

**EFFECT OF INTRINSIC MOTIVATIONAL FACTORS ON EMPLOYEES'
ENGAGEMENT
(The case of Commercial Bank of Ethiopia)**



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Information Systems

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APPROVAL

**ADDIS ABABA UNIVERSITY
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MA PROGRAM**

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DECLARATION

I hereby declare that the thesis entitled, “The Effect of Intrinsic Motivational factors on Employees Engagement: The Case of Commercial Bank of Ethiopia” is my own work towards the fulfillment of Master in Human Resource Management and that, to the best of my knowledge, it has not been submitted for post graduate program in this or other universities. However, references from the work of others have been clearly stated and acknowledged. The work was done under the guidance of Abeba Beyene (PhD), Addis Ababa University, college of Business and Economics.

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Abstract

The concept of intrinsic work motivation and employee engagement is a popular term for today's business and management research. Moreover, intrinsic motivational factors are often considered a useful tool for employee engagement. The purpose of this study is to examine the effects of intrinsic motivational factors on employee engagement in Commercial Bank of Ethiopia. A sample of 364 respondents was drawn from the employees of the Commercial Bank of Ethiopia by using survey software. A structured questionnaire was distributed to the selected respondents. The response rate from the intended sample was 82 percent. Explanatory method is used to conduct the research. Regression analysis was run using SPSS Version 20.0. Quantitative data was used to analyze the data which was collected for the study. The finding of this study shows that all the factors of intrinsic motivation; namely, Interesting work, Work achievement, Job appreciation and Job autonomy have a positive and significant relationship on Employee engagement. These findings are beneficial for Commercial Bank of Ethiopia to engage their employees. Finally, the researcher suggests that the Commercial Bank of Ethiopia focus on intrinsic motivational factors to motivate and engage employees better and to achieve the desire objectives.

Key Words: Employee Engagement, Interesting work, Work achievement, Job appreciation, and Job autonomy.

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Today's business requires higher productivity and more efficiency and effectiveness. To meet this requirement, business organizations are highlighting on the importance of intangible assets particularly an engaged human capital more than ever. In this rapidly changing business environment, organization is forced to look for obtaining an engaged work force as unique source to build a sustainable competitive advantage and fulfill their vision. Thus, having an engaged human resource is deemed to be the most important source of competitive advantage to win in the market.

Organizations are trying to improve their performance in order to place their company ahead of the competitors. At some point, it was considered that satisfied employees who are content with their work experience were a good formula for organizational success. Satisfied employees stay long with a company and contribute to workforce stability and productivity Sanchez & McCauley (2006). Nowadays, the business environment is global and competitive and simply satisfied and stable employees are not enough to bring necessary business results. Satisfied employees may just meet the work demands, but this will not lead to higher performance Abraham (2012).

In order to compete effectively and efficiently, employers need to go beyond satisfaction, employers 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 Bakker & Leiter (2010). It is the force of motivation that enables employees to work hard, to devote more time and the same force encourage organizations to

engage their employees in work plays a vital role to attain a common organizational and employee goal.

Employee engagement has been linked with firm's high level of profits, overall revenue and growth Xanthopoulou, Bakker, Demerouti & Schaufeli (2009). According to Credit Union Checking Survey (2013), organizations reporting increased profit showed high level of engaged employees as compared to those organizations that shows declining profit. Many Studies have repeatedly shown that fully engaged employees perform better than those who are disengaged. Specifically, these employees exhibit heightened organizational performance, elevated productivity, increased financial success, and are retained at a higher level than their disengaged peers. According to Gebauer and Lowman (2009), four out of every five employees worldwide were not delivering their full potentials to help their organization. Current surveys on employee disengagement cost \$250 billion a year in United States. Similar studies report this costs, \$263 billion for German, \$4.9 billion for Australian and \$2.5 for Asian economy (2005, cited in Shuck, Reio & Rocco, 2011).

An increasing number of employers are now introducing employee engagement practices and policies within their organizations as it has been found that organizations with an engaged workforce are much more capable in recessionary times than that of organizations with employees who are disengaged (McLeod & Clarke, 2009).

Motivation is thereby connected to every function of life and it could be found in different working behaviors. It can be understood more thoroughly by going deeper into different types of motivation, i.e. intrinsic and extrinsic motivation. Its theories and empirical research holds that a need-based motivation is the important input that engages people in various behaviors. Intrinsic motivation arises from the intrinsic value of the work for the individual for

Amabile (1993). Intrinsic motivation refers to the stimulation that drives an individual to adopt or change behavior for his or her own internal satisfaction or fulfillment Ryan & Frederick, (1997). Individuals who are intrinsically motivated at work tend to have higher job satisfaction and higher job engagement because they feel their job is interesting, challenging, and meaningful (Amabile et al., 1994; Herzberg, 1968).

Many studies have shown that highly intrinsically motivated employees tend to have high levels of commitment, productivity, and performance (Georgellis et al., 2011) and they tend to engage more at work Van Beek et al. (2012). Recent studies have also found that employees would most value a job that has intrinsic aspects that are important and meaningful to them rather than extrinsic aspects that are job promotions, income, and job security Grant (2007).

Furthermore, studies have also shown that intrinsically motivated employees tend to engage more in the workplace physically, emotionally, and cognitively in challenging and meaningful tasks (van Beek et al., 2012) and they are more productive and work and perform better in the workplace Demerouti and Bakker (2006).

It is apparent from the above discussion that intrinsic motivation and employee engagement are the important aspects of organizational success. Commercial Bank of Ethiopia plays a vital role for overall development of country's economy. The employees in this company should be motivated intrinsically and engaged to their work in order to deliver the multiple needs of its customers. Thus this research undertakes to see the effect of intrinsic motivational factors on employee engagement in context of CBE.

1.2 Background of the Organization

CBE, established in 1940, is the leading and pioneer commercial bank in Ethiopia. It is the first to introduce modern banking in the country. It has 1159 branch offices stretched across the whole country and out of which 249 branch offices located in Addis Ababa city as of June 30, 2016. Beside it has opened two branches in South Sudan and has been in the business since June 2009. It is the leading African bank with assets of 241.7 billion Birr as on June 30 2016. (www.combanketh.com.et)

CBE plays a major role in the economic progress and development of the country. Moreover, it is the first bank in Ethiopia to introduce ATM service for local users and Pioneer to introduce Western Union Money Transfer Services in Ethiopia early 1990s and currently working with other 20 money transfer agents. Furthermore, it has strong correspondent relationship with more than 50 renowned foreign banks and a SWIFT bilateral arrangement with more than 700 others banks across the world. (www.combanketh.com.et)

Moreover, CBE combines a wide capital base with 28,278 employees and currently it has more than 14 million account holders. Its vision is to become a world-class commercial bank by the year 2025 and its mission is to be committed to best realize stakeholders' needs 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.

Intrinsic motivation helps employees of commercial bank of Ethiopia to engage in their work. For example, when a worker recognizes that her/his job role is significant, employee will spend more time in understanding the organizational challenges and searching a creative solution. However, CBE ignores to conduct the research on the areas of intrinsic work

motivation and engagement because there are no enough documented research papers regarding on the topics. And also the organization have not enough knowledge in bank wide weather the employees are intrinsically engage in their job and they are likely to apply all of their efforts to the business problems they come upon. Therefore, CBE needs highly motivated and engaged employees in order to meet its vision and enhance its human as well as financial asset and also top management must be aware and get deeply involved to increase level of employee engagement.

1.3 Statement of the Problem

Motivation at work has grown to become one of the central issues that organizations and managers are facing worldwide Amabile (1993). Research has shown that the quality of performance can be different when an employee is intrinsically motivated and when an employee is extrinsically motivated Ryan & Deci (2000).

Beyond motivation, to achieve success in today's highly competitive environment many organizations have identified the need to engage their workforce. As organizations have realized this requirement, employee engagement has become an increasingly popular topic for researchers and practitioners in recent years (Saks, 2006; Christian, Garza, & Slaughter, 2011; Smith & Macko, 2014; Sinha & Trivedi, 2014).

Many research works indicated that organizational performances will come as a result of intensive employee engagement. Some of the organizational performances include employee productivity, profits and profitability, return on investment, sales volume, cost reduction, quality improvement, efficiency, job satisfaction, commitment, intention to stay in organization, discretionary behavior, organizational pride, advocacy, and other desired qualities of employee behavior within and outside the organization.

Some authors go even further by claiming that employee satisfaction is not enough to build performing organizations, as employees must be engaged. Engaged employees are not just satisfied with their work, they are emotionally committed to their work, their organization and its goals Kruse (2012). Studies show that highly engaged employees perform 20 percent better and are 87 percent less likely to leave the organization, which indicates that employee engagement is linked to organizational performance Lockwood (2007). Further, organizations that are able to maintain high levels of employee engagement command a source of competitive advantage and difficult for competitors to replicate it (Hewitt, 2012; Lockwood, 2007).

Achieving high levels of employee engagement, however, seems challenging for organizations. Studies show that globally 42 percent of employees are considered somewhat or completely disengaged Hewitt (2012). This shows that organizations should support in improving their employee engagement level, which makes it an interesting area to investigate further.

Although employee engagement is an important component to employee and organization performance, to the best of researcher's knowledge, only limited empirical research has been conducted on the subject matter in Commercial Bank of Ethiopia. However, there was a survey conducted in CBE in collaboration with Frankfurt School of Finance and Management Consulting team to measure bank wide employee engagement level in January and February 2013. The survey's finding is based on respondents only from process at Head Office and District level employees, which did not fully represent CBE. The results indicated that engagement level varies among process and district levels and it was also concluded that contributing factors to employee engagement are employee commitment, focus quality, work expectation and compensation and benefits.

Employees are the main reason any organization might have the potential to keep in existence for a long time. Similarly, employees of CBE are the ones who play the major roles and make significant contributions to the organization in order to be competent with the domestic as well as foreign Banks. Intrinsically well motivated employees would influence the efficiency of the organization and could lead to achieving the organization's vision and goals Hussin, (2011). Commercial Bank of Ethiopia is not exceptional in this regard; typically, it is service providing organization which needs to take up and implement intrinsic motivational factors related research and models. Though Commercial Bank of Ethiopia has big economics welfare mechanism in Ethiopia's financial institutions, empirical findings related to the effect of intrinsic motivational factors on employees' engagement are seriously lacking.

Therefore, the above issue has initiated the researcher to conduct the study and to fill knowledge gap by examining the effect of intrinsic motivation on employees' engagement at Commercial Bank of Ethiopia based on the four factors or variables of intrinsic work motivation namely interesting work, job appreciation, work achievement and job autonomy.

1.4 Research Questions

This study addresses the following basic research questions:

1. What is the level of employee engagement in CBE?
2. What are the intrinsic motivational factors that have effect on employee engagement?
3. Is there a relationship between intrinsic motivational factors and employee engagement?

1.5 Research Objective

1.5.1 General Objective

The general objective of the study is to examine the effect of intrinsic motivational factor on employee engagement.

1.5.2 Specific Objectives

The specific objectives are

1. To examine employee engagement level in CBE
2. To investigate which intrinsic motivational factors have effect on employee engagement in CBE
3. To evaluate relationship between intrinsic motivational factors and employee engagement in CBE.

1.6 Research Hypotheses

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

H1: Interesting work is positively related to employee engagement.

H2: Work achievement is positively related to employee engagement

H3: Job appreciation is positively related to employee engagement.

H4: Job autonomy is positively related to employee engagement.

1.7 Significance of the study

The study will be highly significant for Commercial Bank of Ethiopia. As to my understanding the research which was conducted by Frankfurt School of Finance and Management on this topic is not that much enough. The topic remains in need of more empirical research especially in Ethiopia and specifically for CBE.

The findings of the study will also have practical significance in getting information on how to best help CBE in developing best engaged human resource. Thus this study will provide direction to the organization in order to tackle areas that is, the relationship between intrinsic motivational factors and employee engagement. The organization will also be equipped with useful information regarding intrinsic motivational factors and employee engagement, which will help to formulate policies accordingly. Both organizations and employees could use the findings of this study for better outcomes.

This research will also be helpful for other interested researchers on similar area of study to use as a reference and to investigate in depth.

1.8 Scope of the Study

Different authors and researchers have proposed drivers of employee engagement, which include a wide range of factors such as employee communication, reward & recognition, job security and job responsibility (Kahn, 1990; May, Gilson & Harter, 2004; Saks, 2006). It is difficult to best conceptualize factors influencing employee engagement. Conceptually, however, this study focused on intrinsic motivational factors specially those factors namely interesting work, job appreciation, work achievement and job autonomy.

Concerning methodological scope, the study used quantitative research design. The rationale behind using quantitative approach is because it is the most appropriate method to address the research questions.

Geographically, the study was delimited to CBE branches that exist in Addis Ababa area i.e. Head Office and four Districts because it is difficult to cover all areas and offices throughout the country. Moreover, non-clerical employees such as guards, drivers, janitors and messengers is excluded from the population because those positions are outsourced by bank and also those employees who have less than one year of experience was not included in the study since they are considered by the bank as apprentice and they are not involved the core activities of the bank. Thus, the researcher assumed that the chosen sample is represented all population.

1.9 Definition of key terms

Employee Engagement: It refers to the employees' willingness and ability to contribute to company success through putting extra time, brainpower and energy to their work (Perrin, 2003).

Disengagement: In disengagement, people withdraw and defend themselves physically, cognitively, or emotionally while performing their work roles (Kahn,1990).

Actively Disengaged: Actively disengaged employees are not just unhappy at work; they are busy acting out their unhappiness (Global Workplace Report, 2013).

Intrinsic Motivation: Individuals are intrinsically motivated when they seek enjoyment, interest, satisfaction of curiosity, self-expression, or personal challenge in the work (Amabile, 1993).

1.10 Organization of the Study

The paper has five chapters. The first chapter deals with introduction, the second chapter focuses on theoretical and empirical literature review. The third chapter discusses research design methodology and the fourth chapter contains data analysis and interpretation. Finally, in chapter five conclusions and recommendations were presented based on the results discussed in chapter four.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Literature Review

This section discusses theoretical literature associated with the study. It includes concepts of employee engagement, definition of employee engagement, employee engagement theories and models and categories of employee engagement.

2.1.1 Concepts of Employee Engagement

Employee engagement has become a widely used and popular term Robinson, Perryman & Hayday (2004). However, most of what has been written about employee engagement can be found in practitioner journals where it has its basis in practice rather than theory and empirical research. Employee engagement is an ambiguous one, and a myriad of different definitions of employee engagement can be derived from current research and practice driven literature Macey & Schneider (2008). Macey and Schneider (2008) write that casual observation suggests that the organizational management interest in the concept of employee engagement can be attributed to the proposed improvements it can bring to organizational performance as has been suggested from the findings of many studies (Smith & Macko, 2014; Harter, Schmidt & Hayes, 2002; Paradise, 2008; Wellins, Bernthal & Phelps, 2005). For this reason, many of the given definitions are based around the contribution employee engagement makes to organizational performance, particularly those given by practitioners and HR consultancy firms as they tend to focus on these presumed positive consequences (Macey & Schneider, 2008; Shuck, 2011). This focus on organizational performance has not only influenced the definitions that are given, but has also directed the focus of current research. Researchers and academics generally go beyond this

performance driven definition of employee engagement, focusing on defining and validating the fundamentally psychological concept of employee engagement Shuck (2011).

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

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

2.1.2 Definition of Employee Engagement

Employee engagement has been defined differently by different researchers as well as human resources practitioner and scholars. Each definition reflects the author's specific conceptualization of the construct.

In the academic literature, a number of definitions have been provided. Stockley (2007) defines engagement as the extent that employees believe in the mission, purpose, and values of an organization, and demonstrates that commitment through their actions employees and their attitude towards the employer and customers. Most often, it has been defined as emotional and intellectual commitment to the organization (Baumruk, 2004; Richman, 2006) or the amount of discretionary effort exhibited by employees in their jobs Frank, Finnegan & Tayler (2004).

According to Robinson (2004), engagement is the employee's positive attitude towards the organization and its value. Employee engagement means working with co-workers and being

conscious of the business context to advance performance in the job for the advantage of the organization.

Gibson (2006) defines employee engagement as “a heightened emotional connection that an employee feels for his or her organization, that influences him or her to exert greater discretionary effort to his or her work” (as cited by Khan, 2007). Gallup Consulting (2008) describes employee engagement as “the extent to which employees are psychologically connected to something or someone in the organization”.

Kahn (1990) defines personal engagement as the harnessing of organization members’ selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances. Therefore, according to definition, engagement is employee level of obligation and participation for organizational sake and its value. For this study the researcher’s used Kahn’s definition of employee engagement.

Personal disengagement refers to “the uncoupling of selves from work roles; in disengagement, people withdraw and defend themselves physically, cognitively, or emotionally during role performances”. Thus, according to Kahn (1990, 1992, cited in Saks, 2006) job engagement means worker should be psychologically available during performance of organizational role. Schaufeli, Marti’nez, Marque’s-Pinto, Salanova, and Bakker (2002) discussed employee engagement as a positive, fulfilling, work related state of mind that is characterized by vigor, enthusiasm and absorption. They further discussed that engagement is not a momentary and specific state, but it is more persistent and pervasive affective cognitive state that is not focused on any particular event, object, individual or attitude.

Rothbard (2001) also defined engagement as psychological presence, but goes further to state that it involves two critical components: attention and absorption. Attention refers to

“cognitive availability and the amount of time one spends thinking about a role”, while absorption means “being engrossed in a role and refers to the intensity of one’s focus on a role.”

Burnout researchers define engagement as the opposite or positive antithesis of burnout Maslach, Schaufeli, & Leiter (2001). According to Maslach et al. (2001), engagement is characterized by energy, involvement, and efficacy, the direct opposite of the three burnout dimensions of exhaustion, cynicism, and inefficacy. Research on burnout and engagement has found that the core dimensions of burnout (exhaustion and cynicism) and engagement (vigor and dedication) are opposites of each other Gonzalez-Roma, Schaufeli, Bakker, and Loret (2006).

Although the definition and meaning of engagement in the practitioner literature often overlaps with other constructs, in the academic literature it has been defined as a distinct and unique construct that consists of cognitive, emotional, and behavioral components that are associated with individual role performance.

2.1.3 Employee Engagement Theories and Models

2.1.3.1 Social Exchange Theories

One of the most famous theories related to employee engagement is **Social exchange theory**. Social exchange theory (SET) has for a long time acted as one of the main theories for explaining and understanding the motivational basis behind behaviors in the workplace, connecting concepts of social psychology, sociology, and anthropology (Settoon, Bennett & Liden, 1996; Cropanzano & Mitchell, 2005; Slack, Corlett & Morris, 2014).

The theory provides a theoretical basis of why employees determine to become more engaged or less engaged in their work. According to Social Exchange Theories, responsibilities are created through various interactions of parties who are interdependent with each other. Basic principle of Social Exchange Theories is relationship develops overtime in to expectation,

trustworthy and mutual commitment as long as both parties accept some rules of exchange. The rules of exchange involve mutually accepted rules so that the movements of one party would lead to reaction by the second party. Therefore, one way for employees to repay their organization is through their engagement level. That is, employees' engagement levels depend on the advantages they receive from the organization. Organizations should bring employees fully in to their job roles and allocate higher amount of physical, cognition and emotional resources. On the other hand, employees would exchange their engagement for benefits and resources given by organization.

Showing dedication to one's work in large amounts of cognitive, emotional, and physical resources is a perceptive way for employees to show their appreciation to their organization's services. 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.

The literature explained the importance of employee job engagement. Organizational productivity depends upon employee happiness or wellbeing. When wellbeing is positive and operationalized, it would have a positive impact on employee engagement that enable employee to perform according to organizational standards and objectives Xanthopoulou *et al.* (2009).

2.1.3.2 Herzberg's Two - Factor Theories

Herzberg dual factor theory is based on a study involving 203 interviews with accountants and engineers. After analyzing the responses Herzberg concluded two separate dimensions (House and Wigdor, 2002; Bloisi, 2007) that are

- 1) Job satisfaction and job dissatisfaction derive from different sources.
- 2) Simply removing the sources of dissatisfaction will not cause a person to be motivated to produce better results.

Herzberg mixed these two premises into two factors: Hygiene factors and Motivational factors.

Hygiene factors: factors are contextual in nature, involving those things surrounding the job i.e. job security, working conditions, quality of supervision, interpersonal relationships, status salary etcetera. These factors would not necessarily motivate an individual to work hard but focused towards increasing employee satisfaction in organization. These factors are considered as extrinsic or external to the nature of job, therefore it should be served as job features. It does not mean that hygiene factors will work as motivator but will just provoke neutral feeling that basic needs are fulfilled.

Motivator factors: factors are concerned with the content of the job, such as job challenge, responsibility, achievement, recognition, promotion and growth etcetera. These factors are considered intrinsic, or unique to each individual in his or her own way. The absence of these factors will not create dissatisfaction; however, that person will not be in a position to experience satisfaction. The presence of these factors can act as a motivator in organization.

Herzberg considered both factors important for the smooth running of organization. The hygiene factors are not serving as motivators but their absence may create poor job attitude Bloisi et al. (2007). If proper attention is given to motivators specially to job contents, worker may feel motivated to work harder and produce more Iguisi (2009). Two-factory theory had not only captured the views of researchers but practitioners also utilized this theory to know how certain job attribute can enhance employee motivation Johnson and Lewis (2009). Since we are investigating relationship between intrinsic work motivation and employee engagement, therefore this theory has a great implication for this study. If the organization provides the motivator factors such as interesting work, achievement, appreciation and autonomy, to their employees would enable them to feel satisfaction and engagement in their work. The researcher believes that if the motivator will work as intrinsic motivational factors made the contents and attributes of job in CBE, it can increase the overall motivation and engagement levels of employees.

2.1.3.3 Employee Engagement Models

There is a limited literature available on theory development of engagement. Kahn's (1990) and Maslachs et al (2001) provides models, which help to understand employee engagement. Many of the contemporary researchers built their concepts of engagement from Kahn's 1990 and Maslach et al's 2001 works (Shuck and Wollard, 2010). Kahn (1990) in his qualitative study interviewed organizational participants of a firm about engagement and disengagement of employees during working environment. He found employees can be engaged on a physical, emotional and cognitive level, and these levels are significantly affected by three psychological domains: meaningfulness, safety and availability Kahn (1990). In turn, these

domains create influence on how employees perceive and perform their roles at work. He further found employees become more participative and involve in working environment that provide more psychological meaningfulness and psychological safety and become more psychologically available. May et al (2004, cited in Kular et al., 2008) found this point that safety, meaningfulness and psychological safety are very important for employee engagement and are connected to engagement.

Another model of employee engagement emanates from burnout concept by Maslach et al (2001). In their study, they positioned employee engagement as the positive antithesis to burnout. Accordingly, employee engagement was defined as a persistent positive affective state of fulfillment in employees, characterized by vigor, dedication and absorption Schaufeli, *et al.* (2002). *Vigor* refers to the employees' willingness to invest their efforts into their job, the high levels of energy and their endurance and persistence in the face of difficulties. *Dedication* refers to the employees' strong involvement in their work, their feelings of enthusiasm and significance. *Absorption* happens when the employee is pleasantly occupied with work, this can be seen by the employee not keeping the track of time and their inability to separate themselves from the job at hand Maslach *et al.* (2001).

Burnout or disengagement arises when there is an imbalance between the workers and the six work settings: workload, control, reward, community, fairness, and values Maslach *et al.* (2001). They explained further job engagement is connected with a sustainable workload, feelings of choice and control, appropriate recognition and reward, a supportive work community, fairness and justice and meaningful and valued work. May et al (2004, cited in Kular *et al.*, p.5) supports Maslach (2001) and stated that, the concept of meaningful and valued work is connected with employee engagement. Employees view about meaning regarding job place are

connected to their engagement level and performance. According to the research outcomes, many employees practice a greater search of meaning in their jobs than in their daily life. The reasons might be because they spend more time in jobs than other activities of their lives.

Taking a look at Kahn's (1990) concept of engagement and Maslach et al.'s (2001) concept of burnout, it can be said that all of researchers presented a similar setting for what influences engagement or burnout. These include the amount of physical, emotional and psychological resources available to the employee and the skills they possess, feelings of choice and control, the need of recognition as a reward, supportive work interactions, and meaningful tasks and valued work (Maslach *et al.*, 2001; Kahn, 1990). However both Kahns and Maslach models indicate psychological conditions just that these are important for employee engagement but not fully explicated why employees will reply to these conditions with changing degree of engagement.

2.1.4 Categories of Employee Engagement

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

Engaged. An engaged employee can be described as one who is desirous of his job, is personally responsible and obligated to his/her work in the company. An engaged employee could go further than their job description and help improve the company's standing in the marketplace. Vazirani (2007) states that an engaged employee is a builder as he is aware of what is expected of him in his job and he is able to achieve it. An engaged employee works consistently every day at a significant committed level using his effort, talent and strength and comes up with innovation to uplift his company's status.

Not Engaged. According to Coffman (2002) the second group of employee is the “Non Engaged Employees”. Such kinds of employees do not have energy during performing their job. “Non Engaged Employees” according to Vazirani (2002) have tendency to concentrate on the task rather than on the outcomes that the company try to achieve, they do and finish what they have been told to do. They consider themselves by accomplishing their task they achieve a result.

Actively Disengaged. These employees are characterized as openly unhappy with their jobs and they try to convince engaged employees to be disengaged. According to Vazirani (2007), this type of employees can be described as “cave dwellers” as they are constantly against everything and they always try to view everything with negativity influencing those around them. In addition, Vazirani (2007) revealed that employees increasingly depend on each other in the creation of products and services. So therefore, an actively disengaged employee seeking problems may affect the performance of the whole organization.

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

2.1.5 Relationship between Intrinsic Motivational Factors and Employee Engagement

After thoroughly reviewing the previous literature, there is direct relationship between intrinsic motivation with different variables and employee engagement. Kahn (1990) and May, Gilson and Harter (2004) models of engagement argue that people need both self-expression and self-employment in their working lives. Moreover, they identified three psychological conditions for engagement i.e. psychological meaningfulness, safety and availability. Lee (2013) explained self-determination theory and relates its three psychological desires of human behavior i.e.

autonomy, competences and relatedness with employee engagement. When these three desires are accomplished, employee considers themselves self-determined motivated. Furthermore, these desires keep employees in job role as happy employee. When these desires are not accomplished, their motivation is called non self-determined lapointe (2013). Kahn (1990) and May, Gilson and Harter (2004) model of engagement shows some relationship with self-determination theory. Both explains psychological conditions, if fulfill can work as motivation (through autonomy, competences and relatedness) and employee engagement (through psychological meaningfulness, safety and availability).

Maskach and Leiter (2008) associated burnout to both positive and negative responses to the job. The positive responses are in the form of engagement (motivation) and negatives are in the form of job dissatisfaction, absenteeism, intention to leave the job, turnover, stress. They also identify few factors that can show the way towards employee engagement i.e. reward and recognition, autonomy, work itself, etc. These factors can be used to motivate employees and results in employee positive responses (engagement).

Social exchange theory (SET) of employee engagement normally based on action of one party becomes the response or action of another party. If employees are getting resources and benefits from their organizations, they in exchange will engage their selves in a way to contribute to organization. Employees can be benefited through motivational factors (intrinsic & extrinsic) and in exchange they will engage their self in order to benefit organization. Christain et al. (2011), Kahn (1990) and May et al. (2004) linked motivation and employee engagement. Motivation and employee engagement result in increased firm productivity and employee performance. Most scholars have linked motivation and engagement to high profit and employee performance. Intrinsic motivation has also been linked with employee engagement from

organizational and contextual factors, but little empirical evidence supports this statement (Deci & Ryan, 1985; Chalofsky & Krishna, 2009).

According to Zhang, (2010) intrinsic motivation is one of the most appropriate and strong influence on worker's creativity. Employees get intrinsic reward directly from job they perform. Job satisfaction, interesting work, job appreciation or the sense they help a client. Intrinsic motivated workers employ in a job because of their own interest in it and enjoy the job due to search for new solutions for business challenges and are more likely to burn up energy to identify problems and find innovative solutions Cooper & Jayatilaka (2010). Intrinsic motivation begins from a positive response to qualities of a job role. Intrinsic motivated workers engage because of their own interest in a task. Theorists are agreeing on point that intrinsic motivation is a psychologist level that describes deep participation in a job role. Task enjoyment activities provide employees a sense of engaging instead of just performing organizational operations and it helps employees to gratify their desires for pleasure. Intrinsic motivated employees give more attention to a task for their own mean and to look at substitute ways for solving different problems of business Cooper & Jayatilaka (2010).

After detailed literature reviewed, this study tries to investigate there is a significant effect of intrinsic motivational factors on employee engagement. This paper emphasizes on examining the effect of intrinsic motivational factors in light of four components, namely interesting work, work achievement, job appreciation and job autonomy.

2.1.5.1 Interesting Work

Interesting work refers to a term that describes the experience of employees who are passionate about and energized by their work, find meaning and purpose in their jobs, feel that they can express their complete selves at job and feel connected to those with whom they work and elaborate it, contains physiological arousal, positive effect, a belief that one's work makes a contribution, a sense of connection to others and a common purpose, a sense of perfection and transcendence Saks (2011).

Interesting work is a source of connection and social relations with coworkers and fulfillment of the organizational task without any conflict. Organizations those are value-based better able to know their workers mind and know how to build organization and make reach to the aim of mission Saks (2011). Employees search to work in interesting work while organizations are searching methods to engage their employees in interesting working environment.

Interesting work plays a role in employee engagement. It is Organizational inspiration towards interesting job, encouraging employees towards performance of job. When employee get interesting working environment that would lead to job engagement means to display their selves in working role they are performing.

According to the above reviewed literature and the tenets of SET, the researcher conjectures the following hypothesis:

H1: Interesting work is positively related to employee engagement.

2.1.5.2 Work Achievement

Work achievement is a thing that an employee has done successfully, especially using their own effort and skill. It defines as a performance outcome that indicate the extent to which a person has accomplished specific goals or a given task that were the focus of activities in the organization working place.

According to the above reviewed literature and the tenets of SET, the researcher conjectures the following hypothesis:

H2: Work achievement is positively related to employee engagement.

2.1.5.3 Job Appreciation

Job appreciation can be defined as acknowledge the value and meaning of something an event, a person, a behavior, an object and feeling a positive connection to it Fagley (2012). It is an important factor for the success of any organization and it may help employees to inspire hem/herself as well as aspiration to help peers, management and clients. Appreciation can be defined as acknowledge the value and meaning of something an event, a person, a behavior, an object and feeling a positive connection to it. When employees are appreciated, feel good about themselves and they have many things give to others, on the other hand when they are exhausted, less able to perform their job functions properly and performance level become worse Fagley & Adler (2012).

Job appreciation has a direct link with job engagement. It promotes development of trust between colleagues; they help each other's and maintain good relation for the benefits of organizational objectives. Organization can make success business operations through promoting job appreciation.

According to the above reviewed literature and the tenets of SET, the researcher conjectures the following hypothesis:

H3: Job appreciation is positively related to employee engagement.

2.1.5.4 Job Autonomy

Job Autonomy refers to the degree to which the job provides substantial freedom, independence and discretion to the individual in scheduling the work and in determining the procedures to be used in carrying it out Hackman & Oldham (1975). With a highly independent job, employees can perceive work outcomes as mostly depending on their efforts, feeling personally responsible for the success or failure of the actions.

This involves the degree of freedom an employee has to make their own decisions and implement their own ideas. The more liberty to take on that responsibility the more inclined the employee may be to work harder on the workplace and be more satisfied with the result.

According to the above reviewed literature and the tenets of SET, the researcher conjectures the following hypothesis:

H4: Job autonomy is positively related to employee engagement.

2.2 Conceptual Framework

After discussing the relevant concepts and theories of motivation and employee engagement, conceptual framework of the study has been developed. The framework focuses on four intrinsic motivational factors or drivers of engagement and the researcher assumes that they have significant effect on employee engagement.

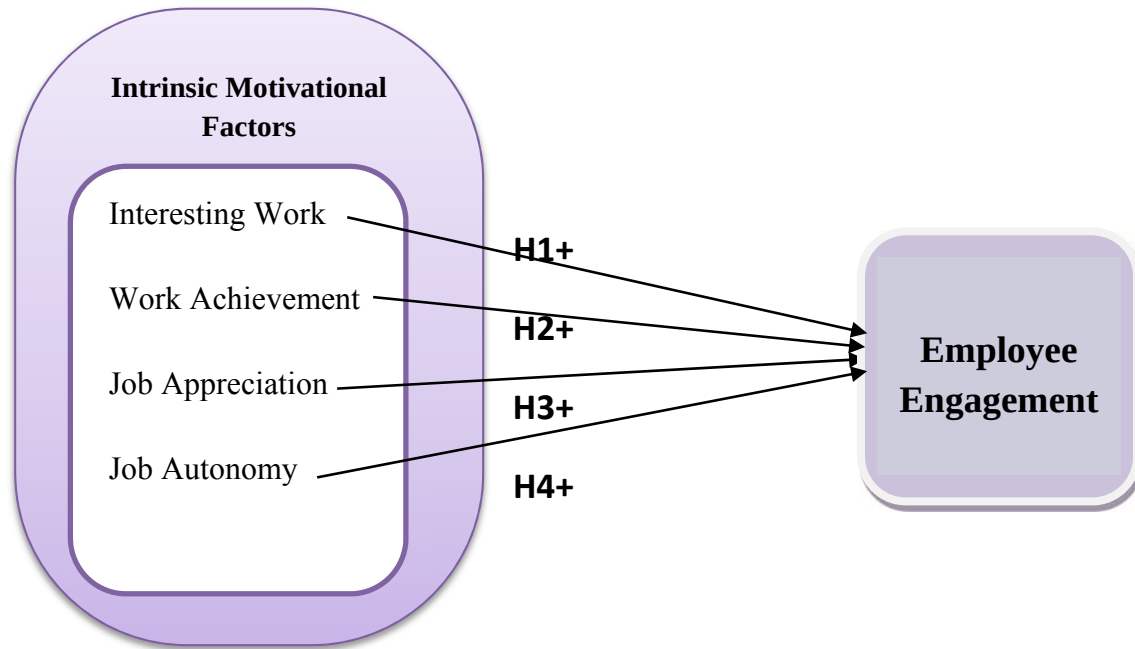


Figure 1: Conceptual framework for the study (adopted from Herzberg's Two – Factor Theory)

2.3 Empirical Literature Review

Maylett and Waner (2014) shared results of studies conducted over a period of 14 years in 70 countries and with 14 million employee engagement survey responses. The results showed that highly engaged employees are 87% less likely to leave their organization and companies with low engagement scores earn an operating income of 33% lower than companies with more

engaged employees. Equally interesting was the finding that engaged companies grow profits as much as 300% faster than their competitors.

According to Gallup's latest findings (2014), 87% of workers are not engaged or actively disengaged and are emotionally disconnected from their workplaces and less likely to be productive. The proportion of actively disengaged employees has decreased from 27% to 24% in 2014 compared to 2013. However, actively disengaged employees continue to outnumber engaged employees by nearly 2 to 1, implying that at the global level, work is more often a source of frustration than one of fulfillment. It also means countless workplaces worldwide are less productive and less safe than they could be and are less likely to create badly needed new jobs and happy thriving human beings.

According to CBE (2013), employee engagement and retention survey report the employee's engagement score is 65%. The study compared employee engagement scores across employee survey groups and concluded that Business Development Management process appeared more highly relatively disengaged. There was no survey category where relatively high engagement scores had been recorded. Employees in Adama, Dessie, Gonder and Jimma Districts were relatively more highly engaged than other survey categories.

Nebat (2015) conducted a thesis on employee engagement practices and challenges in Multi Choice Ethiopia Limited. The study showed employees are engaged with a mean value of 3.54. Among the engagement drivers listed only management support had found a significant effect on employee engagement and concluded that current level of employee engagement level was slightly lower than that of 2013 and higher than the neutral level.

From the summary above, it is concluded that the field of employee engagement is being understood better now than ever before and looking towards to improve employee engagement.

CHAPTER THREE

RESEARCH METHODOLOGY

The objective of this study is to assess the effect of intrinsic motivational factors on employee engagement. The research methodology used to achieve this goal is discussed below.

3.1 Research Approach

There are two main ways of viewing the relationship between theory and research when conducting a study; deductive and inductive (Saunders, Lewis & Thornhill, 2007; Bryman & Bell, 2011). According to Gephart (2004), the deductive approach, which is commonly associated with quantitative research and a positivist position has the goal of developing and testing hypotheses between variables.

This research has been conducted to examine the effect of intrinsic motivational factors on employee engagement by adopting deductive research approach. This choice of research approach is grounded on developing and testing the hypothesis between the independent variable and dependent variable.

3.2 Research Design

Saunders et al. (2007) defines research design as the general plan of how the research questions would be answered. It is the conceptual structure within which research is conducted. It constitutes a blue print for the collection, measurement, and analysis of data. As this research tries to investigate the effect of intrinsic motivational factors on employee engagement in CBE, explanatory method is used. This is based on the assumption that quantitative method is enough to address the research problem and gives better analysis. In addition to that quantitative research

helps the researcher to collect objective and numerical data to apply statistical tools and establishes relationship and causation between variables.

3.3 Population and Sample

Sekeran (2001, p.167) defines a population as “the entire group of people, events, or thing of interest that the researcher wishes to investigate”. The Sample of the study has been taken from Head Office and Branches of four districts located in Addis Ababa. Moreover, non-clericals which are composed of guards, drivers, janitors and messengers excluded from the population because those positions are outsourced by bank. Thus, the population which has been selected are professionals and managerial employees who are working in Addis Ababa. Since those professionals and managerial employees take the largest share of the total population, it is argued that they can objectively represent the remaining portion of the study population.

Table 1: Managerial and professional employees of CBE

Location	Job Position		Total
	Professional	Managerial	
Head Office (HO)	2013	244	2,257 (32%)
East District (ED)	1199	235	1,434 (20%)
North District (ND)	869	182	1,051 (15%)
South District (SD)	1112	239	1,351 (19%)
West District (WD)	768	226	994 (14%)
Total	5,961	1,126	7,087

Source: HR department

3.3.1 Sample Size Determination

To determine the sample size for the study based on a margin of error of 5% and confidence level of 95%, the researcher is used sample size survey software and chosen 364 respondents among 7,087 employees. And also to keep a representative of the sample the researcher used stratified random sampling technique using the formula (Dodge, Yadolah-2003):

$$Y = (X/N) \times n, \text{ where}$$

Y= No. of items included from each group in the sample

X= No. of items in the population

N= Total population

n= Sample size

According to the above formula, professionals to be selected from Head Office is

$$X = 2013$$

$$N = 7087$$

$$n = 364$$

$$Y = (X/N) \times n$$

$$= (2013/7087) \times 364$$

is 103 and by the same calculation 13 managerial respondents from Head Office, 62 professionals and 12 managerial respondents from East District, 45 professional and 9 managerial respondents from North District, 57 professional and 12 managerial respondents from South District, and 39 professional and 12 managerial respondents from West District are chosen. Then to select respondents from each stratum, the researcher used convenient sampling technique because of the homogeneity of the members in the category.

3.3.2 Sample Techniques

Stratified and convenient sampling technique is used to select respondents from sample size because it provides more information with the given sample size and best way of getting information quickly and efficiently who has homogeneity characteristic from members of the population Sekeran (2001). The strata which included in the sample size are professional and managerial and the number to be included in each strata is 306 from professional and 58 from managerial position.

3.4 Data Sources and Types

Both primary and secondary data used to obtain data for the study. The primary source of the data were a professionals and managerial employees of the under study bank. The primary data was collected by using adopted and structured close ended questionnaires. The secondary data was collected from reference books, journals, Internet and company documents.

3.5 Data Collection Instrument

For the purpose of this study, the primary data was collected through structured questionnaire which consists of three main parts. Part 1 contains information regarding the respondent's demographic features which include gender, age, educational qualification, work experience, job grade, position status and marital status. Part 2 of the questionnaire consists of structured five point Likert scale questions related to measuring level of employee engagement. And also Part 3 consists of different statements with five points scale related with the four intrinsic motivational factors for employee engagement such as interesting work, work achievement, job appreciation and job autonomy. Level of employee engagement on each drivers

of employee engagement are calculated by assigning a score of 1 to 5 to the Likert scale of —Strongly disagree to —Strongly agree as indicated in the appendix.

3.6 Data Collection Procedure

For this research, related literature regarding motivational factors and employee engagement was reviewed and a standard questionnaire from Gallup (called the Gallup Q12) is designed, distributed and filled by the sample respondents to collect primary data. This questionnaire is selected because it is backed by extensive research conducted over a number of years (Gallup, 2014). Moreover, the researcher distributed and collected those structured questionnaires personally to the head office and branch offices where the place respondents are working.

3.7 Validity and Reliability

The reliability of scale shows that how free the data is from random error. One of the most commonly used scales of reliability is internal consistency. Internal consistency refers to the degree to which the items that make up the scales are all measuring the same underlying attributes Pallant (2005). Cronbach's alpha is often used to measure the reliability for a set of two or more constructs where the alpha coefficient values may ranging between 0 and 1 with higher values indicating higher reliability among the indicators.

Accordingly, the reliability of the questionnaire of all variables of the study has been tested by using Cronbach Alpha. As indicated in table 2, the SPSS result shows that the questionnaire's reliability is 0.903 Cronbach's Alpha and hence, it is high level of internal consistency for this study.

Table 2: Reliability Statistics

Cronbach's Alpha	N of Items
.903	25

Internal reliability for each individual independent variables and dependent variable of the study has been tested. According to George and Mallery (2003) if the value of Cronbach's coefficient alpha is less than 0.60 are considered poor; those in the range of 0.60 to 0.80 are considered good and acceptable. The Cronbach's alpha value for all the independent variables and dependent variable that the data collected through questionnaires is reliable and can be used for further statistical analysis. The alpha value for each question is identified and summarized in Table 3 as shown below.

Table 3: Summary of Measures

Variable	Measure	No. of Items in the Scale	Cronbach's Alpha Result (α)
Interesting Work	Hackman & Oldham (1975)	3	.663
Work Achievement	Hackman & Oldham (1975)	4	.754
Job Appreciation	Hackman & Oldham (1975)	3	.777
Job Autonomy	Hackman & Oldham (1975)	3	.742
Employee Engagement	Gallup (2012)	12	.787

Source: Own Survey

For assessing the validity of the questionnaires, experts in the field were asked to judge the relevance and appropriateness of each measure for the target population.

3.8 Data Analysis

Data is analyzed based on statistical tools i.e. descriptive and inferential statistics. Descriptive analysis; mean, frequencies and standard deviation is used to describe the profile of respondents, employee engagement levels and motivational factors.

Pearson correlation test is used to determine the nature, direction and significance of the relationship between intrinsic motivational factors and employee engagement.

Regression analysis also conducted to determine the effect of the four independent variables (intrinsic motivational factors) on employee engagement.

3.9 Ethical Consideration

The basic principle of ethical research is to preserve and protect the human dignity and rights of all subjects involved in a research project Leedy and Ormrod (2013). In this regard, the researcher assured that the respondents' information was confidential and used only for the study purpose and also obtained the willingness of the case organization. The researcher used proper citation; follow systematic collection and analysis of data techniques so that the study was not raised any ethical anxiety.

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION, AND DISCUSSION

The objective of this study is to assess the effect of intrinsic motivational factor on employee engagement. A total of 364 questionnaires were distributed to sample respondents, out of which 300 (82.42%) of them were properly filled and returned on time.

The analysis conducted and the interpretations given are discussed under the following sections.

4.1 Demographic characteristics of sample population

4.1.1 Sample Population by Gender

Table 4: Sample Population by Gender

Gender	Frequency	Percent
Male	214	71
Female	86	29
Total	300	100.0

Source: Own Survey

Gender is used to know the contribution of male and female in service industry like banks. This information will help management to consider the importance of gender participation in work motivation and engagement. Among number of respondents in our survey were 300, 214 (71.3%) were male bank employees whereas 86 (28.7%) were female bank employees. This indicates that the number of male employee's participation is more as compared to female. Therefore, management should work more on male employee motivation and engagement.

4.1.2 Sample Population by Age structure

Table 5: Sample Population by Age

Age	Frequency	Percent
20-29	224	75
30-39	67	22
40-49	6	2.0
>=50	3	1.0
Total	300	100.0

Source: Own Survey

The results of survey in table 5 show that 224 (74.7%) respondents of bank employees are between 20 and 29 years of age. Followed by 67 (22.3%) respondents of employees are between 30 and 39 and 6 (2%) respondents of employees are between 40 and 49 and only 3 (1%) respondents are 50 or above. These results indicate that most of the bank employees are young and may imply the organization should concentrate on this age group to increase their intrinsic work motivation as well as engagement level.

4.1.3 Sample Population by Educational Qualification

Table 6: Sample Population by Educational Qualification

	Frequency	Percent
Diploma	9	3
First degree	265	88
Master's Degree and above	26	9
Total	300	100.0

Source: Own Survey

In terms of educational qualification, the sample population was classified in to four categories, ranging from diploma to highest academic qualification. Table 6 displays the

different levels of educational qualification along with their corresponding percentage. The highest share of the sample holds First Degree 265 (88.3 %) followed by Master Degree 26 (8.7%) and Diploma holders 9 (3%). This indicates that the majority of sample respondents are First Degree holders. Therefore bank's management should focus on these employee for better outcomes which could be possible through work motivation and employee engagement.

4.1.4 Sample Population by Work Experience

Table 7: Sample Population by Work Experience

	Frequency	Percent
1-5	222	74
6-10	55	18
11-20	18	6
above 21	5	2
Total	300	100.0

Source: Own Survey

As table 7 shows, the majority of the respondents 222 (74 %) are serving the organization for 1 up to 5 years, 55 (18.3 %) worked for 6-10 years, and 18 (6 %) worked for 11-20 years and the remaining 5 (1.7 %) worked for more than 20 years. This is due to majority of the employees are young i.e. between 20-29 years of age have experience between 1 and 5. Therefore the bank should give due attention to motivate and engage employees of work experience less than five years.

4.1.5 Sample Population by Position Status

Table 8: Sample Population by Position Status

	Frequency	Percent
Management	51	17.0
Non-Management	249	83.0
Total	300	100.0

Source: Own Survey

As can be seen from Table 8, 51 (17 %) of the sample is managerial staff and 249 (83 %) is non-managerial or professional staff. The bank's management should primarily address work motivation and employee engagement on non-management employees.

4.1.6 Sample Population by Marital Status

Table 9: Sample Population by Marital Status

	Frequency	Percent
Single	213	71.0
Married	87	29.0
Total	300	100.0

Source: Own Survey

The results show that 213 (71%) employees were single and 87 (29%) married. These figures indicate that most employees are single. From the results it is shown that the organization should provide opportunities to all those employees to retain them for long through intrinsic work motivation and engagement.

4.2 Analysis of Intrinsic Motivational factors and Employee Engagement

Table 10: Overall Engagement level of Employees

Variables	N	Mean	Std. Deviation
Interesting Work	300	3.35	.868
Work achievement	300	3.60	.729
Job appreciation	300	3.46	.941
Job Autonomy	300	3.65	.886
Employee Engagement	300	3.61	.579

Source: Own Survey

The means and standard deviations among the variables of the study are shown in the descriptive statistics displayed in table 10.

Descriptive Statistics on Interesting work

Descriptively, the mean or the average response of the respondents about the degree of agreement they had about the interesting nature of their work was perceived to have a mean of 3.35 (SD=.868) on a 5-point scale. This shows that respondents generally are indifference about the jobs they are doing is interesting in the organization.

Descriptive Statistics on Work achievement

Descriptively, the mean or the average response of the respondents about the degree of agreement they had about opportunities of growth and development of their work was perceived to have a mean of 3.60 (SD=.729) on a 5-point scale. This shows that respondents have moderately level of feeling or satisfaction about work achievement in the organization.

Descriptive Statistics on Job appreciation

Descriptively, the mean or the average response of the respondents about the degree of agreement they had about praise and recognition of their work was perceived to have a mean of 3.46 (SD=.941) on a 5-point scale. This shows that respondents generally have indifference about job appreciation on the work they are doing.

Descriptive Statistics on Job autonomy

Descriptively, the mean or the average response of the respondents about the degree of agreement they had about freedom to perform and decide independently of their work was perceived to have a mean of 3.65 (SD=.886) on a 5-point scale. This shows that respondents generally have moderate level of feeling or satisfaction regarding jobs autonomy.

Descriptive Statistics on Employee Engagement

Descriptively, the mean or the average response of the respondents about the degree of agreement they had about their engagement towards their work was perceived to have a mean of 3.61 (SD=.579) on a 5-point scale. This indicates that the whole organizational engagement level is merely above average of 3 on a 5-point Likert scale. Based on related review literature, a company with engagement level close to the neutral state typically has an employee who has the greatest tendency to be engaged as they are in the undecided state. These employees do the job to just earn to life. However, if the organization takes remedial actions to fully engage them, it is easy to convert them to fully engaged employees Maylett & Warner (2014).

4.3 The Relationship between Intrinsic Motivational Factors and Employee Engagement

Correlation analysis is primarily concerned with finding out whether a significant relationship exists between two variables Field (2005). It is used to describe the strength and direction of the linear relationship between two variables. Pearson correlation (commonly called

Pearson Correlation Coefficient) is used for the study to investigate a relationship between intrinsic work motivation and employee engagement.

The value of Pearson product-moment correlation coefficient (r) normally varies between -1 to +1. The sign indicates whether there is a positive correlation (as one variable increase, other also increase) or negative correlation (as one variable increase, other decrease). According to Field (2005), a coefficient(r) of +1 indicates a perfect positive relationship while -1 indicates a negative relationship. Breaking down the strength of the relationship, values of $r=\pm 0.1$ to $\pm .29$ represent a weak relationship while $r=\pm 0.3$ to $\pm .49$ represent a medium relationship while $r=\pm 0.5$ to ± 1.0 indicate a strong relationship.

Table 11: Correlation between Employee Engagement and Intrinsic Motivational Factors

		Interesting Work	Work Achievement	Job Appreciation	Job Autonomy	Employee Engagement
Interesting Work	Pearson Correlation	1	.613**	.449**	.413**	.615**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	300	300	300	300	300
Work Achievement	Pearson Correlation		1	.471**	.433**	.641**
	Sig. (2-tailed)			.000	.000	.000
	N		300	300	300	300
Job Appreciation	Pearson Correlation			1	.510**	.599**
	Sig. (2-tailed)				.000	.000
	N			300	300	300
Job Autonomy	Pearson Correlation				1	.481**
	Sig. (2-tailed)					.000
	N				300	300

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

Source: Own Survey

For most of the relationships, the inter-correlations among independent variables and dependent variables were found to be in the expected direction. Significant positive correlations were observed between interesting work and employee engagement ($r = .615, p < .01$), work achievement and employee engagement ($r = .641, p < .01$) and job appreciation and employee engagement ($r = .599, p < .01$), followed by relatively weak positive correlation was observed between job autonomy and employee engagement ($r = .481, p < .01$). Similarly, positive correlations were observed among the variables of intrinsic motivational factors namely interesting work, work achievement, job appreciation and job autonomy.

4.4 The effect of Intrinsic Motivational Factors on Employee Engagement

Multiple regression analysis is used to explore the relationship between one dependent variable and a number of independent variables or predictors Pallant (2005). Multiple regression also tells that how much of the variance in dependent variable can be explained by independent variables. It also determines the statistical significance of the results, both in terms of model and the individual independent variables Pallant (2005).

In this study interesting work, work achievement, job appreciation and job autonomy are treated as independent variables and work engagement as the dependent variable. Multiple regression analysis was employed to test the impact of intrinsic motivational factors on employee Work engagement.

Table 12: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.758 ^a	.574	.569	.380

a. Predictors: (Constant), Job Autonomy, Interesting work, Job appreciation, Job achievement

Source: Own survey

The strength of relationship between one dependent variable and one or more independent variables is determined by coefficient of determination r^2 (also called regression coefficient). R square indicates the degree of independent variables variation explaining the dependent variable Albert (2001). As shown in table 12, the model summary indicates the independent variables have strong relationships with the dependent variable. The value of Adjusted R2 is .569 which implies that 56.9% change of the dependent variable (employee engagement) explained by independent variables (intrinsic motivational factors). 43.1% change in the dependent variable explained by other variables which have not been included in this regression model.

Table 13: Model Goodness of fit Test

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	57.484	4	14.371	99.502	.000 ^b
Residual	42.607	295	.144		
Total	100.090	299			

a. Dependent Variable: Employee engagement

b. Predictors: (Constant), Job Autonomy, Interesting work, Job appreciation, Job achievement

Source: Own survey

The above ANOVA table shows the overall goodness of fit of the model and F stat 99.502 indicating that the model is good fit and statistically significant with an observed level of significance less than 0.001.

Table 14: Coefficients^a table of regression model

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.317	.122		10.767	.000
Interesting Work	.173	.033	.259	5.204	.000
Job achievement	.241	.040	.304	6.003	.000
Job appreciation	.179	.029	.292	6.165	.000
Job Autonomy	.061	.030	.094	2.032	.043

a. Dependent Variable: Employee Engagement

Source: Own survey

An examination of the standardized co-efficient revealed that job achievement made the strongest statistically unique contribution in predicting employee engagement ($\beta=.304$; $p < 0.000$), followed by job appreciation ($\beta=.292$; $p < 0.000$) and interesting work ($\beta=.259$; $p < 0.000$), indicating that these intrinsic motivational factors have greatest significant contribution to the prediction of employee engagement. The findings of this research also showed that job autonomy ($\beta=.094$; $p= 0.043$) has significant effect on employee engagement. These intrinsic motivational factors made a slightly less but nonetheless statistically unique contribution in predicting employee engagement.

4.5 Testing the Hypothesis

ANOVA analysis is normally used to compare the mean scores of more than two groups or variables. It is also called analysis of variance because it compares the variance between groups Pallant (2005). The F ratio or F statistic represents the variance. If the F ratio is large and probability is less than 0.05 then it is termed statistically significant Saunders et al. (2012). A significant F test indicates that we can reject the null hypothesis and accept alternate hypothesis, stating that the population means are equal Pallant (2005). Thus the researcher is used ANOVA to check the acceptance or rejection of the formulated hypotheses of the study.

The first hypothesis of the study infers that there is significant relationship between interesting work and employee engagement.

Hypothesis 1: There is a significant relationship between interesting work and employee engagement.

Hypothesis 0: There is no significant relationship between interesting work and employee engagement.

Table 15: ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	37.910	1	37.910	181.683	.000 ^b
Residual	62.180	298	.209		
Total	100.090	299			

a. Dependent Variable: Employee engagement

b. Predictors: (Constant), interesting work

Source: Own survey

From the above ANOVA table, it can be seen that F ratio is 181.683 and the significance level is less than .05. The decision rule is that we reject the null hypothesis (H0) if the significance level is less than 0.05 or 5% and accept the alternate hypothesis (H1). The large value of F ratio and less value of significance level [F = 181.683, $p < .05$] indicates that the researcher reject the null hypothesis and accept alternate hypothesis i.e. There is a significant relationship between interesting work and employee engagement.

The second hypothesis of the study infers that there is significant relationship between work achievement and employee engagement.

Hypothesis 2: There is a significant relationship between work achievement and employee engagement.

Hypothesis 0: There is no significant relationship between work achievement and employee engagement.

Table 16: ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	41.111	1	41.111	207.722	.000 ^b
Residual	58.979	298	.198		
Total	100.090	299			

a. Dependent Variable: Employee engagement

b. Predictors: (Constant), work achievement

Source: Own survey

From the above ANOVA table, it can be seen that F ratio is 207.722 and the significance level is less than .05. The decision rule is that we reject the null hypothesis (H0) if the significance level is less than 0.05 or 5% and accept the alternate hypothesis (H2). The large value of F ratio and less value of significance level [$F = 207.722$, $p < .05$] indicates that the researcher reject the null hypothesis and accept alternate hypothesis i.e. There is a significant relationship between work achievement and employee engagement.

The third hypothesis of the study infers that there is significant relationship between job appreciation and employee engagement.

Hypothesis 3: There is a significant relationship between job appreciation and employee engagement.

Hypothesis 0: There is no significant relationship between job appreciation and employee engagement.

Table 17: ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	35.923	1	35.923	166.827	.000 ^b
Residual	64.168	298	.215		
Total	100.090	299			

a. Dependent Variable: Employee engagement

b. Predictors: (Constant), job appreciation

Source: Own survey

From the above ANOVA table, it can be seen that F ratio is 166.827 and the significance level is less than .05. The decision rule is that we reject the null hypothesis (H₀) if the significance level is less than 0.05 or 5% and accept the alternate hypothesis (H₃). The large value of F ratio and less value of significance level [F = 166.827, p<.05] indicates that the researcher reject the null hypothesis and accept alternate hypothesis i.e. There is a significant relationship between job appreciation and employee engagement.

The fourth hypothesis of the study infers that there is significant relationship between job autonomy and employee engagement.

Hypothesis 4: There is a significant relationship between job autonomy and employee engagement.

Hypothesis 0: There is no significant relationship between job autonomy and employee engagement.

Table 18: ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	23.172	1	23.172	89.774	.000 ^b
Residual	76.918	298	.258		
Total	100.090	299			

a. Dependent Variable: Employee engagement

b. Predictors: (Constant), Job Autonomy

From the above ANOVA table, it can be seen that F ratio is 89.774 and the significance level is less than .05. The decision rule is that we reject the null hypothesis (H_0) if the significance level is less than 0.05 or 5% and accept the alternate hypothesis (H_4). The large value of F ratio and less value of significance level [$F = 89.774$, $p < .05$] indicates that the researcher reject the null hypothesis and accept alternate hypothesis i.e. There is a significant relationship between job autonomy and employee engagement.

CHAPTER FIVE

SUMMARY OF MAJOR FINDINGS, CONCLUSIONS AND RECOMENDATIONS

In this chapter the key findings of the study are discussed from the data analysis and interpretation of the collected data, conclusions derived from the findings of the study and recommendations drawn to address the identified problems. The chapter also concludes with the limitations of the research and possible recommendations for future research are discussed.

5.1 Summary of Major Findings

The objective of the study is to determine the current level of employee engagement at CBE. It also aimed to find out whether there is difference in engagement level between different categories of employees or not, to examine what intrinsic motivational factors affect employee engagement and to identify which intrinsic motivational factors the organization should give due attention. Accordingly, the following major findings were made from the results that have been discussed in the previous chapter.

The finding of this research reveals that the majority of the respondents were male, young and educated. And also they have less than five years working experience.

The result of the study shows that overall Employee Engagement level is at $M=3.61$ i.e. the organization Employee engagement level is 72%. Based on Gallup's model classification of Employees relative with engagement level 55.7% are Engaged, 37.3% are Not-Engaged and 7 % Disengaged.

Regarding Intrinsic Motivational Factors of Employee Engagement, the average level of satisfaction for Interesting Work, Work Achievement, Job Appreciation and Autonomy is above average mean values.

The analysis from the study shows that the four intrinsic motivational factors of Employee Engagement Namely interesting work, work achievement, job appreciation and job autonomy have statistically significant relationship to Employee engagement (sig.=.000) and all have positive relationship to Employee engagement.

It was found that intrinsic motivational factors of Employee engagement have linear relationship and impacted Employee engagement. Interesting work, work achievement, job appreciation and job autonomy has explained the variance in the dependent variable of Employee engagement 37.9%, 41.4%, 35.9% and 23.2% respectively.

5.2 Conclusions

On the basis of the summary of the findings, it is concluded that intrinsic motivational factors play an important role to enhance the level of work engagement

The descriptive finding of this research reveals that the mean score of the overall Employee Engagement level is high. This shows a company with engagement level close and or greater to the neutral state. It can be concluded that the presence of employees who have the greatest tendency to be engaged or actively engaged which in turn can have a positive impact on the organization performance.

The result of overall satisfaction level of employees on intrinsic motivational factors of Employee engagement, job autonomy is the highest mean score and interesting work is the

lowest mean score. Work achievement and Job appreciation have moderate mean score (approximate to the medium level). It implies that interesting work need more emphasis relatively than other intrinsic motivational factors such as job appreciation and work achievement consecutively.

The findings of the study show that four factors of intrinsic work motivation correlate positively with work engagement. This suggests that positive perceptions of intrinsic motivational factors are related to higher levels of work engagement.

Multiple regression analysis revealed that in their order work achievement, interesting work, job appreciation, and job autonomy, all were the predictors of work engagement. In particular, work achievement, interesting work and job appreciation were the strongest predictors of work engagement whereas Employee engagement is least impacted by job autonomy. The findings suggest that there is relatively better level of work achievement and lower level of autonomy. Therefore, much effort is needed to keep the better one and improve the lower ones.

5.3 Recommendations

Based on the combination of the findings of this research certain practical recommendations are proposed for Commercial Bank of Ethiopia:

CBE should keep the employees to be rated in factors of intrinsic work motivation in the in order to enhance the engagement levels of the employee. This is especially relevant for HR and managers, as they often are responsible to inspire employees towards where they are satisfied, dedicated, committed and contributors of organizational success.

Although intrinsic motivational factors correlated and predicted work engagement the banks should incorporate such factors in designing employee engagement strategies that can encourage the creation of employee engagement such as work achievement, interesting work and job appreciation and to work more on factors that had lower prediction, such as job autonomy.

For improvement in employee engagement level of an organization it should have an employee engagement strategy. CBE should build a consistency of engaged employees to keep the statuesque and be more successful. Engaged employees go to extra mile, work with passion, and feel proud connection to their organization. Actively disengaged more or less have damage to the organization. Not only they are unhappy at work, but they are intent on acting out their unhappiness. They drive away customers. Not-engaged employees can be difficult to spot. They are likely do just enough to fulfill their job requirements. They sleepwalk through their day, uninspired and lack motivation

Employees are not only interested in extrinsic work motivation offered by the organization but they also seek intrinsic work motivation. Hence the bank should provide job content improvements. These improvements will help the employee to be engaged. If employees are engaged their potential extends well beyond his or her job description. And tapping that potential means recognizing how an employee's unique set of beliefs, talents, goals, and life experience drives his or her performance, personal lives and well-being.

Gallup's research has found that managers are primarily responsible for their employees' engagement levels. CBE should give direction for managers to take an active role in building engagement plans with their employees. The most successful managers view the 12 Gallup survey questions as the elements for great managing, not just questions for measuring. By doing so, they gain a powerful framework to guide the creation of strong, engaged workforce.

CBE's management should work aggressively on the young age group to increase their motivation by making their jobs more interesting, recognize their work, heightened their level of achievement, letting them to decide by themselves.

CBE should conduct additional studies on intrinsic motivational factors by considering mediator role to have consistent employee engagement level across the different demographic variables.

5.4 Limitation of the study

The limitations of the study are, first, that there are likely to be others intrinsic motivational factors contributing to Employee Engagement not identified in the study. Secondly, the empirical part of the research has a limited generalization. Researchers have shown that the level of engagement depends on the size of the organization Temkin (2012). Therefore, the level of engagement that the respondents indicate might not correspond to the engagement level of another banking organization of a different size. Thirdly, the researcher had opted only in closed ended questionnaire or quantitative analysis only. Finally, the analysis excluded those respondents that have below one-year experience and those employees who are non-clerical.

5.5 Future research potential

For future, studies may see additional intrinsic motivational factors which can influence employee engagement and see the reasons behind the difference in engagement levels across different categorical groups. And also other employee engagement measuring tools can be used. Finally, it might be useful for further research to investigate the factors that have the highest influence of intrinsic motivational factors on the employee engagement. In this manner organizations will know in which areas to concentrate their efforts. The investigation could also conduct quantitative and qualitative study in order to validate the result of this.

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Appendix 1 – Questionnaire



**ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
SCHOOL OF COMMERCE
MA IN HUMAN RESOURCE MANAGEMENT
ADDIS ABABA**

Dear Respondents

This survey question is prepared for the purpose of gathering data to assess engagement level of employees in Commercial Bank of Ethiopia and to what extent intrinsic motivational factors affect employee engagement. Therefore, I kindly request you to fill this questionnaire genuinely and the data will be used only for the intended professional purpose.

Please follow the instructions and answer all questions. Your answers will be treated strictly confidential. You need not to reveal your identity. Please call Thewodros Manyahilhal +251 911 548 765 for any enquiry you need. I would like to thank you in advance for your honest cooperation.

Part one: - Demographic and other information

Please put tick mark (✓) in the box with most closely represent your personal situation. Please mark one item only per question

1. Gender Male ☐ Female ☐
2. Age 20- 29 30 ☐ 40 -4 ☐ 50 a ☐ ve ☐
3. Educational Qualification
Diploma ☐ First Degree ☐ Master's Degree and above ☐ others ☐
4. Work Experience in CBE in years 1-5 ☐ 6-10 ☐ 11-20 ab ☐ ☐
5. Your Job grade in CBE _____
6. Position Status Management ☐ Non Management ☐
7. Marital Status Single ☐ Married ☐ Separated ☐ Divorced ☐
Widow ☐

Part two: -Questions related to intrinsic Motivational factors

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

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

	Interesting Work	1	2	3	4	5
1	The work that I am doing is Interesting					
2	The organization is making the work interesting by introducing unique job contents					
3	The work place environment is emotionally positive, comfortable and relaxed					
	Work Achievement					
1	My jobs makes proactive for success					
2	My job and Goal is often challenging and achievable					
3	The job gives me the feeling of accomplishment					
4	I am very likely to enjoy a culture that emphasizes achieving difficult target					
	Job Appreciation					
1	I often receive appreciation for good work					
2	Feedback on my job performance from the organization persuades me for more hard work					
3	I am appreciated by others when I am doing jobs well done					
	Job Autonomy					
1	I decide myself how and when to perform my job					
2	The job gives me a chance to use my personal initiatives or judgment in carrying out the work					
3	The job provides me with significant autonomy in making decision					

Source: Adopted from Hackman & Oldham (1975)

Part Three: - Employee Engagement Level Survey Questions

Please put tick mark (✓) in the box corresponding to the option that identifies your level of overall satisfaction on the true feeling you have on a five points scale where 5 is “strongly agree” and 1 is “strongly disagree”.

(1= Strongly Disagree 2=Disagree 3=Neutral 4=Agree 5= Strongly Agree)

No.	Items	1	2	3	4	5
1	I know what is expected of me at work					
2	I have the material and equipment needed to do my work right					
3	At work I have the opportunity to do my best everyday					
4	In the last 2 weeks, I have received recognition or praise for doing good work					
5	My supervisor or colleagues at work seems to care about me as a person					
6	There is someone at work who encourages my development.					
7	At work, my opinion seem to count.					
8	The mission /purpose of my company makes me feel my job is important					
9	My associates/fellow employees are committed to do quality work					
10	I have a best friend at work					
11	In the last 6 months, someone has talked me about my progress					
12	In the last year, I had opportunities at work to learn and grow					

Source: Gallup (2012)

THANK YOU FOR YOUR COOPERATION