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**COLLEGE OF BUSINESS AND ECONOMICSSCHOOL OF COMMERCE
FACTORS CONTRIBUTING TO EMPLOYEE ENGAGEMENT IN
SELECTED PRIVATE HOSPITAL ADDIS ABABA**

**A THESIS SUBMITTED TO ADDIS ABABA UNIVERSITY SCHOOL OF
GRADUATE STUDIES IN PARTIAL FULFILLMENT OF THE REQUIREMENTS
FOR THE DEGREE OF MASTER OF ARTS IN HUMAN RESOURCE
MANAGEMENT**

**By
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**COLLEGE OF BUSINESS AND ECONOMICS SCHOOL OF COMMERCE
DEPARTMENT OF HUMAN RESOURCE MANAGEMENT**

**FACTORS CONTRIBUTING TO EMPLOYEE ENGAGEMENT IN
SELECTED PRIVATE HOSPITAL ADDIS ABABA**

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STATEMENT of DECLARATION

I, Ruth Eshetu, declares that this thesis work entitled “Factors contributing to Employee Engagement in Selected Private Hospitals in Addis Ababa, Ethiopia” is my original work in partial fulfillment of the requirement for the award of Degree of Masters’ of ART in Human Resource Management. I also declare that it has never been presented in this or any other university and that all resources and materials used in the thesis have been duly acknowledged.

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STATEMENT OF CERTIFICATION

This thesis has been submitted for examination with my approval as a university advisor. In my opinion, this thesis is suitable for submission in partial fulfillment of the requirements for the award of Degree of Masters' of ART in Human Resource Management.

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List of Abbreviation and Acronym

JC- Job characteristics

MCM- Myung Sung Christian Medical Center

RR- Reward and Recognition

OJ – Organization Justice

POS – Perceived organization Support

SET – Social Exchange Theory

SHRM- Society of Human Resource Management **UWES**-Utrecht Work Engagement Scale

ABSTRACT

Employee Engagement is the key focus of any organization in gaining competitive advantage. In spite of its appreciating benefit of Employee Engagement; it didn't get any considerable attention from the side of private hospital management. Thus assessment of employee engagement and identifying the contributing factors for workplace engagement are important to be able to deliver quality care. A quantitative research approach was conducted through the use of questionnaire provided predominantly descriptive data in selected private hospitals, Addis Ababa, in the year 2018, that included all the permanent employees of Doctors, Nurses, Laboratory technologists, Radiography professionals and pharmacists. The researcher used a simple random sampling technique, and calculated as 225, A total of 230 questionnaires were distributed and 207 collected with the response rate of 90%. Engagement scores were categorized into very low, low, Average, high and very high categories. Correlation analysis was done between engagement score and engagement factors. To examine these factors and to identify the association, the data was analyzed using descriptive statistics which included mean and standard deviation; one-way ANOVA, reliability test, Pearson correlation analysis and regression analysis. The mean score of employee engagement was found to be 4.87; this indicates the existence of a high level of engagement. The One-way ANOVA analysis indicates there are differences in the level of employee engagement between employees who have different experiences. And except for organization justice, all variable used in the regression were positively affect employee engagement. In conclusion, the study demonstrated that employee engagement is significantly affected by Job characteristics, perceived organization support and reward and recognition. This would help these hospitals to identify how these factors are operating currently and work on them to improve the level of employee engagement of their organization. Hence, the hospital management should give high emphasis on these factors to improve the employee engagement which ultimately affect the performance of the organization.

Key Words: *Employee Engagement, Job characteristics, Reward and Recognition, Organization Justice, Perceived Organizational Support*

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

The impact of employee engagement on productivity is an important study in the field of organizational management. Employee engagement has becoming a key business priority for senior leaders. They recognize the possibility that a highly engaged employees can intensify innovation, productivity, and bottom-line performance while minimize costs related to recruitment and retention in highly competitive talent markets (Sibanda, 2014). It is the latest terminology that has gained lot of attention from practitioners and researchers. Macey et al. (2009) argued that organizations also gain a competitive edge through employee engagement. In recent years the term Employee Engagement has taken a fundamental role on organizational effectiveness (Saks, 2006). Employee Engagement was firstly introduced by Kahn, (1990) that “harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively and emotionally during role performances.” In other study Work engagement is defined as a positive, fulfilling, work-related state of mind characterized by vigor, dedication and absorption (Schaufeli, Salanova, Gonzales-Roma, and Baker, 2002). Schaufeli and Salanova (2007) have also claimed that Employee Engagement is “essential” for contemporary organization to increase productivity considering the many challenges they face. Research has suggested that the level of work engagement in general is affected by personal characteristics, the work place (Brown, 1996); Kahn, 1990, and Kirkpatrick, 2007) and the characteristics of the work, including job status and job demands.

It is crucial to have an engaged workforce because high level of employee engagement is related to retention, patient-centered care, patient safety culture and employees' positive assessments of the quality of care or services provided by their team (Lowe, 2012). Employee engagement is also linked to business unit outcomes like customer satisfaction, productivity, profitability, turnover and safety (Harter, Schmidt and Hayes, 2002). Since employees are critical to the achievement of organizational goals and quality of patient care

attention should be given to their level of engagement. A growing awareness of shifts in the characteristics of the workforce is calling for organizations to be more focused in retaining skilled employees, keeping them fully engaged and embedding them in their jobs (Frank *et al.*, 2004). Thus, to increase employee engagement levels and turn in results in increased company profitability this study focuses on identifying engagement drivers and their impact on the engagement of the employee.

Background of the Organization

Hospital industry is still emerging industry in our country; In Addis Ababa there are 22 private hospitals and 11 Government hospitals are serving with different kinds of small and higher clinics and also government health centers are delivering health services to the community. For this study purpose, four private hospitals (MCM, Bethzatha, Kadisco and Girum General Hospital) were selected which established and served for more than 10 years located in different area of Addis Ababa. The hospitals are in same standard level and occupied more than 50 beds for admitted patients in different discipline. According to Ethiopia Standard for General hospitals, (2012) all general hospitals shall have at least 252 Employees for their service delivery and from these on average 110 should be health professionals. Based on this EFMHACA requirement the selected private hospitals have 512 health professionals in their firm.

Since health care is very sensitive service delivery organization, Ethiopia's health organization must create a good working environment to bring continuous employee engagement. Most organizations as well as their management invested on the workforces on the design core job characteristics, supportive management and so on because employers know that employees would be one of the main resources for the organization to be survived.

1.2. Problem Statement

Employee Engagement is the state of emotional and intellectual commitment to an organization or group producing behavior that will help to fulfill an organization promises to customers and in so doing improve business results. And engaged employee have an intense desire to be a part of the organization and they stay with that organization and also they

advocate for the organization and exert extra effort and engage in behaviors that contribute to business success (Vance, 2004). In a Gallup study of 200 hospitals, they found that the engagement level of nurses was the number one variable correlating to mortality, even beating out the number of nurses per patient day (Blizzard, 2005). The top three challenges faced by organizations today are turnover, employee engagement and succession planning (SHRM, 2015). In 2013 and 2012, the Society of Human Resource Management identified employee engagement and succession planning topped the list of HR concerns.

Apart from that, from the preliminary interview made with the four selected private hospital managers, it was understood that there is a high turnover on the health professional employee at all health sectors. As the HRM claim that monthly on average 2-5% of health professional are leaving the organization. Therefore, the purpose of this research is to assess the level of employee engagement and identify the employee engagement factors and demographic profiles that might predict employee engagement among the employees who work in these four private hospitals. This can help the management of the hospitals to understand and foster the positive state of staff engagement in their organization. An engaged workforce may provide a buffer against the costly effects of disengagement, burnout, turnover and may prove to be a critical element in achieving successful outcomes for organization as well as for their individual clients in highly competitive scenario.

1.3 Research Questions

The study addressed the following questions:

1. What is the level of employee engagement?
2. Do demographic profiles of hospital employees lead to differences in employee engagement level?
3. Do Job characteristics have an effect on employee engagement?
4. Do reward and recognition have an effect on employee engagement?
5. Does Perception of Organizational justice have an effect on employee engagement?
6. Does Perceived Organizational Support have an effect on employee engagement?

1.4 Objectives of the Study

General objective

The general objective of this study is to know the level of employee engagement and to identify the factors that promote employee engagement in selected four private hospitals in Addis Ababa City administration

Specific objectives

The specific objectives of this study are to:

1. Assess the level of employee engagement
2. Determine whether demographic profile of selected private hospital employees leads to differences in employee engagement level.
3. Determine the effect of Job characteristic on employee engagement
4. Determine the effect of Rewards and recognition on employee engagement
5. Investigate the effect of Perception of Organizational justice on employee engagement
6. Examine the effect of Perceived Organizational Support and trust on employee engagement

1.5. Significance of the Study

As mentioned in the introduction, it is crucial to have an engaged workforce, because high level of employee engagement is related to retention, patient-centered care and patient safety culture.

Thus, this study assesses the level of employee engagement, determine whether demographic profile of employees leads to differences in employee engagement level, and also investigate the effect of employee engagement factors on employees' engagement. Based on the findings, recommendation and conclusion will give to the organization; create awareness about the relationship and its extent between employee engagement and employee engagement factors, which intern will help to take action to improve the professional employees' engagement.

Additionally, as it gathers different information to be a base for this study, the organization or any other researcher can get a compiled data, which can be used as a reference. It also gives the opportunity to the researcher to gain deep knowledge and will significantly help the future researchers who are willing to conduct study on this topic.

In addition, it also provides guidance to the management and other decision making bodies, policy makers and practitioners of private hospitals, and give an insight to human resource managers on the gap of employee engagement and contributing factors to incorporate in the organization plan of employee engagement. Moreover, it will also provoke private organization owners to take the ownership and responsibility to improve employee engagement.

1.6 Scope of the Study

Various authors and researchers have proposed drivers of Employee Engagement, which include a wide range of factors (Kahn, 1990; May et al., 2004; Saks, 2006) it is difficult to best conceptualize all factors influencing Employee Engagement. So the researcher was focused only on determinant factors affecting employees' engagement of the named hospitals. The instrument in this study is adopted by the researcher (see Appendix) by using Kahn (1990) definition of engagement that is to be psychologically present when occupying and performing an organizational role. And measuring instruments on employee engagement was adopted from Schaufeli, Salanova, Gonzalez-Roma and Bakker, 2001). It is developed for the specific purpose of measuring the engagement of individuals working in the human services field. In addition, the study employed only a quantitative approach and limited to one point of data collection through self-administered questionnaire. The study was conducted from July, 2018 to August, 2018. Therefore, the scope of this research was only delimited to the four selected private hospitals in Addis Ababa.

1.7 Limitation of the study

As the concept and practice of employee engagement is new for the professionals and practitioners, it may create difficulties to provide awareness within a short period of time.

The information gained from different employees with different job specifications or specializations made it possible to generalize the findings across all employees of private hospital. Nevertheless, the study may not be generalizable to other industries since the professional groups and industry characteristics will be different.

On the other hand, the study faced challenges like shortage of related literature in our country. To mitigate related studies scarcity, the researcher consulted some scholars in the area and browsed internet sources for non-peer reviewed literature. So, this research considered as a turning point to conduct further researches with substantially very important findings.

1.8 Organization of the Study

This proposal comprises of three chapters' appendix and references; the first chapter contains the introductory part, which provides the basis for the other chapters and it consists of background of the study, statement of the problem, research question, research objectives, significance of the study, scope of the study, limitation of the study and definition of terms.

The Second chapter is review of related literature which focuses on the conceptual and empirical framework of the study;

The third chapter emphasizes on methodology of the study which includes research approach, research design, population and sample, data sources and types, data collection procedures, ethical consideration and data analysis.

1.9 Definition of Terms

Table 1: Definitions of Terms

Key Terminology	Definition	Author's
Job characteristics	Psychological meaningfulness can be achieved from task characteristics that provide challenging work, variety, allow the use of different skills, personal discretion, and the opportunity to make important Contributions	Kahn (1990,1992)
Rewards and Recognition	Recognition and rewards are a method organization use to make employees feel respected and valued	Kahn (1990)
Perceived Organization Support	It is seen as a guarantee that the organization will help the employee when they need any aid to run their jobs and tasks effectively and easily handle the nerve- wracking conditions.	Rhoades and Eisenberger (2002)
Organizational justice	It is person's conception and reaction towards the fairness in an organization	Greenberg (1987)
Employee engagement	is to be psychologically present when occupying and performing an organizational role	Kahn (1990)
Self-Efficacy	people's beliefs about their capabilities to produce designated levels of performance that exercise influence over events that affect their lives	Bandura (1997)

CHAPTER TWO

REVIEW OF RELATED LITERATURE

Work engagement has been defined as job engagement which is an employee's interest in, enthusiasm for and investment in his or her job (Kirkpatrick, 2007). Further, Kirkpatrick has argued that empirical studies have revealed that job engagement is associated with various positive behaviors and outcomes for both employees and the organization. Schaufeli and colleagues looked at work engagement in a different view and defined it as a positive, fulfilling, work-related state of mind characterized by vigor, dedication and absorption (Schaufeli, Salanova, Roma, and Bakker, 2002). Vigor is characterized by high levels of energy and mental resilience while working, the willingness to invest effort in ones work and persistence in the face of difficulty. Dedication is ones' sense of significance, enthusiasm, inspiration, pride and challenge. Absorption refers to the state in which one is highly concentrated and happily engrossed in works so that s/he feels time passes quickly and it is difficult to detach from work. Engaged teachers, therefore, feel strong and vigorous at work, enthusiastic and optimistic about the work they do and are very often immersed in that work.

2.1 Theoretical Perspective

2.1.1 Theoretical back ground

According to Saks (2006) stronger theoretical rationale for explaining employee engagement can be found in Social Exchange Theory (SET). The Social Exchange Theory provides a theoretical basis of why employees determine to become more engaged or less engaged in their work. According to SET, responsibilities are created through various interactions of parties who are interdependent with each other. SET basic tenet holds that relationships gradually develop into trusting, loyal, and mutual pledges on the condition that the parties to the pledge follow rules of exchange. Therefore, one way for employees to repay their organization is through their engagement level. In other words, employee's engagement levels depend on the advantages they receive from the 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. SET states that individuals having strong

exchange ideology, their engagement levels are depending on the advantages they receive from the 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. SET states that individuals having strong exchange ideology are more inclined to feel obliged to return the organizational benefits that they receive. Hence, it can be stated that the link between different predictors and engagement may be stronger for individuals possessing a strong exchange ideology. As we see, employee engagement consists a psychological and emotional connection between employees and their organization which could be turned into negative or positive behavior at work.

Engagement is positively associated with the extent to which employees recovered from their previous working day. Moreover, work engagement is positively related with self-efficacy (Salanova et al., 2001), whereby it seems that self-efficacy may precede engagement as well as follow engagement (Salanova, Bresó and Schaufeli, 2003). This means that an upward spiral may exist: self-efficacy breeds engagement, which in its turn, increases self-efficacy beliefs, and so on.

Saks (2006) defines engagement as being psychologically present in both job and organization roles. This follows on from Kahn (1990) conceptualization of engagement as being psychologically present, however, Saks (2006) does not explain what he means by psychological presence.

Further Schaufeli et al (2006) state that work engagement is not a momentary and specific state, it is a more persistent and pervasive affective cognitive state that is not focused on any particular object, event, individual or behavior. Research has suggested that the level of work engagement in general is affected by personal characteristics, the work place (Brown, 1996; Kahn, 1990, in Kirkpatrick, 2007) and the characteristics of the work, including job status and job demands (Mauno et al., 2007).

2.1.2 Determinants of employee engagement

Although there is little empirical research on the factors that predict employee engagement, it is possible to identify a number of potential drivers from Saks (2006) and Maslach et al. (2001) model. The literature is unclear as to which variables are the strongest predictors. Therefore, variables for this study were chosen by reviewing the limited data that are available regarding employee engagement.

2.1.3 Demographic variables

Gender Researchers have often considered gender as possible differences in levels of engagement for human services employees. Sprang et al. (2007), found support for a gender influence as females in the study were found to have a greater risk of suffering from burnout. However, in the Turkish study of school counselors conducted by Yildirim (2008) results showed that levels of burnout did not differ significantly between males and females. While actual results vary, some studies suggest that females are more vulnerable to stress and, therefore, tend to report higher levels of burnout than do their male counterparts (Sprang et al., 2007). Similar results have been noted in engagement surveys (Schaufeli et al., 2006) male scored slightly higher on the three engagement dimensions than did female in the study. In examining whether or not male will score higher on the instrument used in this study, gender compared to the participant's total score on the engagement scale.

HO1 Gender has no difference in employee engagement.

Employee Work experience the amount of work experience was variable that had been studied for its association with engagement. Research findings on the subject are conflicting. Some studies indicate that individuals new to their jobs score higher on measures of level of engagement while others indicate no relationship between years of service and level of engagement (Yildirim, 2008) In a different study, Schwartz et al. (2007), sampled 1,200 social workers to find out if social work clinicians decline in hope or exhibit increased burnout over the course of their careers. They discovered that level of engagement seemed to decline with increasing service years. While some studies on burnout agree that individuals with less years of service are likely to report higher levels of burnout, the opposite is thought to be true of engagement. Coffman and Gonzalez-Molina (2002) report that, in general, workers start off energized and engaged with their jobs but tend to drop off in as little as six months, and

significantly decline in engagement after ten years of employment. Therefore, an individual's "years of service" to the hospitals was examined in this study to see if participants' scores do indeed decline over the course of their career.

HO2 Employee Work Experience has no difference in predicting employee engagement.

Educational qualification Researchers were often considered educational qualification as a possible predictive factor in levels of engagement for human services employees. Blue collar workers were less engaged than educators (Schaufeli et al., 2006). In another side Different educational qualification categories like diploma, bachelor's degree, master's degree and doctorate degree of employees do not play a significant role in predicting overall employee engagement levels (Schaufeli et al., 2006) similar results have been noted in engagement surveys. Engagement did not seem to differ systematically among educational qualification categories (Swatee, 2009)

HO3. There is no significant difference across Educational qualification of employees in predicting the overall engagement levels

2.1.4 Independent Variables

Job characteristics Psychological meaningfulness involves a sense of return on investments of the self-in role performances (Kahn, 1992). According to Kahn (1990, 1992), psychological meaningfulness can be achieved from task characteristics that provide challenging work, variety, allow the use of different skills, personal discretion, and the opportunity to make important contributions. This is based on Hackman and Oldham's (1980) job characteristics model and in particular, the five core job characteristics (i.e. skill variety, task identity, task significance, autonomy, and feedback). In fact, job characteristics, especially feedback and autonomy, have been consistently related to burnout (Maslach et al., 2001). From a SET perspective, one can argue that employees who are provided with enriched and challenging jobs will feel obliged to respond with higher levels of engagement.

HO4. A Job characteristic has no significant effect in predicting employee engagement.

Rewards and recognition Kahn (1990) reported that people vary in their engagement as a function of their perceptions of the benefits they receive from a role. Furthermore, a sense of return on investments can come from external rewards and recognition in addition to

meaningful work. Therefore, one might expect that employees' will be more likely to engage themselves at work to the extent that they perceive a greater amount of rewards and recognition for their role performances. Maslach et al. (2001) have also suggested that while a lack of rewards and recognition can lead to burnout, appropriate recognition and reward is important for engagement. In terms of SET, when employees receive rewards and recognition from their organization, they will feel obliged to respond with higher levels of engagement (Rhoades et al., 2001). Thus, the third hypothesis was as follows:

HO5. Reward and recognition has no significant effect in predicting employee engagement

Organizational justice: The safety dimension identified by Kahn (1990) involves social situations that are predictable and consistent. While distributive justice pertains to one's perception of the fairness of decision outcomes, procedural justice refers to the perceived fairness of the means and processes used to determine the amount and distribution of resources (Colquitt, 2001; Rhoades et al., 2001). A review of organizational justice research found that justice perceptions are related to organizational outcomes such as job satisfaction, organizational commitment, organizational citizenship behavior, withdrawal, and performance (Colquitt et al., 2001). However, previous research has not tested adequately relationships between fairness perceptions and employee engagement. The effect of justice perceptions on various outcomes might be due in part to employee engagement. In other words, when employees have high perceptions of justice in their organization, they are more likely to feel obliged to also be fair in how they perform their roles by giving more of themselves through greater levels of engagement

HO6. Perception of Organizational justice has no significant effect in predicting employee engagement.

Perceived organizational support (POS) Psychological safety involves a sense of being able to show and employ the self without negative consequences (Kahn, 1992). An important aspect of safety stems from the amount of care and support employees perceive to be provided by their organization as well as their direct supervisor. In fact, Kahn (1990) found

that supportive and trusting interpersonal relationships as well as supportive management promoted psychological safety. Supportive environments allow members to experiment and to try new things and even fail without fear of the consequences (Kahn, 1990). Social support is also one of the conditions in the Maslach et al. (2001) model and a study by Schaufeli and Bakker (2004) found that a measure of job resources that includes support from colleagues predicted engagement. A lack of social support has also consistently been found to be related to burnout (Maslach et al., 2001). In other words, employees' who have higher POS might become more engaged to their job and organization as part of the reciprocity norm of SET in order to help the organization reach its objectives (Rhoades et al., 2001).

HO7. Perceived organization support has no significant effect in predicting employee engagement.

2.2 Empirical reviews

Some known previous studies which examine predictive factors for employee engagement explored and possible criticism given on each of them by the current researcher. Research confirms that engagement lowers employees' intention to leave. The Corporate Leadership Council (2004) found that the most engaged employees are 87% less likely to leave their organization. The same study found that the 100 best places to work had an average voluntary turnover rate of 13% as compared with the average of 28.5% of other businesses in the same industries. Other large scale research has found that 12% of disengaged employees have no intention to leave, while that proportion rises to 66% in engaged employees. Similarly, over half of disengaged employees would consider leaving their current job for another opportunity, while only 25% of highly engaged employees would consider leaving. Employee engagement is key factor in reducing employee intention to leave organizations. And also according to SHRM (Society of Human Resource Management) the cost of replacing one \$8 per hour employee can exceed \$3,500, which gives companies a strong financial incentive to maintain their existing staff members through strong employee engagement practices. Moreover, in addition to being ineffective, it was found to be costly to managing turnover as it was not only including the expenses related through the hiring and providing employees training but also included the cost of intangible

like leaving of the talented employees, experiences or expertise staffs from the organization is hardly to be verified. Even though the highlight on engagement development and burn out in recent years, scholars are still divergent in their views regarding what employee engagement was, how to get it, and its form and appearance when achieved (Yasmin, 2011). Results of the survey showed that the psychological conditions leading to organization and job engagement, as well as the consequences of each are different. The study results also showed that perceived organization support predicted job and organization engagement; by comparison, particular job characteristics predicted individual job engagement. The researchers concluded that procedural justice predicted organization engagement and that job and organization engagement are both related to employee attitudes, intentions, and behaviors. In particular, job and organization engagement predict job satisfaction, commitment to the organization, to criticize this study; 1st, didn't explain what he means by psychological conditions, 2nd, didn't explain the difference b/n job and organization engagement based on theories, 3rd didn't identified the strongest predictor among them. 4th as study focused on manufacturing the implication for others sectors unknown. (Saks 2006)

The study results also showed that engagement is conceived as a set of motivating resources, it is conceived in terms of commitment and extra-role behavior, and it is independently from job resources and positive organizational outcomes. To criticize this study; clearly, this seems like putting old commitment wine in new engagement bottles. for instance, as “a psychological state where employees feel a vested interest in the company's success and perform to a high standard that may exceed the stated requirements of the job” or as “personal satisfaction and a sense of inspiration and affirmation they get from work and being a part of the organization”. Bakker and Schaufeli (2008)

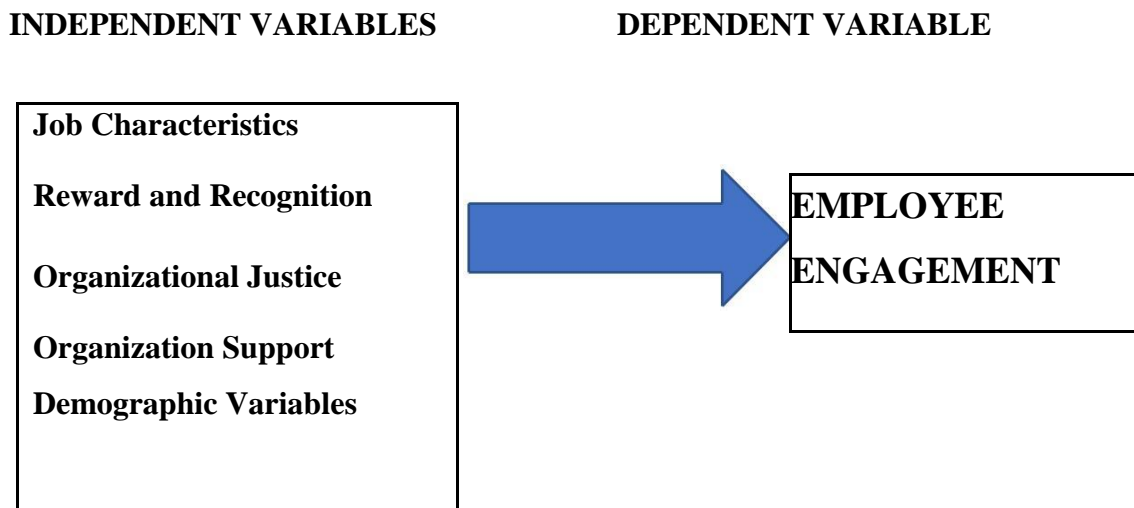
The results showed that ten ways to engage employees like advancement, autonomy, civilized treatment, employer commitment, environment, exposure to senior people, awarding of due praise, availability of support, feeling of being challenged, feeling of being trusted, feeling of working for a good and reliable organization, feeling of working on useful assignments and respecting work/life balance. To criticize this study; He was emphasized only on non-financial motivators and also didn't not identified their sizes of importance. Wood ruffle (2006)

The results showed that job characteristics contribute to job engagement, and organizational engagement. Perceived organizational support was significantly positively related to job engagement and organizational engagement. To criticize this study; didn't not explain well the difference b/n job and organization engagement based on theories. It has given emphasis only on non-financial motivators. Yasmin (2011)

The study implies that enhancing working environment in all its aspects including physical and emotional environment, effective leadership along with improved team and co-worker relationship results in employees having a healthy engagement with their work. To criticize this study; failed to communicate clearly what the working environment its aspects. Anitha (2011)

2.3 Conceptual Frame work of the study

Based on the overall review of related literatures and the theoretical framework, the following conceptual model in which this specific study governed was developed. The model used in the current study offers a unique effect of work life drivers which can lead to employee engagement.



Source: - Derara T. (2009)

Figure 1: Proposed Conceptual Model

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Description of the Study Area

Sampling location is a place where a research is conducted or/and a place where information is acquired. In this research, source materials consisted of all professional and technical staff working in MCM, Bethzatha, Kadisco and Girum General Hospitals who are junior and senior staff and the location is Addis Ababa. The sampling frame can be defined as set of source materials from which the sample is selected. The definition also encompasses the purpose of sampling frames, which is to provide a means for choosing the particular members of the target population that are to be included in the survey (Anthony, 2003).

3.2 Research Design

Saunders et al., (2007), defines research design as the general plan of how the research questions would be answered. It constitutes a blue print for the collection, measurement, and analysis of data. The research design for this study as explanatory design. Data collected at one point of time during a period of two months to assess the relationship between Independent variables and dependent variable in selected private hospitals.

3.3 Research Approach

To achieve the objectives of the study, the researcher adopted a purely quantitative research approach where it can use a structured questionnaire. Quantitative method was study involving analysis of data and information that are descriptive in nature and qualified (Sekaran, 2003). The reliability of a survey's results depends on whether the sample of people from which the information where collected was free from bias and sufficiently large.

3.4. Target Population

All the items under consideration in any field of inquiry constitute a population. Sekeran (2001) defines a population as “the entire group of people, events, or thing of interest that the researcher wishes to investigate”. The target population for the study consisted of 512 health professionals of MCM, Bethzatha, Kadisco and Girum Hospital.

3.5. Sample Size and Techniques

The target population is 512 health professionals. Sample size of this study was determined by using the formula developed by Taro Yamane (1967) as shown below with margin of error of 5%.

$$n = \frac{N}{1 + N(e)^2} \text{ According to this } n = \frac{512}{1 + 512(0.05)^2} \quad \mathbf{\underline{n = 225}}$$

N = the population Size, n = Sample Size

E = the level of precision or sampling error = (0.05)

Stratified sampling techniques were used to select the four hospitals. The 22 private hospitals were stratified first based on the FMHACA quality approval rating system. Accordingly, 10 and 12 hospitals were rated as green and yellow, respectively. From the 10 green hospitals, 4 were selected using the lottery method.

From the selected four hospitals, sample size was proportionally determined for each hospital. Then a random sampling was used to select the health professional.

Table 2. Selected private hospitals by proportion

Name of Organization	Number of Employee	Number of Proportion	Number of Random Selected Employee
MCM Hospital	182	0.36	81
Girum General Hospital	114	0.22	50
Bethzatha Hospital	110	0.22	49
Kadisco Hospital	106	0.20	45
Total Targeted population	512	100%	225

Data Source: - Own Survey, 2018

3.6 Data Sources and Types

According to Leary (2004) the major advantages of questionnaires are that they can be administered and are less costly and less time-consuming than other measuring instruments. Primary data has been used in this study. Primary data is the data which is gathered for the purpose of the research specifically (Sekaran, 2010). For this study, survey research method was chosen where the questionnaire was used to collect the information.

To get the information, questionnaire designed and distributed. A questionnaire consisting the independent variables and dependent variables was conducted by extracting sources from few established questionnaires. The questionnaires were distributed to professional staff of those randomly selected private hospitals of Addis Ababa to fill up and later were tested by using SPSS software.

The questionnaire was divided into three sections includes; section-one, section-two, and section-three.

Section-one: Demographic information of respondents

Section-two: Items related to employee engagement

Table 3 Questions related to employee engagement

No	Factors	Items	Scale	Source
1	Vigor	3	Five-point Likert	(Schaufeli, Salanova, Gonzales-Roma, and Baker, 2002).
2	Dedication	3	Five-point Likert	
3	Absorption	3	Five-point Likert	

In order to answer the questions, respondents selected their choice of agreement based on the five point likert scale according to their opinion on each item. Each has been given a score and it assumed that the format was easier for the respondents to understand the concepts and provide precise answers.

Section-three: Questions pertaining to listed factors: - This section measures the four drivers of Employee Engagement (Job characteristics (JC), Rewards and recognition (RR), Perceived Organization Support (POS), and organizational justice (OJ)) that influences employee engagement. Generally, the section consisted of 18 questions as shown in the Table-3.3 below.

Table 4: Components of questions related to factors of Employee Engagement

S. No	Factors	Items	Scale	Source
1	JC	7	Five-point Likert	Saks (2006)
2	RR	6	Five-point Likert	CIDP (2005)
3	OJ	8	Five-point Likert	CIPD (2005)
4	POS	5	Five-point Likert	Saks (2006)

3.7. Data Collection Procedures

For the purpose of this research primary data has been used from selected private hospitals employee. The relevant data were gathered by using the structured questionnaire. To make the instrument understandable, objective, and suitable to our issue of engagement problems the developed questionnaires were tested prior to full distribution. Data collection conducted from July to August 2018.

Four organizations supported the study objectives and permitted access to their 225 employees. In this study, the self-administered method was used. Contact was made with top managers from the organizations, who were asked if they would endorse the study. And selected individuals from the hospitals were given an orientation on the purpose of the study and once consent was received, the questionnaire was administered. The participant completed the questionnaire and return back to the researcher.

3.8. Instrument Validity

Validity concerns the degree to which a question measures what it is intended to measure. To assure the validity of the study, the researcher discussed with the advisor and the private Hospital HR managers about the questionnaires before it is distributed. The questionnaires used were also standard ones.

3.9. Instrument Reliability

According to Khotari (2004), reliability refers to consistency; where internal consistency involves correlating the responses to each question in the questionnaire with those other questions in the questionnaire. Once the responses were collected, Cronbach's Alpha was conducted to test the reliability of the instrument. The resulting Alpha value from the instrument used in this study was similar to that of the pilot study and is considered to be within the acceptable range of reliability. As stated by Nunnally (1978) the closer the reliability coefficient to 1.00 is the better. In general, reliabilities less than 0.60 are considered poor; those in the range of 0.60 to 0.80 are considered good and acceptable. In this study, all the independent variables and dependent variable, met the above requirement. The alpha value for each question is identified and summarized in table- 5 as shown below.

Table 5: Alpha coefficient for each section of Questionnaire Reliability Statistics

S. No	Variables of the study	No. of Items	Cronbach's Alpha Based on Standardized Items
1	Job Characteristics	7	.76
2	Reward and Recognition	6	.80
3	Organizational Justice	8	.79
4	Perceived Organizational Support	5	.75
5	Employee Engagement	9	.73

Data Source: - Own Survey, 2018

3.10. Data Analysis Methods

The Data obtained from various sources about the engagement concepts and practices in selected private hospitals. It was necessary to employ statistical techniques to analyze the information, as this study was quantitative in nature. Data has been analyzed using SPSS

software. Linearity, multicollinearity and normality test was performed and passed. From inferential statistics, multiple regressions were employed to develop functional relationship among the independent variables and dependent variable. Correlation analysis was also performed to see the relationship between independent variables. Thus, both the strength of the relationship between variables and the level of statistical significance were assessed. Percent, frequencies, mean and standard deviation was also used.

3.10.1. Multi-co linearity

One major assumption that applies in multiple regression analysis was the existence of a very high correlation between the independent variables of the study which is termed as Multi-co linearity (Burns and Burns, 2008). In this research multi co linearity was checked with tolerance and VIF statistics. Andy (2006) suggests that a tolerance value less than 0.1 almost certainly indicates a serious co linearity problem. Burns and Burns (2008) also state that a VIF value greater than 10 is also a concern. In this study, all of the independent variables were found to have a tolerance of more than 0.1 and a VIF value of less than 10 (see table 6) which indicates that Multi-co linearity is not an issue in this study.

Table 6: Result of Multi co linearity test

Model		Collinearity Statistics	
		Tolerance	VIF
	Job Classification	.657	1.521
	Reward and Recognition	.748	1.337
	Organization Justice	.709	1.411
	Perceived Organization Support	.601	1.663

a. Dependent Variable: EE

Data Source: Own Survey, 2018

3.10.2. Normality Test

According to West et al. (1996) as stated in Kim (2013), interpretation of normality is based on the absolute value of skewness and kurtosis and substantial non-normality is referred for absolute value of skewness larger than 2 and absolute value of kurtosis larger than 7. Thus, based on the result of the table 7, the normality of the distribution is satisfied for this data.

Table 7: Skewness and Kurtosis

Variables	N	Skewness		Kurtosis	
		Statistic	Stand. Error	Statistic	Stand. Error
Job Classification	207	-0.904	0.169	1.148	0.337
Reward and Recognition	207	-0.627	0.169	0.215	0.337
Organization Justice	207	-0.594	0.169	0.298	0.337
Organization Support	207	-1.21	0.169	0.954	0.337

Data Source: - Own Survey,2018

3.11. Ethical Consideration

Certain ethical protocols were followed by the researcher. The first was soliciting explicit consent from the respondents. This ensured that their participation to the study was not out of their own volition. The researcher was ensured that the respondents were aware of the objectives of the research and their contribution to its completion. One other ethical measure exercised by researcher was treating the respondents with respect and courtesy (Leary, 2004). This was done so that the respondents were at ease and given honest responses to the questionnaire. There were also ethical measures that have been followed in the data analysis. To ensure the integrity of data, the researcher checks the accuracy of encoding of the survey responses. This was carried out to ensure that the statistics generate from the study are truthful and verifiable (Leary, 2004).

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION and DISCUSSION

Introduction

The main objective of the chapter is examining the significance of variables on the employment engagement of the four private hospitals of Addis Ababa Ethiopia through the appropriate test of the models and regression analysis. This chapter deals with presentations, discussions and analysis of the primary data collected through questionnaires.

4.1 Response Rate

The sample size determined while designing the research methodology were 225. In order to get 225 sample sizes, a total of 230 questionnaires were distributed and 207 collected with the response rate of 90%. In this chapter, descriptive statistics of demographic information and the study variables are presented first, followed by one-way analysis of variance (one-way ANOVA), Pearson correlation among the variables in the study is also presented and linear regression analyses on dependent and independent factors.

4.2 Demographic Characteristics of Respondents

Under this section the selected demographic characteristics of the study respondents such as gender, work experience and educational level are presented. As shown in the table 8, 24.2% of the respondents were male and the remaining 75.8% were female out of the total 207 respondents. And from these, 79.9%, of the respondents have 1st degree and above, and < 5 years is served by 70.5% of them, 20.8% and 8.7% were served for 6-10 years and >11 years accordingly.

Table 8: Demographic Characteristics

Respondents Back Ground		Frequency	Percent
Gender	Male	50	24.2
	Female	157	75.8
Educational Background	College diploma	42	20.3
	Undergraduate degree	85	41.1
	Graduate degree and Above	80	38.6
Service Year	<5	146	70.5
	6-10	51	29.8
	>11	18	8.7
Total		207	100.0

Data Source: Own Survey, 2018

4.3 Descriptive Statistics of Study Variables

Descriptive statistics was employed to examine the mean and standard deviation of the responses of respondents with regards to the level of employee engagement (Vigor, Dedication and Absorption) and factors affecting employee engagement (job characteristics, rewards and recognition, organizational justice and Perceived organization support).

Table 9: UWES Score for Employee Engagement

	Vigor	Dedication	Absorption	Total
Very Low	≤ 2.00	≤ 1.33	≤ 1.17	≤ 1.77
Low	2.01 – 3.25	1.34 – 2.90	1.18 – 2.33	1.78 – 2.88
Average	3.26 – 4.80	2.91 – 4.70	2.34 – 4.20	2.89 – 4.66
High	4.81 – 5.65	4.71 – 5.69	4.21 – 5.33	4.67 – 5.50
Very High	≥ 5.66	≥ 5.70	≥ 5.34	≥ 5.51

Data Source: -Utrecht work Engagement Scale (2004)

Schaufeli (2004) UWES preliminary manual, for the establishment of statistical norms was decided to use five categories: ‘very low’, ‘low’, ‘average’, ‘high’, and ‘very high’.

Table 10 shows the definition of these five categories including Mean and SD of Vigor, Dedication and Absorption. If the total value of all Vigor, Dedication and Absorption is ≤ 1.77 , the engagement level is Very Low, and if it is ≥ 5.51 the employee engagement level will be Very High (W. Schaufeli and A. Bakker, 2004).

Table 10: Descriptive Statistics of Employee Engagement Level

Level of Employee Engagement										
Variable	0	1	2	3	4	5	6	Total	Mean	SD
VIGOR										
At my work I feel bursting with energy	0	28	19	27	22	42	69	207	4.15	1.801
At my job, I feel strong and vigorous	4	0	5	21	14	66	97	207	5.03	1.284
When I get up in the morning I feel like go to work	0	0	0	20	23	58	106	207	5.21	.985
									4.8	.942
DEDICATION										
I am enthusiastic about my job	0	15	5	15	35	60	77	207	4.70	1.458
My job inspires me	0	5	5	5	26	69	97	207	5.13	1.134
I am proud on the work that I do	0	5	10	24	13	50	105	207	4.97	1.365
									4.93	1.00
ABSORPTION										
I feel happy when I am working intensely	0	0	5	15	29	65	93	207	5.09	1.046
I am immersed in my work	5	4	11	15	30	50	92	207	4.96	1.125
I get carried away when I am working	0	0	5	27	59	63	53	207	4.64	1.074
									4.90	.749
Total Engagement Level									4.87	.725

Data Source: - Own Survey, 2018

Key: -0-Never, 1-Afewtimesayearorless (Almost never), 2-Once a month or less (Rarely), 3-A few times a month (Sometimes), 4-Onceaweek(Often), 5-A few times a week (Very often), 6-Everyday (Always)

4.3.1 Employee Engagement Level

Level of employee engagement in selected private hospitals was measured using adjusted standardized 9 item questionnaires that compiles as Vigor, Dedication and Absorption. As shown in the table 10, after analyzing the responses, the researcher was able to arrive at the overall engagement level of the case organization. The average score of employee engagement (Vigor, Dedication and Absorption) was found to be 4.87 out of 6; this indicates the existence of a high level of engagement for the employees in the case organization (Schaufeli and Bakker, 2004). Respondents' feedback on each 9 item of the questions was analyzed in detail below. Refer the descriptive analysis from the table 10.

Vigor was analyzed using three questions i.e. in my work, I feel bursting with energy; at my job, I feel strong and vigorous and when I get up in the morning, I feel like going to work based on UWES. The groups mean score for vigor dimension as shown in the table is 10 with SD of .942 which is high score. This implies the employees in the case organizations have much energy, strength and stamina when working. To see the result in the three question, „„at my work, I feel bursting with energy““, which represents Vigor, out of the total 207 respondents surveyed, the average mean score was 4.79 (Highly engaged). From the mean score we can conclude most of the staffs come to work with full energy and passion which is indication of engaged workforce. When we see the percentage distribution, 64.2% of the staffs are bursting with energy which includes (Often, very often and every day responses). To the contrary, < 14% (never, almost never responses) never feel the energy towards their work is sign of disengagement. The remaining, 22.2% (Sometimes/ Rarely) of the respondents were engaged somewhat.

Similarly, response for „„in my job, I feel strong and vigorous““, question, which is also the other engagement level measurement of “Vigor”, positive reply was given by the respondents where 85.6% of the staffs replied often and above, which shows engagement with the selected private hospitals while the remaining 10.1% and <2.4% are Averagely engaged and disengaged respectively at different level. The average mean score was also 5.03, so often the staffs feel the strength in their work.

This implies positive attachment to the employer and their job.

For the third question of Employee Engagement level measurement of Vigor, „„when I get up in the morning, I feel like going to work””, 90.3% of the respondent are highly engaged with an average mean score of 5.2. This result was the highest mean score recorded from the collected questionnaire and also no disengaged respondents. So we can generalize staffs more than 51.2%, very often would like to go to their work when they get up in the morning.

The second employee engagement measurement is **dedication** and these three questions of UWES test scales are to measure dedication, „„I am enthusiastic about my job, I am proud on the work that I do and „„my job inspires me”” the replies shows 83.1%, 81.2% and 92.8% respectively are enthusiastic, proud and inspired by their job with the mean score of 4.7, 4.97 and 5.13, respectively. „„My job inspires me”” was the second highest mean score record of Employee Engagement level measurements. Accordingly, dedications mean score was measured for the case organizations and result was 4.93 with SD of 1.329 which indicate high staff dedication. Thus, we can say in the case of selected private hospitals the staffs strongly identify themselves with their work because its experience is meaningful, inspiring, and challenging. Besides, they usually feel enthusiastic and proud about their work.

The last measurement tool of Employee Engagement was Absorption which explained by the remaining three items i.e. “I am immersed in my work, I get carried away when I’m working and I feel happy when I am working intensely” engagement rates were 87.9%, 84.5%, 90.3% are very often engaged with the mean scores of 4.96, 4.6 and 5.09 respectively. From the mean score and percentage distribution, we can say most of the staffs are absorbed by their work. This indicates their commitment and attachment towards their employer and their work. Accordingly, absorption mean score was measured for the case organizations and result was 4.90 with SD of .749 shows the mean score indicates employees’ in these hospitals usually are happily engrossed in their work; they feel immersed by their work and have difficulties detaching from it because it carries them away. Therefore, everything else around is forgotten and time seems to fly.

4.3.2 Employee Engagement factors

The table 11 reveals the mean and standard deviation of the responses of employees with respect to the independent variables of the study. Mean score < 3.39 was considered as low, the mean score from 3.40 - 3.79 was considered as moderate and mean score > 3.8 was considered as high as illustrated by comparison bases of mean of score of five point Likert scale instrument (Zaidatol, 2009).

Table 11: Employee Engagement Factors Statistics

	Job Characteristics	Reward and Recognition	Organization Justice	Perceived Organization Support
Mean	3.8054	3.2303	3.5924	3.4386
Std. Deviation	.61870	.78851	.48677	.96041

Data Source: - Own Survey, 2018

Swathi (2013) perceived that “Job characteristics encompassing challenge, variety and autonomy are more likely to provide psychological meaningfulness and conditions for employee engagement. Job becomes meaningful and attractive to employee as it provides him/her variety and challenge; thereby affecting his/her level of engagement. Job design is concerned with the type of job for which a particular employee is recruited. If the job design is according to the choice of the employee, definitely it will engage the employee (Sundaray, 2011). Result of the descriptive analysis of job characteristics was found to be (M= 3.81, S.D = .618) which implies that respondents perceived the existence of high job characteristics in the case organizations.

Table 12: Descriptive Statistics of Employee engagement factors – JC

S. N	Job Characteristic Questions	Mean	Std. Deviation
1	There is much autonomy in my job	3.70	.780
2	My Jobs permits me to decide on my way how to go about doing the work	3.88	.806
3	There is much variety in my job	3.74	.914
4	The job requires me to do many different things at work using a variety of my skills and talents	3.88	.908
5	Managers or coworkers let me know how well I am doing on my job	3.72	.933
6	Doing the job itself provide me with information about my work performance	3.96	.723
7	The actual work itself provide clues about how well I am doing-aside from any “Feedback” Co-workers or supervisors may provide	3.75	.893

Data Source: - Own Survey, 2018

Key: - 1-Strongly Disagree, 2- Disagree, 3- Neutral, 4- Agree, 5- Strongly Agree

As shown in the table 12 the highest mean score from responses was “Doing the job itself provide me with information about my work performance”3.96 (agree), among the job characteristics indicator which shows importance of one of characteristics of job should

provide information by itself to the employee and this provides psychological meaningfulness and lead to engagement.

Table 13: Descriptive Statistics of Reward and Recognition

S. No	Reward and Recognition Question	Mean	Std. Deviation
1	A pay raise, Job security and a promotion available for me	3.33	1.037
2	I get praise from my supervisor	3.31	1.025
3	Training and development opportunities available for me	3.15	1.141
4	More challenging work assignments available for me	3.17	1.151
5	There is some form of public recognition (e.g employee of the month)	3.24	1.242
6	There is a reward or token of appreciation (e.g lunch)	3.18	1.187

Data Source: - Own Survey, 2018

Result of the descriptive analysis of rewards and recognition was found to be (M= 3.23, S.D = .788) as shown in the table 13, indicating that only a low level of reward and recognition is perceived by employees. Social exchange theory (Blau, 1964) may serve as a useful theory in understanding this phenomenon. Sharing and delegation of control are seen as social rewards by employees (Whitener et al. 1998). These rewards represent an initiation of exchange of social benefits between a leader and an employee. As a result, employees feel important and exert more effort after participating in decision making. Sharing control, including participating in decision making and delegating control, seems to be a pertinent source of employee engagement. Thus, when leaders share and delegate control, they are likely to be

promoting engagement. However as shown the mean result of reward and recognition these organizations employee received low level reward and recognition. As most studies shown, by showing appreciation for their subordinates and demonstrating a general regard for employees' well-being, supportive leaders' actions may nurture employees' engagement (Bakker et al. 2005; Leiter and Maslach 1988; Bakker et al. 2007). When managers share control, they demonstrate trust in and respect for their employees. If they assigned more challenging work, consequently, employees feel valued because it affirms their worth in the organization (Tyler and Lind 1992). Showing concern in this case also prompts the employee engagement in these organizations.

Table 14: Descriptive Statistics of Perceived Organization Support

S. No	Perceived Organization Support Questions	Mean	Std. Deviation
1	My organization is supportive of my goals and Values	3.64	.994
2	Help is available from my organization when I have a problem	3.43	1.138
3	My organization really cares about my well-Being	3.36	1.052
4	My organization shows a great concern for me	3.41	1.019
5	My organization cares about my opinions	3.34	1.129

Data Source: - Own Survey, 2018

Result of the descriptive analysis of perceived organization support was found to be (M= 3.43, S.D = .960) implying that the respondents perceived the existence of moderate organization support in the Selected Private Hospitals. However, Saks (2006) found that employees who receive higher level of organizational support are more engaged towards their job. Organizational support is now getting an important attention in

industrial/organizational literature. According to *Employee Engagement: A Conceptual Framework* Rasheed, Khan, and Ramzan (as cited in Rhoades and Eisenberger, 2002) perceived organizational support is also seen as a promise that the organization will help the employees when they need any aid to run their jobs and tasks effectively. Organization should also support the employees from every aspect such as safety and security. Health and moral value of the employees should also be maintained by the organization.

4.4 Relationship between Employee Engagement Factor and Level of Engagement

Employee engagement factor is considered as an antecedent for the level of engagement. In order to identify the relationship that exists between employee engagement factors and level of engagement, hypothesis testing was made and results presented herewith. In this study to test the hypothesis of the demographic factors i.e. to check if the level of employee engagement has any differences with demographic factors (Sex, level of education and Service year) independent sample T- test and ANOVA were used.

4.4.1 Relationship between Demographic Factor and Level of Engagement

An independent sample t-test was conducted to compare the engagement scores for males and females see Table 15.

Table 15: T test for Gender differences with employee engagement

		Levene's Test for Equality of Variances		t-test for Equality of Means					
		F	Sig.	T	Df	Sig.(2-tailed)	Mean Difference	Std. Difference	Error
E	Equal Variances Assumed	0.312	0.577	-1.149	205	0.252	-0.14664	0.12761	
	Equal Variances Not Assumed			-1.091	55.822	0.28	-0.14664	0.13446	

Data Source: - Own Survey, 2018

The results on table 15 showed that there were no significant differences in scores between males and females. The mean difference is equal and P value is >0.05. So according to this, Employee engagement has no difference between genders (Male and Female). Raida Abu Bakar, 2013 was proven the findings from t-tests and ANOVA indicated that there were no significant group differences in age, gender, ethnicity, annual income and type of sectors. This finding is similar to results from previous studies, in which it was discovered that engagement and burnout did not differ significantly between genders (Schaufeli et al., 2006; Yildirim, 2008). We accept the null hypothesis **HO1** that there is no significant difference across employees with gender differences.

Table 16: ANOVA of variance for Work Experience and Educational level

Employee Engagement		Sum of Squares	Df	Mean Square	F	Sig.
Service Years	Between Groups	11.676	2	5.838	12.310	.000
	Within Groups	96.747	204	.474		
Educational Background	Between Groups	2.464	2	1.232	2.372	.096
	Within Groups	105.959	204	.519		

Data Source: - Own Survey, 2018

A one-way ANOVA was also conducted in this study to examine means difference that exist between the different educational status and work experience on the dependent variable (employee engagement).

For the service year, the respondents were categorized into three groups with 1-5 years, 5-10 years and >11 years. Minimum experience was found to be 2 year and maximum experience was 15 years in the organization under this study. The result was found that engagement levels differed significantly across the three categories of experiences, $F(2, 204) = 12.310$, $p = 0.000$ at 95% confidence interval. Hence, employees with different work experience differ significantly in the organization under study as regards their engagement levels. Engaged employees are having high experience than employees having less experience. This study is same as Sunita S., Bhavana A. and Vikas S. (2015). Rejected the null hypothesis **HO2**, which there is no significant difference across employees with different work experience.

As a table 16 shown, One-way ANOVA was also used to investigate the differential variation in employee engagement level with respect to the qualification level. The respondents were categorized into three qualification levels i.e. Diploma level, undergraduate, and graduate level and above. Mean scores of engagement levels of employees of different categories of qualifications are almost equal as $M(\text{Undergraduates}) = 5.1941$, $M(\text{Graduates}) = 5.2508$, $M(\text{Postgraduates}) = 5.3603$. Engagement levels did not differ significantly across the three categories of qualifications, $F(2, 204) = 2.372$, $p = 0.096$ at 95% confidence interval. This finding is similar to results from previous studies, in which it was discovered that different educational qualification categories like bachelor's degree, master's degree and doctorate degree of employees do not play a significant role in predicting overall employee engagement levels of human service (Bakker and Salanova 2006; Schwartz et al., 2007). This can be attributed to many hospital employees starting their careers soon after graduation and moving up in the organizational hierarchy. Even some take up careers in hospital after completion of their master's degree and there are also employees with doctorate degrees. The implication from the findings in this study was that educational

degrees of employees do not essentially play a role in predicting employee engagement. One explanation for the study findings on demography profile is that the hospitals should give attention to senior employees, regardless of issues such as, genders and educational qualification categories. Due to the result of the above educational level, we accept the null hypothesis **HO3** There is no significant difference across employees with different educational qualification.

4.4.2 Relationship between Engagement factors and Employee Engagement

In this study, correlation analysis was conducted to understand the relationship between the independent variables (job characteristics, reward and recognition, organizational justice and perceived organization support) with the dependent variable employee engagement. Pearson's correlation coefficient(r) was used to indicate the strength and direction of relationship using the guide that Evans (1996) suggests for the absolute value of(r) as mentioned in (Beldjazia and Alatou, 2016): 0.00-0.19: “**very weak**”, 0.20-0.39: “**weak**”, 0.40-0.59: “**moderate**”, 0.60-0.79: “**strong**” and 0.80-1.0: “**very strong**”. In addition, the p-value was used to indicate the significance of the relationship.

Since two variables were continuous variables, Pearson Correlations (r) was found to be appropriate (Pallant, 2011) to test the hypothesis and identify the relationship that exists between the dependent and independent variables. The results were summarized and presented in the table 17. Pearson Correlation results showed that all engagement factors have directly positive relationship with employee engagement.

Table 17: Correlations Analysis Result

		JC	RR	OJ	POS	EE
JC	Pearson Correlation					
RR	Pearson Correlation	.316**				
OJ	Pearson Correlation	.444**	.391**			
POS	Pearson Correlation	.537**	.454**	.441**		
EE	Pearson Correlation	.617**	.437**	.449**	.628**	

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

Data Source: - Own Survey, 2018

4.4.2.1 Relationship between Job characteristics and Employee

Engagement

Table 17 indicates that there is a strong positive relationship between job characteristics and employee engagement in case organizations ($r=.617$, $p<0.01$). This finding is similar with Ram and Prabhakar (2011) and also with the finding of Saks (2006) in which job characteristics were found to predict job engagement and implies that employees who are provided with enriched and challenging jobs reciprocate with higher level of engagement and also whose jobs are designed to be using their skill set and whose work is significant in the final outcome experienced stronger job engagement.

4.4.2.2 Relationship between Reward and Recognition and Employee Engagement

Reward and recognition was also found to have a moderate positive relationship with employee engagement ($r=.444$, $p<0.01$). This finding is similar with Ram and Prabhakar (2011) study and indicates in this case when performance receives its due recognition and when employees share in from the benefits of the organization they become further engaged. And Saks (2006) suggesting that employees who receive a greater amount of rewards and recognition for their role performance and how it distributes rewards are more likely to reciprocate with greater organization engagement.

4.4.2.3 Relationship between Perceived Organization Support and Employee Engagement

According to the table 17 Perceived organization support was found to have a positive and the strongest relationship with employee engagement from all factors ($r=.628$ $p<0.01$). This is in consistence with the findings by Saks (2006), where organization support was found to have a positive relationship with employee engagement. In this case employees tend to view their organization's orientation toward them as indicative of the organization support and when they believe that their organization is concerned about them and cares about their well -being, they respond by fulfilling their obligations to the organization by becoming more engaged.

4.5 Regression Analyses

Preliminary analyses were conducted as recommended by Tabachnick and Fidell (2007) to ensure there was no violation of the assumptions of sample size, multico-linearity, normality and linearity. The data was found to pass all the tests. Refer in the chapter 3, table 5 and 6. Regression analyses were used to explore the relationship between the independent and dependent variables. The coefficients of determination (R square value), the regression coefficients (Beta coefficient) and the p-values for each of the significant relationships were reported. Field (2005) suggested that the significance level (p-value) for each variable should

be less than 0.05 to demonstrate that the variable is making a statistically significant and unique contribution to the prediction of the dependent variable.

Table 18: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.728 ^a	0.53	0.52	0.5025

a. Predictors: (Constant), POS, OJ, RR, JC

b. Dependent Variable: Employee Engagement

Data Source: - Own Survey, 2018

Table 19: ANOVA^a Employee Engagement

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	57.417	4	14.354	56.848	.000 ^b
	Residual	51.006	202	0.253		
	Total	108.422	206			

a. Dependent Variable: EE

b. Predictors: (Constant), POS, OJ, RR, JC

Data Source: -Own Survey, 2018

Table 20: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig. (P value)
	B	Std. Error	Beta		
(Constant)	1.534	0.289		5.302	0
Job Characteristics	0.415	0.07	0.354	5.942	0
Reward and Recognition	0.126	0.051	0.137	2.457	0.015
1 Organization Justice	0.134	0.085	0.09	1.568	0.118
Perceived Organization Support	0.254	0.047	0.336	5.4	0

a. Dependent Variable: EE

Data Source: - Own Survey, 2018

As shown in the table 20 above, 53.0% variation in employee engagement factors is explained by employee engagement (where by R square is .530 and adjusted R square is .520). Furthermore, the ANOVA table shows the overall significance / acceptability of the model from a statistical perspective. As the significance value of F statistics shows a value .000, which is less than $p < 0.05$, implies the model is significant. This indicates that the variation explained by the model is not due to chance. As it is stated earlier in first chapter, this study aims to identify the effect of independent variables on the dependent variable. So the objective of regression in this study is to find such an equation that could be used to find the effect of predictors on dependent variable. The regression equation takes the following form:

$$Y = 1.534 + 0.354 X_1 + 0.137 X_2 + 0.336 X_3 + e$$

Where Y = Employee Engagement, X_1 = Job Characteristics, X_2 = Reward and Recognition, X_3 = Perceived Organization Support and e = the residual amount. Thus, the strength of each predictor (independent) variable influence on the criterion (dependent) variable can be investigated via standardized Beta coefficient. Hence, the regression coefficient explains the average amount of change in dependent variable that caused by a unit of change in the independent variable as shown in the equation.

HO4. A Job characteristic has no significant effect in predicting employee engagement

The results of regression as presented in Table: - 20 revealed that Beta (β) under standardized coefficients showed a value of .354 for Job characteristics with (p-value = 0.000 which is less than $\alpha = 0.05$) that explained there exists positive and significant relationship between job characteristics and employee engagement. According to the equation, keeping all other variables at zero, a unit increase in the job characteristics would lead to a 0.354 increase in the employee engagement. This is in line with the findings by Kahn (1992) that jobs that are high on the core job characteristics provide employees with motivation to be more engaged. The results of the study are also supported by Ram and Prabhakar (2011) finding that respondents whose jobs were designed to be using their skill sets, and whose work was significant in the final outcome experienced a higher level of engagement at work. And also Saks (2006) openly showed that job characteristics provide the opportunity for individuals to work effectively and to become more engaged. Job characteristics are those tasks that provide challenging work, variety, use of different skills and opportunity to make important contributions (Kahn, 1992). It provides individuals with the room and incentive to bring more of themselves into their work or to be more engaged. So the researcher rejected the null hypothesis HO4. And also Job characteristics are also identified to be the highest contributor for the level of engagement in the case organization with 35.4% beta value.

HO5. Reward and recognition has no significant effect in predicting employee engagement

Beta (β) under standardized coefficients showed a value of .137 for reward and recognition with (p-value = 0.015) which explained that there exists positive and significant relationship between reward and recognition and employee engagement. According to the equation,

keeping all other variables at zero, a unit increase in the reward and recognition would lead to a 0.137 increase in the employee engagement. The result of this study is in line with the findings by Kahn (1990) who reported that people vary in their engagement as a function of their perceptions of the benefits they receive from a role i.e. employees become more engaged at work when they receive a greater amount of rewards and recognition for their role performances. The results of the study are also supported by Ram and Prabhakar (2011). Therefore, we reject the null hypothesis **HO5** that reward and recognition has no significant effect on Employee Engagement in case organizations.

HO6. Perception of Organizational justice has no significant effect in predicting employee engagement.

The results of regression revealed that organizational justice has no significant effect on level of engagement with a beta value of $\beta_1 = .090$ (p-value = 0.118 which is greater than $\alpha = 0.05$). This means organizational justices did not yield any significant impact on employee engagement. This seems to be a unique finding as it goes against the results of other studies which demonstrate significant contributions of distributive and procedural factors on employees' attitude and behavior such as organizational commitment (Hassan, 2002; Martin and Bennet, 1996). Perhaps in the Arif Hassan and Ibrahim Hizam (2010) study of organizational justice and employee work engagement: Procedural and distributive aspects of organizational justice are given less importance and didn't yield any significant impact on engagement. Therefore, the researcher accepted the null hypothesis **HO6**.

HO7. Perceived organization support has no significant effect in predicting employee engagement

The results of regression revealed that perceived organizational support practice has positive and significant effect on level of engagement with a beta value of $\beta_1 = .336$ (p-value = 0.00 which is less than $\alpha = 0.05$). According to the equation above, keeping all other variables at zero, a unit increase in the Perceived Organization Support would lead to a 0.336 increase in the employee engagement. Therefore, the researcher rejects the null hypothesis **HO7**. Organizational support is also identified to be the second highest contributor for the level of engagement in the case organization with 33.6% beta value. This result is in line

with the findings by Ram and Prabhakar (2011) that organization support plays a significant role in building a sense of belongingness and motivating employees to become more engaged in their job and organization. Further, Hirimuthugoda (2014) also identified that there is a positive relationship between perceived organization support and employee engagement since employees feel supported and safe in work environments that are characterized by openness and supportiveness they reciprocate with higher level of engagement.

Table 21: Summary of Hypothesis testing

S. No	HYPOTHESIS	RESULT
1	HO1: There is no a significant difference between the level of employee engagement and Gender	ACCEPTED
2	HO2: There is no a significant difference between the level of employee engagement and Work Experience	REJECTED
3	HO3: There is no a significant difference between the level of employee engagement and Educational qualification	ACCEPTED
4	HO4: High job characteristics have no a significant effect on Employee Engagement	REJECTED
5	HO5: Rewards and Recognition have no significant effect on Employee Engagement	REJECTED
6	HO6: Perception of organizational Justice have no significant effect on Employee Engagement	ACCEPTED
7	HO7: Perceived Organization Support have no significant effect on Employee Engagement	REJECTED

CHAPTER FIVE

SUMMARY, CONCLUSION and RECOMMENDATION

5.1 Summary of Findings

The study established that majority of healthcare in case organization employees have 1st degree and above and also majority of the study respondents were female than male. Most of health care workers in hospitals were in the same position for 5 years or less, only 8.7% were served for more than 11 years.

With regard to employee engagement, healthcare employees under study were found to be highly engaged and strongly agree on opportunities to do their best and ability take pride. Since engagement building is a never-ending process; this indicates that the hospitals are able to create a foundation for a meaningful and emotionally enriching work experience for their employees. On engagement measurement, vigor and dedication, “When I get up in the morning I feel like go to work and I am proud on the work that I do” employee have shown high feeling and they were generally happy.

On demographic variables, results indicate significant differences in engagement levels for health professional work experience only. No significant differences in employee engagement for the other two demographic variables like gender and qualification.

The study revealed that respondents perceived the existence of high job characteristics which encompassing challenge, variety and autonomy on their job, this is more likely provides psychological meaningfulness and conditions for employee engagement. Job becomes meaningful and attractive to employee as it provides him/her variety and challenge; thereby affecting his/her level of engagement. On the other hand, result of the descriptive analysis of reward and recognition was indicating that a low level of reward and recognition is perceived by employees of the Selected Private Hospitals.

Regarding perceived organization support, respondents perceived the existence of moderate organization support in the case organizations. However, perceived organizational support is seen as a promise that the organization will help the employees when they need any aid to run their jobs and tasks effectively and also employees who receive higher level of organizational support are more engaged towards their job.

Result of correlation analysis indicates that there is a strong positive relationship between job characteristics and employee engagement in case organization. While Reward and recognition was found to have a moderate positive relationship with employee engagement, in addition, organization support and employee engagement were found to have a strong positive relationship.

Result of Multiple linear regression analysis reveals that all of independent variables of the study significantly affect the level of employee engagement in private hospital health workers except organization justice. However, by looking at the results of coefficient of Beta values, it was inferred that job characteristics has the highest effect on employee engagement followed by organization support.

5.2 Conclusion

Based on the findings of this study, the following conclusions were made:

The study examined that factors affecting employee engagement such as job characteristics, Reward and Recognition, Organization Justice and Perceived organization support.

The study demonstrated that there is a significant difference on the level of employee engagement across work experience which shows that the hospitals needs to consider this demographic issue while trying to design mechanisms to improve the engagement of employees.

The result also indicated reward and recognition are perceived to be low by the health worker therefore; the hospital management should put a system in place which will ensure that health care professionals feel the availability of job security, promotion, and training and development opportunities for them. Public recognition (e.g employee of the month), and also

showing appreciation for their subordinates and demonstrating a general regard for employees' well-being, supportive leaders' actions may nurture employees' engagement. However, based on the study result revealed that health professionals of case organization generally feel low reward and recognition.

In addition, by looking at the results of coefficient of beta values, job characteristics and perceived organizational support were found to have the highest effect on employee engagement. Since **Engaged Employees** are considered as the base of the organizational development, and carries the organization in positive direction, the organization management has to work more on these areas.

The study has also demonstrated the importance of three variables (job characteristics, rewards and recognition and organization support) in predicting employee engagement in case organization. This would help these hospitals to identify how these factors are operating currently and work on them to improve the level of employee engagement of their organization.

Employees who are assigned in a position where the job is more comprehensive and challenging, which require a variety of skills were more likely have greater engagement to their job than those who are assigned to a simple and routine task. The result of the study revealed that caring and concern associated with Perceived Organization Support creates a sense of obligation on the part of employees who in turn give themselves with greater levels engagement. Unlike organizational Justice, Job characteristics, reward and recognition and organizational support factors were significantly affected employee engagement.

In particular management of these private hospitals the findings would help them to understand the importance of job characteristics, reward and recognition and organization support for employee engagement.

5.3 Recommendation

Based on the findings of the study which service year of employee has significant difference on the level of engagement, the researcher recommends: While designing employee engagement strategies the hospitals needs to take in to account the different needs of the employee depending on their work experience to the hospital. Since the different needs and expectations of employees of different service year commands different treatment, the hospitals should take this in to consideration and follow best fit approach while designing employee engagement strategies rather than a holistic or one size fits all approach. For example: Designing seniority exam with some reward and recognition, encouraging and assigning more responsible and challenging area depending on their seniority performance and so on.

Since job characteristics were found to be the most significant predictor of employee engagement, it should focus on designing jobs that are high on the five core job characteristics. For example: It needs to enforce job rotation which would decrease the probability of workers being bored of their job since they will not be stuck on only one job for years on end.

The Management of the hospitals is recommended to assess the content of each job regularly and make them more comprehensive and challenging that requires the skills of the employees. And also it needs to combine different tasks in a job which would enable it to enhance task identity and task significance.

Since reward and recognition were found to be one of the factors affecting employee engagement and the employees were perceived to be low, the hospitals could employ various mechanisms. For instance, revising its rewards such as salary and other benefits according to changes in the market trend and also it should work more on providing training and development opportunities, career advancement and promotion opportunities among other things. And also the management is strongly advised to give appropriate recognition and reward to its employees. When employees receive some recognition from their organization, they will feel obliged to respond to higher levels of engagement.

Furthermore, perceive organization support significantly affects employee engagement so that the case organization management needs to take this under consideration and provide various types of leadership trainings to its supervisors and managers on how to properly provide support for subordinates. In addition, managers or supervisors need to ensure that an employee have felt the organization support his/her goal and values and also cares about their well-being.

5.4 Areas of Future Research

The results of this study suggest that employee engagement is a meaningful construct that is worthy of future research. Hence, there are several avenues to consider. The scope of the study can be further increased and enriched to include more variables that might predict employee engagement like Supervisory support, self-esteem and locus of control. It could also include other organizational variables than those mentioned in this study to identify their effect on employee engagement in Ethiopian context. The study can also include other methods like in-depth interviews, focus group discussions etc. the sample size can be bigger and broader to increase the representativeness and it can also be conducted at the private and Government hospital industry (i.e. by including other private and public hospitals) and or across countrywide (including other industries) so that the results can be more generalized.

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Appendix

Research Questionnaire

Addis Ababa University School of Commerce

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Dear respondents: This questionnaire is prepared for research purpose entitled “Factors Contributing to Employee Engagement in four Selected Private Hospitals in Addis Ababa: The Case of MCM General Hospital, Kadisco General Hospital, Girum General Hospital, Bethzatha General Hospital”. The expected respondents of this questionnaire will be Professional Staff of those randomly selected hospitals from each district in Addis Ababa who are junior and senior staff. The respondents will be expected to give accurate data to make proper analysis. The data will be kept confidentially and it will be used for study purpose. I would like to thank in advance for your honest cooperation.

Section one: Demographic Information:

No	Question	Code classification		Answer
	Gender	Male	01	
		Female.....	02	
	Age	20-25	01	
		26-30.....	02	
		31-35.....	03	
		36-40.....	04	
		>40	05	
	Name of health Facility	Girum Hospital	01	
		Bethzatha	02	
		MCM.....	03	
		Kadisco	04	
	How many years have you worked for the hospital	2-5 years	01	
		6-10 Years.....	02	
		11-15 Years.....	03	
		16-20 Years.....	04	
		>20 Years	05	
	What is the highest level of education you have completed	High School	01	
		College diploma.....	02	
		Undergraduate Degree....	03	
		Graduate Degree and above	04	
	Job title	Staff	01	
		Supervisory	02	
		Manager	03	

Section Two: Question Related to Employee Engagement (Work and Well-being Survey (UWES))

The following 9 statements are about how you feel at work. Please read each statement carefully and decide if you ever feel this way about your job. If you have never had this feeling, cross the '0' (zero) in the space after the statement. If you have had this feeling, indicate how often you feel it by crossing the number (from 1 to 6) that best describes how frequently you feel that way.

	Almost Never	Rarely	Sometimes	Often	Very often	Always
0	1	2	3	4	5	6
Never	A few times a year or Less	Once a month or Less	A few times a month	Once a week	A few times a Week	Every Day

1. _____ at my work, I feel bursting with energy (VI1)
2. _____ at my job, I feel strong and vigorous(VI2)
3. _____ I am enthusiastic about my job(DE2)
4. _____ my job inspires me(DE3)
5. _____ when I get up in the morning, I feel like going to work(VI3)
6. _____ I feel happy when I am working intensely(AB3)
7. _____ I am proud on the work that I do(DE4)
8. _____ I am immersed in my work (AB4)
9. _____ I get carried away when I'm working(AB5)

* Shortened version (UWES-9); VI= vigor; DE = dedication; AB = absorption

Section Three: Question Related to Factors of Employee Engagement

The table in the next page consists of list of items. Please put “number” for every statement based on your level of agreement. Section three; the components of questions related to factors of employee engagement

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
01	02	03	04	05

	Job characteristics	01	02	03	04	05
16	There is much autonomy in my job					
17	My job permits me to decide on my way how to go about doing the work					
18	There is much variety in my job.					
19	The job requires me to do many different things at work, using a variety of my skills and talents.					
20	Managers or co-workers let me know how well I am doing on my job.					
21	Doing the job itself provide me with information about my work performance.					
22	The actual work itself provide clues about how well I am doing – aside from any “Feedback” co- workers or supervisors’ may provide.					

Rewards and Recognition					
23	A pay raise, Job security, and a promotion available for me				
24	I get Praise from my supervisor.				
25	Training and development opportunities available for me.				
26	More challenging work assignments available for me.				
27	There is some form of public recognition (e.g. employee of the month).				
28	There is a reward or token of appreciation (e.g. lunch).				
	Organization justice				
29	The outcomes I receive appropriate for the work I Have completed				
30	My outcomes reflect what I have contributed to the Organization				
31	I have been able to express my views and feelings during those procedures				
32	I have had influence over the outcomes arrived at by those procedures.				
33	Those procedures have been applied consistently				
34	Those procedures have been free of bias.				
35	I Have been able to appeal the outcomes arrived at by those procedures.				
36	Those procedures have upheld ethical and moral Standards				

	Perceived organizational support					
37	My organization is supportive of my goals and values					
38	Help is available from my organization when I have a problem					
39	My organization really cares about my well-being.					
40	My organization shows great concern for me					
41	My organization cares about my opinions					