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ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS & ECONOMICS
SCHOOL OF GRADUATE STUDIES

FACTORS AFFECTING EMPLOYEES ENGAGEMENT
IN COMMERCIAL BANK OF ETHIOPIA
ADDIS ABABA AREA BRANCHES

BY
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**FACTORS AFFECTING EMPLOYEES ENGAGEMENT
IN COMMERCIAL BANK OF ETHIOPIA
ADDIS ABABA BRANCHES**

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DECLARATION

I, SelamAsnake, hereby declare that the thesis work entitled, “Factors Affecting Employees Engagement in Commercial Bank of Ethiopia Addis Ababa area Branches”, is outcome of my own effort and study and that all sources of materials used for the study have been duly acknowledged. I have produced it independently except for the guidance and suggestions of the research advisor Jemal Mohammed (PhD).

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CERTIFICATE

This is to certify that the thesis prepared by Selam Asnake, “Factors Affecting Employee Engagement in Commercial Bank of Ethiopia Addis Ababa area Branches” and submitted in partial fulfillment of the requirement for the Degree of Masters of Business Administration (MBA in Management) complies with the regulations of the university and meets the accepted standard with respect to originality and quality.

Research Advisor Dr. Jemal Mohammed

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LIST OF ACRONYMS

AHEE	AON Hewitt Employee Engagement model
CBE	Commercial Bank of Ethiopia
EE	Employee Engagement
OC	Organizational Commitment
OCB	Organizational Citizenship Behavior
SDT	Self Determination Theory
SET	Social Exchange Theory
UWES	Utrecht Work Engagement Scale
VIF	Variance Inflation Factor

ABSTRACT

Many researches have been conducted on the construct of employee engagement and they all agreed that it is the basics for an organization to achieve its objectives and stay competent in the market. However despite this fact, there is still lack of well-structured study conducted in the area particularly in our country. The main objective of this research is so to identify the factors that determine engagement of employees specifically in CBE. Cross sectional field study design was used to collect the required data. A sample of 269 employees was taken by applying convenient sampling technique out of which 220 respondents have replied, which was found valid for the analysis. The data collected through distributing questionnaire were analyzed using correlation and regression analysis by applying SPSS version 20. The results of the study indicated that all the factors listed in it (Employee promotion & growth opportunity, reward & recognition, immediate supervisor support, co-workers and payment) have significant effect in predicting employee engagement.

Key words: Employee engagement, promotion and growth opportunity, reward and recognition, immediate supervisor support, co-workers, payment and Commercial Bank of Ethiopia

CHAPTER ONE

INTRODUCTION

This part of the study is consisted of background of the study, problem statement, research questions, general and specific objectives, significance of the study, and scope, limitation of the study and organization of the paper.

1.1 Background of the Study

A key component of any organization is its employees as they are critical to its viability and competitiveness. Having the knowledge of this fact, organizations have been trying to develop different strategies that would help them retain talented employees. At some point, talented employees, content with their work experience, was a good formula for success, as a talented employee, who wanted to stay within the company, contributed to the workforce stability and productivity (Sakovska, 2012). But those times are changed.

Nowadays, organizations are competing with each other not only domestically, but also globally, and simply talented employees are not enough to bring the necessary business results. Talented and experienced employees may just meet the work demands, but this will not lead to higher performance (Abraham S., 2012). According to Bakker & Leiter (2010), employers need to go beyond retaining talented employees and must do their best to inspire their employees to apply their full potential and capabilities to their work, if they do not; part of the valuable employees' resources remains unavailable for the company. As a result, the construct of employee engagement is becoming an area of interest among many researchers and consultancy firms, and received its recognition in the management literature and among practitioners. It is also becoming a concerning issue for organizations weather they are in production or service giving sector as it affects their whole performance by predicting employee outcomes, financial performance and finally organizational success.

Employee engagement was firstly introduced by the (Kahn, 1990) as “harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances.” It is also defined by different researchers in different ways, and what the researcher understands from reading some literatures

is that the connotations of engagement is about involvement, passion, enthusiasm and energy. The effect of employee engagement on organizational performance and success has been studied by various researchers and each study confirmed that its outcomes are exactly what most organizations are looking for. Hence, there is no surprise in corporate executives seeing the development of engagement of employees as a priority issue for organization; basically because engaged employees value, enjoy and have pride in their work and are more willing to help each other and the organization succeed. In addition managers want to improve employee engagement on grounds that it leads to superior performance, reduces staff turnover and improves the well-being of employees (Sakovska, 2012).

As the intention of the researcher is examining what factors really affect employee engagement or what drives employees to get engaged, a review of the existing literatures regarding the construct were conducted. Although literature presents a number of factors as antecedent variables of employee engagement, only selected determinant factors like employee promotion & growth opportunity, reward & recognition, payment, and support from supervisor and co-workers within Commercial Bank of Ethiopia were examined under this study.

Banking is an important sector and acts as a backbone of economic progress in any society (Hussain, 2016). Banks render vital services to the masses belonging to the various sectors of the economy whether small or large scale. The banking system is one of the few institutions that have a bearing on the economy and affect its performance for better or worse. They act as a development agency and are the source of hope and aspirations of the masses(Hussain, 2016). Although the banking sector of Ethiopia is still on its emerging stage, it has undergone a change over the years, which has put new pressures and realities in front of the bank employees. Bank officers form a delicate link between the management and the clerical staff. It is obvious that the success of banks to a large extent depends upon the coordination, harmonization and cooperation of bank officers with each other and also with their management. As a result, having an engaged workforce is important as it helps banks to secure benefits of sustainability, productivity and increased efficacy. Hence, this study arises from the need to utilize the human resource of CBE more effectively.

1.2 Background of Commercial Bank of Ethiopia

Commercial Bank of Ethiopia is the government owned bank which is playing the catalyst role for the development of the country. Its history dates back to the establishment of the State Bank of Ethiopia in 1942. It is the pioneer in introducing modern banking system to the country.

It has now merged with the Construction Bank of Ethiopia and has more than 1,284 branches operating across the country with an asset of 359.3 billion birr as of August 2018. The bank has more than 12.4 million account holders and Mobile and Internet users have reached 600,000.

CBE offers professional banking services to its customers backed by world-class technologies and outstanding levels of service. It provides multiple service points such as Automatic Teller Machines (ATMs), Point of Sales (POS) terminals, Foreign Exchange Bureaus and Banking Kiosks. This is part of its distinctive Multi-Channel Banking model whereby it allow to its customers the option of choosing from different banking service channels that suit customers particular needs and circumstances. This mode of financial service accelerates the need to satisfy customer need and serve to be competitive in the industry.

Vision, Mission and Value Statement

Vision

“To become A World-Class Commercial Bank by the year 2025”

Mission

“We are committed to best realize stakeholders’ values through enhanced financial intermediation globally and supporting-national development priorities, by deploying highly motivated, skilled and disciplined employees as well as state of the art technology. We strongly believe that winning the public confidence is the basis of our success”

Corporate Values

In order to validate the vision and mission of the bank, CBE has given paramount importance to the following values in communication and deeds.

- ✓ Integrity- the bank firmly adheres to the highest ideals of honor and integrity
- ✓ Customer Satisfaction: the bank is committed to offer the highest quality service and create strong brand
- ✓ Employee satisfaction
- ✓ Learning organization: the bank is committed to anticipate and respond to internal and external changes through constant improvement and adaptation
- ✓ Teamwork & Collaboration : the bank recognizes the importance of supporting each other and working co-operatively
- ✓ Public Trust: the bank understands its business depends on its ability to maintain and build up the public confidence
- ✓ Value for money: the bank promises to deliver a better service for the same amount of money, time and effort
- ✓ Decentralization: The bank empowers employees and delegate them during operations and decision making
- ✓ Corporate citizenship: The bank cares about society's welfare and the environment.

1.3 Problem Statement

In early times there has been an increase in talent war and therefore each organization had to ensure that apart from attracting the best talent, they are able to retain these talented employees, (O.Kamau and M.Sma, 2016). There is an interest shift now a day in human resource management practices however from focusing only on recruiting and retaining well talented employees to making employees engaged to their job and organization. Because only retaining talented employees in an organization is not enough as one may have the best talent but may not be passionate about their work. Having known this, organizations aspire to have engaged employees and spend considerable resources to measure and improve employee engagement (Wang, 2016), since engaged employees are basics or play a crucial role for the achievement of

organizational goals and demonstrate such attributes as loyalty, trust and commitment to their organization.

Mokaya and Kipyegon, (2014) supported this idea as employees who are engaged are more creative and innovative and offer advances that allow companies to evolve positively over time with changes in market conditions. Hence firms that desire to improve their performance must be concerned about internal issues related to their human resource management practices and treat their employees as customers too because what the customers experience particularly in the service sector, is solely held responsible by the employees.

However despite all these facts researches are indicating that employee engagement is on its decline stage and there is a deepening disengagement among employees today. Whereas organizations lay a lot of emphasis on provision of quality service to customers, the challenge is to create motivated and engaged employees who can facilitate that effort. Pandita and Bedarkar (2014) noted that one of the toughest challenges facing Chief Executive officers, human resource managers and business leaders of many organizations is to ensure that when their employees report to work every day not only they do it physically but mentally and emotionally. A study by Cureton(2014) evidenced this fact that despite spending over \$720 million annually on engagement improvement efforts, companies continue to lose over \$600 billion to a stressed and disengaged work force.

In order to create an engaging environment for employees therefore, organizations need to understand the specifics of their personnel work-life perceptions so as to implement engagement building interventions targeted towards improving their employees' performance. According to Rashid et al. (2011), it is even harder to build engagement within the specific group of employees in the situation where the knowledge about the essentials of their work-life is missing. Consequently, organizations should keep on monitoring their employees' engagement level and spend a considerable time, money, and energy on programs, processes, and activities that would have a positive impact on employees' engagement (Heartfield, 2012).

Given the high importance of keeping employees engaged and having known the great contribution of the banking sector to our economic growth, and quite a few empirical studies on the contrary have been conducted regarding this important topic, it is not dubious that carrying

out a research on the antecedent variables that can result in high levels of engagement among employees is important.

Besides, unlike achieving /exceeding its various plans (deposit mobilization, increasing number of branches & customer base, etc.) there is still a problem of disengagement however among employees that have led them employ their minimum effort and also leave the bank. Consequently, it has been found important to carry out this study in order to point out the factors that are contributing for this situation and provide an insight for the bank which in turn helps it to focus on developing engagement raising environment and improve its performance.

1.4 Research Questions

This study is designed to answer the following research questions:

1. Do payment relate with employee engagement?
2. Do reward and recognition relate with employee engagement?
3. Does co-worker relate with employee engagement?
4. Does immediate supervisor support relate with employee engagement?
5. Does growth & development opportunity relate with employee engagement?

1.5 Research Objectives

1.5.1 General Objective

The general objective of the study is to determine the factors that affect employee engagement of CBE Addis Ababa area branches.

1.5.2 Specific Objectives

The specific objectives of the study are:

1. To examine the relationship between payment and employee engagement.
2. To examine the relationship between reward and recognition and employee engagement.
3. To examine the relationship between co-worker and employee engagement.
4. To examine the relationship between immediate supervisors support and employee engagement.
5. To examine the relationship between growth & development opportunity and employee engagement.

1.6 Significance of the Study

Upon its completion, this study is expected to benefit policy makers, management and other decision making bodies of CBE and other commercial banks through providing clear information concerning factors which has significant effect on employee engagement. The study may also benefit researchers undertaking further study on a related topic.

1.7 Scope of the Study

Though much has been said about employee engagement and a lot of research has been carried out on its determinant factors, it is difficult to come up with similar results (Celestine, 2015). Accordingly, this study mainly focused on assessing selected antecedent variables of employee engagement (promotion and growth opportunity, reward and recognition, support from supervisor and co-workers and payment).The study also delimited itself on some selected branches of CBE city branches (branches that are located in Addis Ababa area).

1.8 Limitation of the Study

The first limitation is that the study was conducted on selected city branches of commercial bank of Ethiopia and also focuses on clerical staffs of the bank. The second limitation of the study is that it was focused only on five dimensions of employee engagement. This indicates that future studies of similar nature must include large number of banks and variables, as resources permit, to establish a great confidence in the current results of this study.

1.9 Structure of the Paper

The structure of this study is divided in to five chapters. The first chapter provides an introduction to the study. This contains background of the study, statement of the problem, research questions, and objectives of the study, research hypothesis, significance, scope and limitation of the study. In the second chapter a review of related literature regarding the construct are presented. In this part prior studies and theories related to employee engagement and its antecedent variables are reviewed. The third section of the paper contains research design, sources of data, sampling method, sample size, data collection procedures, method of data collection and analysis of the study. The fourth chapter covers the result of the study and the last chapter provides summary of findings, conclusion of the study and suggests possible remedial recommendations.

CHAPTER TWO

RELATED LITERATURE REVIEW

2.1 Introduction

Under this section, theories, models, dimensions regarding employee engagement and its impact on organizational and individual outcomes carried out by various researchers are discussed.

2.2 Evolution of Employee Engagement

Many existing literatures on the construct of employee engagement argued that employee engagement has appeared for about 20 years. The concept has been more frequently used by HR practitioners and management level, especially in consulting and survey firms, than by academic researchers. However, in recent years, employee engagement has also attracted the attention of academic researchers (Welch, 2011). The reason for this increasing attention is partly because research on engagement has suggested that improving employee engagement directly correlates with improved performance, which eventually leads to organizational goal realization (Truss et al., 2013, p. 1; Byrne, 2014).

Markos and Sridevi (2010) maintained that employee engagement is evolved from two academically well recognized concepts: Organizational Citizenship Behavior (OCB) and Organizational Commitment (OC). In which OCB is regarded as a voluntary behavior that is beyond part of minimum job requirements, regardless of the corresponding results such as effectiveness or financial returns. (Organ, 1990, Markos, Sridevi, Nadiri & Tanova, 2010). They further notified that OCB is consisted of five key components; conscientiousness, altruism, civic virtue, sportsmanship, and courtesy. Conscientiousness refers to working beyond the minimum requirements, altruism indicates helping others, civic virtue denotes being interested in the political life of the organization, sportsmanship indicates having a positive attitude rather than complaints and courtesy refers to respecting others.

The other concept, which is regarded as employee engagement emerged from, is Organizational Commitment (OC). It is a three-component construct composing of affective commitment, continuance commitment, and normative commitment (Malik, et al., 2010). Affective

commitment refers to an emotional or affective attachment to an organization, in which one identifies with and enjoys being part of an organization, continuance commitment denotes costs associated with leaving one's organization, and normative commitment is defined as feeling obligated to stay in an organization.

Robertson et al., (2009) on the other hand mentioned that engagement may share a few features with OC and OCB, but it comprises distinct essentials, such as the emotional and physical elements that are missing in OCB and the absorption and self-expression lacking in OC. He indicates that organizational commitment is different from engagement since it relates more to a person's mind-set and affection in the direction of their organization, whereas it can be argued that engagement is not simply an attitude instead it is the extent to which an individual is conscientious of their job and how engrossed they are in their roles. Additionally, whereas OCB involves discretionary and casual behaviours, the focal point of engagement is one's formal functions encompassing extra-role and unpaid behaviour.

Although some aspects of employee engagement seem overlap with OCB and OC, however, Robinson, Perryman and Heyday, (2004) and Welch, (2011), pointed out that neither OC nor OCB fully delivers the two-way nature of employee engagement. They only look from the perspective of the employees rather than both the employer and the employees. Engaged employees are expected to have a sense of business awareness. Kahn's (1990) earlier engagement research additionally stated the organization must work to develop and nurture engagement, in which the two ways nature of employee engagement was brought up in the first time. Welch (2011), emphasized this idea that the two-way mutual process between the employees and the employer differentiates the construct of employee engagement from the two other constructs.

2.3 Defining Employee Engagement

The concept of employee engagement has been defined and characterized in many ways by different researchers. The existence of numerous definitions regarding the concept has made it difficult to understand its actual meaning. MacLeod & Clarke (2009) emphasized this idea as there are over 50 characterizations of employee engagement resulting in difficulty of arriving at a universally accepted meaning.

The term employee engagement was firstly introduced by Kahn (1990) who is considered as the 'father' of the construct. Kahn in his qualitative study primarily focused on personal engagement and disengagement and how it influences performance (Welch, 2011).

According to Kahn, (1990), personal engagement is the harnessing of organizational members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances. It is the immediate employment and appearance of an employee's favorite self while at work that supports the relationship to work and other personal presences (physical, cognitive, and emotional) to activate full role performance. By this Kahn implied that an employee has to be present both physically and psychologically when performing organizational roles.

And personal disengagement the extrication of one's self from role performance or an employee's suppression of his/her energetic personality in discharging a task. In disengagement, people withdraw and defend themselves physically, cognitively, or emotionally during role performances (Kahn, 1990).

Kahn's research further suggested that an engaged employee, when performing a task, requires three psychological engagement conditions: meaningfulness (of the work elements, how profitable it is and how enjoyable or how satisfying the work is) safety (social elements, including management style, process and organizational norms) and finally, availability (individual distractions).

Kahn's qualitative work on personal engagement and disengagement paved the way for other studies on employee engagement and practitioners, academics and consultancies have since researched the concept extensively.

Most consultancies and survey firms looked employee engagement from the employer's point of view and defined engagement as "a place of work condition planned to make certain that workers are dedicated to their organization's objectives and work ethics; enthused to put in additional effort towards organizational achievement, and are capable of enhancing their own well-being"(Celestine, 2015).Fleming and Asplund (2007)also developed a similar definition of

engagement as “it is the ability to capture the heads, hearts, and souls of your employees to instill and intrinsic desire and passion for excellence”.

In contrast, academic researchers believe that engagement is a workplace concept experienced by employees, and it is a state of being that may be affected by administrative tactics and approaches, except it is not, in and of itself, a strategy. They are of the views which describe engaged employees as being fully involved in their activities, absorbed in the tasks given to them, charged with energy, vigor and focused so much so that they lose track of time at work. (Celestine, 2015)

Macey and Schneider (2008) regarded employee engagement as a combination of psychological state engagement (like feelings of energy, absorption and satisfaction), trait engagement (like positive views of work and positive effect) and behavioral engagement (e.g., extra role behavior and personal initiative). Thomas (2009) found that engaged employees are self-managed, committed to what is meaningful in their work, and actively involved in the development of their organization.

According to Schaufeli and Bakker (2010), work engagement is defined as “the psychological state that accompanies the behavioral investment of personal energy”. In addition, Wang (2016) defined the construct as “it is a feeling fulfilled, involved, and affective in an organization along with work performance with dedication going beyond the call of duty. From the discussions above, the researcher understands that employee engagement is about a deep feeling or passion that an employee develops about its job/organization and performing beyond what is expected of them without any initiator.

2.4 Empirical Review

Despite the progress of research on employee engagement with regard to its predictors, an organized empirical data on its determinants are limited. Some of the studies conducted by previous researchers are as follows:

Wollard and Shuck (2011) conducted a structured literature review of 265 articles in order to have a better understanding on the antecedents of employee engagement. The factors reviewed can be divided into two groups: (a) individual antecedents, which are defined as “constructs,

strategies, and conditions that were applied directly to or by individual employees” and (b) organizational antecedents, which are regarded as constructs, conditions and strategies applied among employees in an organization. In the research, 21 individual factors were reviewed, 11 out of which were supported by empirical evidence, such as, emotionally, culturally and physically safe environment, work-life balance, and meaningful work; and 21 organizational variables were reviewed, 13 out of which were examined statistically, such as, supportive manager, organizational initiatives, and work climate.

Kumar (2015) made a study on determinants of employee engagement. The purpose of this study was to identify the determinants of employee engagement and examine its impact on employees’ outcome. The results concluded that job characteristics and perceived organizational support was significantly and positively related to employee engagement. That is if the employees feel that their job provides variety, freedom, identity and if they have proper feedback from their organization, they get more engrossed and engaged in their work thereby leading to more quality, productivity and efficiency.

Shuck and Rocco (2011) empirically examined a portfolio of variables, including job fit, affective commitment, and psychological climate, in order to figure out how these factors might influence employee engagement and how each variable might influence each other. The result of the study concluded that good job fit can motivate employees to be engaged to their organization cognitively and behaviorally by making them have more passion and eager to accomplish their tasks.

On the other hand, a research by Ram and Prabhakar (2011), recommends organizations ‘in order to retain their talented staff, they need to provide their employees a more holistic experience that includes a balance between their work environment and their home life’. The results confirmed the positive relationship between employee engagement and perceived organizational support. The effect of job characteristics, intrinsic and extrinsic rewards, perceived supervisor support, perceptions of procedural justice, and perceptions of distributive justice on employee engagement is also confirmed. Respondents also valued recognition, appreciation, challenging work, growth opportunities along with equitable pay plans. This study finalized that, the presence of these dimensions together contribute to organizational commitment, intention to

continue with the employer and heightened responsibility toward work related issues which in turn influences the extent of employees engagement level.

S. Markos and M. Sridevi (2010) carried out a study on the factors of employee engagement and listed out ten points that would help managers have more engaged employees who in turn enable them enjoy high levels of performance. These were start it on day one, start it from the top, enhance employee engagement through two-way communication, give satisfactory opportunities for development and advancement, organizations should ensure that employees have everything they need to do their jobs, give employees appropriate training, have strong feedback system, and incentives have a part to play, build a distinctive corporate culture, and focus on top-performing employees.

2.5 Theoretical Review

Celestine (2015) discussed that one of the most famous theories related to employee engagement is Social exchange theory (SET). SET explains responsibilities are created through interactions and between parties who are in state of collective interdependence. Basic principle of SET is relationship develop overtime in to expectation, trustworthy and mutual commitment as long as both parties accepted by some rules of exchange. The rules of exchange involve mutuality rules so that the movements of one party would lead to reaction by the second party. Let's suppose, when employees are given by economic and other resources from their employers, they feel appreciative to respond in kind and recompense employers. This is identifying as employee engagement of two way relationship between employee and employers (Saks, 2006). One way is from the side of employees to repay their employers through level of job engagement. That is employees will engage in their jobs according to organization objectives and in response they will get benefits or resources from employers. Organizations should bring employees fully in to their job characters or roles and allocate higher amount of physical, cognition and emotional resources. It is a philosophical method for employees to reply to employer actions. It is most difficult for employees to change their level of performance; therefore, employees would exchange their engagement for benefits and resources given by organization.

Social exchange theory shows why employees become engage and disengage with their jobs and employers. When organization provides resources to their employees, they feel appreciative to

repay the employers with excessive level of engagement. According to Kahn's definition, employee feels thankful and keeps themselves more intensely in to job role performance as compensation they receive from their employers (Saks, 2006). It increases the trustworthiness and trusting relationship. Consequently, employees with higher level of engagement are likely to be in good quality relations with their organizations and would likely to report positive behavior and objectives towards employers. On the other hand, when employers become unsuccessful to provide these benefits or resources to workforce, they are more likely to disengage to their job roles. Consequently, the extent to cognitive, emotional and physical resources that an employee need for performance is contingent on economic and socio-emotional resources received from employers (Saks, 2006).

According to Schaufeli (2013), many studies on work engagement have used the Job-Demand Resources Model (JD-R Model) as an explanatory framework more often than any other theory or model. This model assumes that work engagement results from inherently motivating nature of resources, whereby two types of resources are distinguished; Job resources, which are defined as those aspects of the job that are functional in achieving work goals, reduce job demands, or stimulate personal growth and development.(e.g. performance feedback, job control and social support from colleagues). Personal resources on the other hand are defined as those aspects of the self that are associated with resiliency and that refer to the ability to control and impact one's environment successfully (e.g. self-efficacy, optimism and emotional stability).This model postulates that when the resources are poor it may lead to burnout. Therefore there is a need for organizations to ensure that relevant resources are available to employees in order to avoid burn outs. According to this model strenuous job demand where employees feel tired and stressed would also lead to burn out. However although the job demand is strenuous, if it have the potential to promote mastery, personal growth, learning and goal attainment the reverse would be true. That is those job demands that have the ability of increasing personal growth and help employees to learn more might increase work engagement Schaufeli (2013).

Meyer and Gagne (2008) on the other hand theorize that for many years, Self-determination theory has been used to guide the measurement of engagement relevant variables e.g. need satisfaction, motivation states, psychological and behavioral outcomes. They assert that SDT can be readily applied in the development of measures of the various facets of engagement like trait,

state, and behavior. They also state that SDT provides a theoretical explanation for the consequences of mismanagement for instance, efforts to build engagement that threaten rather than satisfy needs, (e.g., by challenging employees beyond their current level of competence or requiring commitment that interferes with relationships).

2.6 Types of Employee Engagement

After surveying over 35,000 employees, Ping & Long, 2013; Dash, 2013; Popli&Rizvi, 2015 in their study characterized employee's engagement level as:

Engaged -where one is passionate about his work, feels profoundly connected to the organization and one dedicates oneself to innovating and developing the organization.

Not engaged -as one attends one's work but only serves time, has no enthusiasm or energy at work.

Actively Disengaged -the one does not feel happy but express complaints at work and brings negative feelings to colleagues every day.

2.7 Dimension of Employee Engagement

As there are arguments among researchers regarding the exact meaning of the construct, employee engagement, there is also still a debate over its operationalization and measurement. Different scales were developed under different studies to measure the dimensions of employee engagement. Despite the attention given for its measurement (Wang 2016), however many existing measures fail to fully capture the essence of employee engagement.

For instance, according to Fine, Horowitz, and Weigler (2010), employee engagement has three aspects namely satisfaction, commitment, and discretionary effort. They examined the construct through a sample of 429 employees in a large international retail Israel's division company with seven question items. Sample items were "I am proud of my place of work", "I am happy to come to work in the morning", and "I would like to keep working here for a long time". Here only the level of satisfaction for being member of an organization is measured.

Macey and Schneider (2008), on the other hand assess work engagement in three dimensions: cognitive, emotional, and behavioral with 8-item questionnaire. The survey was conducted over a sample of 352 employees in three regions of the U.S. Results of the survey showed that

engagement was significantly related to other constructs, specifically supervisor support and recognition, schedule satisfaction, career development and promotion, and job clarity. Sample items were “It would take a lot to get me to leave my company (Cognitive)”, “I really care about the future of my company (Emotional)” and “I would highly recommend my company to friends seeking employment (Behavioral)”. Here one of the most important aspects of engagement going an extra mile of expectation or discretionary effort is missed.

Schaufeli and Bakker ‘s Utrecht Work Engagement Scale (UWES),one of the most widely used instruments in engagement research on the other hand captured employee engagement in three aspects; vigor, dedication, and absorption. Where, vigor is characterized by being energetic and resilient at work, investing one’s effort, and being persistent during the difficulties. Dedication refers to feeling valued, inspiration, pride, and passion at work. Absorption is regarded as having high levels of concentration and focus at work. The 17 question items with seven-point scale ranging from ‘never’ to ‘always/everyday’ shown in table 1 were used to examine the construct’s dimensionality. However the question items under this scale failed to measure the two-way nature of employee engagement. They measure only an employee’s work not the organization.

Table 2.1: Source Utrecht Work Engagement Scale

Dimensions	Question items
Vigor	a. At work, I feel full of energy. b. In my job, I feel strong and vigorous. c. When I get up in the morning, I feel like going to work. d. I can continue working for very long periods at a time. e. In my job, I am mentally very resilient. f. At work, I always persevere, even when things do not go well.
Dedication	a. I find the work that I do full of meaning and purpose. b. I am enthusiastic about my job. c. My job inspires me. d. I am proud of the work I do. e. I find my job challenging.
Absorption	a. Time flies when I’m working. b. When I am working, I forget everything else around me. c. I feel happy when I am working intensely. d. I am immersed in my work. e. I get carried away when I am working. f. It is difficult to detach myself from my job

A more popular engagement scale measure, the Aon Hewitt Employee Engagement Scale (AHEES) was also developed by Aon Hewitt (formerly known as Hewitt Associates) a human resource consulting company to measure the construct. Human resource professionals in a number of organizations have been using this scale. The scale sought to measure the *say*, *stay* and *strive* aspects of engagement. *Say* refers to recommending the organization to friends and speaking highly of the organization to others. *Stay* is characterized by a strong desire to be a member of the organization and no intention to work somewhere else. *Strive* refers to investing extra effort in the company and striving for the company's goals. Based on the surveys of over 20 thousand employees from various industries in Asia, the reliability of scale was 0.86 (Aon Hewitt, 2014). As shown in the table below, this measure consists of six item questions.

Table 2.2: sources Aon Hewitt Employee Engagement Scale (2014)

Dimensions	Question items
Say	a. I would not hesitate to recommend this organization to a friend who is seeking employment b. I would tell others great things about working here given the opportunity
Stay	a. I rarely think about leaving this organization to work somewhere else b. It would take a lot to get me to leave this organization
Strive	a. This organization inspires me to do my best work every day b. This organization motivates me to contribute more than being normally required to complete my work in order to advance the organization

From the discussions above one can understand that it is difficult to have similar employee engagement scale and its measurement varies among various researchers. However compared to other measures the AHEE better captures the essence of employee engagement and in compliance with the definition of the construct. Because this scale with its *say* element measures an employee's state of being proud of its organization and fulfilled in the work place. *Stay* measures an employee's loyalty and affective attachment to the organization. And *strive* measures if an employee puts extra effort for organization's success.

2.8 Antecedents and Consequences of Employee Engagement

2.8.1 Antecedents of Employee Engagement

Although it is known that employee engagement shares an important relation with organization outcomes and overall performance, little academic and empirical research is attached to this subject and the antecedent, predictors and outcome variables of employee engagement: most of them are from practitioners and consulting firms. (Shuck, Reio & Rocco, 2011; Saks, 2006; Schaufeli & Bakker's 2004; Menguc et al., 2012; Dalal et al., 2012). The existing academic studies even either focus on a couple of selected predictors or lay out a loose catalogue of potential factors (Wang, 2016).

A study conducted by Siddhanta and Roy (2011) raised career growth opportunities, co-workers trust and integrity, nature of the job and pride as good drivers of employee engagement. The researchers in their study suggested that organizations that lay more emphasis on employees' development and career path are likely to have more engaged employees than their counterparts. The survey also found that good working relationships between employees could enhance engagement. Relationships with colleagues significantly increase employee engagement levels. Effectual and confident relationships between managers and co-workers are important if employees are to be engaged. According to Siddhanta and Roy (2011), employees tend to communicate better with managers and organizations that are honest, trustworthy and go by their word. Such managers make employees more engaged in their jobs. This idea is also supported by Cleland et al. (2008), who indicate that employees trust managers who listen, encourage development, open communication, make time, respect individuals, encourage employees and are just and fair in providing feedback for their employees. This view can be argued to be similar to one of Sak's (2006) engagement models (perceived organizational and supervisor support). Sak argued that organizations and supervisors that encourage and support their employees are likely to have a more engaged workforce.

Another study was carried out by Towers Watson which is a principal global service company in May 2012. This company assists organizations in improving performance through efficient people, risk and monetary management. The study identified four top drivers, which they argued characterize engagement;

Leadership: According to Towers Perrin (2009), leadership is an effective tool in growing business. Hence, a capable and motivated leader will not only drive the business forward, but also find suitable ways of making employees work beyond their required role. Morgan (2004) supported the argument by suggesting that certain characteristics possessed by managers can be critical for employees to be engaged, in particular, a high-quality communication structure.

Stress, balance and workload: Engaged employees know how to manage stress and have a flexible work arrangement, i.e. a healthy balance between work and personal life. They also believed that for employees to be engaged in their jobs, the organization must make sure the employees understand the organizational business goals, steps they need to take to achieve those goals and how their jobs contribute to achieving those goals.

Supervisors: Additionally, they argued that organizations must employ the supervisor's knowledge on how to manage employees, how to assign tasks suited for all employees' skills, and employ supervisors that will act in a dependable manner, be consistent with their words and, most importantly, treat employees with respect.

Organization's image: Besides the above mentioned drivers, the organizational image was also argued to boost engagement. Further review suggests that organizations must strive to build a brand name that is highly regarded by the general public, and display honesty and integrity when dealing with employees and business activities with the general public. This act can, to a large extent, propel the employees to be engaged.

From the discussions above it is understandable that there is an increase of interest both on the construct of employee engagement and its antecedents. However despite this progress the existing meta-analyses of engagement predictors either focuses on a few specific factors or simply went through all the potential factors without presenting a well-designed classification (Wang, 2016). Besides as most of the employee engagement models have been designed for commercial companies to understand their employees' engagement drivers and how those factors influence levels of engagement, it has been hardly accessible by academic research (Baumrukand Gorman, 2006).

Compared with other existing employee engagement studies however the AHEE model which has been tested and developed surveying over seven million employees from 155 countries

across 68 industries for over 15 years provides a holistic look at the key predictors of employee engagement in a more structured way by aggregating the factors into higher-level dimensions. (Wang, 2016) This model has been carefully examined and supported by organizational psychology research for many years (Aon Hewitt, 2014). It is inclusive of most of the factors of other high quality employee engagement research findings. These factors include safety (Edwards, et al., 2012; Ineson&Berechet, 2011), work life balance, senior leadership (Wollard& Shuck, 2011), work tasks, backup leadership (Saks, 2006), autonomy (Oldham, 1980), communication, collaboration (Wellins&Concelman, 2005), performance management, people management, career opportunities, learning and development (Andrew & Sofian, 2012), benefits, rewards and recognition in (Khalifeh&Som, 2013), enabling infrastructure, work environment (Brown & Leigh, 1996), and talent and staffing (Hoffman & Woehr, 2006).

The AHEE model, a framework that covers six engagement driver dimensions example: leadership, the work, company practices, the basics, brand and performance, and consists of 23 engagement factors, like career opportunities, learning and development, corporate responsibility, and collaboration is shown in the figure below.

The Aon Hewitt Employee Engagement Model

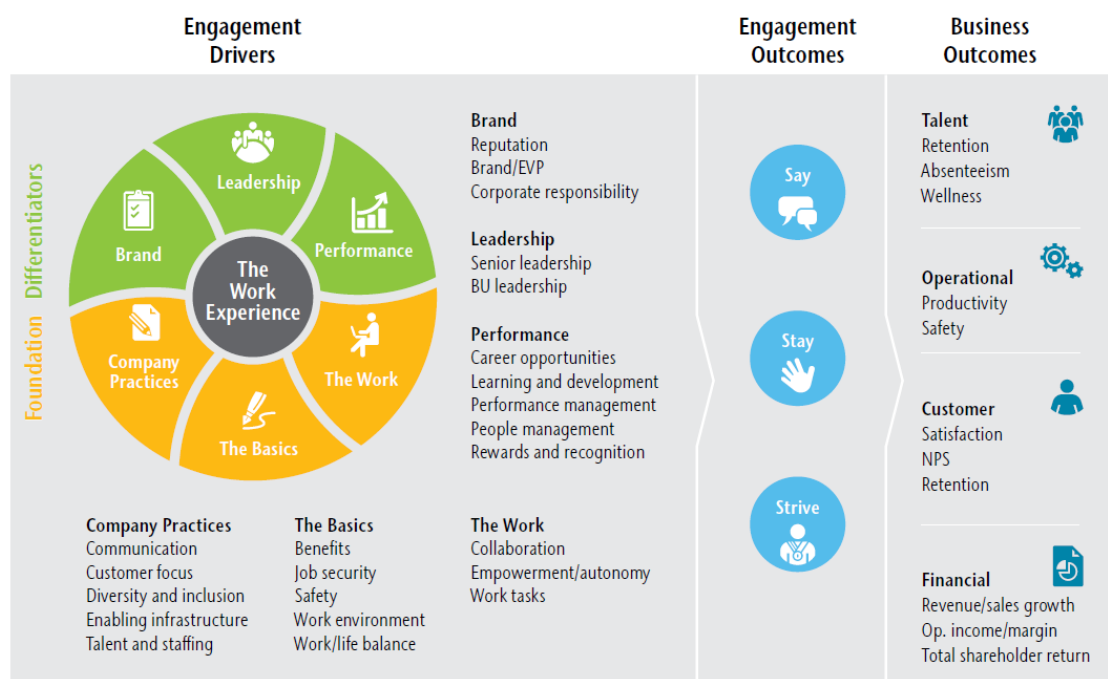


Figure 2.1: The Aon Hewitt Employee Engagement model

Source: Aon Hewitt, 2014.

Although the AHEE framework provides a holistic look at and incorporates all core engagement predictors in a well-structured way, as compared with other frameworks however, it has drawbacks of being designed for commercial companies for the purpose of understanding their employees' engagement drivers and the influence of those factors on engagement levels, which makes it hardly accessible by academic research like some other models.

In addition this framework mainly exists in the verbal choices and classification. Instead of using precise disciplinary words or phrases, the AHEE model includes a few ambiguous informal expressions such as, “brand”, “work tasks”, and “work environment” (Wang, 2016). There is also some inappropriate placing of such factors as career opportunities and people management and collaboration which refers to how well the colleagues collaborate with each other, under the dimension of performance and work respectively which makes the association between factors within each dimension less strong.

2.8.2 Consequences of Employee Engagement

Understanding the results of it there is no surprise on the increment of interest regarding improving employee engagement. Much has been said about the importance of making employees engaged and its consequences on organizational performance. Saks (2006) stressed this idea that the advantages of keeping employees engaged are obvious; it can benefit each individual employee and an organization as a whole. It can develop an employee's right attitudes, increase productivity, avoid safety accidents, and improve an organization's performance, such as company growth, profitability, employee turnover, and customer satisfaction. Hughes and Rog (2008) alongside many other engagement studies argued that the more highly engaged the employee, the more likely he or she will say positive things about the organization, thereby contributing to the development of a positive employer brand, want to remain within the organization, thereby minimizing turnover; and regularly exert a superior level of effort, thereby potentially influencing such variables as service quality, customer satisfaction, productivity, sales, and profitability, etc.

Even though neither Khan (1990), nor May et al. (2004) included the outcomes of engagement in their study, later on Khan (1992) suggested that engagement has an influence both on the individual level and organizational level (Sakovska, 2012). On the individual level engagement

influences the quality of an employees' work and their own experience of doing their work and on the organizational level, it influences the growth and productivity of the organization.

The next section presents some of the organizational and individual level outcomes of employee engagement.

I. Organizational outcomes

Evidence from a number of studies supports the relation between employee engagement and organizational outcomes. One of the most important studies, which show the importance of engagement on business level, was conducted by Sakovska, 2012. In this study employee engagement was connected with those outcomes that are directly relevant to what most businesses desire.

Employee productivity

As Kahn (1990) states, engagement affects employee performance. Other researchers also agree with this idea. In the research conducted by Sonnentag (2003) on six public organizations, it has been found that a high level of engagement helps employees “in taking initiative and pursuing learning goals”. Engaged employees develop new knowledge, respond to opportunities, go the extra mile (Lockwood, 2007; Schaufeli and Salanova, (2007) support the company, and engage themselves in mentoring and volunteering. In addition, engaged employees are more satisfied with their job and are more committed to the organization (Schaufeli and Salanova, 2007), they have the urge to meet challenging goals, and they have the urge to succeed. Engaged employees do not hold back, they not only have more energy, but they also enthusiastically apply their energy at work. In addition, engaged employees are intensively involved in their work and pay attention to the details (Bakker and Leiter, 2010). Engaged employees go beyond the job description, they dynamically change and arrange their job in a way in which it fits the changing work environment (Bakker and Leiter, 2010). Furthermore, the positive attitude of engaged employees stimulates the integrative and creative perspective that adds value to service enterprise (Bakker and Leiter, 2010).

Customer loyalty

Although research on the consequences of work engagement has shown its relationship with positive outcomes such as low absenteeism and low turnover (Harter et al., 2002; Schaufeli and Bakker, 2004), and high organizational commitment and performance (Harter et al., 2002; Salanova, et al., 2003; Schaufeli, et al., 2002), little is known about the consequences of engagement of service workers. The study by Salanova et al. (2005) showed that organizational resources and the level of engagement influences the service climate, which effects employee performance (appraised by the customer) and employee performance makes customers more satisfied and loyal. Therefore, engagement is the predictor of the service quality, and respectively the customer loyalty, in the organization.

Successful organizational change

Some authors suggest that employee engagement might play important role in the implementation of organizational change (Graen, 2008), because though doing nothing, actions taken by top management teams or external consultants brought mixed success. Graen (2008) suggests that engaged participants of organizational change may be important in making organization able to change and adapt to changing environment.

II. Employee Outcomes

Psychological outcomes

In the job environment, employee has different role demands that are connected with employee's responsibilities for completion of task. The conflict exists when changeable demands created for the same worker in organization, job expectations are unclear (Rosas, 2011). When these demands come between employees and organizations would lead to stress and disengagement of employees which effect negatively on performance of employees. Stress would lead employees suffering with depression, disengagement, absenteeism, etc. as a result, employee turnover ratio becomes raise which is very costly and can delay operation of business. Thus clear evidence shows for employees to be engaged with their jobs, stress level should be decrease. It doesn't mean stress level should be totally eliminated, sometimes little stress require for achievement of task performance (Rosas, 2011).

Some researchers like Ram and Prabhakar (2011) raise job satisfaction as an outcome of employee engagement. They defined it as a pleasurable or positive emotional state that arises when people appraise their job or job experiences. Various studies show that low level of engagement and job satisfaction can contribute to multiple organizational problems and have been associated with increased levels of turnover and absenteeism, adding potential costs to the organization in terms of low performance and decreased productivity (Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2007; Bakker & Schaufeli, 2008). It is important for HR professionals therefore to be aware of the needs and makeup of their workforce, as well as the impact of environmental factors, when developing their programs and policies (Prabhakar, 2011). As the job market expands, it will be particularly important for HR professionals to pay close attention to aspects that are engaging their workforce and important to employee job satisfaction-including specific differences by employee demographics such as age, gender or tenure (Prabhakar, 2011). In a meta-analysis research on 7,939 business units in 36 companies, Harter, et al. (2002) suggested that both employee satisfaction and employee engagement are correlated with positive organizational performances. The relations happen in a large number of organizations and generalize across different organizations (Wang, 2016).

Other authors suggested self-efficacy as a possible outcome of engagement. They state that engaged employees believe they can make a difference in the organization, which is a powerful predictor of their behavior and performance (Sakovska, 2012). Results of the Towers Perrin survey (2005) support this idea as 84% of highly engaged employees believe they can positively impact the quality of their organization's products, compared with only 31 % of the disengaged, 72% of highly engaged employees believe they can positively affect customer service, versus 27 % of the disengaged, and 68% of highly engaged employees believe they can positively impact costs in their job or unit, compared with just 19 percent of the disengaged.

Health and well-being

Surveying 1698 participants in four independent occupational samples, Schaufeli and Bakker (2004) found that employee engagement is negatively related to burnout which is regarded as a state of mental weariness. The findings showed that burnout is positively correlated with work-related health problems, e.g., stomach aches, headaches, and cardiovascular problems, and turnover intention, and engagement is highly related to intention to quit. Nahrgang, Morgeson,

Hofmann (2011) conducted a meta-analysis of 203 independent samples and found that engagement has a negative correlation with safety outcomes, e.g., adverse events, unsafe behavior, and accidents and injuries. An engaged employee has a better control over the situation and is more likely to avoid potential accidents, adverse events, and injuries.

2.9 Determinants of Employee Engagement

According to Celestine (2015), it is unlikely to find one particular approach or certain drivers that induce engagement, since employee engagement and its drivers may possibly differ in every organization, and job itself. Besides little academic and empirical research is attach to this subject with each itemizing different drivers for it. Thought this is the case however only selected variables compatible for this study are presented.

I. Promotion and Growth Opportunity

A study conducted by Siddhanta and Roy (2011) suggested that organizations that lay more emphasis on employees' development and career path are likely to have more engaged employees than their counterparts. This is may be because many employees desire to maintain their jobs inventive and interesting by acquiring new skills and applying new approaches to their daily tasks (Ologbo and Saudah, 2011).

Arnolds and Boshoff (2011) reported that Promotion and interesting work are the most important factors that motivate employees. Getting high status in work place while doing effective work which generally increases the status, position and remuneration of an employee in the organization makes employees get more engaged by leading them go move beyond what is expected of them.

Andrew & Sofian (2012) noted that employee promotion is featured by getting training, skills development and learning in an organization. Creating a learning-oriented culture along with a personal development plan is an effective way to improve employee engagement in an organization, because most employees are interested in learning new skills and knowledge in their work as this keeps their work interesting and fresh.

II. Reward and recognition

Studies suggested that many employees like to be distinctively rewarded and recognized for the outstanding work they do. The level of an employees' engagement depends on the level of returns on their investments of self into work. This means that the amount of received rewards and recognition may stimulate the employees' engagement. Acknowledgement is expected when people contribute their effort and ideas (Khalifeh&Som, 2013).

According to Hofmans, et al., (2012), informal recognition is important in order for employees to make extra effort. If an employee perceives that his/her opinions and contributions are valued by management, he/she will become more engaged (Pavlinac, 2009). The U.S. Department of Labor noted that insufficient recognition and appreciation play a big role in an employee's decision to leave an organization (Holbeche&Springett, 2008). Lack of rewards and recognition can lead to burnout. A Study by Koyuncu et al. (2006) support this idea and show that the level of rewards and recognition is an important part of work experience and a strong predictor of engagement. Ologbo and Saudah (2011) duplicate the result from Koyuncu et al. (2006) by showing that reward and recognition influences employee engagement. From this we can say that a sufficient amount of rewards and recognition is important for engagement.

III. Immediate Supervisor support

A study by Siddhanta and Roy (2011) reported that organizations must employ supervisor's knowledge on how to manage employees, how to assign tasks suited for all employees' skills, and employ supervisors that will act in a dependable manner, be consistent with their words and, most importantly, treat employees with respect.

Supporting this idea Wang (2016) commented that a leader, who cares about the success of the subordinates, listens to their different opinions, gives credits and provides constructive feedback creates a sense of belongingness among employees. A manager with good leadership understands and respects the effort of subordinates. He/she also could inspire their subordinates to do extra effort.

Xu& Thomas (2011) on their study also showed that the support that employees get from their managers is a major antecedent of employee engagement and plays a role in the level of an employees' engagement which principally leads to desirable consequences, such as

organizational performance. The basic assumption regarding supervisor support is that employees are strongly affected, either positively or negatively, by the actions of their managers. Many employees leave their jobs because they are unhappy with their boss. Besides, daily fluctuations in leadership may influence employees' self-belief or personal resources and work experiences and as a result employee engagement.

Ologbo and Saudah (2011) found that employees need to be confident in their organization which can be built through the reliability of their managers. A couple of studies support this idea that a strong degree of trust and confidence in senior leaders increases the chances that the employee will repay with organizational engagement, as trust is an important factor in building relationships (Ologbo and Saudah, 2011). A good and supportive leader ensures a strong, clear and unambiguous organizational culture that gives employees a line of sight between their profession and the image and aims of the organization (Sakovska, 2012). They provide an understandable strategic picture of where the organization is going and why, in a way that gives workers information and an in-depth view of their own job. Such leaders are tactical, anticipatory and proactive and employee focused.

IV. Co-worker

Studies by a number of researchers show that perceived support from colleagues are positively associated with work engagement. Positive relationship with peers would lead an employee to move beyond his/her job responsibilities. Cooperative colleagues and efficient work processes are highly important for keeping employees engaged to an organization (Ologbo and Saudah, 2011).

In the research conducted by Bakker and Demerouti (2007) it was founded that supportive colleagues increases the likelihood of being successful in achieving work goals. Andrew & Sofian (2012) in their study also noted that employees are more likely to be productive in a workplace where co-workers are willing to help each other and explore better ways of doing things together.

The survey by Siddhanta and Roy (2011) also found that good working relationships between employees could enhance engagement. Relationships with colleagues significantly increase employee engagement levels. Effectual and confident relationships between managers and co-workers are important if employees are to be engaged.

V. Payment

Various researchers have explained payment in many ways. They also showed that it has an effect in increasing/decreasing employees' level of engagement. Heery and Noon (2001) discussed that payment includes many components like basic salary, bonuses, pay for doing extra work and incentives. According to Erasmus, van Wyk and Schenk (2001) pay is defined as, "what an employee gets against his work after fulfilling his duty, include all type of financial and non-financial rewards". On the other hand Robbins (2001) on Herzberg's motivation-hygiene theory described that salary is one of those hygiene factors which eliminate employees' disengagement. Payment is so significant because when workers perceive that they are paid enough for their contribution, their behavior and attitude could be influenced towards the desired organization's objective (Onukwube, 2012).

2.10 Developing Conceptual Framework

Since employee engagement has many contributing factors, various models in which each is developed to measure different circumstances have been emerged. This study specifically tries to measure attributes of work life factors which contribute for employee engagement. So on the decision no complete models can be followed: the following self-developed employee engagement model is applied.

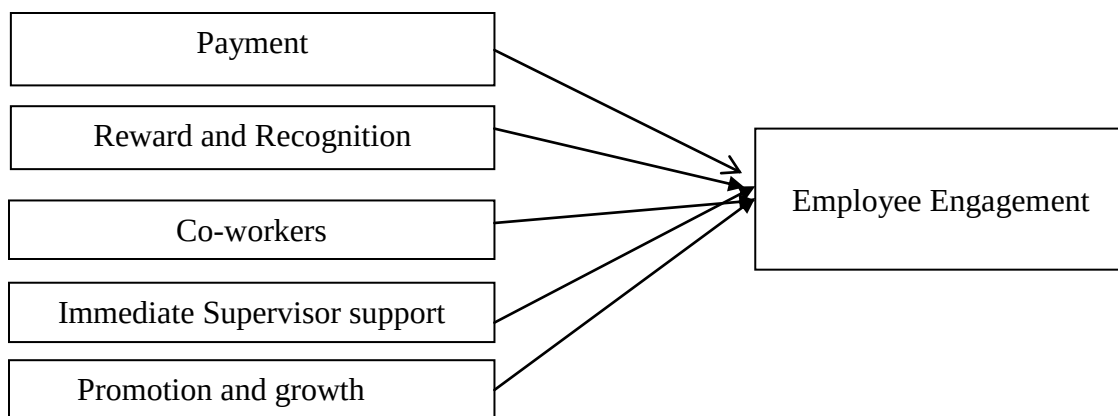


Figure 2.2: Conceptual framework on determinants of employee engagement:

Source: Adapted from Aon Hewitt, Gallup, Hay Group and Mercer consulting 2014

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents details of the research design, source of data, method and tools of data collection, target population, sample size and sampling technique and method of data analysis.

3.2 Research Design

C.R.Kothari (2004) defined research design as “the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure”. Accordingly, the research design for this study was cross sectional field survey through which data was collected at one point in a time to assess the relationship between independent variables (Payment, Reward and recognition, Co-workers, immediate supervisor support and promotion and growth opportunity) and the dependent variable (employee engagement).

3.3 Research Approach

According to C.R.Kothari (2004), there are two basic approaches to research, namely *quantitative approach* and the *qualitative approach*, where the former involves the analysis of data that are descriptive in nature. In this approach the collected data are generated in a quantitative form which can be subjected to rigorous quantitative analysis in a formal and rigid fashion. And the later, *Qualitative approach* is concerned with subjective assessment of attitudes, opinions and behavior. Research in such a situation is a function of researcher’s insights and impressions. Consequently this research has adopted quantitative approach which is considered suitable for the descriptive nature of the research and determining the cause and effect relationship of dependent variable (EE) and independent variables.

3.4 Sources of Data

Primary data was used in this study to get the desired information. Primary data are those which are collected afresh and for the first time, and thus happen to be original in character C.R.Kothari (2004). Accordingly, the researcher has distributed a set of questionnaire to staff members of

those conveniently selected branches of Addis Ababa area and later the result was tested using SPSS software version 20.

3.5 Data Collection Instruments

In order to collect accurate and appropriate information, questionnaire consisted of two sections were delivered to the selected respondents. Section one contains general information of respondents and section two contains questions of five determinants of employee engagement. The questions were formed in a five point Likert scales ranging from “strongly disagree” to “strongly agree”, including the answers “neutral” and agree. The Likert scale method is refereed to make the questions interesting to the respondents and to insure maximum response rate.

3.6 Target Population

The target population for this study consisted of staff members of Commercial Bank of Ethiopia working in the conveniently selected branches that are located in Addis Ababa.

3.7 Sampling Technique

It is the process of selecting respondents technically called “samples” based on what matters for the researcher C.R. Kothari (2004). Thus to select sample branches, convenience sampling in which population elements (i.e. branches in this case) are selected for inclusion in the sample based on the ease of access. And to select sample respondents on the other hand the researcher implemented, simple random sampling where each and every item (staff member in this case) in the population (in the selected branch) has an equal chance of inclusion in the sample and each one of the possible samples.

3.8 Sampling Size

According to Green et al., 1998, the size of the sample may be determined through personal judgment, budget and cost of the research. All these factors have been considered while determining the sample size for this research.

CBE has four districts in Addis Ababa, namely: -North Addis Ababa District which has a total of 106 branches from which 65 branches is located in Addis Ababa area and has 1,860 employees in city. South Addis Ababa district has 90 total branches from those branches 53 branches are

located in Addis Ababa&there are 1,696 employees working in city branches. East Addis Ababa district has 105 branches out of which 62 branches are in the city & in those city branches there are 1,750 employees. And finally West Addis Ababa district has the total of 74 branches of which 54 branches are located in Addis Ababa & 1,396 employees are there. The researcher has taken 5 branches from each district based on their ease of access as explained above.

The sample size of this study is going to be determined by using the formula developed by Taro Yamane (1967)

$$n = \frac{N}{1 + N (e^2)}$$

$$\text{So, } n = \frac{823}{1+823 (0.05^2)}$$

$$= 823/3.0575 = 269$$

Where, n=sample size

N=population size

e=the level of precision (sampling error)

(Source: Yamne (1967))

Table 3.1: The number of population and sample Size in each sample branches of CBE

District	Branches	Number of Population	Sample Size	Branch Grade
North	AradaGhiorgis	91	30	4
	MahtamaGhandi	65	21	4
	Piassa	24	8	2
	MehalKetema	51	17	4
	Arat Kilo	75	25	4
South	Finfine	66	22	4
	Saris	50	16	3
	AdeyAbeba	35	11	2
	Nifas Silk	32	10	3
	Saris Abo	36	12	2
East	Kazanchis	25	8	3
	Andinet	29	10	4
	Bambis	31	10	2
	Bole Road	25	8	2
	MeseretDefar	20	7	2

District	Branches	Number of Population	Sample Size	Branch Grade
West	Merkato	40	13	4
	Addis Ketema	37	12	4
	MehalGebeya	28	9	3
	Addisu Michael	29	9	3
	SomaleTera	34	11	3
Total		823	269	

Source: Employee records in the Human resource management departments of CBE, 2018

As it can be seen on the above table, from the target population of 823 employees the researcher has selected 269 employees as a sample to distribute the questionnaires. Since the number of people in each branch is not the same, the number of samples taken from each branch is calculated using the following formula:

$$n1 = nN1/N$$

Where n= total number of samples taken from each branch

N1= number of population in each branch

N= total number of population

3.9 Method of Data Analysis

Both descriptive and inferential statistics were used to analyze and interpret the findings. Demographic variables of the respondents and mean scores of the factors of employee engagement dimensions were interpreted using descriptive statistics whereas inferential statistics was used to find out the relationship between employees engagement and its determinants using correlation and regression analysis via SPSS Version 20.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

The purpose of this study is to examine the factors affecting employee engagement in Commercial Bank of Ethiopia Addis Ababa area branches. Data analysis of the findings is generated from the results of survey which was conducted through distributing questionnaires. As shown in table 4.1 below a total of 269 questionnaires were distributed out of which 220 (82%) were filled and returned which was found robust to analyse the data. The statistical methods utilized to present, analyse and interpret the data collected were discussed, which included a correlation analysis and a multiple regression analysis through SPSS version 20. Finally, this chapter will present a discussion of the preliminary analysis of the study, final results and the process through which the results were obtained. In addition to this, background information of respondents will be presented.

Table 4.1: Response Rate

Questionnaires	Commercial Bank of Ethiopia	
	Respondents	Valid percentage
Returned	220	81.78%
Not returned	49	18.22%
Total	269	100%

Source: Researcher's Survey

4.2 Respondents Profile

The results obtained from the structured questionnaires regarding respondents' general background information are represented on the table below.

4.2.1 Demographic Characteristics of the Respondent

Table 4.2: Gender Profile of Respondents

Characteristics	Frequency	Percentage
Gender		
Male	157	71.4
Female	63	28.6
Total	220	100%

Table 4.3: Age Profile of Respondents

Characteristics	Frequency	Percentage
Age		
20-30	75	34.1
31-40	84	38.2
41-50	55	25
Above 51	6	2.7
Total	220	100%

Table 4.4: Educational Profile of Respondents

Characteristics	Frequency	Percentage
Education level		
Diploma	17	7.7
Bachelor Degree	167	75.9
Master's Degree and above	36	16.4
Total	220	100%

Table 4.5: Experience Profile of Respondents

Characteristics	Frequency	Percentage
Work Experience		
Less than 3 years	50	22.7
3-5 years	104	47.3
>5 years	66	30
Total	220	100%

Source: Researcher's Survey

As we can see from the tables above, out of the total respondents 71.4% (157) were male while the remaining 28.6% (63) were female, which implies that the number of male employees were greater than female employees.

When we see the age profile, around 34.1% (75) of the respondents are aged between 20 to 30, 38.2% (84) are aged 31 to 40, 25% (55) are between 41to50, and the remaining 6 (2.7%) are aged greater than 50.

Regarding to educational level, the largest group of the respondents which make 75.9% (167) were BA holders, 16.4% (36) of the respondents have master's Degree, and the remaining 7.7% (17) of the respondents were Diploma holders.

On the other hand, the service year profile of respondents shows that around 22.7% (50) of them have an experience of less than 3 years, 47.3% (104) have 3 to 5 years of experience, and the remaining 30% or (66) of the respondents have been serving the bank for more than 5 years.

4.3 Preliminary Analysis

4.3.1 Data Reliability Test

After collecting the responses given, Cronbach's alpha reliability test was conducted to test the reliability of the instrument. Nunally (1978) suggested that, reliability coefficient in the range of 0.60 to 0.80 is considered good and acceptable. Accordingly results presented that all the Alpha values from the instrument used in this study were above 0.70 indicating that the variables utilized met the requirement.

Table 4.6: Cronbach's Alpha Reliability Test Result

NO.	Variables of the study	Chronbach's Alpha value
1	Payment	0.778
2	Reward and recognition	0.903
3	Co-workers	0.974
4	Supervisor	0.928
5	Promotion growth & opportunity	0.834
6	Overall reliability analysis	0.968

4.3.2 Linearity Test

The assumption is that there must be a linear relationship between the outcome variable and the independent variables. Hence, the researcher has checked this assumption at significant level of 0.01.

4.3.3 Data Distribution Normality Test

Normality test assumes that regression analysis requires the errors between observed and predicted values (i.e., the residuals of the regression) should be normally distributed. This assumption can be checked by a goodness of fit test.

Goodness of Fit

It is a statistical term referring how far apart the expected values of a model are from the observed values. In other words it is a measure of how corrected a group of actual observation are to a model's predictions Robert CP (2004). He also added that it measures R-Square and Adjusted R-Square. It can be explained mathematically as: -

$$R^2 = \frac{\text{explained variation}}{\text{Total Variation}} = \frac{\sum(Y - \hat{Y})^2}{\sum(Y_t - \hat{Y})^2}$$

Accordingly, the value of R^2 resulted from the study is 89.4 which means that the regression equation has a very high explanatory power and that the regression line is a "good fit"

4.3.4 Multi-collinearity

The assumption is that it occurs when the independent variables are too highly correlated with each other. To test this assumption then the researcher has used tolerance (T) and variance inflation factor (VIF) measures. Kowalski J(2007) suggests that VIF values higher than 10 and tolerance values less than 0.1 indicate there might be multi-collinearity in the data. He also added that these values are calculated as $T=1-R^2$ and $VIF=1/T$. accordingly, the researcher has confirmed that there is no an issue of multi-collinarity in the study with T value=0.106 and VIF=9.43.

4.4 Factors that Affect Engagement of Employees in CBE Addis Ababa area Branches

4.4.1 Payment

As presented in the table below, one of the most important factors that affect employee engagement is pay. Companies need to have an instrument in place to assess employee performance and provide salary increases. Prospect to earn special incentives, such as bonuses, extra paid time off or vacations also bring stimulation and higher employee engagement.

Accordingly, the mean score of payment is 2.97 indicating that the majority of the responses are almost neutral regarding this variable. Here comparatively the majority of the respondents agreedwith statement “I feel appreciated by the organization when I think about what they pay me” and hence the highest mean score (3.05) is obtained therein. The lowest mean score (2.87) is obtained on the question which asks the respondents whether raises are too many and frequent in their organization.

Table 4.7: The Mean Value of Payment

		I feel I am being paid a fair amount for the work I do	I feel appreciated by the organization when I think about what they pay me	Raises are too many and frequent	Overall my compensation and benefits meet well with my needs	Payment
N	Valid	220	220	220	220	220
	Missing	0	0	0	0	0
Mean		2.95	3.05	2.87	3.02	2.97

Source: own survey, 2018

4.4.2 Reward and Recognition

According to Osthuizen 2011, acknowledging an individual's contribution or showing appreciation and reward the individual for an accomplishment of a task or in recognition for good performance helps an organization make them feel engaged. Stroh (2001) adds that when rewarding individuals for good performance, the element of recognition must be present.

The mean score of Reward & Recognition is 3.03 (which is neutral). The majority of the respondents agreed with the statement "when I do a good job I receive the recognition for that I should receive" and hence the highest mean score (3.12) is obtained therein. The lowest mean score which is 2.88 is obtained on the question which asks the respondents if there are many rewards for those who work in the organization.

Table 4.8: The Mean Value of Reward and Recognition

		When I do a good job I receive the recognition for it that I should receive	I feel that the work I do is appreciated	There are many rewards for those who work here	I feel my efforts are rewarded the way they should be.	Reward and Recognition
N	Valid	220	220	220	220	220
	Missing	0	0	0	0	0
Mean		3.12	3.1	2.88	3.01	3.03

Source: own survey, 2018

4.4.3 Co –workers

Another dimension which influences employees engagement is the extent to which co-workers are friendly, competent and supportive (Robbins et al., 2003). Research indicates that employees who have supportive co-workers will be more engaged to their work (Amodt, 2004; Robbins, 1989; 2005). Accordingly the mean value of co-workers is 3.29 (neutral). Here the highest mean score (3.35) is obtained on choice no.2, thus most respondents agreed they have good friends at work. The lowest mean score (3.19) is obtained on question no.3 indicating that most of the respondents didn't agree with the statement "my co-workers respect my thoughts and feelings".

Table 4.9: The Mean Value of Co -workers

		My co-workers and I work well together to achieve our goals	I have good friends at work	My co-workers respect my thoughts and feelings	I enjoy the organizational culture and my interactions with colleagues	Co – workers
N	Valid	220	220	220	220	220
	Missing	0	0		0	0
Mean		3.33	3.35	3.19	3.28	3.29

Source: own survey, 2018

4.4.4 Immediate Supervisor

Supervisor support is one of the important factors for employee engagement. Supervisor support is defined as the extent to which leaders care about their employees' welfare and value their contributions. A leader with high supervisor support is one that makes employees feel appreciated, heard and cared about. Researchers like Buckingham & Coffman in "Break All the Rules", (1999) have found that the talented employee may join an organisation for many reasons, but how long that employee stays and how productive he/she is while there be is determined by the relationship with the immediate supervisor.

Accordingly immediate supervisor has a mean score of 3.14. Here the majority of the respondents agreed that their manager is available to coach and develop team member hence the highest mean score (3.23) is obtained therein. Whereas the lowest mean score (3.02) is obtained from the question that asked respondents if their manager provides valuable feedback that allows them to improve their performance.

Table 4.10: The Mean Value of Supervisor

	My manager provides valuable feedback that allows me to improve my performance	My manager encourages and empowers me to take the initiative and suggest improvements	My manager treats me fairly	My manager is available to coach and develop team member	Supervisor
N	220	220	220	220	220
Valid					
Missing	0	0	0	0	0
Mean	3.02	3.11	3.21	3.23	3.14

Source: own survey, 2018

4.4.5 Promotion and Growth opportunity

Promotion provides employees with opportunities for personal growth, more responsibilities and also increased social status. Employees seek promotion policies and practices that they perceive to be fair and unambiguous and in line with their expectations. Researches indicate that employees who perceive that promotion decisions are made in a fair and just manner are most likely to engage themselves to their organization.

As it can be noted from the table below, the mean value of promotion and growth opportunities was 2.88(almost disagree). Relatively the highest mean score (2.98) is obtained on choice no three. Here majority of the respondents agreed that they want to develop their career within their organization. Whereas the lowest mean score (2.76) is obtained on the fourth choice indicating that the majority of respondents don't agree with the statement "there is high chance for promotion on my job". In general the majority of the respondents are not that happy with the promotion and growth opportunity practice of their organization.

Table 4.11: The Mean Value of Promotion and growth opportunity

		I have opportunities to develop skills to achieve my career goals	If I perform well in my role, it will lead to opportunities for me to progress	I want to develop my career within this organization	There is really high chance for promotion on my job.	Promotion and growth opportunity
N	Valid	220	220	220	220	220
	Missing	0	0	0	0	0
	Mean	2.85	2.94	2.98	2.76	2.88

Source: own survey, 2018

Table 4.12: Overall Level of Employee Engagements

Items	Highly disengaged	Disengaged	Neutral	Engaged	Highly engaged	Overall employee engagement
Overall Engagement	3.29	3.23	3.99	2.89	2.96	3.25

Source: Own survey 2018

Table 4.13: Descriptive Analysis about Comparison of Mean between each Factor of Employee Engagement

Factors affecting employee Engagement	Mean	Std. Deviation
Payment	2.97	1.26
Reward & Recognition	3.03	1.25
Co-Worker	3.29	1.12
Immediate Supervisor	3.14	1.11
Promotion & Growth	2.88	1.20
Over all Employees engagement	3.25	1.17

Source: Own survey, 2018

4.5 Correlation

To find out the relationship between dependent and independent variables, Pearson's correlation coefficient (r) which measures the strength and direction of a linear relationship between two variables is used. Values of Pearson's correlation coefficient are always between -1 and +1. A correlation coefficient of +1 indicates that two variables are perfectly related in a positive sense; a correlation coefficient of -1 indicates that two variables are perfectly related in a negative sense, and a correlation coefficient of 0 indicates that there is no linear relationship between the two variables. A low correlation coefficient; 0.1-0.29 suggests that the relationship between two items is weak or non-existent. If r is between 0.3 and 0.49 the relationship is moderate. A high correlation coefficient i.e. >0.5 indicates a strong relationship between variables. The direction of the dependent variable's change depends on the sign of the coefficient. If the coefficient is a positive number, then the dependent variable will move in the same direction as the independent variable; if the coefficient is negative, then the dependent variable will move in the opposite direction of the independent variable. The table below presents the result of the correlation analysis made using bivariate correlation.

Table 4.14: Correlations

		Payment	Reward & Recognition	Co-worker	Immediate Supervisor	Promotion & Growth	Over all employee Engagement
Payment	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	220					
Reward & Recognition	Pearson Correlation	.544**	1				
	Sig. (2-tailed)	.000					
	N	220	220				
Co-worker	Pearson Correlation	.608**	.682**	1			
	Sig. (2-tailed)	.000	.000				
	N	220	220				
Immediate Supervisor	Pearson Correlation	.517**	.559**	.612**	1		
	Sig. (2-tailed)	.000	.000	.000			
	N	220	220	220			
Promotion & Growth	Pearson Correlation	.703**	.533**	.644**	.606**	1	
	Sig. (2-tailed)	.000	.000	.000	.000		
	N	220	220	220	220	220	
Over all employee Engagement	Pearson Correlation	.634**	.661**	.835**	.628**	.749**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	220	220	220	220	220	220

** . Correlation is significant at the 0.05 level (2-tailed).

Result reported in the above table shows that Payment was highly correlated with employees employee engagement ($r = .634$, $p < 0.01$). Which indicate that change in Payment result in change in employee engagement.

As it can be seen in the above table Reward and recognition has a correlation coefficient of $r=.661$, $p<0.01$. This indicates that there is a strong & significant relationship between reward and recognition and employees engagement.

Co-Workers also has strong & significant relationship with employees engagement with $r=.835$, $p<0.01$.

As indicated in the above Table 4.14 Supervisor support has also strong & significant relationship with employees engagement ($r=.628$, $p<0.01$).

Promotion & Growth opportunity has also strong and significant relationship with employees engagement ($r=.749$, $p<0.01$).

4.6 Regressions Analysis

Regression analysis is a statistical process for estimating the relationships among variables. It includes many techniques for modeling and analyzing several variables, when the focus is on the relationship between a dependent variable and one or more independent variables. More specifically, regression analysis helps one understand how the typical value of the dependent variable changes when any one of the independent variables is varied, while the other independent variables are held fixed. Accordingly regression analysis is conducted to identify the effect of independent variables in the study on employee engagement.

Table 4.15: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.945 ^a	.894	.879	.408

a. Dependent Variable: Overall employee engagement level:

b. Predictors (independent): Payment, Reward and recognition, Co-workers, supervisor promotion and growth.

From the above table 4.15, it can be observed that R value is .945. So this R value states that the overall dimensions such as payment, reward and recognition, co-workers, supervisor support, and promotion and growth opportunity, have strong effect on employees engagement. And also adjusted R-square (.879) indicates that 87.9% variation on dependent variable (employee

engagement) is resulted due to change in the independent variables included in the study, which in fact, shows a strong explanatory power of regression model. And the other unidentified variables may explain the remaining (12.1%) variation in employee engagement.

Table 4.16: Regression: Dependent variable (employee engagement)

Model	Coefficients ^a			T	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
(Constant)	.174	.126		.938	.000
Payment	.233	.051	.363	4.272	.0042
Reward & Recognition	.157	.059	.159	2.689	0.225
Co-worker	.160	.088	.156	1.790	0.277
Immediate Supervisor	.146	.065	.139	2.048	.389
Promotion & Growth	.334	.045	.334	7.475	.000

Based on the above table 4.17 sig. value is used to test the impact of each factors on employee engagement separately. Based on this if sig. value is less than p-value we can conclude that the selected factors have significance impact on employees' engagement.

Accordingly, from the above result it can be concluded that Payment, reward and recognition, co-workers, supervisor, promotion and growth variables have positive and significance impact on employee engagement.

The estimated model is

$Y_i = B_0 + B_1X_1 + B_2X_2 + B_3X_3 + B_4X_4 + B_5X_5$ for Employees Engagement = .233Payment + .157RewardandRecognition + .160Coworkers + .146Supervisor + .334Promotionand growth. The standardized regression coefficient shows the impact of a unit change in independent variable on dependent variable; employees engagement.

Table 4.17: ANOVA for Determinants of Employees Engagement

ANOVA^a

ANOVA ^a					
Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	270.552	26	10.406	157.912	.000 ^b
Residual	32.193	193	.167		
Total	302.745	219			

a. Dependent Variable: Overall Employees Engagement

b. Predictors: (Constant), Payment, Reward and recognition, Co-workers, supervisor promotion and growth.

F-test is used to test the impact of overall explanatory power of the whole model, or the joint effect of all explanatory variables as a group. (i.e. testing the overall performance of the regression coefficients). It measures the statistical significance of the entire regression equation rather than of each individual coefficient as the t-test is designed to do. The greater the value of F-statistics, the more confident the researcher would be that variables included in the model together have a significant effect on the dependent variable, and the model has a high explanatory power. From the ANOVA table 4.18 it is identified that the value of F was 157.912 and $p < 0.01$. This indicates that the overall model was fit and there was a statistically significant association between the exploited independent variables and employees' engagement.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

This chapter presents finding, conclusion and recommendation based on the results attained from the study.

5.1 Summary of Findings

- Descriptive statistic was used to indicate the mean value of payment, reward & recognition, co-workers, supervisor support and promotion & growth opportunity. Hence, the mean score value of Payment was 2.97, Reward & Recognition (mean=3.03), co-workers (mean=3.29), supervisor (mean=3.14) and Promotion & Growth (mean=2.88). It is also found that there is a positive and statistically significant relationship between the utilized variables and the overall employee engagement with ($r=.634$, $p<0.01$) for payment, ($r=.661$, $p<0.01$) for reward & recognition, ($r=.835$, $p<0.01$) for co-workers, ($r=.628$, $p<0.01$) for supervisor, and ($r=.749$, $p<0.01$) for promotion & growth opportunity.
- Multiple regressions were done to ascertain the extent to which the variables mentioned explain the variance in employee engagement. Accordingly adjusted $R^2 = .879$ indicated that 87.9% of variance in employee engagement is explained by the variables Payment, Reward and recognition, Co-workers, supervisor and promotion and growth. The result indicated a high percentage of variation in employee engagement can be explained by variables entered in the equation.

5.2 Conclusion

Based on the findings, the following conclusions are made:

- 1) The results indicate that the variables included in the study are determinants of employee engagement. Consequently, it provides an insight to those HRM strategy makers in CBE to give due attention for the inclusion of such factors in their HR policy.
- 2) The study has found that opportunities that allow employees for better advancements (promotion and growth opportunities) play a great role in increasing their engagement level.
- 3) It has shown on the research that if employees are rewarded and recognized to what they contribute for their organization, they feel like they are more obliged to engage themselves to their organization.
- 4) This research showed that supportive supervision inspires employees to absorb themselves to their organization in a better manner. It has also discovered that high perceptions of fairness are likely to make employees feel that they are obliged to engage themselves to their organization.
- 5) The study also revealed that nature of relationship with coworkers affect employee engagement.
- 6) The study has found that good organizational payment structure has a positive impact on increasing employee engagement level by allowing them feel that they are crucial part of the organization.

5.3 Recommendations

Based on the findings and conclusions of the study, the researcher has forwarded the following recommendations.

- ✓ The bank should initiate mechanisms that are helpful in identifying the engagement level of its employees which in turn helps it to develop engagement raising strategies.
- ✓ The bank needs to focus on developing (modifying)its promotion and growth encouraging strategies that are compatible with its overall objectives.
- ✓ Better reward and recognition strategy must be the bank's imperative as getting recognized and awarded in response to good performance leads employee to higher engagement level.
- ✓ The bank should focus on building a caring, cooperative and trustful working environment among employees each other and their managers as well.
- ✓ In general it is better for the bank to treat its employees in a better manner as they the main resources of its objective attainments

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APPENDIX 1 RESEARCH QUESTIONNAIRE

Addis Ababa University
College of Business and Economics
MBA Program

Name of student: SelamAsnake

Address: email, Shalomekid2015@gmail.com or SelamAsnake@cbe.com.et Tel: 0912744946

Dear respondents:

This questionnaire is prepared for research purpose entitled “Factors that affect employee engagement: The Case of Commercial Bank of Ethiopia Addis Ababa area branches”. The expected respondents of this questionnaire will be Professional Staff of those conveniently selected branches of Commercial Bank of Ethiopia located at Addis Ababa area. The respondents will be expected to give accurate data to make proper analysis. The data will be kept confidential and it will be used for study purpose. I would like to thank in advance for your honest cooperation.

Section I – Background information

Please indicate your choice by putting a thick mark (✓) among the given alternatives

1. Age

A. 21-30 ☐ B. 31-40 ☐ C. 41-50 ☐ D. above 51 ☐

2. GENDER:

A. Male ☐ B. Female ☐

3. How many years of experience do you have in your current organization?

A. Less than 3 years ☐ B. 3 - 5 years ☐ C. Above 5 years ☐

4. What is your educational qualification?

A. Diploma ☐ B. Bachelor Degree ☐ C. Master's Degree and Above ☐

Section II

This part of questionnaire covers about factors affecting employee engagement. Please indicate your level of agreement or disagreement with each of the following statements by putting a thick mark (✓) that best represents your opinion. 1 indicates strongly disagree (SDA), 2 indicates disagree (DA), 3 indicates neutral (N), 4 indicates agree (A) and 5 indicates strongly agree (SA).

No	Questions	1(SDA)	2(DA)	3(N)	4(A)	5(SA)
Payment						
1.	I feel I am being paid a fair amount for the work I do					
2.	I feel appreciated by the organization when I think about what they pay me					
3.	Raises are too many and frequent					
4.	Overall my compensation and benefits meet well with my needs					
Reward and Recognition						
6	When I do a good job I receive the recognition for it that I should receive					
7	I feel that the work I do is appreciated					
8	There are many rewards for those who work here					
9	I feel my efforts are rewarded the way they should be					
Co-workers						
10	My co-workers and I work well together to achieve our goals					
11	I have good friends at work					
12	My co-workers respect my thoughts and feelings					
13	I enjoy the organizational culture and my interactions with colleagues					
Supervisor						
14	My manager provides valuable feedback that allows me to improve my performance					
15	My manager encourages and empowers me to take the initiative and suggest improvements					

No	Questions	1(SDA)	2(DA)	3(N)	4(A)	5(SA)
16	My manager treats me fairly					
17	My manager is available to coach and develop team member					
Promotion and growth opportunity						
18	I have opportunities to develop skills to achieve my career goals					
19	If I perform well in my role, it will lead to opportunities for me to progress					
20	I want to develop my career within this organization					
21	There is really high chance for promotion on my job					

Overall Employee Engagement

Please tick (✓) on the overall Employee Engagement

(1)	(2)	(3)	(4)	(5)
Highly disengaged	Disengaged	Neutral	Engaged	Highly engaged