

**The Effect of Employee Involvement on Workforce Agility: The case of
Commercial Bank of Ethiopia Head Quarters**

Addis Ababa University School of Commerce

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Declaration

I Menen Getahun, by signing below declare that this thesis entitled “The effect of employee involvement on workforce agility: The case of Commercial Bank of Ethiopia headquarters” is my original work. I have carried out this research independently with the guidance and support of my research advisor. This study has not been submitted for any other programs like degree or diploma programs in other institutions. All of the sources of materials used for this thesis have been acknowledged.

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This is to certify that the thesis prepared by Menen Getahun, entitled **The Effect of Employee Involvement on Workforce Agility: The Case of CBE Headquarters** and submitted in partial fulfillment of the requirements for the degree of Masters in Business and leadership compiles with the regulation of the university and meets the accepted standards with respect to originality and quality.

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Table of Contents

Declaration	ii
Acknowledgment.....	iv
<i>Abstract</i>	xi
CHAPTER ONE.....	12
1.0 Background of the Study.....	12
1.1 Background of the Company.....	13
1.2 Statement of the Problem.....	13
1.3 Research Question.....	15
1.3 Objective of the Study.....	16
1.3.1 General Objective of the Study.....	16
1.3.2 Specific Objective.....	16
1.4 Hypothesis of the study.....	16
1.5 Significance of the Study.....	16
1.6 Scope of the Study/Delimitation.....	16
1.7 Definition of Terms.....	17
CHAPTER TWO.....	19
2.1 Introduction.....	20
2.1 Theoretical Review.....	20
2.2 Empirical Review.....	22
2.3 Workforce Agility.....	23
2.6 Conceptual Frame Work.....	26
CHAPTER THREE.....	27
3.1 Description of the Study Area.....	27
3.2. Research Approach.....	27

3.3. Type of Research Design.....	27
3.4 Sampling Design	28
3.5 Sample Size.....	28
3.6. Sources of Data Collection.....	29
3.7 Research Instrument.....	29
3.8. Method of Data Collection.....	29
3.9 Data Analysis Method.....	30
3.10.0 Ethical Consideration.....	30
3.11 Validity and Reliability.....	31
3.11.1 Validity	31
3.11.2 Reliability	31
CHAPTER FOUR.....	32
4.1 Response Rate	32
4.2 Demographic Characteristics of Respondents	33
4.3 Descriptive Analysis	34
CHAPTER FIVE.....	51
Introduction.....	51
5.1 Summary of Findings.....	51
5.1.B. Team Orientation and Workforce Agility	51
5.1 C. Employee Empowerment and Workforce Agility	52
5.2 Conclusion	53
5.3 Main Recommendation	54
5.4 Recommendation for Future Research.....	54
Appendix I:References.....	63

List of Tables

Table 1. Reliability Test.....31

Table 2. Demographics Characteristics Analysis of Respondents.....33

Table 3-9 Descriptive Analysis35-37

Table 10 correlation Matrix.....43

Table 11 Test of Normality.....46

Table 12 Multicollinearity.....47

Table13ANOVA.48

Table14Model Summary.....48

Hypothesis.....51

List of Figures

Figure 1. Conceptual Frame work of the Research27
Figure 2. Scatter Plot of Residuals44

List of Abbreviation

- W.A.....Workforce Agility
- HRHuman Resources
- CBE.....Commercial Bank of Ethiopia
- SPSSStatistical Package for Social Sciences
- VIF.....Variance Inflation Factor
- SD.....Standard Deviations

Abstract

The aim of this study is to give an assessment and identify which dimensions of employee involvement significantly affected work force agility in the case of Commercial Bank of Ethiopia headquarters. To make support of this assumption the research encompasses different literatures that suggest the existing significant relationship between these two variables. The research instrument used to collect the data had a quantitative approach with 5-point Likert scale item whereas the analysis was carried out using SPSS software Version 26. Among the 214-sample size 173 participants were responsive, making 80% of the sample size. The analysis made for the study included both inference and descriptive analysis. According to the values determined from the multiple regression analysis it is observed that the two dimensions of employee involvement namely team orientation and employee empowerment showed a non-significant relationship with workforce agility. on the other hand, capability development showed a significant effect on workforce agility, hence a 0.428 increase will be observed on workforce agility for each standard deviation increase in capability development. From these findings it is recommended for CBE headquarters to put more attention to developing its human capability for enhanced workforce agility.

Key Words: Workforce Agility, Employee Involvement, Employee Empowerment, Team Orientation, Capability Development

CHAPTER ONE

1. Introduction

1.0 Background of the Study

The concepts of employee involvement and workforce agility has been increasingly been assessed in different organizational research in recent years. Employee Involvement refers to the action of providing employees with the necessary information, resources and authority's so that employees are able to take ownership of their work which helps them to foster a sense of responsibility and contributes to improved job satisfaction and productivity. (Carol Woods,2021), on the other hand Workforce agility refers to the ability of employees to quickly respond to changes in the business environment through adaptation in behavior and skills. These characteristics of agility allows organizations to obtain new opportunities, meet customer demands and effectively handle threats in a competitive and dynamic market place (Samburthy & Bharadwaj et al.,2003)

In this competitive economic environment, companies are increasingly operating under global competition in accordance to this dynamic market which involves uncertainties, unpredictability which impacts their routine activities directly or indirectly (Munteanu et al.,2020: Teece et al., 2016: Vrshney,2020, as cited in Tassini Junior, 2021). Similarly, the banking industry which is also operating in such environment faces constant challenges that require it to be innovative and adaptable to this market changes. Workforce agility is characterized by contributing to innovation through its promotion of human attitudes and behaviors which are in favor of innovation hence leading to the conclusion that establishments with a good workforce agility are likely to be more innovative (Franco & Landini,2022). These shows the need for workforce agility so that companies are able to continuously collect, monitor, process change signals and make innovative decisions as to have a competitive advantage and utilize the market opportunities effectively (Bi et al., 2015)

Changes in the business environment makes developing human competence a concern for firms as it will help them attain a competitive advantage which is to mean that through innovating and proper management of their human resources organizations are opt to compete well with their competitors (Rasch, 2024, cited in Geonadi,2023). The human resource system can be significantly enhanced if it is agile and this is due to the fact that agility is characterized by making productivity and profitability more convenient for industries practicing it (Geraldo

Tessarini Junior, 2021)

In the context of how employee involvement enhances organizational agility there are various research and studies that have been conducted to show proof of its outcome (Cummings & Worley, 2015; Ahlstrom & Ding, 2017). Previous researches done on agility has focused mainly on the organization with less emphasis on the workforce (Breu et al., 2002) This should be reconsidered as employees and their agility has been considered as significant contributor of sustainable and competitive organization requiring managers to consider strategies that incorporates developing their employees as to enhance organizational agility (Munteanu et al., 2020) Furthermore, there is still a gap in the literature, particularly within our country, regarding how employee involvement influences workforce agility in the specific context of banking (Zerihun Ajibeew, 2010)

1.1 Background of the Company

The commercial Bank of Ethiopia (CBE) was founded in 1942 and is considered the largest commercial bank of Ethiopia with a workforce of over 35,000 employees and more than 1000 branches across Ethiopia. Completed in 13, February 2022 its headquarters which is a skyscraper located in Addis Ababa is considered to be the tallest building in Ethiopia harboring over 5000 employees. CBE is considered to be a pioneer in modern banking by contributing a critical role in the nation's economic development through its introduction of innovative services such as ATM banking. The organization has throughout the years faced increased competition, rapid technological advancements and evolving regulatory frameworks in recent years that has required it to adapt to strategic agility frameworks. In order to remain competitive in the dynamic market the commercial bank of Ethiopia has made efforts in modernizing its different technologies and services as to enhance its agility. The external changes that have been experienced by the organization has made it to reassess its internal process so that it can be more responsive and well suited to emerging challenges. One aspect of tackling these challenges includes maintaining agility through employee involvement within the organization.

1.2 Statement of the Problem

Empirically studies like Sathyanarayan, K. & Rajan, J.(2023) has consistently showed the crucial role of employee involvement on workforce agility. Furthermore (Maina, Kiiru, & Mkharama, 2021) suggests that employees should be more empowered in decision making through proper information sharing, empowering them to participate in decision making and making sure that employees work in teams to work towards organizational goals as to attain agility.

Research consistently shows that organizations with high levels of employee involvement, are more responsive and adaptable to market shifts. For example, studies by both Huselid (1995) and Boxall & Purcell (2016) shows empowering employees to participate in decision making in an organization contributes in having an organization that has employees who are committed and motivated which in the long run leads to boosting the overall agility of the workforce. Additionally, Cummings & Worley (2014) underscores the importance of empowering employees in decision making and employee engagement and their role in driving agility and performance in an organization. These findings are supported by Ashutosh Muduli (2017), which based its study on 524 employees in India manufacturing and service sector proposing that workforce agility is possible as a result of an environment that encourages empowerment, which then leads to enhanced organizational agility. Contradicting these literatures there are also other studies done on employees working in housing working units by Amaliah, Dipomatmodjo ,Amin & Kurniawan(2023) who finally then concluded that employee empowerment had no significant effect on workforce agility. This raises the question if the impact of employee empowerment is significant predictor of workforce agility in every context in this case CBE headquarters.

Recent empirical studies in Ethiopia have indicated the rising need for an agile workforce that helps improve organizational competitiveness. For Example, Study by Biruck Arega (2024) shows that responsiveness, decisiveness, and flexibility positively influence organizational performance. However, such study tends to focus on broader organizational development and yet often overlooks how direct employee involvement affects workforce agility. furthermore, such studies although highlights the importance of employee engagement on enhanced organizational performance , it doesn't give a targeted insight that explicitly connect elements like employee involvement constructs like capability development, employee empowerment and team orientation and further explore their impact on workforce agility. This shows that there is limited research that examines employee involvement in particular and how it influences organizational adaptability which signals

the need for more focused studies that explores the direct impact of employee involvement in fostering workforce agility.

The existing significant gap in literature in the Ethiopian context regarding the relationship between employee involvement and workforce agility should be addressed as the global studies although insightful does not consider regional and cultural diversity that can influence the effectiveness of management practices which implies that global findings might not necessarily work for African countries (Jha & Mishra , 2017). This lack of comprehensive research ,in the context of Ethiopia, regarding how employee involvement affects workforce agility leaves organizations without a clear understanding of how best to organize and structure employee's involvement that could help enhance workforce adaptability amidst rapid technological, regulatory and competitive changes especially observed recently in the banking sector.

This study aimed to address these literature gaps by providing statistical evidence on the effect of employee involvement on workforce agility, specifically in the banking industry. The research also provides actionable insights for organizations that seek to enhance their agility through improved employee involvement. By taking the Commercial Bank of Ethiopia as the case study, the study aims to contribute to the broader body of knowledge on workforce agility, offering practical recommendations for local businesses so they could be more responsive to market shifts in a dynamic environment.

1.3 Research Question

1. Does employee empowerment have a positive effect on workforce agility?
2. Does capability development have a positive effect on workforce agility?
3. Does team orientation have a positive effect on workforce agility?

1.3 Objective of the Study

1.3.1 General Objective of the Study

The general objective of the study is to assess the effect of employee involvement on workforce agility in the case of commercial bank of Ethiopia headquarters.

1.3.2 Specific Objective

1. Determine if employee empowerment has a positive effect on workforce agility
2. Determine if capability development has a positive effect on workforce agility
3. Determine if team orientation has a positive effect on workforce agility

1.4 Hypothesis of the study

H1: Employee empowerment has a positive effect on workforce agility

H2: Capability development has a positive effect on workforce agility

H3: Team orientation has a positive effect on workforce agility

1.5 Significance of the Study

The significance of the research mainly lies on examining the effect of employee involvement on workforce agility. By determining the outcome of their relationship, the study offers a valuable insight for similar organizations which aims to improve their agility in a dynamic environment. In addition to this the finding could also help organizations to have an understanding of the effects of participative culture in that it could contribute to a greater workforce proactivity, adaptability and resilience. Through this study existing literature gaps are aimed to be addressed as it highlights the role of employee involvement has on promoting an agile workforce.

1.6 Scope of the Study/Delimitation

The scope of the study as defined by the different aspects of employee involvement and workforce agility within the context of CBE headquarters is guided by the following factors-:

- 1. Geographical Scope:** as the study will take place in CBE headquarters the findings from the analysis might not fully apply to other districts of CBE.
- 2. Organizational Levels and Target Population:** the research is mostly focused on HR employees who are considered to have experienced the different changes of the organization requiring them to be involved and agile.
- 3. Workforce Agility Scope:** the study aimed to assesses workforce agility in CBE that may have been initiated due to the bank needing to adapt to continuous market and regulatory changes as to improve the work process as a whole.
- 4. Time Frame:** the study is conducted with in the current operational period of CBE. This time frame was chosen as it is believed to capture the most recent changes in employee involvement and workforce agility in light of recent technological advancements and evolving regulatory frameworks.

5. Limitations:

- Subjective responses could affect the study as some employees may provide socially desirable responses regarding their involvement.
- The findings of the research might not be representative to other departments of CBE as it focuses on the Human resource professionals, who are expected to play a key role in developing the engagement of employees and facilitating training programs that can help with the agility of the work force.
- Reliance on self-reported data can also make the study be prone to recall bias as individuals might be unsure of their exact experiences.

1.7 Definition of Terms

The definition of terms used below is conceptual definition of terms used to define the basic terms that is used in the paper.

1.Organizational Agility: is defined as the capability of organizations to anticipate change and to respond to these changes by being adaptable, flexible and timely (Sambamurthy & Bhardwaj et al.,2003).

2.Workforce Agility: workforce agility refers to the potential of employees in being able to be responsive to changes in a timely manner through their adaptive behavior and through the skillsets that may be required of them which helps the organization to be competitive in a dynamic environment. (Samburthy & Bharadwaj et al. ,2003)

3.Employee Engagement-is the enthusiasm, involvement and job satisfaction an employee may have for his/her work. (Harter, Schmidt & Hayes, 2002)

4.Decision-Making Process –the process that is required from employees from identifying a problem to coming up with the solutions (Vroom Yetton, 1973)

5.Participative Decision Making -is the opportunity that is provided to an employee so they could provide their insights regarding work or organizational related issues (Marta Valverde Moreno, 2021)

6.Adaptbility – the ability to adjust to changing conditions that may arise in the business world ranging from staff changes to navigating new work policy or even mergers and acquisitions (Velocity Global, 2024)

7.Employee Empowerment-involves providing employees with the necessary information, resources and authority so that they are able to participate in decision making and take ownership of their work. (Carol Woods, 2021)

8.Team Orientation-: is the value that an organization has on team effort and them working cooperatively toward the common goal of the organization (Denison , 1990)

9.Proactivity -: involves the key attributes of employees to have the characteristics to set objectives & goals which are effective and their skillset in anticipating and preventing problems before they arise. (Wu & Wang , 2011)

10.Employee Adaptability – is the capabilities of employees to manage their roles during change allowing them to survive and thrive during transitions (Dhini & Muriniady , 2023)

11.Employee Resilience – is the ability of employees to view adversity as opportunities where they are able to grow in regards to their cognition, emotion and behavior as to maintain productivity during setbacks. (Muhammad Taufiq , 2012)

12.Capability Development -: is defined as the continuous investment of an organization to develop employee's skills in order to stay competitive and attain the business goals of the organization (Denison,1990)

13. Employee Involvement: is defined the extent to which employees participate in decision making process. (Augustine &Edwinah,2013)

CHAPTER TWO

2.0 Literature Review

2.1 Introduction

This chapter includes theoretical, conceptual and an empirical review that identifies the impact employee involvement has on workforce agility. The theoretical review includes relevant theories to employee involvement and its connection with workforce agility. The conceptual review on the other hand has the different constructs of employee involvement and workforce agility. The empirical review includes studies that have been made previously to evaluate the relationship between employee involvement and workforce agility by emphasizing on the findings, challenges and gaps that need to be addressed in these literatures.

2.1 Theoretical Review

2.1.1 Theories of Employee Involvement

This theoretical review explores the different theories of the dimensions of employee involvement namely employee empowerment, team orientation and capability development. This theories are organizational learning theory, empowerment theory, social capability theory and dynamic capability theory and this section tries to describe their core principles and indicate their contribution to fostering an agile workforce.

Organizational Learning Theory

Organizational learning theory was first developed by Chris Agris and Donald Schon in the 70s. organizational theory is a dynamic process which involves creating, retaining and transferring knowledge within an organization (Levitt & March, 1988). As noted by Levitt and March (1988) in a competitive and volatile environment companies are expected to be innovative, adaptive and open to any changes which could be attained through organizational learning that develops the agility of the workforce. Organizational learning not only is it crucial during organizational change it is also considered as an important factor for organizational intelligence. Since organizational intelligence is defined as the ability to learn from experience., to acquire and retain knowledge and adapt behavior required by change. It is an instrument to enhance proactivity, adaptability and resilience. Capability development hence is the means organizational learning could be developed through training, skill building and knowledge sharing which are qualities that acquire, Retain and apply new knowledge.

A study by Putri & Mangundjaya (2020) further shows that organizational learning coupled with psychological empowerment contribute to increased flexibility and a more proactive attitude. Which is to say that capability development (training development) is necessary to enhance psychological empowerment, which can foster workforce agility.

Empowerment Theory

Marc A. Zimmerman's empowerment theory, introduced in 1995 emphasized on the benefits of enabling individuals to have control over their lives through participation and skill development. Viewing this in the organizational contexts, empowerment involves creating conditions that foster self-efficacy, self-determination and a feeling of having an impact in the organization. Having an environment that supports empowerment encourages continuous learning and adaptability, which are essential components of agility. Having employees which are empowered are more likely to be more engaged and exhibit a higher level of performance and be more innovative as a result. (Edmondson, 1999; Zak,2017), which are indicators of an agile workforce.

Social Capability Theory

Social capital theory which was first developed by Nahapiet & Gohalin 1998 suggests that individuals and organizations can get the benefits from coordination and networking helping them to evolve by influencing certain outcomes such as exploitation and integration of knowledge, commitment, innovation and organizational survival. As the business world becomes more technologically complex and unpredictable, social capital has become critical for organizations to navigate through rapid changes. Having a good social tie (team) in an organization is crucial as it helps employees to get well informed regarding certain information regarding their work, this intern could help them to develop proactivity and have the initiative to solve problems as a group since they can now anticipate changes based on the resources they receive. Integrating the above theories can provide a comprehensive approach in developing the agility of an organization through capability development, empowerment practices and team orientation that leads to a work force which is agile and motivated.

2.2 Empirical Review

2.2.1 Employee Involvement

Employee involvement has a crucial role in improving organizational performance, problem solving and innovation. As stated by Isaac Zeb-Obibi (2009) it is stated that employee's involvement allows organizations to address challenges efficiently by fostering motivation and enhancing the relationship between management and their employees. These attributes help the organization to achieve a competitive advantage, improved employee performance and increased innovation.

Gopinath & Kalpana (2020) delves in to the link between job involvement and job satisfaction by highlighting how employee involvement helps create fulfillment and commitment of employees within an organization. When employees are in an environment by which their personal goals align with the organizational objectives, they become more engaged and productive. And according to Luma, majeded, abbas (2021) job satisfaction are defined as great contributors for enhancing strategic agility.

Dencker et al. (2009) suggests that organizations which practice employee involvement experience enhanced workforce agility, increased engagement, stronger attachment to work and improved cross functional collaboration. Furthermore Hassan & Othman (2020) added that the significance of employee involvement not only fosters a sense of belongingness but also creates a sense of ownership, enhanced commitment and motivation. Having employees who are motivated fosters innovation which is a crucial component on agility (Abdulaziz Alabood & Sulhey M.M ,2023)

2.2.2 Challenges of Employee Involvement

Despite the benefits of employee involvement their still exists a challenge in implementing employee participation programs in organizations. This could stem from different factors like mangers resistance to involvement as there may be concerns about losing authority ,exposing of sensitive business strategies, lack of qualified personnel to participate in decision making, employee disinterest in involvement and financial constraints in funding participation-support systems (Obikwe, 2019).As to ensure the benefits from employee involvement in longer period of

time organizations needs to set up policies and programs with open communication systems between management and employees that effectively support employee participation as to generate desired organizational performance and acquire a competitive advantage over rivals (Onyebuchi,2019).

In the context of the commercial Bank of Ethiopia (CBE), Zerihun Ajibew (2010) highlights on how decision making is predominantly concentrated within top management, which leads to a nonparticipatory environment where by employees feel excluded. Even though lower management levels exhibit some degree of operational decision making, their exists employee dissatisfaction due to their limited Involvement. Although some employees contribute to decision making effectively the employees do not feel empowered from their respective department. Furthermore, the efforts that have been set up to address these challenges are insufficient that employees continue to advocate for a more inclusive participation opportunities across all organizational levels.

2.3 Workforce Agility

2.3.1 Definition and Characteristics of Workforce Agility

Workforce agility is defined as an organization's ability to adapt to market changes through competitive performance and innovation. Alavi & Zuraidh Abd Wahab (2013) suggests two defining components for workforce agility:(1) the ability to respond effectively to change and (2) the ability to capitalize on change. Furthermore Ajgaonkar, Neelam and Wiemann (2022) highlights proactivity, adaptability and resilience as central themes of workforce agility. These characteristics allows organizations to navigate dynamic environments effectively and maintain their competitive advantage.

2.4.1 The Impact of Employee Involvement on Workforce Agility

A growing body of literature underscores the positive relationship between employee involvement and workforce agility. Natapoera and Mangundjaya (2020) found that engaged employees who actively participate in decision-making are more adaptable and resilient to organizational changes. Their research suggests that employee involvement fosters a culture of continuous learning and agility, enabling organizations to sustain competitive advantage in uncertain business landscapes.

Looking at one dimension employee involvement ,Capability development which involves the continuous investment in the development of the skills of employees helps the organization stay competitive and meet the on-going needs of the organization during change (Denise ,1990).by investing in its intellectual capital an organization is able to have employees who are more innovative with improved productivity (Hussin, Hejase , Tabsh & Chalak,2016) which are good indicators of workforce agility which are characterized as “an organized and dynamic talent that can quickly deliver the right skills and knowledge at the right time” (Muduli,2013). Having a well-developed skill set influences employees’ performance as it enhances their efficiency and ability to make sound decisions (Laing & Dunn, 2010) which is important in employee involvement since a knowledgeable insight is beneficial in participative decision making. Not only does effective decision making enhances the organization performance but also ensures the readiness of the firm to cope with change. (Talkudar, 2008). In addition, Lampel (2014) concludes that having employees involve in strategic decision making and allowing them to have adequate resources to be skillful enough to involve enhances their resilience which is crucial for an agile work force.

Resilience, defined as the ability of employees to view adversity as opportunities where they are able to grow in regards to their cognition, emotion and behavior as to maintain productivity during setbacks. (Muhammad Taufiq,2012), is a critical component of workforce agility since it involves keeping a good attitude, ability to introduce new ideas and embracing perspective of others while being subjected to the pressures of dynamic conditions. (Athamneh Mohammed & Husni Ali ,2023). This dimension of workforce agility is thus attained from the involvement of

individuals within the firm as it paves the way for collective resilience capability within the organization (Legnick- Hall, Beck and Legnick – Hall,2011)

Furthermore Employee involvement directly impacts both adaptability and resilience in that having employees involved in situations in the work context leads to more satisfied employees (Ulrich, Reibig, Niehoff and Beier,2023), having an employee who is satisfied in their work leads the organization to foster employees who are likely to be resilient and to have positive relationships with job satisfaction (Sri W Rahmawati,2013). On the other hand having employees getting involved in regards to providing information, communicating and consulting employees during times where intervention programs are introduced allows the employees to be more adaptable as it allows for them to understand the flaws of the situation at hand and adjust their approach accordingly to the demand of that change (Ulrich, Reibig, Niehoff and Beier,2023)

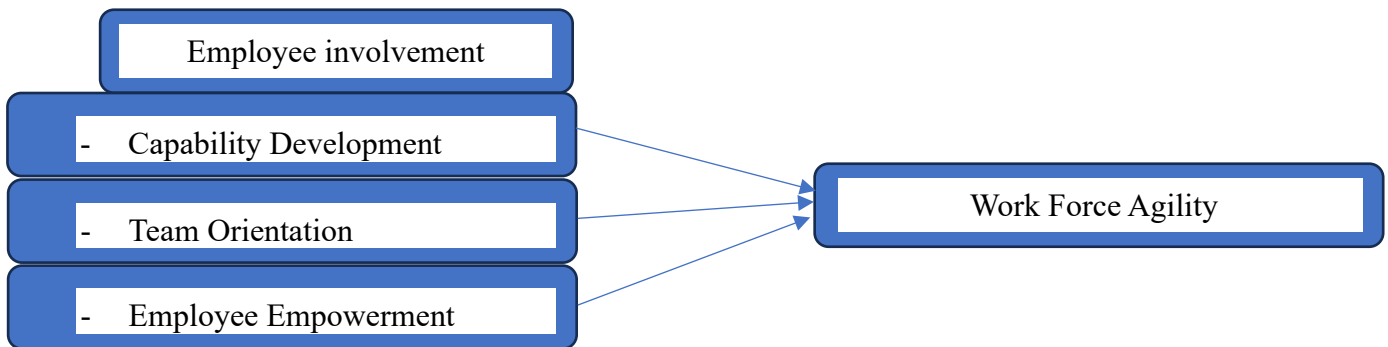
In conclusion employee involvement plays a crucial role for fostering an agile workforce.

Organizations that actively involve their employees are able to cultivate a workforce that is Proactive, adaptable and resilient in the face of changing market demands. By addressing the challenges in regards to employee involvement organizations could be able to fully utilize their workforce potential which then can ensure sustainable agility and a competitive advantage in today's dynamic business landscape.

2.6 Conceptual Frame Work

A conceptual frame work is a structured graphical representation of the dependent and independent variable of a research as to help as a blue print in guiding the researcher and the reader in identifying the dimensions of each variable and their connection in terms of their dependency(link)(Emanuel Chris,2024).here the variable that the researcher manipulates is the independent variable and the out come variable which is measured as the result of the independent variable is the dependent variable(Dr.Maruhdhar,2018).Based on these definitions the researcher identified the independent variable to be Employee Involvement and the dependent variable to be Work Force Agility.

Figure 1. Conceptual Frame Work of The Research



Source: variables are adopted from various scholar’s work

Independent Variable – Employee involvement with key construct being Employee Empowerment,

Capability Development and Team Orientation (Denison,1990)

Dependent Variable –Work Force Agility with the key constructs being Adaptability, Resilience and Proactivity (Alavi & Wahab, 2013)

CHAPTER THREE

3.0 Research Methodology

3.1 Description of the Study Area

This study aims to explore the effect of employee involvement on workforce agility in the case of Commercial Bank of Ethiopia Headquarters. Completed in 13, February, 2022 its CBE headquarters which is a skyscraper located in Addis Ababa is considered to be the tallest building in Ethiopia harboring over 5000 employees. The study focuses on the dimensions of employee involvement (Capability development, team orientation and employee empowerment) and their effect on workforce agility.

3.2. Research Approach

The research approach that was used is a quantitative research approach as this form of data collection will help to give information both directly and indirectly regarding the patterns, correlations and trends in regards to the relationship between employee involvement and workforce agility.

3.3. Type of Research Design

The study used descriptive- explanatory type of research design approach that was suitable for a cross sectional type of research which is based on a quantitative research approach. The descriptive research approach was used as to give a detailed summary of the mean, frequency and standard deviation of the demographic data collected. Whereas the explanatory research design helps to determine the cause and-effect relationship between the independent and dependent variable using regression. A crosssectional research design was used because it allowed for the collection of data at a single point in time, as to capture the current state of employee involvement and workforce agility.

In addition to this the research design was selected because it is more practical, time efficient and cost effective.

3.4 Sampling Design

The study mainly focused on the HR department due to the fact that their role is mainly focused on shaping organizational policies, implementing and fostering a work environment that supports agility. more over according to numerous studies done like Hasan Fraij& Varallyai (2021) suggests that HR impact in an organization extends to creating a significant impact in organizations by creating agile transformation and that they are also in the frontline in observing and influencing the degree of employee involvement in decision making process. For this reason, purposive sampling was employed to specifically obtain information from the HR staff who have experienced and have a knowledge of employee involvement and workforce agility

3.5 Sample Size

The sample size was selected from the HR department with a total population of 547 of which 89 were from health care center and corporate security and safety. For this reason, they were deducted since they were not subjected to recent changes hence, the total population size was taken to be

458.and it is calculated using the Yamane formulae (1967) :-

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

Where,

n= Sample Size

N (population size) =458

Margin of Error (E) = 0.05

Substituting the above values -:

$$n = \frac{458}{1 + 458 * (0.05^2)}$$

❖ n=214 i.e. sample size is taken as 214

3.6. Sources of Data Collection

□ Both primary and secondary data collection were used for this study. As to obtain and identify existing literature done regarding the title the effect of employee involvement on workforce agility secondary data collection was conducted. This type of data collection helped to identify the gaps in existing knowledge and the gaps in existing knowledge and to identify the study trends that have been conducted over time. Primary data collection was conducted to obtain appropriate demographic data and insights of participants regarding the dimensions of employee involvement and workforce agility using a quantitative survey.

3.7 Research Instrument

A structured questionnaire with 5 item Likert scale was used to measure both employee involvement and workforce agility, using their respective constructs.

3.8. Method of Data Collection

- The survey was administered through paper to participants.

- The data collection process of the study included first obtaining approval from relevant authorities like human resources and then the survey was distributed to selected employees of the HR department of CBE headquarters as to collect data required for analysis.

3.9 Data Analysis Method

Descriptive statistics and inferential statistics were used in the data analysis method. As descriptive statistics helps to summarize the data using mean, frequency and standard distributions regarding employee involvement and workforce agility. The mean was used to summarize age and experience. Whereas frequency distribution helped to summarize the categorical variables such as job roles and departments and their prevalence within these two variables. Additionally, standard deviation was computed to determine if the responses deviate from the mean by providing insights into how much individual perceptions of involvement and agility differ from the mean.

In addition to descriptive statistics inferential statistics was also carried out for this research. This involves undergoing both correlation and simple regression analysis using SPSS as to identify the strength and relationship between employee involvement dimensions and workforce agility.

3.10.0 Ethical Consideration

3.10.1 Right to Be Informed

- All participants were informed about the study including its nature and objective. Their consent was obtained by first providing them with clear and understandable information about the study.

3.10.2 Right to Privacy

-All participants' right to privacy was preserved which could be interpreted as the non-disclosure of any personal or sensitive information without their consent.

3.10.3 Confidentiality

-The research concealed information shared by participants as it is confidential and was only used for the purpose of the study which is outlined in the informed consent.

3.11 Validity and Reliability

3.11.1 Validity

Validity is the core of any form of assessment that is trustworthy and accurate (Bond,2003) and is defined as how accurately a method measures what it is intended to measure (middelton,2019). As to preserve the validity of the questionnaire it was adopted from DOC’s facilitators guide (1997) and chang et al.(2023) for employee involvement and workforce agility respectively. Furthermore, these instruments were checked by academicians to confirm content validity before it was used for the survey. The content of the questionnaire had 27 items of which four were for demographic questions, whereas the remaining items included 13 employee involvement items and 10 workforce agility 5 item Likert scale.

3.11.2 Reliability

Alpha value which was developed by lee Cronbach in 1951 provides the measure of the internal consistence of an instrument. Acceptable value of alpha ranges from 0.7-0.95 indicating a range of low reliability to strong reliability respectively. (Moshen & Reg, 2011) For the research Cronbach’s alpha was calculated using SPSS as to determine whether or not the items within each variable were reliable or not as to clarify that they measure the same underlying concept.

According to the analysis the Cronbach’s alpha results were determined to be:-

Table 1. Reliability Test

Constructs	Cronbach’s Alpha value	No. of items
Employee Empowerment	0.713	5

Team orientation	0.777	4
Capability development	0.831	4
Proactivity	0.736	2
Resilience	0.849	4
Adaptability	0.781	6
Overall	0.872	25

Source: own survey 2025

As indicated on the above table the Cronbach’s Alpha tested among 30 participants reveals that the instruments have an internal consistency of 87.2% which is above the minimum acceptable value (i.e70%). As a result, the instrument is considered to be reliable.

CHAPTER FOUR

4.0 Data presentation, Analysis and Interpretation

4.1 Response Rate

-A total of 214 questionnaires were distributed to participants among which 173 were returned which amounts to 80.84% of the sample size that would be considered for analysis.

4.2 Demographic Characteristics of Respondents

-The demographic analysis was done on this study to categorize the respondents based on gender, educational qualification, years of experience and Age in order to indicate the characteristics and proportions of the participants.

Table 2. Demographics Characteristics Analysis of Respondents

Gender	Frequency	Percent
Male	86	48.9
Female	87	50
Age	Frequency	Percent
18 – 25	4	2.3
26-35	95	55.7
36-45	53	30.5
46-55	19	10.9
Educational Qualification	Frequency	Percent
Diploma	2	1.1
Bachelor’s Degree	51	29.3
Master’s Degree	118	67.8
PHD	1	0.6
Years of Experience	Frequency	Percent

Years of Experience	Frequency	Percent
11-15 years	67	38.5
16-20 years	22	12.6
Above 20 years	15	8.6
1-5 Years	16	9.2
6-10 years	53	30.5

Source: Researchers Survey ,2025

From the above demographic profile among the 173 participants 48.9% are male and 50% are female. Looking at the age of the respondents the sample size is largely dominated by employees with in the age range of 26-35(55.7%) followed by employees with an age range of 36-45(30.5%),46-55(10.9%) and 1825(2.3%).

Based on their educational attainment the respondents were categorized as from having a diploma to PHD. From the above data it was observed that those with master’s degree dominated the population with 67.8%. Followed by those having bachelor’s degree (29.3%), diploma (1.1%) and PHD (0.6%). When observing the work experience of the respondents the majority of respondents had 11-15 years of experience (38.5%) followed by those having an experience of 6-10 years (30.5%), 16-20 years (12.6%) ,1-5 years (9.2%) and above 20 years (8.6%)

4.3 Descriptive Analysis

In order to identify the general perception of the respondents the mean and the standard deviation was analyzed from SPSS and was indicated for each dimension of employee involvement constructs and then finally the mean of each of these dimensions were evaluated for ease of interpretation. Determining the mean for each construct helps the reader to understand how much the sample group agrees or disagrees with the various claims from the instrument. Hence, if the mean is low, it would suggest that the majority of the respondents would disagree with the claims of the instrument on the other hand if the mean is of greater value, then it would indicate the agreeableness of the respondents made by the statement of the instrument. When we look at the standard deviation it is an indicator of the

different or variable view that the respondents may have regarding the instrument. That is, it helps the reader to identify if the respondents had similar answers or not

Table 3 Empowerment Dimension of Employee Involvement

Item	Measure	Mean	Standard Deviation
1	In my opinion most of the employees of the organization are highly involved in their work (matters related to their work)	4.23	0.683
2	My organization is widely shared with in the organization so that everyone can get the information when it is needed	4.371	0.606
3	Everyone in my department believes that they can have a positive impact on their work contribution	4.17	0.583
4	My organization grants me greater autonomy and involves me in decision making	4.15	0.610
	Mean value	4.23	0.6205

Source: survey questionnaire

Table 4 Team Orientation Dimension of Employee Involvement

Item	Measure	Mean	Standard Deviation
1	My organization places much value on employees working cooperatively towards the common goal of the organization	4.27	0.604
2	In my opinion the organization encourages cooperation, teamwork and participation	4.29	0.590

3	I believe that cooperation is practiced among employees in the organization when accomplishing tasks and duties required by the organization	4.4	0.547
4	I feel I am part of a team in my department	4.45	0.574
	Mean value	4.35	0.578

Source: survey questionnaire

Table 5 Capability Development Dimension of Employee Involvement

Item	Measure	Mean	Standard Deviation
1	My organization develops its employee human capability at all levels	4.37	0.572

2	I agree that the organization is constantly working on developing its employee's capability	4.38	0.613
3	The organization has a direction that involves continuous investment on the skill of the employees	4.39	0.607
4	I believe that capabilities of employees within the organization is considered s competitive advantage (gives the organization a competitive advantage)	4.5	0.546

Source: survey questionnaire

Table 6. Proactivity Dimension of Work Force Agility

Item	Measure	Mean	Standard Deviation
------	---------	------	--------------------

1	I look for opportunities to make improvements at work	4.48	0.625
2	I am trying to find out more effective ways to perform my assigned tasks (Job)	4.48	0.577
	Mean value	4.48	0.601

Table 7. Adaptability Dimension of Work Force Agility

Item	Measure	Mean	Standard Deviation
1	In my work I can change my behavior to work more effectively with other people	4.51	0.625
2	I can accept critical feedback related to work	4.5	0.616
3	I can adjust to new work procedures when required by the department	4.43	0.649
4	I can effectively adapt to new tools and equipment's when introduced by the organization	4.42	0.611
5	I am an uptodate person regarding information in the work place	4.5	0.616
6	I can quickly adapt to change and switch from one project to another when required	4.49	0.577
	Mean Value	4.475	0.615

Source: survey questionnaire

Table 8. Resilience dimension of workforce agility

Item	Measure	Mean	Standard Deviation
1	I am able to work well when faced with a demanding work load or schedule	4.49	0.577
2	I can perform my job efficiently even in difficult or stressful situations	4.5	0.635
3	When a difficult or unusual situations occurs, I react by trying to manage the problem	4.5	0.644
4	If an urgent problem occurs, I make it my priority and take possible alternative actions to address that issue	4.45	0.711
	Mean Value	4.485	0.641

Source: survey questionnaire

Table 9.0 Descriptive Analysis

No.	Item	Mean	Standard Deviation
1	Empowerment	4.23	0.6205
2	Team orientation	4.35	0.578
3.	Capability development	4.41	0.5843
4.	Proactivity	4.48	0.601
5.	Adaptability	4.475	0.615
6.	Resilience	4.485	0.641

Source: own survey 2025

Because the mean scores in the context of the constructs of the work force agility (proactivity, resilience and adaptability) and employee involvement (empowerment, capability development, team orientation) falls in the range of 4.23-4.485 according to the

above overall data we can deduce that employees show a high level of agreement to these constructs. Furthermore, regarding the standard deviation on the above data we can see that the value of the standard deviations of the respondents indicate it is in the low range (0.57-0.64) which can be concluded that employee have a shared and strong positive perception of the constructs under investigation.

4.4 Inferential Analysis

4.4.1 Assumption Tests

The following checks were made to ensure that the data that is used is well suited for regression analysis before using it in the regression formulae as to make further conclusions.

4.4.1.1 Correlation Analysis

The importance of having a correlation analysis to confirm the relationship between two variables were stated by Festinger (2005) . And according to Andrew Garth(2008) the strength of correlation between variables affirms the fact if whether or not if the effect of one variable over the other is by chance or not. More over the r value not only provide the evidence against the existing relationship between variables it also shows that the strength of their relationship. Below is the table that shows the SPSS out put on the correlation between the independent variables (employee empowerment, capability development and team orientation) with the dependent variable workforce agility.

Table 10. Correlation Table

Source: own survey 2025

According to Haldun Akoglu (2018) the correlation between two variables denoted by r ranges between the values -1 and +1 with zero being a non-correlation. The sign of the r shows whether or not if the variables are correlated in the same direction or not. i.e as we move from 0 to -1 or 0 to 1 the correlation between the variables increases. Thus, from the

		team_orientat ion	employee_e mpowerment	capability_dev elopment	work_forceagi lity
team_orientation	Pearson Correlation	1	.313**	.264**	.189*
	Sig. (2-tailed)		.000	.000	.013
	N	173	173	173	173
employee_empowerment	Pearson Correlation	.313**	1	.061	-.004
	Sig. (2-tailed)	.000		.427	.961
	N	173	173	173	173
capability_development	Pearson Correlation	.264**	.061	1	.597**
	Sig. (2-tailed)	.000	.427		.000
	N	173	173	173	173
work_forceagility	Pearson Correlation	.189*	-.004	.597**	1
	Sig. (2-tailed)	.013	.961	.000	
	N	173	173	173	173

** . Correlation is significant at the 0.01 level (2-tailed).
 * . Correlation is significant at the 0.05 level (2-tailed).

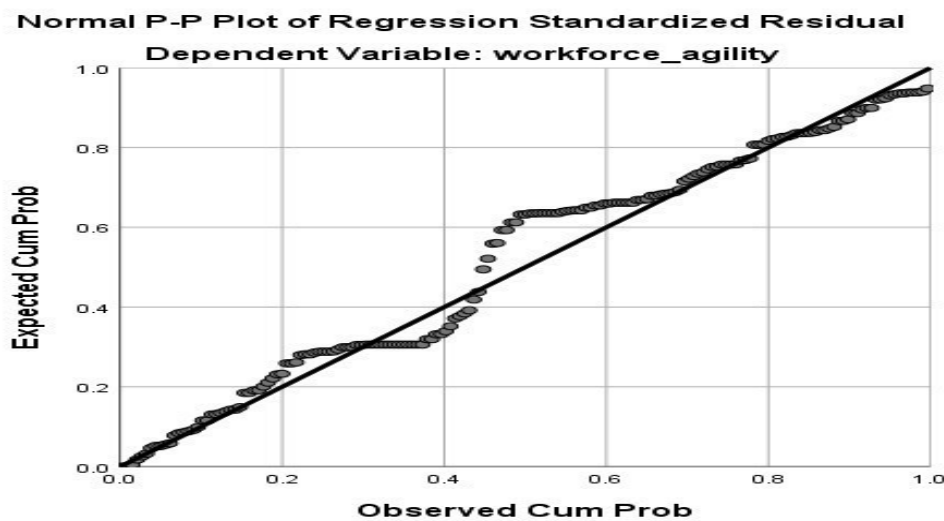
above output we can see that team orientation with the value of 0.189* indicates a positive although small relation with workforce agility whereas employee empowerment with an r value of -0.04 indicates a relationship that is negatively related with workforce agility with a very low significance value. Finally, we can see that capability development with the value

of 0.597** shows a positive relationship with workforce agility that is also considered to be significant.

4.4.1.2 Linearity Test

The linearity test was conducted in order to determine the degree of change the independent variable dimensions (team orientation, capability development and employee empowerment) has on the dependent variable (workforce agility). The plot was obtained from the SPSS software in order to determine if the relationship between the dependent variable and independent variable is linear.

Figure 2 . Scatter Plot of Residuals



Source: own survey 2025

From the above figure the scatter plot shows that the points are in approximate distance to the diagonal line, this fair closeness indicate that the assumption that normality is met. This linear relationship indicates that the model is suitable for linear and correlation analysis.

4.4.1.3 Normality of the Data

In order to have an understanding on the nature of the data distribution Skewness and kurtosis values were analyzed from SPSS. As the general rule of thumb, the values between -2 and +2 for both skewness and kurtosis indicate a relatively normal distribution (Chua Yan Piaw,2008;Garson,2012:Lomax &Hahs-Vaughn,2012) If the values are outside this range, it would then indicate a non – normality of the data distribution.

Table 11. Test of Normality of the Data

	Skewness		Kurtosis	
	Static	Std. Error	Static	Std. Error
Workforce Agility	-0.792	0.316	0.283	0.283
Resilience	-0.792	0.316	0.283	0.283
Proactivity	-0.562	0.316	-0.297	-0.297
Adaptability	-0.549	0.316	-0.549	-0.237

From the above skewness and kurtosis value of workforce adaptability, resilience, proactivity we can see that all the skewness falls between -2 and +2 we can conclude that they are in the

acceptable limits indicating that the model is normally distributed and valid which fulfills the prerequisite to regression analysis making the research valid.

4.4.1.4 Multi Collinearity Test

Multi-collinearity in regression analysis occurs when the two or more constructs of an independent variables are highly correlated to each other resulting in an information in the regression model that is not unique or independent. In order to check for such issues multi collinearity test was conducted to determine the VIF (Variance inflation factor) which measures the correlations between the dimensions of the independent variable. As the general rule of thumb, the value of the VIF amounting to 1 indicates that there is no correlation between the constructs of the independent variables. If the value is between 1 and 5 it indicates a moderate correlation between a given predictor variable. (Zach B. , 2020)

Table 12. Multi Collinearity Test

Model	Collinearity Statistic	
	Tolerance	VIF
Capability Development	0.93	1.075
Team Orientation	0.842	1.188
Employee Empowerment	0.901	1.109

Source: own survey 2025

The VIF values shows that all the values are between 1 and 5, with values being 1.075, 1.188 and 1.109 for capability development, team orientation and employee empowerment respectively which are considered as acceptable values that one can conclude that there is no multi-collinearity problem in the model based on the statics.

4.4.2 Effect of Employee involvement on workforce Agility

Multiple regression analysis is used to determine the predicting nature of an independent variable over the dependent variable (table 13). This analysis is also used to determine by how much the independent variable causes a variation on the dependent variable from the table of coefficients (Table 15). More over from the ANOVA table (Table 14) of the multiple regression analysis it is possible to get an insight of whether or not the independent variable has a significant effect on the dependent variable.

Table 13. ANOVA table (overall model fit)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.115	3	3.372	14.122	.000 ^b
	Residual	40.349	169	.239		
	Total	50.464	172			

a. Dependent Variable: workforce_agility

b. Predictors: (Constant), employee_empowerment, capabilit_development, team_orientation

Source: own survey 2025

- looking at the overall significance and acceptability of the model from the ANOVA table using F statics it is observed to have a value of (.000) which is sufficiently low (less than 0.05) making the model significant implying that the variance explained by the model is not due to chance.

Table 14. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.448 ^a	.200	.186	.48862

a. Predictors: (Constant), employee_empowerment, capabilit_development, team_orientation
b. Dependent Variable: workforce_agility

Source: own survey 2025

-The R value which amounts to 0.448 suggests that a moderate positive predictive power exists between the predictor's employee empowerment, team orientation and capability development with workforce agility.

The value of adjusted R^2 which is 0.186 which means that collectively the employee involvement dimensions explain approximately 18.6% of the variation caused on the dependent variable workforce agility. This low value may indicate there exists a low explanatory potential on the dependent variable however it does not imply individual dimensions have low correlation with the dependent variable (Peterson K. ,2022).Further more the author adds that as long as the R^2 value is with in the range of 0.10.5 and if at least one of the predicting dimensions of the independent variable has a significant relationship with the dependent variable the R^2 value even if it is low it is considered to be in an acceptable range

- ✓ The correlation between the dependent and the independent variables are shown by the coefficient analysis which shows that a unit change in the independent variable dimensions causes a certain amount of change in the dependent variable.

Source: own survey 2025

The multiple regression analysis reveals that capability development team orientation and employee empowerment together significantly predict the dependent variables.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.955	.468		4.180	.000		
	capabilit_development	.548	.091	.428	5.998	.000	.930	1.075
	team_orientation	.072	.084	.064	.855	.394	.842	1.188
	employee_empowerment	-.047	.044	-.077	-1.064	.289	.901	1.109

a. Dependent Variable: workforce_agility

The regression equation thus becomes

$$W.A = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$$

Where,

W.A – workforce agility as the dependent variable

X₁, X₂ and X₃ – are represented as capability development, team orientation and employee empowerment respectively

Substituting the values from the above values on the table to the above formulae -:

$$W.A = 1.955 + 0.428X_1$$

Interpretation of the equation

- The multiple regression analysis results show that the capability development of employee involvement has a positive effect on workforce agility, with coefficient value that amounts to 0.428 and a significance level of .000. This could be translated as for 1 SD (standard deviation) increase in the value of the capability development of employee involvement in CBE headquarters (keeping other independent variables constant) workforce agility will increase by 0.428.
- Looking at the multiple regression analysis we can also observe that team orientation have a significance level of 0.394 and since this value is greater than 0.05, we can conclude that this variable is no significant linear relationship with workforce agility

- Finally looking at how the multiple regression analysis depicts the employee empowerment dimension of employee involvement we can see numerically that it has a significance value of 0.289 and since the significance value is greater than 0.05, we can say that this variable is no strong evidence of significant linear relationship between employee empowerment and workforce agility.

4.5 Hypothesis Testing

Table 14. Hypothesis testing Result

Hypothesis	Reason	Hypothesis Result
Employee empowerment has a significant effect on workforce agility	$\rho = 0.289 > 0.05$	Not Accepted
Team Orientation has a significant effect on workforce agility	$\rho = 0.394 > 0.05$	Not Accepted
Capability development has a significant effect on workforce agility	$\rho = 0.00 < 0.05, \beta = 0.428$	Accepted

CHAPTER FIVE

Findings, Conclusion and Recommendations

Introduction

In this chapter the conclusions and further discussions regarding the analysis done on the previous chapters is included. It also contains some key recommendations and some ideas for future investigation.

5.1 Summary of Findings

-This study has attempted to identify the impact each employee involvement construct has on work force agility in the case of Commercial Bank of Ethiopia Headquarters. The study was conducted among 214 participants among which 173 were responsive.

-From the demographic analysis it is observed that the most respondents fall between the ages of 26-35 meaning adult age group dominates the sample size. In the context of their educational back ground 67.8% of the respondents have master's degree.

-The descriptive statics revealed that the mean scores which falls under the range of 4.23-4.485 which suggests a high level of agreement to these constructs. The standard deviation which is in the low ranges show that the respondents had a shared and strong positive perception of the constructs of the dependent and independent variables namely workforce agility and employee involvement.

5.1.A. Capability Development and Workforce Agility

The correlation coefficient between capability developments showed a positive correlation with workforce agility with a beta value of 0.428 and a $\rho = .000 < 0.05$. Furthermore Olya Turan (2019) identified that in order to enhance agility among employees' organizations could benefit from administrating learning interventions to employees indicating a significant effect of learning and development on workforce agility

5.1.B. Team Orientation and Workforce Agility

Team orientation had an insignificant relationship with workforce agility with a ρ value of 0.394. This finding is further supported by a research conducted by paulina &

Mafizatun(2025) in their study titled ‘ the effect of responsible leadership and team work on workforce agility mediated by work engagement at PT Hasta Ayu Nusantara’ , conducted on 67 participants assessed the direct relationship between workforce agility and employee involvement and found that team orientation had a $\rho=0.382 >0.05$, causing a non-significant linear relationship with workforce agility.

5.1 C. Employee Empowerment and Workforce Agility

Employee empowerment showed a ρ sigma value amounting to 0.289 value that is greater than 0.05 showing a non- significant relationship with the dependent variable. The insignificant impact of employee empowerment is further concurred by the study done by Amaliah, Dipotmodjo ,Amin & Kurniawan(2023) who conducted their study on employees of a housing supply work unit in the province of west Sulawesi similarly concluded that employee empowerment have no significant effect on workforce agility. The authors further suggested that this outcome could be observed in an organization with contracts and rules that does not allow employees to execute work in their own way of doing an assigned work.

Dimension of employee involvement with a significant impact on work force agility:-

- ✓ The adjusted R^2 value from the regression model shows a value of 0.186 which means that the independent variables explain 18.6% of the changes in workforce agility. However, this does not suggest that all the employee involvement variables (dimensions) have equal significant correlation with organizational performance levels.
- ✓ From the results of the multiple linear regression analysis, the employee involvement factor capability development shows to have affected workforce agility with varying degrees which is to mean that every standard deviation increase in the construct of employee involvement namely capability development leads to 0.482 SD increase in workforce agility.

5.2 Conclusion

-The objective of this study was to investigate the effect of employee involvement on workforce agility in the case of Commercial Bank of Ethiopia Headquarters. For this research purpose constructs like employee empowerment, capability development and team orientation were used as a construct of employee involvement. The instrument used for this study had 29 questions related to the dependent and independent variables under investigation. The data that was collected and analyzed using descriptive and inferential statistical package for social science (SPSS) software version 26. For this study the researcher has put all the multiple regression assumptions to the test prior to analysis.

With the mean value of 4.23, 4.485, 4.475, 4.35, 4.41 and 4.48 from the descriptive statistics output Empowerment, resilience and adaptability, team orientation, capability development and proactivity showed to be strongly acknowledged by the participants in relation to the 5-point item Likert scale that was used for the instrument.

In regards to the multiple regression analysis it could be deduced that the employee involvement dimension that has affected workforce agility significantly is capability development i.e. for every unit or 100% increase in capability development there is a 54.8% increase in workforce agility. On the other hand, the remaining dimensions of employee involvement namely employee empowerment and team orientation showed a non-significant effect since the p value is greater than 0.05 with values amounting to 0.289 and 0.394 respectively. It was also concluded that employee involvement as a whole is not a significant predictor of workforce agility from the R^2 value amounting to 0.186. In conclusion it can be deduced from the findings that only one of the employee involvement dimensions namely capability development has a significant effect on workforce agility.

5.3 Main Recommendation

Based on the findings from the study and overall result the following recommendations are suggested for the concerned entities

- Since capability development showed a significant effect on workforce agility the commercial bank of Ethiopia headquarters should prioritize this construct of employee involvement to enhance their organizational performance
- Encouragement should be forwarded to leadership in regards to aligning their HR policies to reward employee progress in skill growth, adaptability and learning
- The organization should promote leaders to include agility related competencies in their performance evaluation so that proper trainings would be provided by identifying which agility skillsets the employees are lacking
- Continuously monitor and evaluate the impact of their development programs as to refine employee involvement strategies related to capability development overtime.

5.4 Recommendation for Future Research

Since there are no adequate researches done under the title ‘The effect of employee involvement on workforce agility’ in our country context conducting similar studies across other financial institutions could help determine if the findings are consistent across various contexts, as to improve the generalizability of the findings of the research.

Appendix I: Questionnaire

Addis Ababa University School of Commerce Master of Business Leadership Program

Questionnaire to be filled by Commercial Bank of Ethiopia Headquarters HR Employees

Participant Information Statement

Title of Study: The Effect of Employee Involvement on Workforce Agility

Dear participant,

Thank you for participating in this research study. This study explores the effect of employee involvement on workforce agility and your involvement in the response for this questionnaire is very much valued for this research

Key information

Your involvement is entirely voluntary. You may withdraw at any time without any consequences.

Confidentiality

Your response will be kept confidential and anonymous. No personal identifying information will be included in the study findings. Data will be securely stored and used only for research purposes. Furthermore, your identity will not be disclosed in any reports or publications resulting from this study.

Duration

Completing this questionnaire will take approximately 15 minutes

If you have any questions or concerns about this study, please feel free to contact me at

E-mail – getahunmenen127@gmail.com

Phone. +251-0922750379

By continuing with this questionnaire, you consent to participate in this study. Thank you for your valuable time and participation!

Sincerely

Menen Getahun

Part one: -Demographic and other Information

1. Age

Category

Under 25

25-34

35-44

45-54

55 or older

2. Gender

Male

Female

3. Position/Role in the Bank's HR Department

Position

HR Assistant/Coordinator

HR Generalist

HR Manager

Senior HR Manager/Director

Other (please specify): _____

4. How long have you been working in the HR department of this bank?

Less than 1 year

1-5 years

6-10 years

11-15 years

16-20 years

Above 20 years

Part Two: Employee Involvement Level Survey Question

This section contains questions having a five-point scale ranging from one to five (1=strongly disagree,2=disagree,3=neutral,4= agree,5=strongly agree)

No.	Description of The Item	1	2	3	4	5
	Employee Empowerment					
1	In my opinion most of the employees of the organization are highly involved in their work (matters related to their work)					
2	My organization gives me the authority and ability to manage my own work					
3	Information is widely shared within the organization so that everyone can get the information when it is needed					
4	Everyone in my department believes that they can have a positive impact on their work contribution					
5	My organization grants me greater autonomy and involves me in decision making					
	Team Orientation					
1	My organization places much value on employees working cooperatively towards the common goal of the organization					
2	I believe that cooperation is practiced among employees in the organization when accomplishing tasks and duties required by the organization					
3	In my opinion the organization encourages cooperation, teamwork and participation					
4	I feel like I am part of a team in my department					

	Capability Development					
1	My organization develops its employee human capability at all levels					
2	I agree that the organization is constantly working on developing its employee's capability					
3	The organization has a direction that involves continuous investment on the skill of the employees					
4	I believe that capabilities of employees within the organization is considered as a competitive advantage (gives the organization a competitive edge)					
	Workforce Agility					
	Proactivity					
1	I look for opportunities to make improvements at work					
2	I am trying to find out more effective ways to perform my assigned tasks (Job)					
	Adaptability					
1	In my work I can change my behavior to work more effectively with other people					

2	I can accept critical feedback related to work					
3	I am an up-to-date person regarding information in the work place					
4	I can quickly adapt to change and switch from one project to another when required					
	Resilience					
1	I am able to work well when faced with a demanding work load or schedule					
2	I can perform my job efficiently even in difficult or stressful situations					
3	when a difficult or unusual situations occurs, I react by trying to manage the problem					
4	If an urgent problem occurs, I make it my priority and take possible alternative actions to address that issue					

Appendix I:References

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