as “the harnessing of organization members selves to their respective work : during engagement, people employ and express themselves physically, cognitively, emotionally and mentally during role performance. Since then numerous researches have been conducted on this concept.

Now days many organizations have made it a priority to develop employee engagement given its numerous benefits for organization & its employees. Prior studies showed employee engagement can have a positive influence on employee attitude, behavior and performance. A research by Blake-Beard & Bhargava (2012) suggests having a formal employee engagement practice can have a negative influence on employee turnover intention. having engaged employees can drive innovative behavior (Slatten &

Mehmetoglu, 2011) & can lead to employees feeling highly satisfied with their job (Hakanen & Schaufeli, 2012) . Furthermore Previously Conducted Research's suggest Organizations that have a formal employee engagement practices and policies have empowered themselves with an engaged workforce that perform exceptionally and are much more capable in surviving in recessionary times than that of organizations with employees who are disengaged (McLeod& Clarke, 2009).

Many studies have been conducted to find and exam different employee engagement antecedents with the purpose of identifying the appropriate drivers to support a positive and fruitful relationship between employees & their respective work as well as organization. From this findings perhaps the most vital are Human resource management practices that characterize the organizational mechanisms, such as rewards and recognition practices (Guijral and Jain 2013), career opportunities, (May et al. 2004),training and Development, performance appraisal (Gruman and Saks 2011), practices that enhance employee voice and work and life balance (Rees et al. 2013) .This HRM practices In Combination can have an impact on employee engagement level. Fueling employee's passion for work in order to improve employee performance is a great challenge for HRM Practitioners. Here In ethiopia many organization especially government Institutions fail to use their most vital resource their people since they lack the understanding of the behavioral outcomes their Human resource practices can have on their employees ,this is the case for ethiopia's Ministry of Labour and social affairs .Therefore, this study will try to investigate few selected Human resource Management Practices of Ministry of labour and Social affairs specifically training & development ,performance appraisal & compensation & reward management and how they the Influence of the level of employee engagement inside the Organization in terms of vigor, dedication & absorption. With the aim of providing empirical research that can be helpful to the organization.

1.2 Background of the Organization

The Ministry of Labour and Social Affairs was established in 1957 by legal Notice No.15 as the "Ministry of Community Development" and Nine years later. In 1996 It was Reestablished by legal notice No.46 as the "Ministry of Community Development and Social affairs and It was Made to Incorporate in to its Mandate Programmes

Pertaining to Public life Development, Social Security and Labour Affairs. Finally In 1977 it was given its Present name “ Ministry of Labour and Social affairs” By proclamation No.127.

Accordingly the Ministry has been coordinating the Nation’s Labour and Social affairs and Implementing Programmes thereof. MOLSA is One Of Ethiopia’s Branches Of Ministry, Its Mission is to Create enough productive employment, Settle Industrial Peace, Maintain Employee’s Health and safety at work Place, Improve Working Conditions and working Environment of employees and Promote efficient and Equitable employment services Both at National And Regional Level In Ethiopia.

1.3 Statement of the Problem

Human resource management (HRM) is concerned with all aspects of how people are employed and managed in organizations, The Human resource Management practices of an organization are its essential instruments by which it can achieve its objectives, the ways in which HR operates vary immensely., HR management on its own is not a homogeneous occupation it involves different roles and activities that differ from one organization to another and from one level to another in the same organization(Sisson ,1990). HRM practices takeover the guardianship of employees as important concern of organization domain starting from attracting the Right employees to the organization, providing them with the Necessary training to keep them abreast with modern business magnitudes, appraise them and most importantly giving away attractive remuneration by recognizing their hard work and empower them by letting the authority of decision making (Tauseef Chughtai, 2013).This practices have Behavioral implications on employees.

Ethiopia’s Ministry of labour and social affairs being such a big institution that promotes Good labor administration and intervenes when labor laws are broken ,has huge corporate social responsibility and how the Institution Manages & treats its employees highly reflects on its performance & reputation.

During a preliminary interview with management & employees who have been in service for above 10 years in the organization the researcher was able to find that in the past the Organization had problems getting dedicated employees who were on the Same Page

with the mission & values, goals of the Organization and employees tend to put out little to no effort in their role thus leading the institute to be heavily criticized for poor performance. the researcher was also able to find that this phenomena has never been Studied & HR has a little understanding of the matter.

In the recent 2 to 3 years a lot of Change has taken Place in the organization, Some demographic changes in the workforce has been exhibited, new technologies & work systems have been introduced in the workplace ,organizational structure has changed, the institution's goals have broadened with it new performance Standards have also been established & following this changes HR has also made modifications to the way employees are recruited, trained & developed, rewarded & appraised significantly Signaling a new era for the Organization. However the aftermath of these changes on behavioral Outcomes of employees still hasn't been studied & documented.

Currently there are over 320 Diverse employees that are working in this government institute and HR has been working tirelessly through its formal HR practices to develop the skills of its workforce & motivate them to high level of performance so that the Organization's nationwide objectives can be met, recently employee engagement has become a great deal of interest for academics & HR practitioners worldwide this also extends to the researcher & the HRM department of MOLSA. Many researches have linked employee engagement to employee behavioral outcomes, organizational success, and financial performance (Bates, 2004).

Employee engagement has been solidified as one of the cornerstones of Strategic human resource management & a key indicator of HR effectiveness, the HR function of organizations is deemed responsible to drive engagement it is an obligation that has been integrated in to the daily HR function. Recently the organizations HR department has made significant changes on three areas of HRM Specifically to training and development, performance appraisal & reward practices and The institutions administration has allocated time & resource's to training and development programs as well as reward practices accompanied by new performance appraisal system in the past year as a strategic tool to enhance employees Skill and to change employees attitude & behavior so that employees can perform to their full potential. the different HRM practices complement each other and can have impeccable impact on employee's behavior. The key to understanding HR role in the employee engagement phenomena

relies in studying the relationship between HR practices and employee engagement. However the lack of information on the level of employee engagement in the organization & the lack of Surveys that depict the current employees perception towards Training and development, Performance appraisal ,Compensation & reward practices of the organization poses a problem for HR in understanding their role in driving engagement in the institute therefore this research is Conducted to Provide empirical research on the subject matter In Relation to the Organization.

1.4 Research Questions

This study addresses the following basic research questions.

1. What is the Level of employee engagement inside Ministry of labour & social Affairs?
2. To what magnitude does the perception of employees towards Training and Development practices affect employee engagement Inside Ministry of labour & social Affairs?
3. To what magnitude does the perception of Compensation and reward practices affect employee engagement Inside Ministry of labour & social Affairs?
4. To what magnitude does the Performance appraisal practice affect employee engagement Inside Ministry of labour & social Affairs?

1.5 Research Objectives

1.5.1 General Objective

The general objective of the study is to Investigate The Influence of Human resource Management Practices on employee engagement at Ministry of labour and Social affairs.

1.5.2 Specific Objectives

1. To measure & Clearly depict the level of employee engagement in Ministry of Labour and Social affairs
2. To evaluate employees perception towards the selected HRM practices.

3. To examine the effect of a few selected Human resource Management Practices namely Training and Development, Performance appraisal, Compensation & Reward on Employee engagement in Ministry of Labour and Social affairs.

1.6 Significance of the Study

The findings of this study would be significant In Providing the Human resource Department with much needed Information about the level of Employee engagement inside Ministry of labour and social affairs, it would also give an insight and understanding on the relationship between HRM practices and employee engagement. The study is intended to aid the organization in identifying areas of potential problems related with the organization's human resource practices specifically on training and development, Performance appraisal Last but not least Compensation &reward management so that this HR practices can be improved .Furthermore this study can serve as a benchmark for other researchers who want to conduct further study on the subject Matter.

1.7 Scope of the Study

The study will be a case study Regarding The Human resource Practices of The Organization and Its effect on employee engagement it takes Place at Ministry of labour and Social affairs Main office which is located around Kazanche's in Addis Ababa city The Organization has Regional Bureaus In Amhara, Harari ,Oromia, Gambella, Dire Dawa .However Due to Time and Geographic Constraints the Study Is Only limited to the offices that are located In Addis Ababa.

Conceptually the study is delimited by 3 Independent variables namely Training and development, performance appraisal and compensation & reward management and a single dependent variable which is employee engagement. The three human resource management practices have been selected given that in the recent year the organizations HRM department has focused more on this three area's and has made significant changes by allocating time & resource's to training and development programs as well as reward practices and introduced new performance appraisal system as a strategic tool to enhance employees performance

The research measures three dimensions of employee engagement Vigor, dedication & absorption by using Utrecht work engagement scale (UWES) due to its wide acceptance and validity in many countries in academic research and due to the scale being permitted & deemed the most applicable by researchers to be used for academic research purposes Regarding the methodological scope the research employees Quantitative approach method of research design. Quantitative approach was deemed appropriate given the nature of the research questions and the most suitable method to address the matters.

1.8 Limitation of the Study

The Propose study Investigates the current human resource management practices of the Organization and Its influence on Employee engagement. The study mainly focuses on HRM antecedents of employee engagement, although several HRM practices applied in the organization, this study encompasses only three selected HRM practices on researcher preference reviewing previous literatures. the Proposed Research Is conducted only In Head Quarters in Addis Ababa . Due to geographic and time delimitations, it didn't include offices that are located In Amhara, harari, oromia, gambella, dire dawa .

1.9 Organization of the Study

The paper Is Organized as Follows: Chapter 1 – Is the Introduction Part and It Includes- Back ground of the Study, Problem statement, Research Question, Research Objective, Significance of the Study, Scope of the study, Limitation of the study ,In Chapter 2 Related Literature Is Reviewed ,Chapter 3 Contains the Research Methodology It specifies the study area, research design, sampling technique, data source, data analysis and interpretation of analyzed data. Chapter 4 – Data Analysis, Interpretations, and Presentation of Data while Chapter 5 Summarized & Discusses the Upcoming result and Gives Recommendation based on the findings.

CHAPTER 2

REVIEW OF RELATED LITERATURE

2.1 Theoretical Literature

2.1.1 Concept and Definition of HRM

The concept of human resource management or at that time referred to as Personnel management first emerged in the 1980s in the United States. At the time globalization economic recession and an increase in technological developments, increased pressure on firms, firms then seek out ways to be more efficient & effective in order to gain competitive advantage by utilizing their resource. During that period The emergence of particular prominence through the research of Michael Porter(1980) Implied that in order to achieve competitive advantage a firm's resources must be valuable, rare and costly to imitate. These lead academics from a number of disciplines to begin to consider the value of people and how they are employed and managed in organizations from a new perspective.

Since its emergence human resource management has been defined by many scholars with varying degrees of complexity. Storey (1995) defined Human resource management as a distinctive approach to employment management with the aim of achieving competitive advantage through the strategic deployment of a highly dedicated and skilled workforce, using an integrated array of personnel, Cultural and structural techniques. Taylor (1996) defines HRM as the set of different activities, functions and processes that aim to attract, develop and maintain an organizations human capital. Similarly Lewin (2008) gives a broad definition of HRM as the attraction, retention, utilization, motivation, rewarding and disciplining of employees in organizations .perhaps the best way to understand the concept of HRM as suggested by Armstrong (2016) is that Human resource management is strategic in its nature, it contains different activates that are integrated and coherent that aim to maintain the well-being of the people working in organizations

2.1.2 Human resource Management Practices

HR practices which consist of HRM activities that are involved in managing and developing people vary across organizations. Many Scholars and Academic Researchers argue on what the main HR Practices are, Welch (1994) suggests that HRM covers five main areas, which are recruitment and selection, training and development, performance appraisal, compensation & benefits and expatriation management. This integrated set of HR management practices encompasses the full span of an employee's tenure with the organization. Many researches have been studied to identify which HR practices contribute to driving engagement in organizations MacDuffie (1996) found that HR practices namely Contingent compensation, Training of new & expert employee were related to high productivity and engagement while other Robinson (2007) found several elements of performance appraisal process to have an effect on employee engagement level. for the purpose of the study training and development, performance appraisal & compensation & reward have been selected on past literatures on the subject matter.

2.2 Human Resource Practices Selected for the Study

2.2.1 Training and Development

Some Academic Researchers and World Renowned authors often use the terms Training and development as synonyms. But both training and development have similarities and differences According to Armstrong (2001) The term training is often Interpreted as a planned and systematic alteration of behavior through Conducting learning events and programs which can help participants reach the levels of skills, knowledge ,competencies and abilities that are required to carry out their jobs more effectively. while development is a more Brooder approach than training which focuses on building the knowledge and skills of organizational members so they are prepared to take on new responsibilities and challenges .

Gordon (1992) also emphasized the broadness of development by referring to development as a strategic Plan that is used to equip employees with long lasting knowledge & skill that Correlates with higher responsibility to manage high level of information system, production, service or marketing systems .In summary a formal Concept of training and development is any attempt to improve current or perspective

employees by altering employee's attitude & increasing his or her skills and knowledge through different types of learning techniques.

Training & development provide many benefits for both employees and employers , Training and development provides employers with a pool of skilled employees which can enhance the quality and quantity of organization's output, employers who cater employees with adequate training that's aligned with organization's needs are often able to generate human resources that safeguard's organization stability, decrease their organization costs & establish their organization as national and international entity. Furthermore training & development can be an important instrument in coping with changes in technology & others changes to work in that may occur in any organization. Training and development is also beneficial to employees since it provides individual employees with knowledge and experience that plays a major role in their personal growth and career development. (Itika, 2011),

The Link between training and development practices and employee engagement relies in the perception of employees towards the quality of training and Development Programs in light of some important Employee engagement factors Such as Perceived Organization Support and Organizational Justice ,every year organizations deploy there time as well as material & financial resources into training and developing there human resource capital but the outcomes of this training & development programs depends upon the quality and delivery of the training methods, there are certain expectations training and development must meet in order to satisfy employees ,first it must address the needs of employees regarding their skills ,knowledge & behavior.

Employees look for ways to do their work more efficiently & reduce error's that can cause accident at workplace training programs that caters to this need creates a safe working environment and easies any work related stress an employee may experience ,Stress is the main factor that affects the employee productivity thus diverting him from putting his best efforts. stress is a phenomena that has drastic impact on the dedication, willingness to work and enthusiasm of employees (Iqbal et al ,2012) In addition to combating work place hazards & work related stress, equipping employees with a variety of skills can lead to employees feeling more competent in taking on a more challenging task.

Second it must be aligned with organization goals a well thought out training plan that clearly communicates goals & objectives of the organization helps employees to find meaning and purpose in their work , when employees consider the work they do to be meaningful especially for the organization, they tend to feel a great sense of responsibility in completing their respective work. this sense of responsibility will lead to employees feeling emotionally & cognitively connected to their work (Oldham, 1974).

Third it must cater the employees need for self-actualization & self-esteem, according to Abraham Maslow (1954) reaching self-actualization is the ultimate goal of personal development, one of the ways people reach self- actualization is through the work they do, employees need to feel like they are living up to their full potential by using their creativity and passion .thus the reason for employee development programs which aim to help employees develop their personal and organizational skills.

Research from Robinson (2007) suggests that employees who have a clear personal development plan and to certain extent are happy with the access to development opportunities in their organization usually have high engagement levels. Organization that intends to gain fruitful outcomes by training & developing its human resource must carve clear career path & provide equal Opportunities for Career advancement, (Melcrum's,2007). Research form Melcrum's (2007) suggests Career advancement opportunity provides employees psychological safety that makes them more motivated towards their work in fact, Internal Career Opportunity is one of the most Important Motivational tools to engage employees in job related activates positively. If the organizations training & development can't meet these needs employees tend to exhibit disengaged behaviors ,Therefore This research hypothesis There is significant Positive relationship between employees Perception of training and development Practices and employee engagement level.

H1= There is significant positive relationship between employees Perception of training and development Practices and employee engagement level.

2.2.2 Performance Appraisal

Locke & Latham, (1990) defined Performance appraisal as a comprehensive & ongoing process of setting performance expectations for employees, providing expectation-feedback, and evaluating performance in light of the established expectations.

Performance appraisal Includes setting challenging and specific goals, developing suitable task strategies, ensuring that an employee has the necessary resources to perform their tasks, and providing regular expectation-based feedback. When properly implemented, an organization's performance appraisal system contributes to a high-performance cycle that includes increased levels of commitment, satisfaction, and performance (Locke & Latham, 1990). Whittington and Galpin (2010) proposed that performance appraisal system would also have a direct and positive impact on the level of employee engagement.

Robinson et al. (2007) found several elements of the performance appraisal processes that can have positive effects on engagement levels. Although this may be dependent upon the quality of the system, the performance appraisal process starts with setting goals and performance expectations, these goals should be objectively measurable and have a designated time frame for employees to accomplish them. When goals lack specificity it becomes difficult for employees to see their own contributions to the organizational performance. This reduces the level of identification an employee feels with their employer. Striving to reach an ill-defined objective increases distress, creates tension among coworkers, and leads to emotional and physical fatigue (Burney & Widener, 2013) therefore leading employees to exhibit disengaged behavior. both the supervisor carrying out the appraisal and the employee who is being appraised setting goals mutually is crucial for the effectiveness of the performance appraisal system. The degree of involvement of subordinates in the appraisal has been seen to be great benefit to the success of the appraisal process.

Cawley et al (1998) proved that subordinate participation in the appraisal procedure is related to employee satisfaction and their acceptance of the performance appraisal system. Greater employee participation creates an atmosphere where a mutual understanding & cooperation between appraiser & appraise exists, Mutual goal setting defuses any rater – rate conflict which could be caused by the appraisal &, this can help to develop a fruitful coaching relationship between appraiser & appraise (Jordan, 1990). After goal setting another important part of the performance appraisal function is providing support and fulfilling the required Pre-requisites in order for employees to be able to perform to their full Potential this encompasses the idea of perceived organizational support .Another crucial element of performance appraisal function is

performance feedback, Performance feedback gives employees detailed information about how they are performing and where they could improve (Schraeder, Becton and Portis ,2009) employees value the feedback as it helps them see how the organization perceive the level of effort their putting into their endeavors with the eyes of their appraises .however the feedback process depends on the perception of employees towards the feedback, the feedback must be perceived by the recipient as being trustworthy, credible, reliable, objective. if this things don't meet the expectation of the appraise it can cause behavioral changes such as absenteeism, lack of cooperation, lack of focus on priorities which are all characteristics of a disengaged employee.

Employee engagement is rooted in the concept of organizational justice, which predicts how employees would react to the process & outcomes of decisions that are made by their organization (Zhu, & Zheng, 2014; Saks, 2006). Organizational justice affects what employees think about the organization as a whole because when the internal processes are perceived as just thru the employees eyes, employees tend to show more willingness to behave in the organization's best interests become more committed to the organization (Cropanzano, Bowen & Gilliland, 2007).

Performance appraisal system is the backbone for a lot of decision making in an organization if employees perceive the performance appraisal of their organization to be unfair they are more likely to disengage. Bretz et al (1992) stated that fairness of the performance appraisal system has emerged as the most essential issues to be faced by companies Macey et al. (2009) also emphasized that trust and fairness are the foundation for employees to feel and act engaged.in short if employees believe their Performance evaluation process to be fair and just, they are most likely get engaged in their work. On the contrary, if they perceive injustices in their appraisal process, they are most likely response will be unfavorably therefore Employee's perception of performance appraisal pertaining to each process is an important factor to consider when examining the relationship between Performance appraisal and employee engagement. Given the implications that performance appraisal have on the behavior of employees this study hypothesis there is a significant positive relationship between the employees perception of performance appraisal practices and employee engagement.

2.2.3 Compensation and Reward Management

Rothwell & Kazanas (2003) define compensation as a feedback received by employee in form of monetary and non-monetary. In other words it is Pay provided by an employer to an employee for services rendered (i.e. time, effort and skill). The term reward can be defined as an instrument by which employers administer to increase the chance of a desired act occurring, depending on the saliency and direction of the controlling and informational aspects of the reward.

Compensation & reward management is an important part of human resource Management in organizations it deals with the design, implementation and maintenance of reward systems (reward processes, practices and procedures), which aim to meet the needs of both the organization and its stakeholders (Armstrong ,2007).The reward system offered in different companies may come in various and concrete forms. these may either be monetary (Extrinsic) or non-monetary (Intrinsic), tangible or intangible, physical or psychological, and are offered to the employees as compensation for the productive work they execute.

Intrinsic rewards include public or private acknowledgements, Career growth opportunities, status that comes with promotion, greater satisfaction & higher self-esteem that comes from partaking in a meaningful work, greater autonomy and responsibility coming from job enrichment (Mahaney & Lederer, 2006). An individual may derive intrinsic rewards through the ability to engage in challenging work, receive feedback and acknowledgement, as well as being provided with the opportunity for growth and development within his or her job (Mottaz, 1985). These employees will be able to produce results, yet at the same time remain engaged, satisfied and proud of their accomplishments (Mahaney & Lederer 2006) .Extrinsic rewards consist of raise salary, Unique benefits that come with promotions, and bonuses (Mahaney & Lederer 2006; Mottaz, 1985). Still to this day organizations try to remain competitive by comparing their extrinsic rewards with other similar organizations, in order to ensure higher levels of employee engagement, productivity lower turnover levels within their organization (Goldsmith, Veum and Darity,2000).

The Compensation and reward system of an organization mediates the relationship between the organization and the individual member of the Organization by specifying

the terms of exchange (Jeffrey Kerr 2005). employees perception of the Effectiveness of a Compensation and Reward System affects the way they view their employers value towards them. How organization makes decisions regarding the design & distribution of employee rewards in a fair and just manner can have significant impact on engagement level. if employees have higher perception of distributive, procedural, interactional Justice in their Organization they are expected to feel gratified & more engaged in their work.

Therefore it is important to assess Fairness & transparency in each part of the Compensation & reward System which includes the formulation of reward strategies & policies, the processes by which the decision to select the type of pay & benefit used to cater employees , the type of Criteria used for the Selection of eligible employees for especial reward's such as Financial or non-financial Recognition & last but not least the procedures that are followed in distributing Pay and benefits to members of an organization. Rewards are key elements in the engagement phenomena. With proper and thoughtful design & execution reward programs can be very effective in providing optimal motivations for employees and are thought to be one of the factors that driver employee engagement. Therefore this Research Hypothesis that There is significant relationship between employees Perception of compensation and reward Practices and Employee engagement level.

H2; There is significant Positive relationship between employees Perception of compensation and reward Practices and Employee engagement level.

2.3 Concept and Definition of Employee Engagement

The concept of Employee Engagement was first formally presented by William Kahn in 1990s, Khan Proposed the notion that individuals can be “personally” engaged in their work and can invest positive emotional and cognitive energy into their role performance, Khan (1990) Defined Employee Engagement As “the simultaneous employment and expression of a person’s ‘preferred self’ in task behaviors that promote connections to work & others, personal presence (physical, cognitive, and emotional) and active, full performances”

khan proposed that engaged employees are always ready to invest significant personal resources, in the form of time and effort, to the successful completion of their respective task, and that employee engagement is at its highest when employees are taping in to their physical, cognitive and emotional personal energies into their respective work.

Kahn's definition of employee engagement resembles a flow like experience, where an employee is so mentally, physically and emotionally involved in their work that they are unaware of the passage of time at work. Which can be understood as a 'psychological presence or Psychological state (Csikszentmihalyi,1982). Since then many academic as well as managerial literature have proposed various definitions of engagement in a similar state approach. In a similar state like theme employee engagement has been defined as a positive, fulfilling, and work-related state of mind that is characterized by vigor, dedication, and absorption by (Schaufeli & Bakker, 2002).Vigor includes a willingness to expend a high level of energy toward achieving organizational objectives. Vigor also captures the idea of physical and mental resilience in the face of obstacles (Schaufeli & Bakker, 2010).Dedication is characterized by being involved in one's work and captures the idea of experiencing a sense of significance, enthusiasm, inspiration, pride, and challenge in one's respective work (Schaufeli & Bakker, 2010). Absorption is characterized by being so deeply focused and happily engrossed in one's task, time at work passes rapidly and an individual faces difficulties in keeping track of time & detaching oneself from work (Schaufeli & Bakker, 2010).Understanding engagement as a temporary state means that employees may enter into the state of engagement and leave the state of engagement. As a result the level of employee engagement rises and falls. However, depending on a variety of individual and organizational factors that contributes to change on employee's level of engagement (Whittington & Galpin, 2010).

Other academic definitions tend to focus more on the outcomes of engagement to organization such as Macey and Schneider (2008) who conceptualized engagement as 'discretionary effort or a form of in-role or extra-role effort or behavior , related to innovative and adaptive performance and that often employee shows by going 'beyond preserving the status quo, and by initiating or fostering change in their organization in the sense of doing something beyond expectation/or by bringing something unique to the table, an engaged employee extends themselves to meet the organization's needs, is proactive, takes initiative, reinforces and supports the organization's culture and

principles, is always in a flow like state, shares the values of the organization, stays focused & vigilant and believes is always looking for ways to make a difference (Macey, 2008).

Similarly, Tasker (2004) describes engagement as ‘a beneficial two-way relationship where employees and employers “go the extra mile” for one another this definition is further supported and expanded by Robinson (2004) who conceptualized employee engagement as a positive attitude held by the employee towards their organization and its values. Engaged employees are aware of the mission & goal of their organization and work with colleagues to improve performance within their job for the benefit of the organization. Robinson (2004) further emphasized that organizations must put in effort to develop and cultivate employee engagement which requires a two-way relationship between employer and employee.

The definition of engagement based on outcome seems to imply that employee engagement is something given by the employee for the benefit of the organization through high level of dedication & discretionary effort, thru this perspective of engagement ,engaged individuals use their talents to the maximum and show full support for their organization’s goals and values. In this sense, the employees are not just investing themselves into their role, they are investing in the organization as a whole.

Most academic definitions of engagement tend to be more focused towards the psychological state of engagement however they pick up on supplementary outcomes such as fostering change, being innovative and doing something different. They also point to the two-way beneficial relationship between employer and employee, but fail to mention anything about what organizations do in practice to enable the experience of the state of engagement and to experience the outcomes. Perhaps the best way to understand employee engagement is as psychological state that has behavioral outcomes that can benefit both employees and employers.

2.3.1 Benefits of Employee Engagement

An organization’s capacity to manage employee engagement is closely related to its ability to achieve high performance levels, Organizations today need engaged employees

that are willing to go beyond normal expectations in order to meet market pressures and run as efficiently as possible. The importance assigned to employee engagement and retention issues has led to a proliferation of employee engagement Research's. there is a fair amount of consistency in the practitioner and academic literature regarding the benefits of Employee engagement Both to Organizations & employees. Engagement can be beneficial to organization as it is known to significantly affect the performance of organizations by driving change initiatives that boost organizational agility and improved efficiency which can lead to high bottom-line profit, Organizations that are Successful in achieving high profit margin & high Customer satisfaction which are in general the best (performers) tended to be those with the highest engagement scores' (Robinson et al., 2007).

Employee engagement plays a key role in aiding the successful implementation of organizational change (Graen, 2008) and may be particularly important to enabling organizational agility in companies forced to adapt to the changing local or global economy is in the midst of a recession.

Organizations with Engaged employees tend to have a better understanding of how to meet customer needs and, Therefore customer loyalty tends to be better in organizations where the employees are engaged (Pont, 2004). As a result this leads to what is sometimes termed as a 'customer engagement', where there is a mental and emotional connection between the organization and the customer (Bates, 2004).

Engagement can also serve many benefits to individual employees, Engagement and investment of the self into one's work can lead to creativity, mindfulness, intrinsic motivation, better communication skills, better ethical conduct, playfulness increased effort and involvement and overall a more productive and happy employee (Kahn, 1990) The combination of employing and expressing a person's preferred self-yields behaviors that bring alive the relation of self to role' (Kahn, 1990 p. 700). An increase in an employee's sense of self efficacy has also been advocated to be an outcome of employee engagement (Seijts and Crim, 2006). If the level of engagement declines In an organization It can lead to weakening of trust and relationship between employers and employees. which further Leads to public distrust about the Organization's Service. lowlevel of employee engagement Is accompanied by turnover of key employees as a Result Innovation Suffers Significantly In the Organization. Therefore organization

needs to assess & try to develop & nurture their employee engagement level regularly in order in order to rip the benefits of employee engagement.

2.3.2 Measuring Employee Engagement

Despite being a complex concept employee engagement is a measurable construct. However the various conceptualization of employee engagement and the differing requirements of each organization means there is likely to be considerable variation in what is measured in engagement surveys. There are numerous employee engagement measuring instruments used by academics and practitioners such as UWES (Schaufeli & Bakker, 2011), JES (Rich, LePine, & Crawford, 2010), Saks employee engagement (Saks 2006), Gallup Q12 based upon the work of (Buckingham & Coffman, 1999).

2.3.2.1 GallupQ12

The Gallup q12 employee engagement measure first originated from the works of Buckingham and Coffman (1999). Buckingham and Coffman administered (1999) a 12 question survey that measures employee engagement to thousands of focus groups across two thousand five hundred business as well as education and health establishments (Luthans and Peterson, 2002). The survey addresses issues regarding employee's relationship with their employers by raising questions that aim to understand what is expected from employees at their job, whether or not employees are provided with the right resources to perform their job well, and whether employees receive recognition and praise as well as encouragement to develop, it also addresses issues of employee relationships by assessing employees relationship with their subordinates & other friendships at work (Bates, 2004). Even though the tool has passed tests of its reliability the instrument has come under criticism by Bhatnagar (2007) for containing some contamination from concepts such as employee satisfaction, commitment and involvement and so further work is required to determine the validity of this measure.

2.3.2.2 Saks 2006

Saks (2006) developed a questioner that is composed of 12 items for measuring employee engagement in two dimensions. Saks measurement scale comprises six items for job engagement, and additional six items for organization engagement. The sample item of job engagement is "Sometimes I am so into my job that I lose track of time" and

for organization engagement, “One of the most exciting things for me is getting involved with things happening in this organization.” All items are measured using 5-point Likert’s scale. According to his study, one item was removed from job engagement because the item cronbach alpha scored below 0.30. Therefore, only five items for job engagement are used in his study. Regarding the dimension of organizational engagement, all 6 items were either equal to or higher than 0.75. Through his research Saks recommended that employee engagement is a meaningful concept that is worthy of future research.

2.3.2.3 Job Engagement Scale

Job Engagement Scale (JES) developed by Crawford, LePine, and Rich (2010) based on Kahn’s (1990) definition of employee engagement. This measure consists of three dimensions; physical, emotional, and cognitive engagement. Each facet is measured by six items. items of physical engagement include measure ones effort & intensity on the job, while items concerning emotional engagement measure an individual’s enthusiasm towards their job and the third dimension cognitive engagement measures an individual’s Mental effort in accomplishing their task.

2.3.2.4 Institute for Employment Studies

The IES Engagement Scale was developed by the Institute for Employment Studies (IES). With the help of Robinson et al. (2004). The IES measurement scale comprises of twelve statements that are divided into five subsets; the first set measures pride & of positive attitude of one’s organization, the second set measures belief in the value of the organization, the third set examines the two-way engagement relationship between employees & employers, the fourth set measures altruism of an employee, and the fifths subset measures the level of effort employees are willing to exert.

2.3.2.5 Utrecht Work Engagement Scale

UWES is possibly the most widely used employee engagement measure, within the academic & research community is the utrecht work engagement scale this employee engagement Measuring model was Developed by (Schaufeli and Bakker, 2003), Schaufeli divides engagement into three dimensions vigour, dedication; and absorption So that each facet can be analyzed separately.

The Utrecht Work engagement Scale (UWES) comprises of three facets; vigor, dedication, and absorption. Vigor is measured by six items associated with a high level of energy to perform a task, a high level of effort, not being easily fatigued, and diligence or persistence in dealing with problems and difficulties. Dedication is a five-item measure associated with feeling important, enthusiastic, proud, inspired, and challenged in one's job. The third facet is absorption which is assessed by six items. The questions are associated with an individual's attachment with ones work to the point of losing the track of time.

UWES is the most reliable and valid measure of engagement .Scores on the UWES is fairly stable across time. The three scales of the UWES are internally consistent. Given that the values of Cronbach alpha are equal to or greater than the critical value of 0.70 (Nunnally & Bernstein, 1984). Usually values of Cronbach alpha for the scales range fall between 0.80 & 0.90 (Salanova et al., 2000). Considering its reliability & validity the UWES model was found to be the most appropriate for this study.

2.4 Empirical Literature

This part of the literature review focuses on empirical results obtained from similar research works conducted at different times in a different place and organization. Morris Kiambi Muketha & Guyo S Huka.(2006) in there study titled the Influence of employee training on employee engagement in non-governmental organizations operating in Meru County, Kenya found that proper training & opportunities for career advancement in line with clear organizational goals accompanied by fair performance appraisal processes can positively influence employee engagement.

The results also indicated that employees confidence ,skill and experience gained thru training ,were the key factor contributing to the change in employee engagement. The study emphasized that employee training is a prerequisite of organization performance and contributing factor to employee engagement. Another study conducted by Azeem and Paracha (2013) titled connecting training and development with employee engagement in telecommunication industry in Pakistan concluded that there is a significant positive relationship between training and development and employee engagement the results reveled that training and development activates play a role in managing error related stress and conflicts which contributed a positive impact on employee engagement.

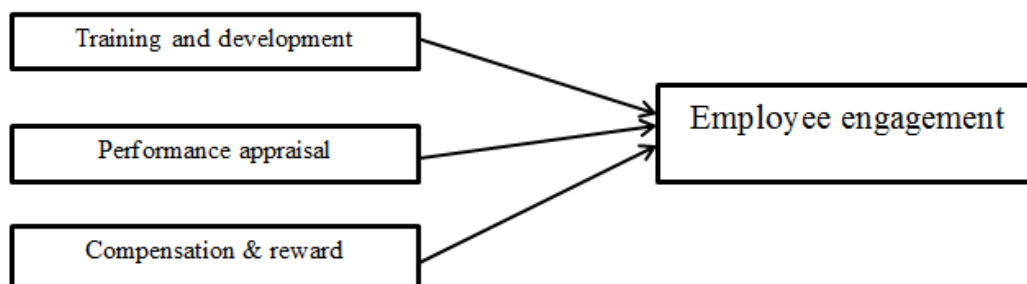
LeVan, Kenneth B (2017) in their research titled examining the relationships between Performance Appraisal Reactions and Employee Engagement they found a significant positive relationship between an organization's ability to create, implement, and manage its PA process will affect & its employees engagement in the workplace. The study findings indicated providing frequent, timely, and positive feedback centered around the accomplishment of individual goals and organizational objectives affects employee engagement positively & significantly. the study also found fairness in ratings & clearness & credibility in objective influenced employee engagement.

Koskey, A. K. & Sakataka, W. (2015) conducted a research entitled Effect of reward on employee engagement and commitment at Rift Valley Bottlers Company the study found that several elements of compensation and reward system influence the level of engagement of employees, the result showed Salary, Basis of payment, Promotion opportunities all have significant positive relationship with employee engagement.

Hoole, C., & Hotz, G. (2016) In their study entitled the impact of a total reward system on work engagement they found total rewards can positively & significantly affect employee engagement the findings of the study implied that Rewards are important motivators for employees to engage in their work.

2.5 Conceptual Framework

A conceptual frame work in research outlines the possible courses of action or the preferred approach to an idea. It highlights the independent variable and also shows the dependent variable which is also the outcome.



Source: Developed by the researcher based on literature review

Figure 2-1 Conceptual framework

2.6 Research Hypothesis

Based on the literature review and the hypothesized connections presented in the conceptual framework the following hypothesis are to be tested.

H1. There is a Significant Positive Relationship Between employees Perception of Training and Development Practices and Employee engagement level.

H2. There is significant Positive relationship between employees Perception of Performance appraisal practices and employee engagement level.

H3. There is significant Positive relationship between employees Perception of Compensation & reward and Employee engagement level.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Research Approach

There are two approaches that can be applied by researchers: Qualitative and Quantitative approaches. It is a common held belief by researchers that the best method to use for a study depends on its purpose and the accompanying research questions. Since the main objective of this study is to assess the effect of few selected human resource management practices on employee engagement inside the organization.

Quantitative research approach is used for the study. Quantitative approach values breadth, statistical descriptions and generalizability on top of that it avoids the use of researcher's experiences, perceptions, and biases when drawing conclusions as opposed to qualitative method, which maximizes its reliability (Harwell, 2011).

3.2 Research Design

Since, the main objective of this study is to assess the Influence of HR practices on Employee engagement, Explanatory Research design was found to be appropriate for the study, Explanatory research design emphasizes on studying a situation or a problem in order to explain the relationship between variables (Saunders, Lewis and Thorhill, 2009).

3.3 Population and Sample

3.3.1 Target Population

The target population for this study are employees of Ministry of Labour and Social affairs which is located in Addis Ababa, Ethiopia . Hence, the target population will be The total number of employees In the MOLSA , The total sum of the employees is 320 in Addis Ababa.

Table 3-1 Manpower Report

No.	Directorate	Manpower
1	Head Minister Office	5
	1.1 Planning Directorate	12
	1.2 Reform and Good Governance Directorate	5
	1.3 Public Relation Directorate	19
	1.4 Audit Service Directorate	7
	1.5 Legal service Directorate	6
	1.6 Women Children and Youth Affairs Directorate	13
	1.7 Purchasing and Finance Administration Directorate	8
	1.8 Information Communication Technology Directorate	10
	1.9 Office of Diaspora Affairs	9
	1.10 Ethics Affairs	4
	1.11 Office of Labour Advisory Board	5
	Total	103
2	State Minister Office (Labour Affairs)	4
	2.1 Peaceful Industrial Relations Directorate	11
	2.2 Employment Promotion Directorate	4
	2.3 Office of Labour Relations Board	5
	2.4 Office of Overseas Employment Directorate General	38
	2.4.1 Private Agency Licensing and Supervising Directorate	35
	2.4.2 Workers Welfare Protection Directorate	31
	Total	128
3	State Minister Office (Social Affairs)	4
	3.1 Social Welfare and Development Promotion Directorate	23
	3.2 Disability affairs Directorate	21
	3.3 Human Resource Administration Directorate	24
	3.4 Procurement and Logistics Directorate	17
	Total	89
	Grand Total	320

Source: HR report 2020

3.3.2 Sample Frame

Sample frame is from which sample is to be drawn. It contains the names of all items of a universe. The items of the universe are summarized in the table at the end of the section. In order to determine the target population for the Proposed study , the researcher was able to access the organizations HR Data base and was able to identified 320 employees who work In several Divisions in the Organization for at least a year and above and whose educational level was diploma and above. Accordingly, Stratified sampling was used to distribute the number of employees per the size of divisions. The researcher prepared the below tables to show divisional distribution of the number of employees.

Table 3-2 Population Size Distribution

Division	Number of Employees	Percentage
Head ministry office's	103	32.19%
Labour Affairs Office's	128	40 %
Social Affairs Office's	89	27.81 %
Total	320	100.00%

Source: own survey 2020

3.3.3 Determination of Sample Size

Since it is a Difficult Challenge to study an entire population Due to time & budgetary Constraints a researcher Must find ways to select a Subset of the Population For the Proposed study the Researcher Used Naing,Winn & Nordin (2006) formula to determine Sample size.

$$n = \frac{N Z^2 P(1-P)}{d^2(N-1) + Z^2 P(1-P)} = 175$$

n=Sample size with finite population, N=Population size 320 employees, Z= the statistic for a level of confidence (95%) , P= Expected proportion /probability of response distribution (0.5),d=Precession/margin error (5% or 0.05).

As per the above formula accepted representative sample size of the target population was 175 by taking 95% confidence level and 5% margin of error.

3.4 Data Sources and Types

For the purpose of this research both Primary data & secondary data were collected, primary data are those which are collected afresh and for the first time, and thus happen to be original in character therefore primary data for this study was collected through questionnaires and through unstructured interviews. The secondary data are those which have already been collected by someone else and which have been passed through the statistical process, for this study Secondary data is gathered from books, journal articles & reputable empirical studies that are published.

3.5 Data Collection Instrument

Since it is intended to Obtain Quantitative data for the study the methods of data collection for the Study was collected through questioner, the questionnaire is structured according to the research questions. the questionnaire is in three parts The first Part Includes Demographic Information which include gender, age, educational qualification, work experience, the second part of the questioner assess the independent variable by using a five-point Likert scale, the third part of the questioner consists of UWES five point Likert scale questions that are originated by (Schaufeli and et al, (2002). to measure the level of engagement in the organization.

3.6 Data Collection Process

The study adopted stratified random sampling technique to distribute Questioner to respondents who are representative of the target population. the target populations are already divided into functional units. So, these units can be taken as astrata having unifying characteristics. then, simple random sampling is used to select from each stratum. The number of respondents from each stratum is in proportion with their corresponding stratum size since proportionate stratified random sampling technique is used.

The table below summarizes the strata, sample proportion and sample size.

Table 3-3 sample proportion and sample size

Category	Population	Sample Proportion	Sample Size
Minister Office	103	0.321875	58
Labour Affairs offices	128	0.4	60
social affairs offices	89	0.278125	57
Total	320	1	175

Source: own survey 2020

3.7 Data Analysis Tools

The numerical data is analyzed using Microsoft Excel and SPSS software, and presented using charts & descriptive tables with percentages, means and standard deviations for the ease of understanding and analysis. to test the relationship between the predictors (Independent Variable) and the dependent variable the researcher applies Pearson correlation analysis. Pearson correlation is used to measure the strength of association between variables. To examine the significance contribution of each independent variable to the dependent variable; multiple regression analysis is used.

3.8 Validity and Reliability of Instrument

Validity refers to the degree to which differences found among respondents using a measuring instrument reflect true differences among respondents (Miller and Whicker, 1999) ,in order to assure validity of the questioner the researcher has conduct pilot testing using few selected employees, Reliability Refers to the consistency of questionnaire results. A reliable measure is one that consistently generates the same result over repeated measures internal consistency. Reliability of the instrument is tested to check on its internal consistency by the use of SPSS 20 Reliability test .Cronbach's alpha coefficients of 0.7 or higher are considered acceptable for all of the questionnaires used (Pallant, 2005).

The result as shown in the table below shows that the instrument used is reliable.

Table 3-4 Reliability Test Result

Variables	Cronbach's Alpha	N of Items
Training and Development	0.859	7
Performance appraisal	0.792	7
Compensation & Reward	0.738	7
Employee engagement	0.846	17

Source: own survey 2020

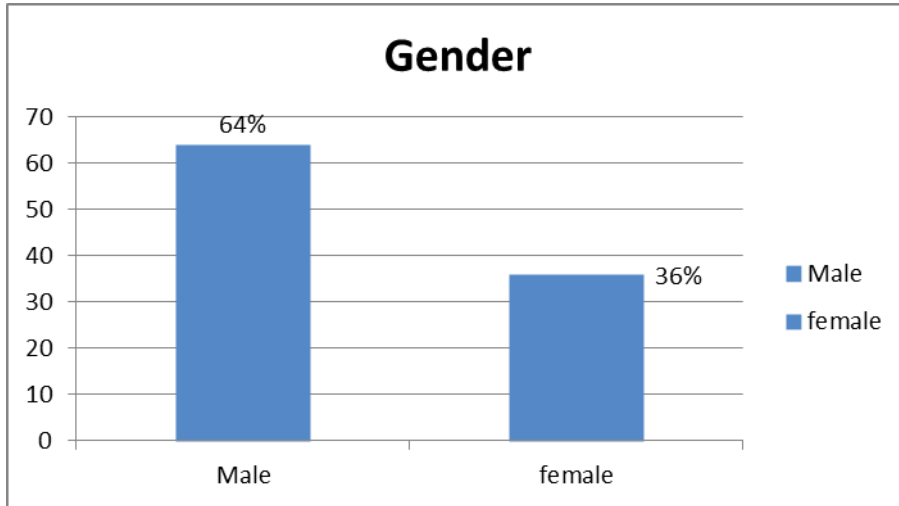
3.9 Ethical Considerations

Every single person that was willing to take part in this study was entitled to his/her right to privacy any personnel Information about the participants will not be included in this research any information that is obtained from this study is held in a strict confidential Manner , every participant has a right to be informed about the study when needed this include all aspects of the research task that means knowing what is involved, how long it will take, and what will be done with the data, so that participants can make intelligent choice to whether to Continue to participate in the project., every participant of the study will not be subjected to any physical or psychological harm during the research. last but not least all reference materials in this study are properly acknowledged with proper citation.

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

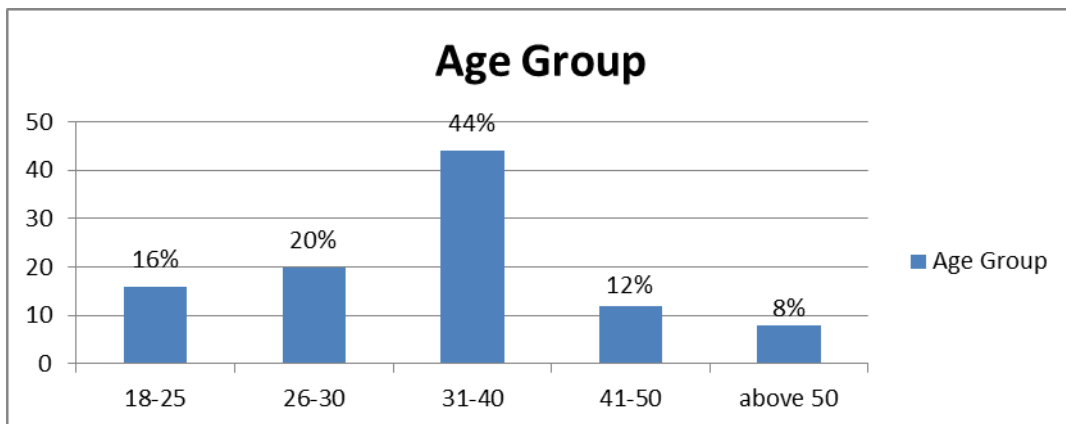
4.1 Socio –Demographic Characteristics of Respondents



Source: Own survey 2020

Figure 4-1 Gender of respondents

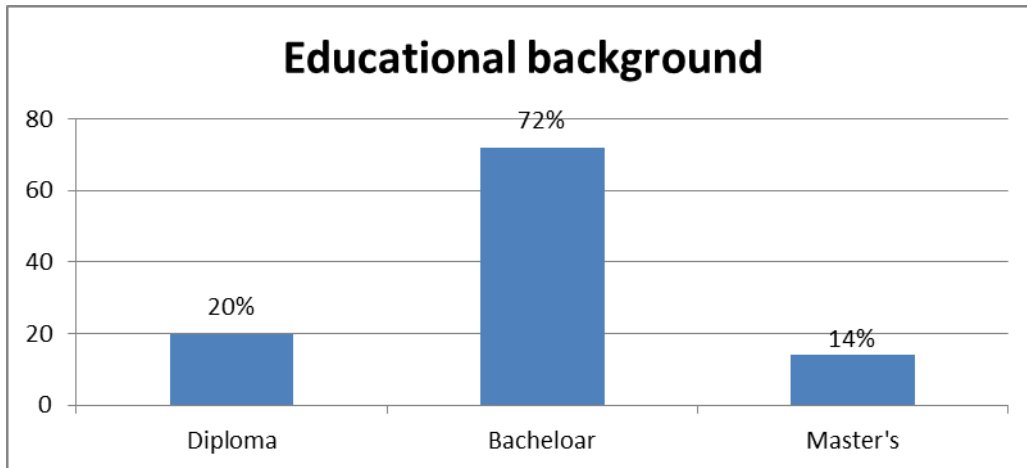
Regarding Gender, 64 % of the respondents were male while 36% of the respondents were female sex category. Thus, from the above information it is possible conclude that the majority of respondents were male.



Source: Own survey 2020

Figure 4-2 Age of the respondents

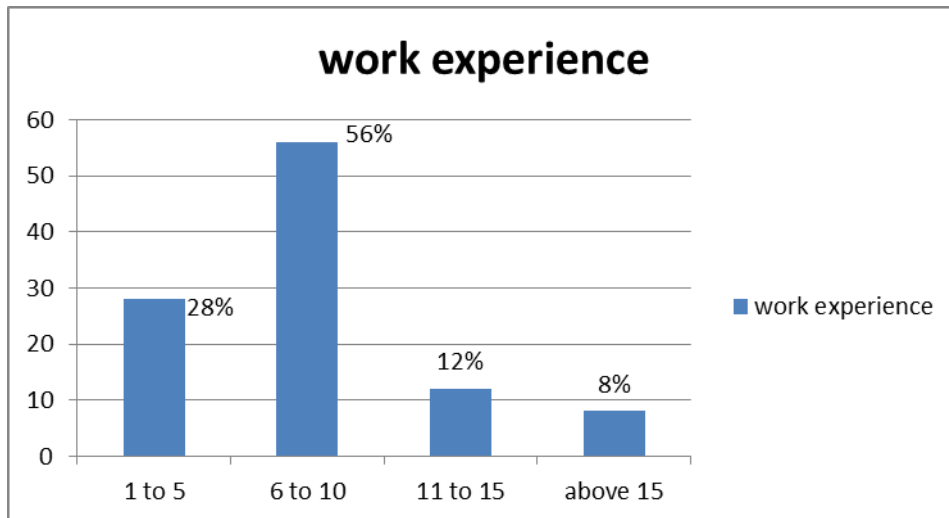
Respondents aged between 31-40 accounted for 44% of the respondents while 20% of the respondents were in the age group between 26-30 and 16% of the population belonged to the age group 18-25, Respondents who belonged in the age group 41-50 accounted for 12% of the respondents and the remaining 8% were above 50 year old.



Source: Own survey 2020

Figure 4-3 Educational background

72% of the Respondents were educated at Bachelor level of the respondents while 20% of the respondents completed diploma level education and the remaining 14% were educated at a Master level. 56% of the respondents have a been working in the organization for about 6 to 10 years & 28% of the respondents have been working for the company for about 1 to 5 years, 12% of the population have been with the organization for about 11 to 15 years and the remaining 4% of the respondents have been with ministry of labour and social affairs for more than 15 years.



Source: Own survey 2020

Figure 4-4 Work experience

56% of the respondents have been working in the organization for about 6 to 10 years & 28% of the respondents have been working for the company for about 1 to 5 years, 12% of the population have been with the organization for about 11 to 15 years and the remaining 4% of the respondents have been with ministry of labor and social affairs for more than 15 years.

4.2 Descriptive Analysis

Table 4-1 Employee Engagement

Description	Level of agreement (%)					Central tendency and Dispersion	
	N	rarely	Sometimes	often	A	Mean	Std. D
At my work, I feel bursting with energy (V)	4.6	6.9	47.4	34.3	6.9	3.3200	.87782
At my job, I feel strong and vigorous (V)	3.4	6.9	50.3	34.9	4.6	3.3029	.80569
When I get up in the morning, I feel like going to work (V)	2.3	4	74.9	11.4	7.4	3.1771	.71723
I can continue working for very long periods at a time (V)	2.9	3.4	60.6	29.1	4	3.2800	.72429
At my job, I am very resilient, mentally(V)	1.1	2.9	78.3	14.3	3.4	3.1600	.57496

At my work I always persevere, even when things do not go well (V)	4	5.1	34.3	48	8.6	3.5200	.87651
GRAND MEAN	3.2933						.51632
I find the work that I do full of meaning and purpose (D)	2.9	8.6	13.7	62.9	12.6	3.7314	.89178
I am enthusiastic about my job(D)	1.7	14.3	14.9	64.6	4	3.5600	.85474
My job inspires me (D)	1.1	28.6	8	57.1	5.1	3.3657	.99017
I am proud of the work that I do (D)	4.6	5.1	8.6	61.1	20.6	3.8800	.94832
To me, my job is challenging (D)	0.0	23.4	23.4	45.7	6.9	3.3543	.92237
GRAND MEAN	3.5783						.46706
Time flies when I am working (AB)	0.0	17.1	18.3	61.7	2.9	3.5029	.80853
When I am working, I forget everything else around me (AB)	4.0	16.6	20	57.7	1.7	3.3657	.91788
I feel happy when I am working intensely (AB)	0.0	14.3	22.9	59.4	3.4	3.5200	.77933
I am immersed in my work (AB)	0.0	13.7	20.6	61.7	2.3	3.5600	.77726
I get carried away when I'm working (AB)	0.0	10.3	51.4	24.6	13.7	3.4171	.85281
It is difficult to detach myself from my job (AB)	4.0	8.6	45.7	26.3	15.4	3.4057	.98318
GRAND MEAN	3.4619						.64906
OVERALL GRAND MEAN	3.4366						.45549

Source: Field survey 2020

As table 4-1 depicts, the mean score for vigor is moderate ($M=3.2933$, $SD=0.51632$). This indicates that the majority of employees are only sometimes willing to expand extra effort toward achieving organizational objectives, every now and then the majority of employees can be mentally & physically resilient and only sometimes they persist in the face of difficulties. Table 4.2.1 shows that the mean for dedication is slightly above average ($M=3.5783$, $SD=0.46706$) which indicates that the majority of employees often feel enthusiastic about their job & often take pride in what they do the result also indicates that the majority of employees often see the meaning & purpose behind what they are doing thereby drawing inspiration from their respective jobs. The third dimension of engagement also exhibits moderate mean ($M=3.4619$, $SD=0.64906$) which shows that the majority of employees are often immersed in their work enough to lose the track of time and the result also shows that majority of employees often face difficulty in separating themselves from the job at hand. Over all employee engagement

level has a moderate mean score of (M=3.4366, SD=0.45549) which indicates employees of the organization are moderately engaged in their work.

4.3 Training & Development

Table 4-2 Perception on Training and Development

Description	Level of agreement (%)					Central tendency and Dispersion	
	SD	D	N	A	SA	Mean	Std. D
Training Programs Are Designed By taking In to Account The Abilities of the Employees & need of the Organization	2.9	20.6	26.9	45.1	4.6	3.2800	.93857
The Right Material and Facility for Training & Development Is Provided by MOLSA	2.3	10.3	24.6	57.1	5.7	3.5371	.84251
The Training I received equipped me with the Right set of Skills , Knowledge & attitude that is needed to do My job.	5.1	26.3	20.6	44.0	4.0	3.1543	1.02507
The training Provided By MOLSA has given me the opportunity to detect the potential I have for further development	4	25.7	23.4	44.0	2.9	3.1600	.97533
MOLSA has Established a Clear Career Path so that employees can advance in there Career	2.3	24.6	33.1	34.9	5.1	3.1600	.93317
MOLSA provides employees with Equal opportunities to learn grow & advance in the Organization.	4.6	19.4	36.0	33.7	6.3	3.1771	.96938
Training & Development policies are evaluated and improved every year	5.1	22.3	34.3	34.9	3.4	3.0914	.95453
GRAND MEAN	3.2229						.69861

Source: Field survey 2020

As the Above table 4-2 Depicts ,for the statement training Programs are designed by taking In to account the abilities of the employees & need of the Organization 45.1 % of employees of the organization moderately agree on the statement while 20.6 % of the respondents Disagree and 2.9% strongly disagree and 26.9% remained neutral the mean score on a 5 point Likert scale for this statement is 3.2800 which is below 3.5 which indicates moderate score for the statement this indicates that employees are divided on the idea that the design of training program's takes into account the abilities of the Employees & the need of the Organization.

for the statement the Right material and facility for training & development is Provided by MOLSA 57.1% Moderately agreed and 5.7% strongly agreed while 24.6% remained neutral 10.3% disagreed & 2.3% Strongly Disagreed the mean score on a 5 point Likert scale for this statement is 3.5371 which is a slightly above average score this indicates that employees perceive the organization is supporting employees with Right material and facility for training on an acceptable level . for the statement the training I received equipped me with the right set of skills , knowledge & attitude that is needed to do My job 44% of the employees moderately agreed while 20.6% of the employees were neutral and 26.3% of employees disagreed on the statement while 5.1% strongly disagreed the mean score on a 5 point Likert scale for this statement is 3.1543 which indicates a moderate score ,this indicates that the majority employees of MOLSA has not gained the necessary skills or knowledge to do his job from the training programs administered by the organization while others were partial to the training programs & the remaining minority were moderately satisfied.for the statement The training provided By MOLSA has given me the opportunity to detect the potential I have for further development 44% of employees Moderately agreed & 2.9% strongly agreed on the statement while 25.7% disagreed and 4% strongly disagreed and 23.4% remained neutral the mean score for the statement is 3.1600 which indicates a Moderate score, this means that the respondents are divided on the statement.

for the statement MOLSA has established a clear career path so that employees can advance in their Career, 34.9% Moderately agreed & 5.1% strongly agreed while 33.1% of employees Disagreed & 2.3 % strongly Disagreed the remaining 24.6% were neutral to the statement overall the statement has a mean score of 3.1600 on a 5 point Likert scale which is a moderate score this indicates for the majority of MOLSA employees are divided on whether there is a clear about career path in the organization.

For the statement MOLSA provides employees with equal opportunities to learn grow & advance in the Organization 33.7% Moderately agreed & 3.4% strongly agreed while 19.4% of employees Disagreed & 4.6 % strongly Disagreed the remaining 36% were neutral to the statement overall the statement has a mean score of 3.1600 on a 5 point Likert scale which is a moderate score this means that the majority of MOLSA employees are partial to the idea that there are equal opportunities for growth and development in their organization. For the statement Training & Development policies

are evaluated and improved every year 34.9% Moderately agreed & 3.4% strongly agreed while 22.3% of employees Disagreed & 5.1 % strongly Disagreed the remaining 34.3% were neutral to the statement overall the statement has a mean score of 3.0914 on a 5 point Likert scale which is a low score this indicates that the majority of employees don't believe training & development policies are being properly evaluated & improved. Overall Training and development has a mean score of 3.2229 which is a moderate score which indicates that at least half of the respondent perceive the training and development practices of the organization to be unsatisfactory while the remaining majority were neutral to it.

4.4 Performance appraisal

Table 4-3 Performance appraisal

Description	Level of agreement (%)					Central tendency and Dispersion	
	SD	D	N	A	SA	Mean	Std. Deviation
MOLSA conducts a formal Mid, Quarter & annual Performance Review	1.7	2.3	4	82.9	9.1	3.9543	.61417
Attainable (S.M.A.R.T) Performance Goals Are Set Mutually by Employees and Management	6.3	23.4	30.3	35.4	4.6	3.0857	1.01062
The Organization fulfills all The Required Pre-requisites In order for Employees to be able to Perform to their Full Potential	13.7	25.7	29.1	28	3.4	2.8171	1.09373
The type of Performance evaluation measures used in employee performance appraisal are Reliable and Valid	8.6	21.7	25.1	40.6	4	3.0971	1.05957
The Appraisal of employees in MOLSA is fair & transparent	4.6	21.1	31.4	36.1	6.3	3.1886	.99070
Helpful Performance feedback Regarding Skill & Behavior Are Communicated To employees regularly	14.9	22.9	26.6	27.4	8.6	2.9200	1.20077
Performance appraisal Practice of the Organization is strong enough to be the Bases for Other Administration Function	15.4	22.3	26.9	29.1	6.3	2.8857	1.17374
GRAND MEAN	3.1355						.69164

Source: Field survey 2020

For the statement MOLSA conducts a formal mid, quarter & annual performance Review 82.9% of employees moderately agreed & 9.1% strongly agreed while 2.3% disagreed & 1.7% strongly disagreed the remaining 4% of employees were neutral the mean score of this statement on a 5 point likert scale is 3.9543 this is a high score which indicates the majority of the respondents agree on the statement. For the statement attainable (S.M.A.R.T) Performance goals are Set mutually by Employees and management 35.4% of employees moderately agreed & 4.6% strongly agreed while 23.4% disagreed & 6.3% strongly disagreed the remaining 30.3% of employees were neutral the mean score of this statement on a 5 point Likert scale is 3.0857 which is a low score this indicates that the majority of employees are not satisfied with goal setting in the performance appraisal process of the organization .

For the statement the Organization fulfills all the required Pre-requisites In order for employees to be able to Perform to their full potential 28% of employees moderately agreed & 3.4% strongly agreed while 25.7% disagreed and 13.7% of employees strongly disagreed while the remaining 29.1% were neutral the mean score of this statement on a 5 point likert scale 2.8171 which is a low score this indicates a significant amount of employees feel the organization isn't fulfilling the required pre-requisites for a desired performance to occur. For the statement the type of Performance evaluation measures used in employee performance appraisal are Reliable and valid 40.6% employees moderately agreed & 4% strongly agreed while 21.7% disagreed and 8.6% of employees strongly disagreed while the remaining 25.1% were neutral the mean score of this statement on a 5 point likert scale 3.0971 which is a low score this indicates that majority of employees don't perceive performance measures to be reliable or valid. For the statement the Appraisal of employees in MOLSA is fair & transparent 36.6% of employees moderately agreed & 6.3% strongly agreed while 21.1% disagreed and 4.6% of employees strongly disagreed while the remaining 31.4% were neutral the mean score of this statement on a 5 point Likert scale 3.1886 which indicates a low mean score for the statement.

For the statement helpful Performance feedback Regarding Skill & Behavior Are Communicated to employees regularly 27.4% of employees moderately agreed & 8.6% strongly agreed while 13.1% disagreed and 14.9% of employees strongly disagreed while the remaining 36.6% were neutral the mean score of this statement on a 5 point likert

scale 3.0171 which indicates a low mean score for the statement. this indicates that while the majority of employees were neutral to the statement a significant amount of employees disagreed on the statement For the statement performance appraisal Practice of the Organization is strong enough to be the Bases for other administration function 28.6% of employees moderately agreed & 6.9% strongly agreed while 22.3% disagreed and 15.4% of employees strongly disagreed while the remaining 26.9% were neutral the mean score of this statement on a 5 point Likert scale 2.8857 which indicates a low mean score for the statement which implies that employees generally are not satisfied with administrative decisions that are being made using performance appraisal practice of the organization. Overall Performance appraisal has a mean score of 3.135 which indicates employees perceive the performance appraisal to be just average.

4.5 Compensation and Reward Management

Table 4-4 Compensation and Reward Management

Description	Level of agreement (%)					Central tendency and Dispersion	
	SD	D	N	A	SA	Mean	Std. Deviation
Adequate Payment that Caters the basic needs of employees Is Provided by MOLSA	21.7	25.1	37.1	12.6	3.4	2.5086	1.07141
MOLSA provides salary that is fair and equal with others who have similar jobs and position in other Similar Institutes.	4.6	28	35.4	26.9	5.1	3.0000	.97084
MOLSA provide employees with Satisfactory Fringe Benefits Such as free transportation ,Employee Cafeteria discount & credit loans	3.4	5.1	31.4	56	4	3.5200	.80115
Pay and Benefits are Communicated & Delivered on time as Promised by MOLSA's Administration	2.9	12.6	33.7	45.7	5.1	3.3771	.87464
MOLSA provides enough Incentives for personal growth and development Such as tuition reimbursement & allowance	6.9	13.1	30.9	39.4	9.7	3.3200	1.04519
MOLSA provides employees with fair and transparent Promotion opportunities	4	29.7	15.4	49.1	4	3.2400	1.11397
private/public or financial/ non-financial) recognition for outstanding Performance is Usually Given to employees	6.9	38.3	16.6	32	2.3	2.9257	1.10909
GRAND MEAN	3.1273					.62598	

Source: Field survey 2020

For the Statement Adequate Payment that caters the basic needs of employees Is Provided by MOLSA 12.6% of employees moderately agreed & 3.4 % strongly agreed while 25.1% disagreed and 21.7% of employees strongly disagreed while the remaining 37.1% were neutral the mean score of this statement on a 5 point likert scale 2.5086 which indicates a low mean score for the statement this means the majority employees of MOLSA are not satisfied with their payment.

For the Statement MOLSA provides salary that is fair and equal with others who have similar jobs and position in other Similar Institutes 26.9% of employees moderately agreed & 5.1% strongly agreed while 28 % disagreed and 4.6% of employees strongly disagreed while the remaining 35.4% were neutral the mean score of this statement on a 5 point likert scale 3.000 which indicates a low score for the statement this means that the majority of employees disagree that MOLSA provides fair salary compared to other similar to another institutions.

For the Statement MOLSA provide employees with Adequate Fringe Benefits Such as free transportation ,Employee Cafeteria discount & credit loans 56 % of employees moderately agreed & 4% strongly agreed while 5.1% disagreed and 3.4% of employees strongly disagreed while the remaining 31.4% were neutral the mean score of 3.5200 on a 5 point Likert scale which indicates a slightly above average response score for the statement this means majority of employees are satisfied with the fringe benefits of the organization. For the Statement For the Statement pay and Benefits are Communicated & Delivered on time as Promised by MOLSA's Administration employees.45.7% of employees moderately agreed & 5.1% strongly agreed while 12.6% disagreed and 2.9% of employees strongly disagreed while the remaining 33.7% were neutral the mean score for the statement is 3.3771 on a 5 point Likert scale this means that majority of employees are either fully or partial disagree on the statement.

For the Statement MOLSA provides Incentives for personal growth and development Such as tuition reimbursement & allowance 39.4% of employees moderately agreed & 9.7% strongly agreed while 13.1% disagreed and 6.9% of employees strongly disagreed while the remaining 37.7% were neutral the mean score of this statement is 3.3200 on a 5 point Likert scale this indicates a moderate score this means that employees of MOLSA are divided on the statement.

For the Statement MOLSA provides employees with fair and transparent Promotion opportunities 40 % of employees moderately agreed & 10.9% strongly agreed while 29.7% disagreed and 4 % of employees strongly disagreed while the remaining 15.4% were neutral the mean score of 3.2400 on a 5 point Likert scale this means even though the score is low employees of MOLSA are divided on the statement.

For the statement private/public or financial/ non-financial) recognition for outstanding Performance is Usually Given to employees 32% of employees moderately agreed & 6.3% strongly agreed while 38.3% disagreed and 6.9% of employees strongly disagreed while the remaining 16.6% were neutral the mean score of 2.9257 on a 5 point likert scale this indicates the majority of employees disagree on the statement

Grand Mean for the Over All Compensation and Reward is 3.1273 which indicates a Moderate score this means employees generally view the compensation and reward management practice of the organization to be just average.

4.6 Inferential statistics

in order to examine the relationship between the selected human resource management practices & employee engagement. Inferential statistics of correlation and regression analysis have been used, Correlation analysis quantifies the magnitude and direction of the linear relationship between a pair of variables, Pearson correlation coefficient of -1.0 reveals that there is a negative relationship between the two variables whereas Coefficient of 1.0 reveals positive perfect relationship . Regarding the magnitude scale, correlations of $.01$ to $.30$ are considered weak, correlations of $.30$ to $.70$ are considered moderate, correlations of $.70$ to $.90$ are considered strong, and correlations of $.90$ to 1.00 are considered very strong.(Marczyk, Dematteo and Festinger, 2005)

Regression analysis is a statistical tool that investigates associations between variables (Faraway, 2002). it's useful in describing the relationships between the dependent and the independent variables in a simplified mathematical form (Bowerman et al., 1990) . Before running the regression model for the study, validity of the model was properly checked using tests of normality, linearity, homoscedasticity ,multicollinearity. after the results of the tests the following multiple regression model was used to perform data analysis.

$$Y = \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + C$$

Dependent factor: EE (Employee Engagement)

Y = EE (Employee Engagement)

X1= Training and development

X2= performance appraisal

X3= Compensation & reward management

C = Constant

4.6.1 Correlations

Table 4-5 Correlations

		Employee Engagement	T&D	PA	C&R
Employee engagement	Pearson Correlation	1	.755**	.724**	.746**
	Sig. (2-tailed)		.000	.000	.000
	N	175	175	175	175

Source: SPSS result, 2020

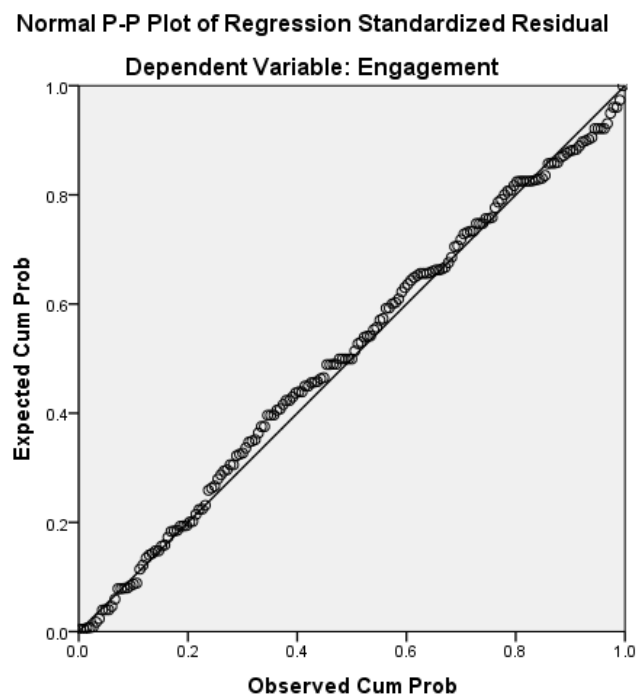
The result showed that Training and development has a significant positive relationship with employee engagement with Correlation coefficient of (0.755**) which shows that among the three variables in this study training & development has the strongest correlation with employee engagement. The independent variable compensation and reward also has a significant positive Relationship with employee engagement with Correlation coefficient (0.746**) . Compensation and reward exhibits the second strongest correlation with employee engagement among the three variables. The independent variable performance appraisal also has a significant positive relationship with employee engagement with Correlation coefficient (0.752**) and was found to be the least correlated with employee engagement among the three variables but nonetheless it is still strongly correlated with employee engagement.

The results showed that the relationship between all three independent variables & dependent variable was significant at $p < 0.01$ level. Thus the three hypothesis of the study were all accepted. This means that all three independent variables positively correlate with the dependent variable which implies that if employee's satisfaction towards the training and development, Performance appraisal, Compensation & reward practices of the organization increases the level of employee engagement also increases.

4.6.2 Diagnostic test

4.6.2.1 Normality Test

Normality test determines whether a random variable underlying the data is normally distributed or not. Results of the test can be interpreted using graphical either histogram or normal probability plot (NPP) method. For this research normal probability plot (NPP) & Histogram is used to show the results from the test. Research suggests if the fitted line in the NPP is approximately a straight line, one can conclude that the variables of interest are normally distributed. (Gujarati, D. 2004) & if the histogram takes a bell shaped curve the data is normally distributed.



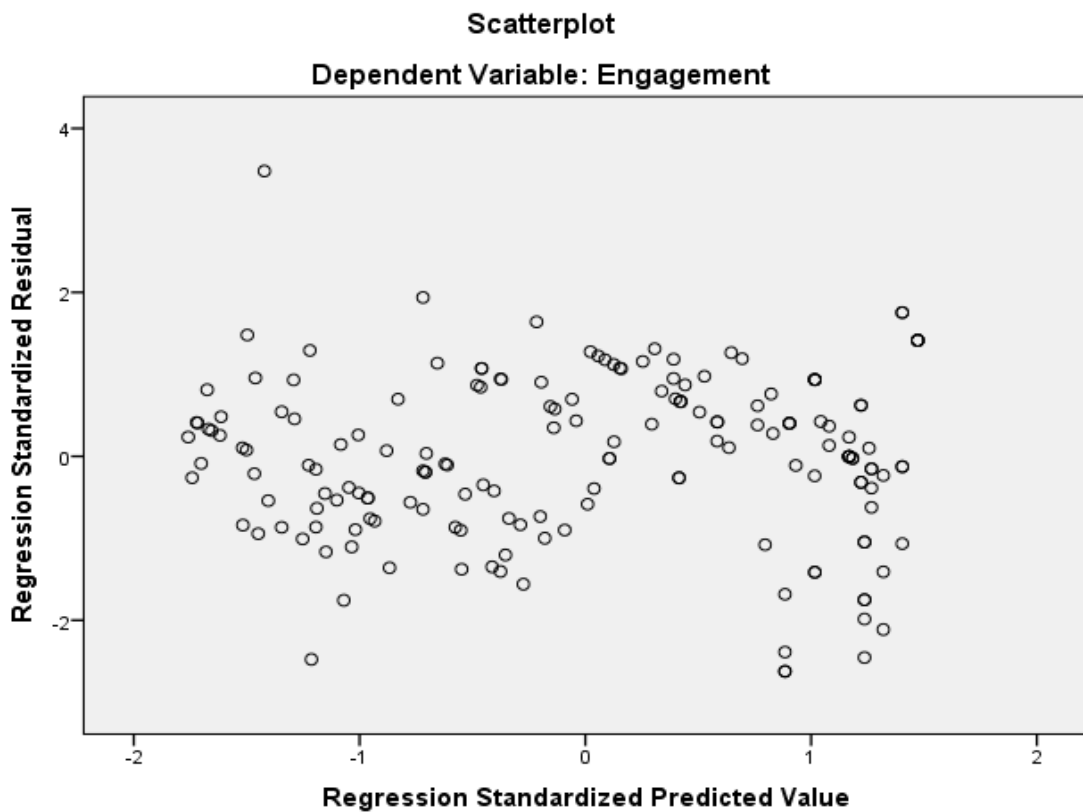
Source: SPSS result of Normality (2020)

Figure 4-5 QQ Plot for Normality

From the above figures, we can see that residuals of the model are approximately normally distributed, because the fitted line in the NPP is approximately a straight line & the histogram looks like resembles a bell-shaped curve which indicates a normal distribution.

4.6.3 Homoscedasticity

Homoscedasticity checks if the variance for the dependent & independent variable are equal , usually the assumption of homoscedasticity is checked by scatter plot diagram.



Source: SPSS result of Normality (2020)

Figure 4-6 Scatterplot Regression Standardized Predicted Value

According to field (2009) the scatter plot that has a random array of dots that is evenly dispersed around zero, meets the assumption of homoscedastic. As the above figure indicates , the dots are dispersed evenly and randomly throughout the plot & the figure

appears to be without any obvious outliers therefore the assumption of random errors & homoscedasticity has been met.

4.6.4 Linearity

The assumption of linearity checks whether the relationship we are modeling is a linear one. The assumption states that the outcome variable for each increment of the predictor(s) must lie along a straight line. As shown in the above figure shows the outcome variable for each increment of the predictor lie along a straight line .By using QQ plot we have determined that the distribution are normal with a positive slop up wards & if the distribution are normal & variance for the dependent variable is uniform for all values of the independent variables, there is an indication of linear relationship between the predicator and the outcome variable. Furthermore linearity test is shown in the table below.

Table 4-6 Linearity Test

ANOVA Table			Mean Square	F	Sig.
		(Combined)	.643	13.935	.000
Employee	Between Groups	Linearity	25.339	74.344	.000
Engagement * HRM practice	Within Groups	Deviation from Linearity	.106	1.107	.354
	Total		.186		

Source; SPSS result 2020

Linearity test determines whether the relationship between independent variable and dependent variable is linear or non-linear, if the significant value of Linearity is >0.05 deviation from the linearity is <0.05 then the relationship between independent variable and dependent variable is non- linear and in contrast if the significant value of Linearity is <0.05 and the deviation from the linearity is >0.05 as shown in the figure above the significance from Deviation from linearity is 0.354 and linearity is 0.000 which indicates that the relationship between independent variables and dependent variables is linear.

4.6.5 Multicollinearity Test

A core assumption that must be met to undertake Multiple linear regression model is the assumption of Multicollinearity. Multicollinearity, or near-linear dependence, is a statistical phenomenon in which two or more predictors variables in a multiple regression model are highly correlated.

Multicollinearity test checks if one predictor variable in a multiple regression model can linearly predict the result from the other variables with a substantial degree of accuracy. Multicollinearity test is assessed by examining tolerance and the variance inflation factor (VIF), tolerance is a measure of collinearity reported by most statistical programmes. If the tolerance value less than 0.2 it indicates a collinearity problem (Menard, 1995). VIF is a tool to measure and quantify how much the variance is inflated. If the VIF is greater than 10 then it indicates that there is a problem with the model.

Table 4-7 Multicollinearity Test

Model		Coefficients ^a	
		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Training & Development	.460	2.172
	Performance appraisal	.468	2.136
	Compensation & Reward	.430	2.324

Source: SPSS result of Multicollinearity (2020)

The table above indicates tolerance for the three predictor variables are above 0.2 and variance inflation factor (VIF) is less than 5 which indicates that there is no Multicollinearity problem and the model fit the study.

4.6.6 Regression analysis

In accordance with the objective of the study which is to examine the influence of HRM practices on employee engagement The study used multiple regression analysis to assess the contribution each selected human resource practices has on employee engagement the result from the model summary showed the value of R² is (0.703) .This indicates that 70.3% variation in dependent variable (employee engagement) is explained by the

three independent variables namely training & development Practices ,Performance appraisal practices & compensation & reward management.

Table 4-8 Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.839 ^a	.703	.698	.25034

a. Predictors: (Constant), Training and development, Performance appraisal, Compensation & reward

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	25.383	3	8.461	135.013	.000 ^b
	Residual	10.716	171	.063		
	Total	36.099	174			

a. Dependent Variable: Employee engagement

b. Predictors: (Constant), Training & Development, Performance appraisal, Compensation & reward

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
	(Constant)	1.405	.103				
Training & Development	.236	.040	.362	5.887	.000	.460	2.172
Performance Appraisal	.182	.040	.277	4.547	.000	.468	2.136
Compensation & reward	.224	.046	.308	4.843	.000	.430	2.324

In order to explain the influence of each selected HRM practices on employee engagement Beta coefficient was used, Beta coefficient value investigates the strength of each independent variable on dependent variable and clearly depicts how much the amount of change in a dependent variable (employee engagement) can be accounted for by changes in independent variables, As shown on the Coefficients table, Beta coefficient value for the independent variables, training and development (0.362), performance appraisal (0.277), Compensation & reward (0.308) Beta value shows the

amount of change in dependent variable (employee engagement) due to changes in independent variables. The table revealed that The path linking training and development, performance appraisal, compensation & reward to employee engagement was found to be significant at $P < 0.05$ therefore providing support for the acceptance of Hypothesis 1, hypothesis 2 & hypothesis 3. In general, Beta coefficient analysis revealed that among the three predictors training and development was the most influential variable that affects employee's engagement to their work while compensation and reward coming in close second & Performance appraisal taking third place among the three variables.

CHAPTER 5

SUMMARY OF MAJOR FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

This chapter presents the findings acquired from the analysis and provides a detailed discussion of the collected data, & Based on thorough examination of the conclusions that are drawn it presents recommendations in order to address issues that are related to the study.

5.1 Summary of Major Findings

The objective of the study was to determine the current level of employee engagement at Ministry of Labour and Social affairs. It was also intended to investigate the effect of few selected human resource practices on employee engagement. Accordingly relevant data was collected as well as analyzed and the following major findings were inferred from the results that have been discussed in the previous chapter.

- The Majority of the respondents were male 64% while females accounted for 36% of the respondents.
- 44% of the respondents belong to the age group between 31-40 , while 20% of the respondents were in the age group between 26-30 and 16% of the population belonged to the age group 18-25, Respondents who belonged in the age group 41-50 accounted for 12% of the respondents and the remaining 8% were above 50 year old.
- The Majority of the Respondents were educated at Bachelor level accounting for 72% of the respondents while 20% of the respondents completed diploma level education and the remaining 14% were educated at a Master level.
- Most of the respondents have a 6 to 10 years working experience inside the organization accounting for 56% & 28% of the respondents have been working for the company for about 1 to 5 years, 12% of the population have been with the organization for about 11 to 15 years and the remaining 4% of the respondents have been with ministry of labour and social affairs for more than 15 years.

- The Mean score for the first independent variable under the study which is Training and development is 3.2229 which is a moderate score this indicates that the respondents were divided when it comes to the training and development Practices of the organization Which means there are certain aspects of Training & development practice that employees fill should be improved of the organization specifically with the design, delivery & content of the trainings programs and equitable access to career development.
- Performance appraisal has a mean score of 3.1355 which is a moderate score this indicates that the respondents are divided when it comes to performance appraisal practices of the organization. Which means there are certain aspects of performance appraisal practice that employees fill that should be improved, Result from the survey indicates that more than half of the employees are dissatisfied with how goals are set during the performance appraisal process & find the organization is not fulfilling important pre-requisites for employees to perform to their full potential furthermore over half of the respondents believe there is lack of transparency & fairness in performance measure and hold an opinion that appraisers are not giving helpful performance feedback to appraises.
- the least score from the independent variable goes to compensation and reward for a total mean score of 3.1273 which is also a moderate score this indicates that the about half of the respondents were dissatisfied with Compensation and reward practices of the organization ,Results from the survey indicates that majority of the employees were dissatisfied with the basic payment of the organization and result from the survey also indicates majority of employees believe that there is lack of financial and non- financial recognition .
- The Mean score for the Vigor dimension is 3.2933 which indicates that majority of the respondents are only willing to put high level of energy into performing tasks Sometimes thus not fully engaged in that dimension And the other employee engagement dimension Dedication has a mean score of 3.5783 which indicates that more than half of the respondents are often enthusiastic, proud & inspired by their job & the third dimension absorption has a mean score of 3.4619 which also implies that at least half of the respondents are often absorbed in their respective job and Sometimes get carried away when they work &

experience difficulty in detaching themselves from their job. overall the dependent variable Employee engagement has a mean score of 3.4366 which is moderate thus indicating employees of MOLSA are semi-engaged.

- The result of Pearson correlation showed that the Independent variable Training and Development has a significant positive Relationship with employee engagement (0.755**) the result also showed the independent variable Performance appraisal has a significant positive relationship with employee engagement (0.724**) and the third variable Compensation & reward system also has a significant positive relationship with employee engagement (0.746**) and were significant at $p < 0.01$ level. thus the three hypothesis of the study were accepted.
- The result of multiple regression analysis depicted 70.3% variation in employee engagement is explained by the three HRM practices (where R square is 0.703 and adjusted R square is 0.698). Also, the significance value of F statistics showed a value .000, t at $p < 0.05$, which implied that the model was significant.
- The result from the regression analysis revealed that training and development practices had the most influence on employee engagement with beta value (0.362) and the second influential variable was found to be Compensation and rewards with beta value of (0.308), performance appraisal practices were found to be the least influential with beta value of (0.277), Therefore the hypothesis test for HR practices, training and development, Performance appraisal Compensation & reward are all accepted.
- The findings of this study are aligned with previous studies that assert positive and significant relationship between the selected HRM practices and Employee engagement.

5.2 Conclusion

This study examined the effect of HRM practices on employee engagement inside ministry of labour & social affairs. A sample of 175 respondents was taken. Data was gathered through questionnaire and was analyzed using SPSS v20. Correlation and

regression analyses were carried out in order to answer the research questions that were presented in the search. The findings of the study revealed that all the selected HRM practices have a significant Positive effect on employee engagement with all three HR practices showing a strong positive correlation with employee engagement. Results of Multiple Regression analysis revealed that training and development practice is the most contributing HRM practice in predicting employee engagement at Ministry of labour & social affairs. Compensation & reward Being the second contributor in predicting employee engagement & performance appraisal practice was found to be the least Contributor in predicting employee engagement among the three HR practices. Given the result of the analysis that were undertaken using SPSS the research hypothesis for all three HRM practices are all accepted.

5.3 Recommendations

The followings were recommendation for improvement of HRM practices and employee engagement in Ministry of labor and social affairs.

- MOLSA should provide training programs that takes into account the needs of the organization and the abilities of employees in terms of knowledge & practical skill
- MOLSA should carve clear career path and provide employees with fair & equal opportunities in career advancement since opportunities for career development has shown to be one of the most key drivers of employee engagement.
- HR managers of MOLSA should make a habit of evaluating their training & development policies every now & then, without proper examination of the strength and weakness of their current training procedures it is difficult to bring forth any improvement in the future.
- MOLSA should allow employees to participate in setting attainable performance goals, allowing employees to participate in goal setting can empower employees & give them sense of purpose and direction which can lay the ground work for employees to be engaged.

- the degree to which employees believe their organization supports them & values their contributions affects their willingness to exert physical & mental effort in to their role therefore Financial or non- financial Recognition should be provided for employees who show outstanding Results ,Providing recognition can motivate employees & give them a sense of accomplishment and makes employees feel valued for their work.
- MOLSA should measure employee performance in a fair & unbiased way, since perception of fairness plays a big role in the engagement equation, further more MOLSA should provide employees with helpful performance feedback employees value the feedback they receive either positive or negative because it can help them learn, grow & perform better.
- MOLSA should provide employees with adequate payment that is fair & can fulfill employees basic needs furthermore pay and benefits should be distributed in a fair & transparent way.
- MOLSA should conduct a formal & periodic assessment of employee engagement & adapt a more people centric organizational culture who cares enough for their employees.
- For a better understanding it is recommended that future longitudinal study should be taken in order to get more insight into the relationship between the HRM practices and employee engagement, since employee engagement level fluctuates over time.

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APPENDIX: QUESSTIONNAIRES

Introduction

The purpose of this survey is for pure academic purposes, and it will be utilized for scientific investigation. This is confidential and anonymous survey that cannot be used for the purpose other than it is intended for. The questionnaire intends to collect data for the research, “The Influence of selected Human resource Management practices on employee engagement.” The attached questionnaire will take about ten minutes to complete. Your co-operation is highly appreciated

Note: the researcher highly suggest you don’t write your name or put any kind of signature on the paper ,if you have any questions regarding this questionnaire, please do not hesitate to contact the researcher. wedajeeyobed@gmail.com or 0911688760.

Part 1: General Information

1. Please indicate your gender

Female [] Male []

2. Please indicate your age group

18-25 years [] 31-40 years [] above 50 []
26- 30 years [] 41-50 years []

3. State your highest level of education

Diploma [] Master’s degree []
Bachelor degree [] Phd []

4. For how long have you been working in MOLSA

1 to 5 years [] 11 to 15 years []
6 to 10 years [] above 15 years []

Part 2 : Human resource Practices of Ministry of Labour and Social affairs &Employee engagement ,The table below contains descriptive statements about a few Human

Resource management Practices. For each statement, Please indicate the degree of your agreement with either SD=strongly disagree, D=Disagree, A=Agree, SA= Strongly agree, N= neutral.by putting tick mark (√) in the box

	Training & Development	Level of agreement				
		SD	D	N	A	SA
1	Training Programs are designed by taking in to account the abilities of the Employees & the need of the organization					
2	The Right Material and Facility for Training & Development Is Provided by MOLSA					
3	The Training I received equipped me with the Right set of Skills, Knowledge & attitude that is needed to do My job.					
4	The training Provided By MOLSA has given me the opportunity to detect the potential I have for further development					
5	MOLSA has Established a Clear Career Path so that employees can advance in there Career					
6	MOLSA provides employees with Equal opportunities to learn grow & advance in the Organization.					
7	Training & Development policies are evaluated and improved every year					

Source; Field survey 2020

	Performance appraisal	Level of agreement				
		SD	D	N	A	SA
1	MOLSA conducts a formal Mid, Quarter & annual Performance Review					
2	Attainable (S.M.A.R.T) Performance Goals Are Set Mutually by Employees and Management					
3	The Organization fulfills all the Required Pre-requisites In order for Employees to be able to Perform to their Full Potential					
4	The type of Performance evaluation measures used in employee performance appraisal are Reliable and Valid					
5	The Appraisal of employees in MOLSA is fair & transparent					
6	Helpful Performance feedback Regarding Skill & Behavior Are Communicated To employees regularly					
7	Performance appraisal Practice of the Organization is strong enough to be the Bases for Other Administration Function					

Source; Field survey 2020

	Level of agreement
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	Compensation & Reward	SD	D	N	A	SA
1	Adequate Payment that Caters the basic needs of employees Is Provided by MOLSA					
2	MOLSA provides salary that is fair and equal with others who have similar jobs and position in other Similar Institutes.					
3	MOLSA provide employees with Satisfactory Fringe Benefits Such as free transportation ,Employee Cafeteria discount & credit loans					
4	Pay and Benefits are Communicated & Delivered on time as Promised by MOLSA's Administration					
5	MOLSA provides enough Incentives for personal growth and development Such as tuition reimbursement & allowance					
6	MOLSA provides employees with fair and transparent Promotion opportunities					
7	private/public or financial/ non-financial) recognition for outstanding Performance is Usually Given to employees					

Source; Field survey 2020

Part 3 : Employee engagement level of Ministry of Labour and Social affairs

The table below contains descriptive statements about the level of vigor ,dedication & absorption you feel towards your , Please indicate the degree to which you feel towards the statements with either N=never, R= rarely, S= some times, O=often, A=always. by putting tick mark (√) in the box

	Employee engagement	Level of agreement				
		N	R	S	O	A
1	At my work, I feel bursting with energy (V)					
2	At my job, I feel strong and vigorous (V)					
3	When I get up in the morning, I feel like going to work (V)					
4	I can continue working for very long periods at a time (V)					
5	At my job, I am very resilient, mentally(V)					
6	At my work I always persevere, even when things do not go well (V)					
7	I find the work that I do full of meaning and purpose (D)					
8	I am enthusiastic about my job(D)					
9	My job inspires me (D)					
10	I am proud of the work that I do (D)					
11	To me, my job is challenging (D)					

12	Time flies when I am working (AB)					
13	When I am working, I forget everything else around me (AB)					
14	I feel happy when I am working intensely (AB)					
15	I am immersed in my work (AB)					
16	I get carried away when I'm working (AB)					
17	It is difficult to detach myself from my job (AB)					

Source: Schaufeli and et al, (2002).

THANK YOU!!!!!!!!!!