



ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
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Factors affecting Employee engagement: The Mediating role of organizational citizenship behavior: in Ethiopian Banking sector a case of selected banks (CBE, Dashen and Zemen Bank).

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**A Thesis Submitted to college of Business and Economics of Addis Ababa University
in Partial Fulfillment of the Requirements for the Degree of Masters of Art in
Business Administration (MBA)**

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Addis Ababa, Ethiopia

DECLARATION

I, the undersigned, declare that this thesis entitled “**Factors affecting Employee engagement: The Mediating role of organizational citizenship behavior: in Ethiopian Banking sector a case of selected banks (CBE, Dashen and Zemen Bank).**”, is my original work and has not been presented for a degree in any other university or organization, and that all sources of materials used for the thesis have been duly acknowledged.

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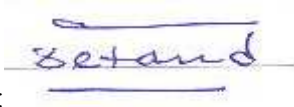
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DECLARATION

This thesis, written by Desalegn Bitew, and entitled “**Factors affecting Employee engagement: The Mediating role of organizational citizenship behavior: in Ethiopian Banking sector a case of selected banks (CBE, Dashen and Zemen Bank).**” and submitted in partial fulfillment of the requirements for the degree of Master of Business Administration specialized in Management complies with the regulation of the University and meets the acceptable standards with respect to originality and quality.

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Advisor _____ Signature _____ Date _____

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List of Acronyms

ANOVA: Analysis of Variance

CBE: Commercial Bank of Ethiopia

EE: Employee Engagement

ERG: Ergonomics

JC: Job Characteristics

OCB: Organization citizenship Behavior

PSS: Perceived Supervisor support

RR: Reward and Recognition

SPSS: Statistical Package for the Social Science

Abstract

Employee engagement has become the center of concern in recent years in management literature. Various researchers have tried to identify factors affecting employee engagement. In Ethiopia, besides the concepts freshness, employee engagement needs more empirical research. In addition, even though many have tried to study factors like job characteristics, perceived supervisor support and reward and recognition, the effect of ergonomics on employee engagement is yet uncovered in Ethiopia.

Therefore, this study was conducted to identify factors affecting employee engagement and examine the mediating role of organization citizenship behavior in Ethiopian Banking Sector in the case of selected three Banks (CBE, Dashen and Zemen Bank). To identify the factors that affect employee engagement, previous literatures, theories and models were considered and based on those previous research works, a conceptual framework was adopted.

This study used explanatory research approach and both primary and secondary data were utilized. The primary data were collected by distributing questionnaires to 361 employees of the selected three Banks. And the collected data were entered and analyzed using SPSS version 24.0 and PROCESS Macro version 3.4 was employed to test the mediation effect.

The findings of the study showed that, of demographic variables; age ($b=.244$, $p<0.05$) and educational qualification ($b=-.192$, $p<0.05$) has a significant effect on employee engagement. More importantly, the regression analysis of the study showed that job characteristics and Ergonomics has a direct, significant and positive effect on employee engagement level with beta values of 0.347 , $p<0.05$ and $b=0.233$, $p<0.05$ respectively. The study results also confirmed that organizational citizenship behavior has a mediating role on the relationship between job characteristics ($B=0.2312$, CI: $.1465$ to $.3175$) and ergonomics ($B=0.1756$, CI: $.1009$, to $.2597$) and employee engagement.

The overall engagement level of employees was found moderate and job characteristics and Ergonomics has a positive and significant effect on employee engagement. Furthermore, OCB has a partial mediating role in the relationship between job characteristics and ergonomics and employee engagement. Therefore, to fully grasp the benefit of having an engaged employee, Ethiopian Banks should work on job enlargement, rotation and duly think about physical layout of the offices together with promoting organizational citizenship behavior. And finally, any future endeavor should test the relationship between ergonomics and employee engagement.

Key words: Employee engagement, Ergonomics, Organization citizenship behavior, employee engagement factors

CHAPTER ONE

INTRODUCTION

1.1. Background of the study

We are living in an increasingly complex, dynamic, and competitive world, where human and intellectual capital is becoming the key resource in economic transformation, societal wellbeing, and innovation (Birhane, 2017). Globalization has given the business environment nearly equal access to everything. The competition between large companies is increasingly getting stiff and stiff. These days', acquiring technology, building huge headquarters and spreading branches are almost a matter of capital.

In today's global highly competitive business environment, it is mainly employee engagement that makes an organization successful. The challenge today is not only just retaining talented people, but also fully engaging them, capturing their minds and hearts at each stage of their work lives. In recent years, the term "employee engagement" has taken a fundamental role on organizational effectiveness (Saks, 2006).

As sighted in Armstrong (2010), Reilly and Brown (2008) noted that the term 'job satisfaction', 'motivation' and 'commitment' are generally being replaced now in business by 'engagement' because it appears to have more descriptive force and face validity. Perhaps the reason that engagement has garnered so much attention lies in its dual promise of individual wellbeing and organizational performance. (Catherine, Kerstin, Rick, Amanda & Emma, 2013)

Due to rapid globalization, CEOs, Human Resource Development (HRD) and the business leaders have realized that employee talent is the key to their growth. However, one of the toughest challenges confronting the management is, ensuring that their employees' do their job, when checked every day, they not only do it physically but also mentally and emotionally (Bedarkar & Pandita, 2014).

From its introduction by Kahn in 1990, it has attracted many business scholars attention as it has a significant role in the success of the organization. Organizations have long been interested in the role of management on how employees think and feel about their jobs, as well as what employees are willing to dedicate to the organization (Dorothea, 2013). According to Saks (2006), Employee engagement is one of the important issues in human resource management as

it has a direct effect on productivity of an organization. Many have claimed that employee engagement predicts employee outcomes, organizational success, and financial performance. Harvard business review (2013) in its research on the impact of EE on performance reflected that 71% of respondents rank employee engagement as very important to achieving overall organizational success.

Furthermore, Engagement is consistently shown as something given by the employee that can benefit the organization through commitment and dedication, advocacy, discretionary effort, using talents to the fullest and being supportive of the organization's goals and values. Engaged employees feel a sense of attachment towards their organization, investing themselves not only in their role but also in the organization as a whole (Robertson & Markwick, 2009).

Employee engagement has also been found to be positively related to individual job performance. Dorothea (2013) has found positive relationship between employee engagement and organizational performance outcomes: employee retention, productivity, and profitability. In support of this, Shukla and Adhikari (2017) noted that, fully engaged employees can provide higher productivity, higher return on investment, higher self-motivation, reliability, loyalty towards organization, reduced employee turnover and lower absenteeism.

As per the Cepheus research analytics report in 2019, the banking industry has employed more than 90,000 staffs. CBE is the major employer in the sector followed by Awash and Dashen Bank. Currently the Banking industry is highly competitive to attract customers by using various deposit mobilization strategies. Many banks are promoting to 'save and won a prize' including CBE, Dashen and Zemen Bank. This simply shows the increased competition in the banking industry. The banks are also working heavily on quality customer service that mainly depends on employees who can facilitate that endeavor.

1.2. Background of the Organization

The history of banking in Ethiopia is a journey of more than 100 years back when Emperor Menilik II was attracted by many western developments. The Bank of Abyssinia, established in 1905, was the first bank in the country (Mauri, 2010). In 1931, the Bank was replaced by the Bank of Ethiopia which was completely owned by the government and members of the Ethiopian aristocracy, becoming the first 100% African-owned bank on the continent. In 1963, a new banking law split the functions of the State Bank of Ethiopia into central and commercial

banking as the National Bank of Ethiopia and the Commercial Bank of Ethiopia respectively (Harvey and Brownbridge, 1998). In 1994, for the first time after the downfall of the Derg regime, the government legalized domestic private investment in the banking industry.

According to NBE 2017/18 report, the number of banks currently operating in the country totaled 18, of which 16 are private and 2 are state-owned. In the reporting period, banks opened 500 new branches, raising the total number of branches from 4257 to 4757. From total branches in Ethiopia, about 35.3 percent of the total bank branches were located in Addis Ababa. Cepheus (2019) reported the banking industry alone employed more than 90,000 staff and contributed Birr 13bn in yearly taxes to the government (equivalent to roughly one-fifth of annual income tax receipts in recent years).

Commercial bank of Ethiopia (CBE) is one of the two government commercial banks and the leading bank in Ethiopia with more than 1,340 branches serving millions of customers with more than 34,000 staffs. The bank can be grouped in to the first generation banks, celebrating its 75th year anniversary in 2017.

Dashen Bank, established in 1995, was among the first few banks established following the financial reform that allow functioning of private banks in 1994. Headquartered in Addis Ababa, the Bank is among the biggest private Banks in Ethiopia. It operates through a network of more than 400 Branches employing more than 8,500 staff.

Zemen Bank joined the banking industry in the year 2008 locating its mono branch headquarter in Addis Ababa by targeting high and middle income customers. It is among the last five banks in joining the sector. Currently, away from its initial mono branch banking, the bank has more than 40 branches throughout the country.

1.3. Problem Statement

This day's businesses are forced to focus on their employees as a competitive strategy. Due to rapid globalization, CEOs, Human Resource Development and the business leaders have realized that employee talent is the key to their growth. However, one of the toughest challenges confronting the management is ensuring that their employees' do their job, when checked every day, they not only do it physically but also mentally and emotionally (Bedarkar & Pandita, 2014)

Employee engagement has become a top business priority for senior executives (HBR, 2013). The challenge in the current business environment is not only just recruiting and retaining talented staff, but fully engaging them, having the best of their talent at each stage of their work lives is the toughest challenge of managers. The management is finding itself being tested every day on its capabilities to keep its employee engaged (Chandani, 2016).

The best performing companies know that developing an employee engagement strategy and linking it to the achievement of corporate goals will help them win in the marketplace (Gallup, 2010). An engaged workforce is capable of delivering sustained differentiation and significant competitive advantage (Singh & Lalvani, 2015). When employees are satisfied and engaged with their work, they are more creative and innovative and offer advances that allow companies to evolve positively over time with changes in market conditions (Baumruk, 2004).

EE affects the quality of service in organizations with consequent effect on customer satisfaction and ultimate success of the organization. In this rapid cycle economy, business leaders know that having a high-performing workforce is essential for growth and survival. They recognize that a highly engaged workforce can increase innovation, productivity, and bottom-line performance while reducing costs related to hiring and retention in highly competitive talent markets (HBR, 2013).

As customers are interacting directly to employees, it is obvious that employees are the most valuable asset and have high effect in service giving organizations. Banks in Ethiopia currently strive to enhance their customer service quality and increase their performance. The sector is competing each other to attract and retain better talents (employees) in the market through various benefit packages. This competition in turn has increased staff mobility among banks and the sector is generally characterized by high mobility (Ethiopian Business Review, 2014).

While the term employee engagement is fresh, the concept has gained much attention in human resource studies. These studies had identified many drivers to employee engagement. The predictors of employee engagement identified by previous studies generally focused on the nature, feature and benefits of the job, supervisors and organizational factors. Employee engagement involves creating prospects for employees to attach with their managers, colleagues and organizations (Mokaya & Kipyegon, 2014). Furthermore, Kavya and Padmavathy (2017) noted that the necessity to integrate and align technology, systems, processes, culture and

strategy with people's interest to energize their talents and help them search their self-interest can make the work more engaging.

Since the concepts introduction factors affecting employee engagement has attracted scholars' attention. Various studies identified the relationship between factors like Job characteristics, reward and recognition, perceived organization support and Perceived supervisor support (Kahn (1990), Saks (2006), Maslach, Schaufelli, and Leiter, (2001). However the impact of ergonomics on employee engagement is yet uncovered in the literature and more specifically in Ethiopia.

This research examined the previously identified factors and added Ergonomics as an additional factor. Furthermore, this research examined if organization citizenship behavior (OCB) can mediate the relationship between independent variables (Job characteristics, reward and recognition and Perceived supervisor support and ergonomics) and dependent variable employee engagement.

In addition, employee engagement in Ethiopia is a management concept attracting researchers in recent years. However, although researches have been made in this topic mainly in the banking sector, many were on commercial bank of Ethiopia. This research combined three banks (CBE, Dashen and Zemen) as a case of study to generalize about the factors affecting employee engagement in Ethiopian banking sector. Up to the researcher's knowledge, there is no research that have tested the effect of ergonomics on employee engagement in Ethiopia; and considered OCB as a mediator between engagement factors and Employee engagement.

1.4. Research question

- ❖ Do Job characteristics have an effect on employee engagement?
- ❖ Do Reward and recognition have an effect on employee engagement?
- ❖ Do perceived supervisor support have an effect on employee engagement?
- ❖ Does Ergonomics have an effect on employee engagement?
- ❖ Does OCB mediate the relationship between employee engagement factors and employee engagement?

1.5. Objective of the Study

1.5.1. General Objectives

The main objective of the study was to identify factors affecting employee engagement and the mediating role of organization citizenship behavior in Ethiopian Banking Sector in the case of selected three banks (CBE Dashen and Zemen Bank).

1.5.2. Specific Objectives

The specific objectives of the study focused on factors that affect employee engagement and mediation role of OCB stated as follows;

- To investigate the effect of Job characteristics on employee engagement
- To measure the effect of reward and recognition on employee engagement
- To investigate the effect of Perceived supervisor support on employee engagement
- To explore the effect of Ergonomics on employee engagement
- To examine if OCB mediate in the relationship between independent variables; Job characteristics, reward and recognition, Perceived supervisor support and Ergonomics and the dependent variable; employee engagement

1.6. Significance of the Study

The concept of employee engagement has gained considerable worldwide attention in the last two decades. However, the concept remains in need of more empirical research; especially in our country and specifically for Ethiopian Banking sector.

The findings and results of this research can be of potential value to the banking industry in Ethiopia to have practical significance in helping the banks in developing best-engaged human capital. Thus, this study provide information to the organizations on the level of engagement of their employees, give strategic implication for higher officials of the Banks to take actions against any signs of employees' disengagement, if any.

This research might also contribute to the theory, in that considering the shortage of literature that currently exists in general about employee engagement in Ethiopia; it can be used to enrich employee engagement related literatures by exploring different factors that can affect engagement.

Finally, for the researcher besides acquiring academic qualification, it broadened the understanding of employee engagement issues. It can also serve as an ingredient for other researchers who would like to conduct research in the subject of employee engagement in the future.

1.7. Scope of the study

Currently, there are 18 Banks licensed by National Bank of Ethiopia including two state owned government banks to give commercial banking service in the country. All of them have a wide range of branches throughout the country. However, because of budget and time constraints this study covered only three Banks (CBE, Dashen and Zemen Bank). The rationale behind these banks is that the banks are from different generations as CBE is one of the oldest, Dashen in the middle and Zemen one of the newest. Furthermore, the study will be delimited to Head Office and main branches of each bank. The logic behind this is that because of time and resource constraint, it is difficult to cover all areas and branches throughout the country.

The conceptual scope of the study was about the issues related to the factors that are expected to have impact on employee engagement such as demographic profiles, job characteristics, reward & recognition, perceived supervisor support and ergonomics. The reason for selecting these factors is that studies have shown these are the major factors that have an impact direct on employee engagement.

Concerning methodological scope, the study used quantitative research design. The rationale behind using quantitative approach was the nature of the research questions and the most appropriate method to address the research questions.

1.8. Limitations of the Study

Moreover the concepts freshness, Engagement in Ethiopia is not well studied. There is lack of previous studies in Ethiopia regarding identifying factors that can influence employee engagement. Lack of previous studies in Ethiopia on the area limited the research not to have enough resources that can guide to have deep root towards the concept in the country.

1.9. Definitions of Key Terms

Employee engagement: Employee engagement is a person's enthusiasm and involvement in his or her job (Saks, 2006).

Job characteristics: an attribute that creates conditions for high work motivation, satisfaction and performance (Hackman & Oldham, 1980) which are skill variety, task identity, task significance, autonomy, and feedback

Reward and recognition: monetary and other benefit methods organizations use to make employees feel respected and valued. (Kahn, 1990)

Perceived supervisor support: supportive and trusting interpersonal relationships as well as supportive management that promote psychological safety. (Kahn 1990)

Ergonomics: The design of a workplace, equipment, machine, tool, product, environment, and system which takes into consideration human being's physical, physiological, biomechanical, and psychological capabilities and optimizes the effectiveness and productivity of work systems while assuring the safety, health, and wellbeing of the workers. (Fernandez & Goodman, 2000)

Organization citizenship behavior (OCB): Individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system and that in the aggregate promotes the effective functioning of the organization. (Podsakoff et.al. 2000)

1.10. Organization of the paper

This paper has five chapters. Chapter one gives an introduction for the main part of the study, Problem statement, research questions, objectives with scope and limitation of the study and chapter two reviews theoretical and empirical studies including the conceptual framework of the study. Chapter three presents research methodology applied for the study followed by Chapter four that discuss the results of the study alongside with interpretations. Finally, Chapter five presents the findings, conclusion and recommendation.

CHAPTER TWO

LITERATURE REVIEW

Introduction

The purpose of literature review is to examine key concepts and related research relevant to the research concept (employee engagement). This chapter will address the literature related to Concepts and operational definition, theoretical and empirical review, and the development of the theoretical framework to be tested in the study.

2.1. Theoretical Literature Review

2.1.1. Evolution and Definition of Employee Engagement

Many agree on the fact that EE is an emerging concept that have attracted researchers and consulting firms in recent years. It was first introduced by Kahn in 1990 in his article titled Psychological Conditions of Personal Engagement and Disengagement at Work. Kahn's conceptualization of personal engagement and personal disengagement would be the only piece of empirical research on employee engagement until early 2001 (Shuck & Wollard, 2009). After Khan (1990) introduced the concept; there were no significant research initiatives to study employee engagement for the next seven years, until burnout researchers (Maslach & Leiter, 1997) decided to re-introduce it by conceptualizing burnout as the antithesis of engagement.

Since then, employee engagement has been defined in different ways by various researchers as well as human resources practitioners and scholars. Kahn (1990) defined employee engagement as the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances. By extending this definition of employee engagement, Saks (2006) defines engagement as being psychologically present in both job and organization roles. The renowned employee engagement research and analytics institution, Gallup, defines engaged employees as those who are involved in, enthusiastic about and committed to their work and workplace. (Gallup, 2017)

2.1.2. Categories of Employee Engagement

According to the Gallup Consulting Organization (Gallup, 2004), there are different types of people in terms of engagement: Engaged, not engaged and actively disengaged.

Engaged

"Engaged" employees are builders. They are more committed to the organization. They are naturally curious about their company and their place in it. They perform at consistently high levels. They want to use their talents and strengths at work every day. They work with passion and they drive innovation and move their organization forward. They are less likely to leave the organization.

Not Engaged

Not-engaged employees tend to concentrate on tasks rather than the goals and outcomes they are expected to accomplish. They want to be told what to do just so they can do it and say they have finished. They focus on accomplishing tasks versus achieving an outcome. Employees who are not-engaged tend to feel their contributions are being overlooked, and the company is not harnessing their potential. They often feel this way because they do not have productive relationships with their managers or with their co-workers.

Actively Disengaged

The "actively disengaged" employees are the "cave-dwellers." They are "consistently against virtually everything." They are not just unhappy at work; they are busy acting out their unhappiness. They sow seeds of negativity at every opportunity. Every day, actively disengaged workers undermine what their engaged co-workers accomplish. As workers increasingly rely on each other to generate products and services, the problems and tensions that are fostered by actively disengaged workers can cause great damage to an organization's functioning. They increase the cost of the organization by low quality, customer dissatisfaction, and missed opportunities.

2.1.3. Consequences of Employee Engagement

Starting from its definition, engagement is all about having a positive feeling about the job an individual is working and performing to the best of one's ability. When employees experience engaged, a number of positive outcomes occur to the task they are assigned and overall to the organization (Saks, 2006), (Kahn, 1990).

Employee engagement has been found to be related to less in role conflict, stress and cynicism about the organization and its goals. Furthermore, related to sense of control over one's work environment, confidence in the future of the organization, sense of self-confidence in the ability to make change happen in the organization, willingness to learn and experiment, willing to stay with the company (lower turnover or higher retention) motivation, creative ideas and solutions; continuous improvement, team working and organization identity. (Storey, Wright & Ulrich, 2009)

In addition to individual outcomes, engagement has also a positive relation towards the organization success. Engaged employees are more likely to stay with the organization, perform 20 percent better than their colleagues and also act as advocates of the business. Moreover, Engagement can enhance bottom line profit and enable organizational agility and improved efficiency in driving change initiatives. Engaged employees invest themselves fully in their world, with increased self-efficacy and a positive impact upon health and well-being, which in turn evokes increased employee support for the organization. (Robertson & Markwick, 2009)

Saks (2006) has defined the consequences of employee engagement in the following manner:

***A. Job Satisfaction:** Job satisfaction, a widely researched construct, is defined as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. It has been found that while the relationship between job satisfaction and performance is weak at the individual level, but is stronger at the aggregate level.*

***B. Organizational Commitment:** This also differs from engaging in that it refers to a person's attitude and attachment towards their organization. Engagement is not an attitude; it is the degree to which an individual is attentive and absorbed in the performance of their roles.*

C. Intention to Quit: Intention to quit includes basically the reasons why employees are going to quit the job, and what factors made the employee to leave the organization. The engaged employees do not frequently quit the job.

D. Organizational Citizenship Behavior (OCB) involves voluntary and informal behaviors that can help co-workers and the organization, the focus of engagement is one's formal role performance rather than extra-role and voluntary behavior.

2.1.4. Determinants of employee engagement

Since its introduction by Kahn (1990), the predictors (determinants) of engagement have attracted scholars' attention. Nevertheless, the concepts freshness, researchers have tried to identify the factors affecting Employee engagement. Therefore, this part of the research presents about factors affecting employee engagement by reviewing the limited data that is available regarding employee engagement.

2.1.4.1. Demographic variables

Demographic variables have a significant effect on engagement as the personal profile of an individual plays a very vital role in deciding the level of engagement and commitment (Sharma & Gangwani, 2015). There is an association between the demographic factors viz. age, gender, monthly income, employment level and the experience of the respondents with the Employee Engagement. (Banu, Rengarajan, Thirumoorthy, Rajkumar & Madhumitha, 2016)

A. Age

Oxford English dictionary (n.d) defined Age as the length of years that a person has lived or a thing has existed. As there is a personality and attitudinal difference among different ages, the level of engagement towards a task can also be different. Sprang, Woolsey and Clark, (2007), found support for age influence as young aged employees were found to have a greater suffering from burnout. In support of this, Sharma and Gangwani, (2015) noted that as young workforce sees many comparable jobs elsewhere; this perception has contributed to the low level of employee engagement. Schaufeli, Bakker and Salanova (2006) also found that Engagement was weakly positively related with age. However, Shukla and Adhikari (2017) found that engagement levels did not differ significantly across the categories of age, stating that employees with different age group are equally engaged in the organization under study.

As many researchers have tested for the significance of age in predicting engagement level, this study has examined this effect.

H1a. There is significant difference among ages in predicting engagement level of employees.

B. Gender

Researchers have often considered gender as a possible predictive factor in levels of engagement. Shukla and Adhikari (2017) found that Female employees in the organization were more engaged to their jobs as compared to their male counterparts. 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) men scored slightly higher on the three engagement dimensions than did women in the study.

In general, as sighted in Shukla and Adhikari (2017), various researches indicated mixed results of relationship between gender and employee engagement. Some of them found that women have higher engagement level than men, some found that women have lower engagement level than men whereas some found that there is no difference in engagement level of men and women.

In examining whether or not men will score higher in this study, gender will be compared to the participant's total score on the engagement scale.

H1b. There is significant difference between genders in predicting engagement level of employees.

C. Educational qualification

Educational qualification in this research constitutes an employee's educational achievement (accomplishment). As it might have an effect on an individual's job and overall attitude towards a task, researchers have often considered educational qualification as a possible predictive factor in levels of engagement. Blue collar workers were less engaged than managers and educators (Schaufeli et al., 2006). In contrast to this finding, Sprang et al. (2007), found negative relationship between educational qualification and burnout. The study noted that employees with higher educational degree tend to experience higher levels of burnout. 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)

H1c. There is significant difference across different educational qualification categories of employees in predicting the overall engagement levels of bank employees

D. Work experience

The sum of work experience is variable that has been studied for its association with engagement. Study results on the subject are varying. Some studies found new employees score higher on the level of engagement while others indicate no relationship between experience and employee engagement.

Sprang et al. (2007) sampled 1,121 mental health providers 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 increase with increasing service years by stating less experienced providers have higher levels of burnout.

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 Molina (2002) report that, in general, workers start 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 bank was examined in this study to see if participants' scores do indeed decline over the course of their career.

H1d. There is significant difference across employees with different years of work experience in predicting the overall engagement level of bank employees

E. Marital status

Sharma and Gangwani, (2015) noted that due to the fact that married people have more responsibilities towards their families, so they are more serious about their job and shows more engagement when compared with single ones. It was observed that there is a difference between employees who are single and those who are married stating that married employees tend to have

a higher level of engagement than those who are single, suggesting that married employees are more settled in both their personal and professional lives. Shukla and Adhikari (2017) supported this finding by stating married employees are more engaged than unmarried employees.

H1e. There is significant difference due to difference in marital status in predicting engagement level of employees.

2.1.4.2. Job characteristics

Jobs that are high on the core job characteristics provide individuals with the room and incentive to bring more of themselves into their work or to be more engaged (Kahn, 1992). According to him, 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). This is based on Hackman and Oldham's (1976) job characteristics model and in particular, the five core job characteristics (i.e. Skill variety, task identity, task significance, autonomy, and feedback)". According to Hackman and Oldham's (1976) the five "core" job characteristics are described as follows:

- ***Skill variety** is the degree to which a job requires a variety of different activities in carrying out the work, which involve the use of a number of different skills and talents of the employee.*
- ***Task identity** is the degree to which the job requires completion of a "whole" and identifiable piece of work—that is, doing a job from beginning to end with a visible outcome.*
- ***Task significance** is the degree to which the job has a substantial impact on the lives or work of other people—whether in the immediate organization or in the external environment.*
- ***Autonomy** is the degree to which the job provides substantial freedom, independence, and discretion to the employee in scheduling the work and in determining the procedures to be used in carrying it out.*
- ***Feedback from the job itself** is the degree to which carrying out the work activities required by the job results in the employee obtaining direct and clear information about the effectiveness of his or her performance.*

Based on Saks (2006) from the perspective of Social exchange theory (SET), one can argue that employees who are provided with enriched and challenging jobs will feel obliged to respond to higher levels of engagement. Therefore, H2 is the following:

H2: Job characteristics have significant effect in predicting employee engagement.

2.1.4.3. Rewards and recognition

People vary in their engagement as a function of their perceptions of the benefits they receive from a role (Kahn, 1990). Furthermore, a sense of return on efforts 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. (Saks, 2006)

Reward is defined as intrinsic or extrinsic compensation and or recognition on completion of a task or meeting performance objectives. Intrinsic reward often is in the form of employee recognition programs that include praise, while extrinsic reward is tangible and can be in the shape of direct or indirect compensation. The direct reward includes base pay and variable pay; and the indirect one is about life insurance, medical insurance, and retirement pension (Robbins & Judge, 2013).

When employees are rarely recognized for a job well done, or when recognition is given inappropriately, engagement will suffer. Whereas, once employees recognized with a greater incentives and recognitions for their performance, it is expected that employees might be satisfied in their mind and perhaps this workplace was fit to them (Saks, 2006).

Employees would be willing to react through their best level of engagement towards their organization when they received recognitions or rewards from their organization. A lack of recognitions or rewards can lead to burnout, on the other hand, proper recognitions or rewards are very important for engaged employee (Maslach et.al. 2001).

As sighted in Saks (2006), in terms of SET, when employees receive rewards and recognition from their organization, they will feel obliged to respond to higher levels of engagement.

Therefore, H3 is the following:

H3: Rewards and recognition has significant effect in predicting employee engagement.

2.1.4.4. Perceived Supervisor Support

Another important factor to drive employee engagement and retention is the immediate manager working relationship with his/her employees. Good management is critical to the success of retaining and engaging employees and vice versa. Best People Managers are competent in informing employees of what is required and expected from them, providing feedback on their performance, providing opportunities for their development, delegating appropriate levels of responsibility and setting priorities. They are approachable, fair and good listeners (Baumruk, 2004).

When employees believe that their supervisor is concerned about them and cares about their well-being, they are likely to respond by attempting to fulfill their obligations to the organization by becoming more engaged. In addition, because employees tend to view their supervisor's orientation toward them as indicative of the organization's support (Rhoades & Eisenberger, 2002), PSS is also likely to be an important predictor of employee engagement. In fact, a lack of support from supervisors has been found to be an especially important factor linked to burnout (Maslach et al., 2001). According to Bates (2004), as cited in Saks (2006) "first-line supervisors are believed to be especially important for building engagement and to be the root of employee disengagement".

Therefore, H4 is the following:

H4: Perceived Supervisor Support has significant effect in predicting employee engagement.

2.1.4.5. Ergonomics

Ergonomics in general is about the physical layout of the working environment and the concept is highly attached to health and workplace safety. Intuitively, it is precise to say when employees are attracted to the physical layout their engagement to the task they are assigned will increase.

One standard definition of ergonomics is "fitting the work to the worker," comprehends not only physical labor demands but also mental demands, the social environment, psychological impact, workplace health and organizational features of the workplace. (Christy, 2019)

As sighted in Fernandez and Goodman (2000), Fernandez and Marley, (1998) noted that ergonomics is the design of a workplace, equipment, machine, tool, product, environment, and

system that takes into consideration human being's physical, physiological, biomechanical, and psychological capabilities and optimizes the effectiveness and productivity of work systems while assuring the safety, health, and wellbeing of the workers.

According to Fernandez and Goodman (2000), in ergonomics, factors such as anthropometry (the measurement (e.g., height, elbow-wrist length, etc.) of human beings), seat design, workplace principles, manual materials handling, and cumulative trauma disorders (physical injuries, which develop over a period of time as a result of repeated biomechanical or physiological stresses on a specific body part.) should be well understood and applied. This in turn will lead to Job satisfaction and improved productivity.

Christy (2019) concludes that Ergonomics as it has a strong relationship with employee's health and safety; it affects the engagement level of employees. In addition to this, ergonomic design of the working area can affect not only worker's health but also his/her job satisfaction and overall productiveness (Lalit, Singh & Dahiya, 2017). Furthermore, Ikonne and Chinyere (2014) noted that generally, in the workplace, employees who are more satisfied with the physical environment are more likely to produce better work outcomes.

Therefore, H5 will be as follows:

H5: Ergonomics has significant effect in predicting employee engagement.

2.1.4.6. The Mediating role of Organizational Citizenship behavior (OCB)

According to Baron and Kenny (1986), mediation occurs when the independent variable has multiplication effect through the focal independent variable. Hayes (2009) also defined it as intervening variable that exert an effect between the independent and dependent variables.

Podsakoff et al., (2000) defined OCB as individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization. There are studies that has carried on to determine the relationship of employee engagement and OCB and proved to have a positive relationship. As sighted in George and Joseph, (2015) study based on Thai organizations by Rurkkhum (2010) found that there exists a positive relationship between employee engagement and OCB.

Recent researches also indicate that OCB are important parts and predictors of employee engagement in that OCB is conceptualized as positive behavior and willingness to exert energy

for success of the organization. Furthermore, OCB contribute indirectly to the organization through the maintenance of organization's social system that supports task performance. (Dorothea, 2013)

As sighted in Dorothea, (2013) William & Anderson (1991) suggests two broad categories: OCBO-behaviors and OCBI-behaviors. OCBO is behaviors that benefit the organization and OCBI is behaviors that immediately benefit specific individuals (co-workers). The dimensions of OCBO are generalized compliance and civic virtue, whereas the dimensions of OCBI are altruism, courtesy, and sportsmanship.

Podsakoff et al. (2000) categorized types of Citizenship Behavior into seven common themes or dimensions: (1) Helping Behavior, (2) Sportsmanship, (3) Organizational Loyalty, (4) Organizational Compliance, (5) Individual Initiative, (6) Civic Virtue, and (7) Self Development.

Helping Behavior: involves voluntarily helping others with, or preventing the occurrence of work related problems.

Sportsmanship: Willingness of the employee to tolerate less than ideal circumstances without complaining.

Organizational Loyalty: entails promoting the organization to outsiders, protecting and defending it against external threats, and remaining committed to it even under adverse conditions.

Organizational Compliance: appears to capture a person's internalization and acceptance of the organization's rules, regulations, and procedures, which results in a scrupulous adherence to them, even when no one observes or monitors compliance.

Individual initiative: include voluntary acts of creativity and innovation designed to improve one's task or the organization's performance, persisting with extra enthusiasm and effort to accomplish one's job, volunteering to take on extra responsibilities, and encouraging others in the organization to do the same.

Civic virtue: represents a macro-level interest in, or commitment to, the organization as a whole. This is shown by a willingness to participate actively in its governance (e.g., attend meetings, engage in policy debates, etc.); to monitor its environment for threats and opportunities (e.g., keep up with changes in the industry that might affect

the organization); and to look out for its best interests (e.g., reporting fire hazards or suspicious activities, locking doors etc.), even at great personal cost.

Self-development includes voluntary behaviors employees engage in to improve their knowledge, skills, and abilities.

Therefore

H6a: OCB mediates the relationship between Job characteristics and EE

H6b: OCB mediates the relationship between reward and recognition and EE

H6c: OCB mediates the relationship between Perceived supervisor support and EE

H6d: OCB mediates the relationship between Ergonomics and EE

2.1.5. Measuring Employee engagement

Engagement is a measurable construct. Now a day's number of consultants and experts are analyzing and portraying employee engagement with their own style and way. Researchers and organizations such as: Gallup Q12 (Gallup, 2014); Saks (2006); Hewitt (2015); UWES of Schaufeli and Bakker (2004); etc. developed different dimensions to measure employee engagement level.

In this section, Schaufeli and Bakker's (2004) Utrecht Work Engagement Scale (UWES) is discussed in detail since the research will be using the same approach for measuring engagement due to the fact that UWES has been validated across many cultures and is well known measurement tool in academic areas.

Schaufeli and Bakker, (2004) developed the Utrecht Work Engagement Scale (UWES) to measure the underlying dimensions of work engagement including vigor, dedication, and absorption. This engagement scale has been evaluated in different countries and is available in more than 15 languages. In most of these countries, the factor validity studies show that scores on the UWES are best represented by three factors (Schaufeli et.al. 2006). Due to the fact that UWES has been validated across many cultures, researchers have acknowledged that it can be used as an unbiased instrument to assess work engagement because the three-factor model has proven cross-national validity.

Schaufeli et al., (2006) defined engagement as a unique positive, fulfilling, work related state of mind that is characterized by vigor, dedication, and absorption. As the degree of engagement

varies among individuals, the level of effort they exert in their role performance and the attachment to their work varies. **vigor** refers to high levels of energy and mental resilience while working, the willingness to invest effort in one's work, and persistence even in the face of difficulties; **dedication** refers to being strongly involved in one's work, and experiencing a sense of significance, enthusiasm, inspiration, pride, and challenge; and **absorption** refers to being fully concentrated and happily engrossed in one's work, whereby time passes quickly and one has difficulties with detaching oneself from work (Scaufeli & Bakker, 2004).

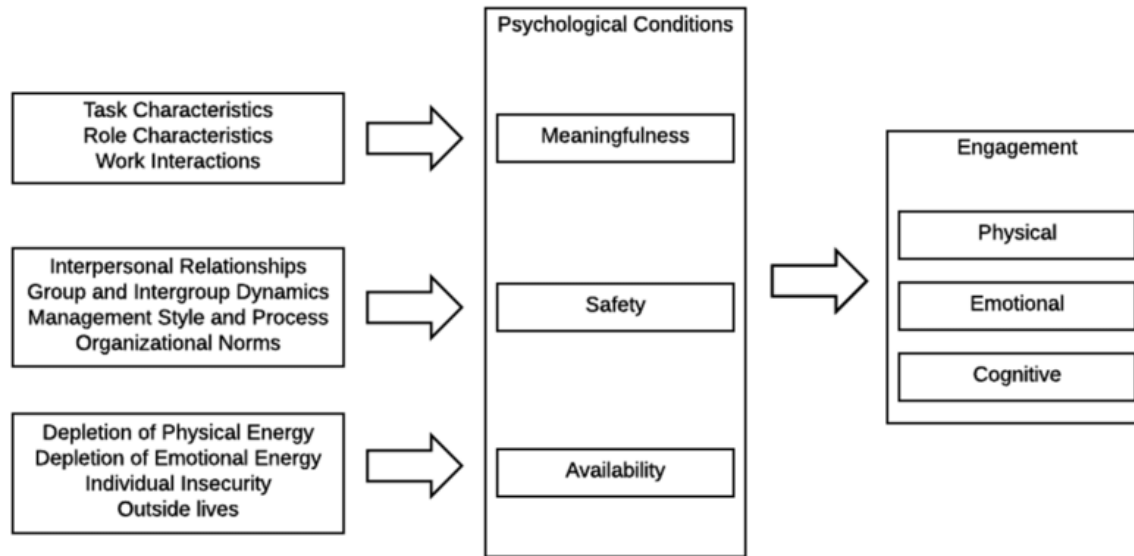
2.1.6. Models of EE

While elaborating the concept of employee engagement, researchers like Khan (1990), Maslach et al. (2001), Saks (2006) and Hewitt (2015) formulated different models that categorically discussed about the various dimensions of employee engagement. Those essentially highlighted about the engaged employees, the environment and facilities that keep them motivated and dedicated to work for a mutual benefit while establishing a work life balance in the day-to-day schedule. With this regard, detailed investigation about these models has been made here and the literatures are discussed hereunder.

2.1.6.1. Kahn's Model

Kahn's (1990) model of employee engagement is considered to be the oldest model of employee engagement. His model emphasizes in that; there are three psychological conditions that are associated with personal engagement and disengagement of work: meaningfulness, availability and safety. For the purpose of his study, Kahn interviewed summer camp counselors and organizational members of an architectural firm about their moments of engagement and disengagement at work. He found that, workers were more engaged at work situations that offered them more psychological meaningfulness and psychological safety, and when they were psychologically available.

Figure 1: Kahn's Model



Source: Kahn (1990)

2.1.6.2. Maslach, Schaufelli and Leiter Model

Another model of engagement comes from the research work of Maslach, Schaufelli and Leiter on Job Burnout in the year 2001. They defined Burnout as a prolonged response to chronic emotional and interpersonal stressors on the job, and defined it by the three dimensions of exhaustion, cynicism, and inefficacy. They clearly stated that engagement is the positive antithesis of burnout.

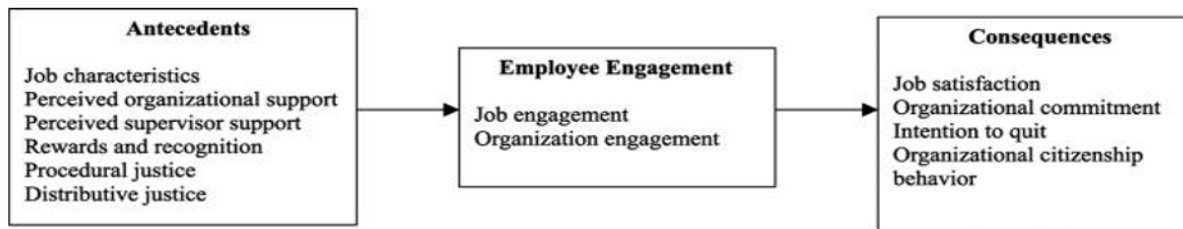
According to them, six areas of work-life lead to burnout and engagement: (I) work load (II) control (III) rewards and recognitions (IV) community and social support (V) perceived fairness, and (VI) values. In their model, they argued that job engagement is associated with various characteristics like sustainable workload, feeling of choice and control, appropriate recognition and reward, a supportive work community, fairness and justice, and, meaningful and valued work. They argued that of the demographic variables, age is highly and consistently related to burnout stating younger employees experience higher level of burnout. Similarly, burnout appeared to be more of a risk earlier in one's career. Further, they also argued that, job characteristics, especially feedback and autonomy, have been constantly related to burnout.

2.1.6.3. Saks Model

A conceptual model was developed by Saks in the year 2006 in the context of his research work on —Antecedents and Consequences of Employee Engagement; that focused on three

basic aspects of employee engagement: (i) the employees and their psychological makeup and experience (ii) the ability of the employer to create a conducive environment that promotes employee engagement and (iii) interaction between employees at all levels. The researcher developed an evaluation process and showed the interconnection between three parameters: antecedents, employee engagement and consequences. Factors like job satisfaction, training and development, reward and recognition, and assertive relationship with peers and supervisors have been taken as antecedents that impact directly the state of engagement of employees that can be attributed to the factors like commitment, ownership, satisfaction, participation etc. The consequences are the end result of the evaluation process that can be evaluated with customer satisfaction and enhanced performance measures.

Figure 2: Saks Model



Source: Saks 2006

2.1.6.4. Aon Hewitt Model

Hewitt's (2015) model examines both the individual state of engagement as well as the organizational antecedents. It states engagement as the state of emotional and intellectual involvement that motivates employees to do their best work. The model has a global validation supported by over 15 years of research in the area of organizational psychology.

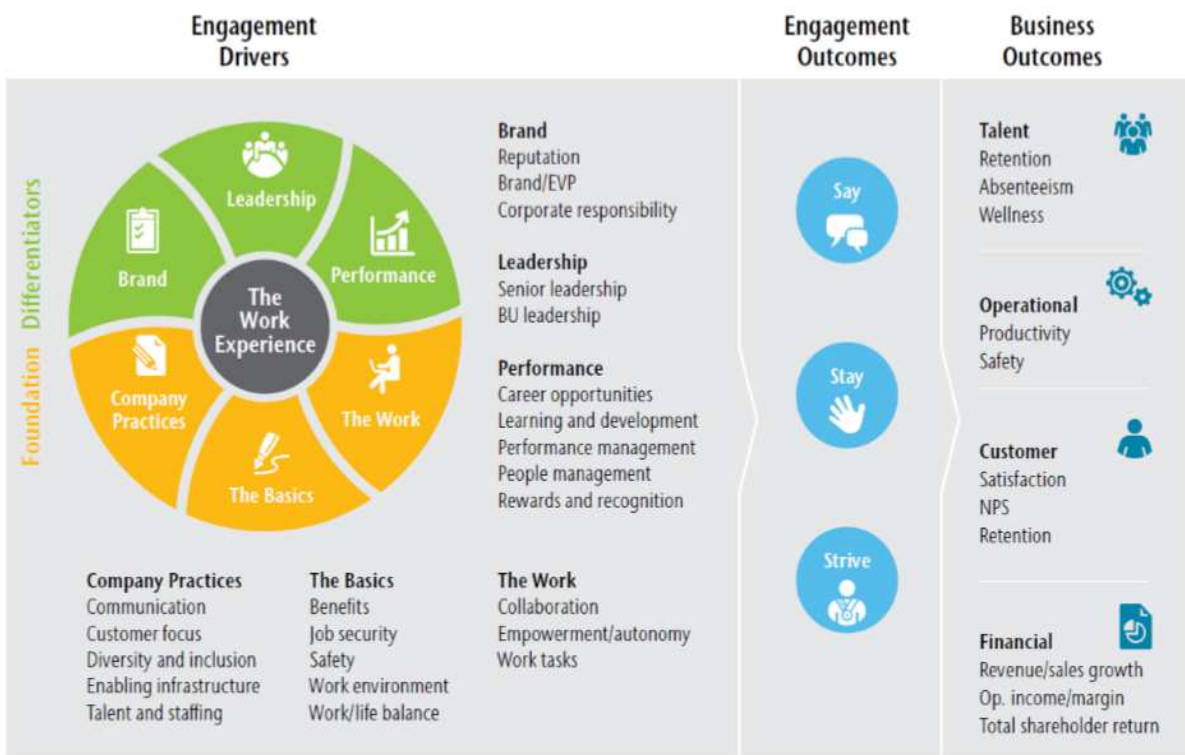
According to this model, engagement is an individual, psychological and behavioral state and the behavior of the engaged employees demonstrates positive outcomes in the business like customer satisfaction, increased sales, and other positive extra role behaviors.

Further, according to this model, there are typically six engagement drivers, three individual outcomes and a group of four Business outcomes. The engagement drivers are identified as (i) brand (ii) leadership (iii) performance (iv) the work (v) The basics and (vi) company practices. Hence the people factor is the most crucial element driving the rest of the factors. Further, the model says that the engagement drivers are interrelated, and they do not operate in isolation.

The outcomes of engagement are described simply as Say, Stay, and Strive to connote engaged employees will speak positively about the organization to coworkers, potential employees, and customers, have an intense sense of belonging and desire to be part of the organization and are motivated and exert effort toward success in their job and for the company.

The business outcomes in this model are related to talent, operational, customer and financial that promote retention, lower absenteeism, increased wellness, productivity, safety, customer satisfaction, customer retention and finally financial outcomes of increased revenues/growth, income margin that yield maximized shareholder return.

Figure 3: A. Hewitt Model



Source: Aon Hewitt, (2015)

2.2. Empirical review

A significant amount of research has indicated that engaged employees tend to outperform their disengaged counterparts. Robertson and Markwick (2009) noted that engaged employees are more likely to stay with the organization, perform 20 percent better than their colleagues and act as advocates of the business. Furthermore, Engagement can enhance bottom line profit and enable organizational agility and improved efficiency in driving change initiatives. Engaged employees invest themselves fully in their world, with increased self-efficacy and a positive

impact upon health and well-being, which in turn evokes increased employee support for the organization. Saks (2006) also suggested that engaged employees are more committed, satisfied, and productive. Similarly, in attempting to understand the business-unit level relationship between employee engagement and business outcomes

According to Gallup (2010), 89% of workers are not engaged or actively disengaged and are emotionally disconnected from their workplaces and less likely to be productive. The proportion of actively disengaged employees has decreased from 27% to 24% in 2014 compared to 2010. However, actively disengaged employees continue to outnumber engaged employees by nearly 2 to 1, implying that at the global level, work is more often a source of frustration than one of fulfillment. In Gallup's latest findings in 2017 that studied employees working in 155 countries, 85 percent of employees were found as either not engaged or disengaged. This means the number of workers engaged to their work worldwide is not larger than 4 in 10. It also means countless workplaces worldwide are less productive and less safe than they could be and are less likely to create badly needed new jobs and happy thriving human beings. (Gallup, 2017)

From the concept's initial step, the factors affecting employee engagement were the main concern. Kahn (1990) began his study with the premise that people can use varying degrees of their selves, physically, cognitively, and emotionally, in work role performances, which has implications for both their work and experiences. He is widely credited with the first application and use of engagement theory to the workplace.

Kahn suggested that an employee could be physically engaged, emotionally engaged, and cognitively engaged and that these states of being were affected significantly by three psychological domains: meaningfulness, safety, and availability.

Results of Saks (2006) 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 researcher 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, and commitment to the organization,

Through focusing on Cooperative Bank of Kenya, Mokaya and Kipyegon (2014), studied the determinants of Employee Engagement in the Banking Industry and used an explanatory research approach method, by considering sample of 214 respondents from 496 employees. Mokaya and Kipyegon (2014) used primary data questionnaire and analyzed the result using descriptive and inferential statistics. The study result shows that Employee engagement was significantly affected by performance management system, personal development and growth, workplace recreation, and compensation package. Their finding revealed that a single unit increase in workplace recreation increases employee engagement by 0.09, personal development and growth by 0.219, performance management system by 0.386.

Furthermore, remuneration package by one unit would increase employee engagement by 0.389 units. Their justification regarding to remuneration package is associated with banks basic salary was reasonable as noted by majority of the respondents and they were being remunerated adequately for their efforts, and that the pay and benefits were commensurate with their skills and experience. Regarding to work place, psychological and social fulfillment can determine their employees are motivated to stay, carry out, and contribute to organization success. Furthermore, their finding shows that low engagement and job satisfaction can contribute to multiple organizational problems and have been associated with increased levels of turnover and absenteeism, adding potential costs to the organization in terms of low performance and decreased productivity Mokaya and Kipyegon (2014).

2.3. Research Hypothesis

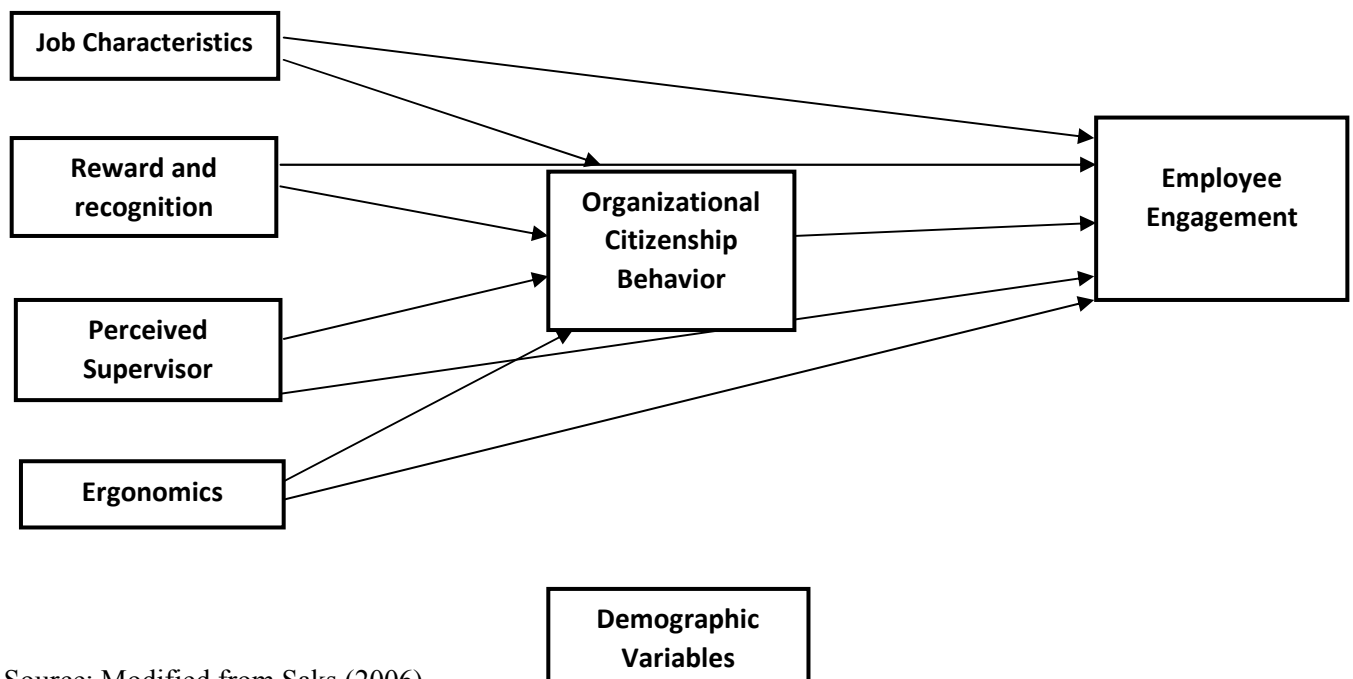
After reviewing the existing literature on the concept, the below mentioned hypothesis was developed for this study.

- H1:** There are differences in engagement level across different demographic profiles.
- H2:** Job characteristics have significant effect in predicting employee engagement.
- H3:** Reward and recognition has significant effect in predicting employee engagement.
- H4:** Perceived supervisor support has significant effect in predicting employee engagement.
- H5:** Ergonomics has significant effect in predicting employee engagement.
- H6a:** OCB mediates the relationship between Job characteristics and EE.
- H6b:** OCB mediates the relationship between Reward and recognition and EE.
- H6c:** OCB mediates the relationship between Perceived supervisor support and EE.
- H6d:** OCB mediates the relationship between Ergonomics and EE.

2.4. Conceptual Framework

After reviewing the theoretical and empirical literature on the concept the following Conceptual framework was designed for this study. Demographic variables, Job characteristics, reward and recognition, perceived supervisor support and ergonomics are expected to be the major factors which will determine engagement level of employees'. Thus, those employees who are positioned in a better job will be expected to be more engaged as job characteristics have a positive effect on engagement. Similarly, employees who are provided with a better reward and recognition are also expected to have a positively related to employee engagement. Perceived supervisor support will also contribute for the engagement of the employees in their work. And finally ergonomics will also positively affect engagement level. In addition, OCB is expected to mediate the relationship between independent variables (Job characteristics reward and recognition, perceived supervisor support and ergonomics) and dependent variable Employee engagement. Thus the direct effect of job characteristics, reward and recognition, perceived supervisor support and ergonomics on employee engagement level will be decreased or become zero when OCB mediates on the relationship. Thus, the framework of this study is presented as shown in the **figure 4** below.

Figure 4: Conceptual Model



Source: Modified from Saks (2006)

CHAPTER THREE

METHODOLOGY

INTRODUCTION

This chapter discusses the processes and techniques that will be used in carrying out the study. It also gives a description of the study population, sample size and how they will be selected. It also provides an outline of research design and the instruments for data collection. The methods to be adopted in the administration of the research, data collection procedure, data analysis are also discussed in this chapter.

3.1. Research Design

The general objective of this study is to examine the mediating role of OCB in the relationship between employee engagement factors and employee engagement in Ethiopian Banking Sector in the case of selected three banks. In order to answer the statement of the problem and meet the research objectives, the study used both descriptive and explanatory research design.

Descriptive research studies are those studies which are concerned with describing the characteristics of a particular individual, or of a group. The main characteristic of this method is that the researcher has no control over the variables; he/she can only report what has happened or what is happening (Kothari, 2004).

Explanatory designs try to establish cause-and-effect relationships. The primary purpose of explanatory research design is to determine how events occur and which ones may influence particular outcomes. Explanatory studies are characterized by research hypotheses that specify the nature and direction of the relationships between or among variables being studied (Kothari, 2004). Therefore, this study used both descriptive and explanatory method in order to explain the mediating role of OCB in the relationship between employee engagement factors and employee engagement in Ethiopian Banking Sector.

3.2. Research Approach

Concerning the research approach, this study was empirical research. Empirical studies may be divided into quantitative and qualitative. Quantitative research is an approach for testing objective theories by examining the relationship among variables. These variables, in turn, can be measured, typically on instruments, so that numbered data can be analyzed using statistical

procedures. Qualitative research is an approach for exploring and understanding the meaning individuals or groups ascribe to a social or human problem (Creswell, 2014).

Mixed methods research is an approach to inquiry involving collecting both quantitative and qualitative data, integrating the two forms of data, and using distinct designs that may involve philosophical assumptions and theoretical frameworks. The core assumption of this form of inquiry is that the combination of qualitative and quantitative approaches provides a more complete understanding of a research problem than either approach alone (Creswell, 2014).

Therefore, mixed approach was used to conduct this study. Survey method will be used as a strategy to collect data by using closed ended questionnaires.

3.3. Source of Data

In order to address the research objectives properly and effectively, the research used primary and secondary data. Secondary data was used mainly to have data about the concept and the banking industry in general and specifically about the selected three banks. Secondary data was collected using different sources such as publications, annual reports, magazines etc. Regarding the primary data, the researcher used questionnaire as an instrument to collect data from selected Banks sample branches and their employees to gather the information needed for the research.

The collection of data for this research was held via self-administered structured questionnaires. It is a set of questions used to gather information from customers with close-ended type of questions. An advantage of using questionnaires is that it can cover a large sample at a modest cost and representative of its population (Kothari, 2004).

3.4. Population

For a given research population is the full universe of people or things from which the sample is selected (Greener, 2008). population can be any complete group of people, companies, hospitals, stores, college students or the like that share some set of common characteristics and some homogeneity. For the purposes of this study, the population is employees of CBE, Dashen and Zemen Bank working currently in any position.

As press release report of January 15, 2019 CBE has a total of 34,879 employees working in more than 1,340 branches. Dashen Bank reported 8,950 employees in more than 400 branches on Nov 30, 2018 annual report. Again Zemen Bank's report on June 30, 2019 shows the bank has

724 employees in its 26 branches. Therefore, the total population size of this research was 44,553 employees.

3.5. Sample size and technique

The population of interest for this research is employees of CBE, Dashen and Zemen Bank. Those Banks were selected based on their generation. CBE was one of the first Banks in the country celebrating its 75th anniversary in 2017, Dashen Bank was one of the two Banks to join the sector right after the financial reform that allow functioning of private banks in 1994 and Zemen Bank is one of the last five banks to join the industry. After selecting the Banks the sampling design applied for the research was two-stage sampling. Initially Purposive sampling used to select Bank branches. The reason behind such sampling design is to get higher number of employees in a single place within short period of time, (Kothari, 2004) since the type of employees across all branches are assumed to be homogenous.

Accordingly, employees working in head office departments and main branches of each Bank were the branches where samples were taken. Then convenience random sampling was used to select sample respondents from selected branches by way of approaching employees working in those branches and Head office departments.

The sample size was determined with the following Simplified formula.

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

Where:

n - The sample size

N - The population size

e - The acceptable sampling error

The population size of the study is 44,553, and the acceptable sampling error determined to be 5% (0.05) and by using the above formula, the sample size will be 396.

$$n=44,553/1+44,553*(0.05)^2$$

$$n=44,553/1+111.38$$

$$n=\underline{396}$$

3.6. Model specification

Model specification can be defined as the exercise of formally stating a model, i.e. the explicit translation of theory into mathematical equations and involves using all the available relevant theory research and information and developing a theoretical model.

For this study, Employee Engagement is the dependent variable and the independent variables include demographic variables like Age, Gender, Work Experience, Marital status and Educational qualification and factors such as Job characteristics, Reward and recognition, Perceived supervisor support and Ergonomics. This relation of the dependent and independent variables can be expressed as:

EE= f (age, gender, experience, marital status, Educational qualification, Job characteristics, Reward and recognition, Perceived supervisor support and Ergonomics)

Mathematically this relationship can be denoted in regression as;

$$Y = \alpha + \beta_1 \text{Age} + \beta_2 \text{Gen} + \beta_3 \text{Exp} + \beta_4 \text{Mst} + \beta_5 \text{Edql} + \beta_6 \text{JC} + \beta_7 \text{RR} + \beta_8 \text{PSS} + \beta_9 \text{ERG} + \mu_i$$

Where

Y=Employment Engagement

α =is intercept to be estimated,

Age= Age of respondents

Gen= Gender of respondents

EXP= Work experience of respondents

MST= Marital status of respondents

Edql= Educational qualification

JC= Job characteristics,

RR= Reward and Recognition,

PSS= Perceived supervisor support

ERG = Ergonomics and

μ_i = error term.

3.7. Variable and Measurement

The questionnaire used in this study is based on the conceptual framework adapted from existing literature. Considering the language barrier that might be created on the sample respondents, the questionnaire was professionally translated to Amharic language. The questionnaire is a three-page questionnaire, which is divided into three sections with a total of 49 questions.

Part one: Demographic information of respondents: - The first section of the questionnaire requires information about personal and demographic data of respondents. Question covering Age, Gender, Work Experience, Marital status and Educational qualification will be asked.

Part two: Questions relating to factors affecting EE are listed here as shown in the **Table 1** below.

Table 1: The components of questions related to factors of EE

No.	Parameters	Items	Scale	Source
1	Job characteristics	6	5-point Likert	Saks(2006)
2	Rewards and recognition	6	5-point Likert	Saks(2006)
3	Perceived supervisor support	5	5-point Likert	Saks(2006)
4	Ergonomics	7	5-point Likert	Fernandez and Goodman (2000)
5	Organization citizenship behavior	8	5-point Likert	Saks(2006)

Section-three: Items related to employee engagement: - This section consists of questions that can measure level of employee engagement.

Employee engagement was measured in three engagement aspects (Vigor, Dedication and Absorption) identified by Schaufeli et.al, (2006). The respondents will rate their level of agreement/disagreement to the stated statement on five-point Likert scales. In general, the section consisted of twelve questions as shown in the table 2 below.

Table 2: The questions related to employee engagement

No.	Parameters	Items	Scale	Source
1	Vigor	4	Five-point Likert	Schaufeli et.al, (2006)
2	Dedication	4	Five-point Likert	Schaufeli et.al, (2006)
3	Absorption	4	Five-point Likert	Schaufeli et.al, (2006)

3.8. Pre testing

Before using and applying survey method, it is always advisable to conduct ‘pilot study’ (Pilot Survey) for testing the questionnaires. In a big enquiry the significance of pilot survey is felt very much. Pilot survey is in fact the replica and rehearsal of the main survey. Such a survey, being conducted by experts, brings to the light the weaknesses (if any) of the questionnaires and also of the survey techniques. From the experience gained in this way, improvement can be effected (Kothari, 2004).

Therefore, before taking the questionnaire to the real sample respondents the proposed questionnaire of this study was tested by employees of other branches, friends and professional researchers. After completion of the pilot testing the researcher revised the questions by analyzing the feedbacks and comments obtained from the pilot samples and research advisor.

3.9. Method of analysis

Before processing the data, the completed questionnaires was sorted, checked and edited for completeness and consistency. The data then coded to enable the responses to be grouped into various categories. The data processing has two consecutive phases: First data cleanup in which the collected raw data was edited to detect errors and omissions in response and for checking that the questions are answered accurately and uniformly. The next phase was the process of assigning numerical values i.e., 5 for strongly agree ... 1 for strongly disagree.

As Kothari (2004) explains it Data analysis is the computation of certain measures along with searching for patterns of relationship that exist among the data group. Since the research is based on survey strategy, the analysis involved descriptive and inferential analyses.

Given the quantitative nature and the purpose of the study, which is aiming at identifying the factors affecting employee engagement (i.e. job characteristics, reward and recognition, perceived supervisory support and ergonomics) and the mediating role of OCB in the relationship between engagement factors and employee engagement, the application of statistical techniques is a necessary requirement. Hence, the study data was analyzed using Statistical Package for the Social Science (SPSS) version 24.0.

3.10. Ethical considerations

Ethical clearance was primarily obtained from Addis Ababa University and then permission from each target Banks (CBE, Dashen and Zemen Bank) was acquired. Finally informed written and verbal consent was asked from the study samples and data collection was undertaken on the basis of their voluntarily participation. Participating respondents was ensured information obtained will be strictly confidential.

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION AND DISCUSSION

Introduction

This chapter presents, the results of the study based on the empirical studies conducted to test the hypotheses. The sample size determined while designing the research methodology was 396. In order to get 396 sample sizes, a total of 417 questionnaires were distributed to employees of selected banks found in Addis Ababa and 361 (91%) usable questionnaires were obtained and used for further analysis. The data collected were entered and analyzed using SPSS software version 24.

4.1. Demographic Profiles of the Respondents

In this section the selected demographic characteristics of the study respondents such as gender, age, marital status, work experience and educational qualification are presented. Descriptive statistics using frequencies was used to analyze the demographic characteristics of the respondents and hence the result of the analysis is described in detail hereunder.

From the total respondents of the survey 55.7% were male and 44.3% were female. This implies that both genders were involved in the study and thus the finding of the study did not suffer from gender bias as it appears to be a good representation of both sex groups.

With regard to the age group, the study results showed 53.5% of the respondents were belong to 26 to 35 years of age group and 22.2% of the respondents reported belong to less than 25 years of age group. The remaining 17.7% and 6.6% of the respondents reported they belong to 36 to 45 and above 46 years of age groups respectively. The result indicates that respondents were well distributed in terms of their age group. Therefore, again with regard to age, the study did not suffer from age group bias. In another demographic factor the study result showed that 48.8% of respondents were unmarried and the remaining 51.2% were found to be married.

The study result also showed that 62.6% of the respondent highest level of educational qualification was first degree, 32.7% of the respondent reported their highest level of educational qualification were second degree, and the remaining 4.7% of the respondents also reported their highest level of educational qualification is diploma. In this study none of the respondents were less than diploma.

Another important demographic variable is the work experience which was defined as years of service an employee have worked. In this regard, the study result showed that 35.2% have worked between 5 to 10 years, 26% have an experience of 2 to 5 years, 21.9% worked for more than 10 years and the remaining 16.9% have an experience of less than 2 years.

Table 3: Demographic profile of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
GENDER	FEMALE	160	44.3	44.3	44.3
	MALE	201	55.7	55.7	100.0
	Total	361	100.0	100.0	
AGE	<25	80	22.2	22.2	22.2
	26-35	193	53.5	53.5	75.6
	36-45	64	17.7	17.7	93.4
	>46	24	6.6	6.6	100.0
	Total	361	100.0	100.0	
MARITAL STATUS	UNMARRIED	176	48.8	48.8	48.8
	MARRIED	185	51.2	51.2	100.0
	Total	361	100.0	100.0	
WORK EXPERIENCE	<2 YEARS	61	16.9	16.9	16.9
	2-5 YEARS	94	26.0	26.0	42.9
	5-10 YEARS	127	35.2	35.2	78.1
	>10 YEARS	79	21.9	21.9	100.0
	Total	361	100.0	100.0	
EDUCATIONAL QUALIFICATION	DIPLOMA	17	4.7	4.7	4.7
	DEGEREE	226	62.6	62.6	67.3
	MASTERS & ABOVE	118	32.7	32.7	100.0
	Total	361	100.0	100.0	

Source: Own data Survey, (2020)

4.2. Preliminary tests

4.2.1. Reliability test

According to Sekaran and Bougie (2016) reliability of a measure is an indication of the stability and consistency with which the instrument measures the concept and helps to assess the goodness of a measure. In conducting the reliability test using SPSS version 24.0, the researcher calculated Cronbach's alpha values for the items in each construct as indicated table 5 here

below. According to Sekaran and Bougie (2016) reliabilities less than 0.60 are considered to be poor, those in the 0.70 range, acceptable, and those over 0.80 good.

Table 4: Reliability Analysis Cronbach's alpha result

Item	Cronbach's alpha	Cronbach's alpha based on standardized items	No. of Items
Job Characteristics	.764	.768	6
Reward and recognition	.747	.746	6
Perceived supervisor support	.865	.867	5
Ergonomics	.884	.883	7
Organizational Citizenship behavior	.881	.882	8
Employee engagement	.942	.942	12

Source: Own data survey, (2020)

As indicated in table 5 the Cronbach's alpha coefficients of for PSS, Ergonomics, OCB and employee engagement is above 0.80 which shows a good reliability of the variables of measurement. Similarly, Cronbach's alpha coefficient of Job characteristics and Reward & recognition are also above 0.70 which indicates an acceptable reliability of the variables of measurement. Thus, the overall reliability of the measures used in this study can be considered to be acceptable.

4.3. Descriptive Statistics of Study Variables

The descriptive statistics of the variables are presented here after; revealing the mean, standard deviation, maximum and minimum of the attributes in each predictor variable. The average score from the 5-point likert scale with 5 as strongly agree and 1 as strongly disagree for all the variables was computed to show the proportion of the respondents that either strongly agreed or disagreed with the items of the variables.

According to Zaidatol (2009), mean score less than 3.39 is considered as **low**, the mean score from 3.40 - 3.79 is considered as **moderate** and mean score more than 3.8 is considered as **high** as illustrated by comparison bases of mean score of five-point Lickert scale instrument.

4.3.1. Job characteristics

Job characteristic is one of the major factors which can affect employees' engagement. In this study, it was measured by six attributes identified by Saks (2006).

Table 5: Respondents' agreement level on job characteristics attributes

	N	Min	Max	Mean	Std. Devn.
There is much autonomy (freedom/ independence) in my job.	361	1	5	3.20	1.135
My job involve doing a 'whole' identifiable piece of work.	361	1	5	3.42	1.014
My co-workers let me know how well I am doing on my job.	361	1	5	3.48	.981
The job is significant (important) to affect others.	361	1	5	3.43	1.172
The job requires me to do many different things at work, using a variety of my skills and talents.	361	1	5	3.31	1.203
Doing the job itself provides me with information about my work performance.	361	1	5	3.71	.999
Job Characteristics average	361	1	5	3.426	.7367

Source: Own data survey, (2020)

The analytical result of the data indicates that the overall mean of job characteristic is 3.426 and SD= .7367, which can be understood as employees' feeling about the characteristics of their job is moderate. Out of the six attributes that constitute job characteristics, the question "Doing the job itself provide me with information about my work performance" have the highest mean score of 3.71 with SD of .999 and in the contrary the question "There is much autonomy in my job" scored lowest mean of 3.2 with SD of 1.135. This implies that employees' perception on the autonomy of the job they do is low and they also believe there is feedback from the job itself. Again the score for the question that measures the job's skill variety requirement was low having mean value of 3.31 with SD of 1.203. This simply shows employees believe their job doesn't require using variety of their skills and talents.

4.3.2. Reward and recognition

Reward and recognition was one among the proposed independent variables in this study. The below table presents the scores for the six attributes used in the study to measure RR.

Table 6: Respondents' agreement level on Reward and recognition attributes

	N	Min	Max	Mean	Std. Devn
Full financial compensation packages are available for me.	361	1	5	3.22	1.100
There is a reward or token of appreciation from my supervisor	361	1	5	2.82	1.048
My organization provide me comprehensive health benefit	361	1	5	4.08	.988
There is some form of public recognition (e.g. employee of the month/year).	361	1	5	2.80	1.042
Training opportunities are available for me.	361	1	5	3.42	1.092

A promotion is available for me.	361	1	5	3.15	1.115
Reward and recognition average	361	1.00	5.00	3.247	.7079

Source: Own data survey, (2020)

As is presented in the table above, the average mean of reward and recognition is 3.247 with SD of 0.7079 which can be taken as employees' perception of the reward and recognition they receive is low. Of the six attributes the question "My organization provide me comprehensive health benefit" scored the highest (Mean=4.08 & SD=0.988). In the opposite, the question "There is some form of public recognition (e.g. employee of the month/year)" scored the lowest (Mean= 2.80 and SD=1.042). This implies most of the employees feel that they have a good health benefit from their organization but their extra effort is not subject to some form of public recognition. In the same token, the mean score of "There is a reward or token of appreciation from my supervisor" was found low (Mean 2.82 & SD=1.048). In general the mean scores of questions other than the health benefit were low implying that employees' perception on the level of reward and recognition they receive from their organization is low.

4.3.3. Perceived Supervisor support

As the literature clearly states it, perceived supervisor support is one of the major factors affecting employees' engagement level. This study had also tried to examine the relationship between the two and the below table presents the mean scores of PSS attributes.

Table 7: Respondents' agreement level on PSS attributes

	N	Min	Max	Mean	Std. Devn
My supervisor cares about my opinions.	361	1	5	3.04	1.091
My work supervisor really cares about my well-being.	361	1	5	3.04	1.061
My supervisor strongly considers my goals and values	361	1	5	2.87	1.045
My supervisor recognizes my effort.	361	1	5	3.16	.934
My supervisor provides feedback on my performance.	361	1	5	3.40	1.006
Perceived Supervisor support	361	1.00	5.00	3.102	.8291

Source: Own data survey, (2020)

As per the empirical data presented in the above table, the overall average score of PSS is low. (Mean 3.102 & SD=0.829). This Mean is also the lowest of the independent variables in this study. In general, the mean and standard deviation scores of all the parameters in this variable were low being the question "My supervisor strongly considers my goals and values" the lowest (Mean 2.87 and SD 1.045) and "My supervisor provides feedback on my performance" the

highest (Mean 3.40 and SD 1.006). This shows employees feel their supervisor doesn't care about them and value their opinions.

4.3.4. Ergonomics

Ergonomics defined as the overall office physical layout of the office including height, seat design, noise, office furniture and in general office comfort was another variable in the study. The Mean and standard deviation scores of the attributes and the average score of ergonomics is presented in the below table.

Table 8: Respondents' agreement level on Ergonomics attributes

	N	Min	Max	Mean	Std. Devn
The height of my workstation is satisfactory and safe in relation to my posture and viewing.	361	1	5	3.40	.995
The seat design is comfortable and facilitates my proper posture.	361	1	5	3.29	1.029
The noise of my office enables me to stay and focus on my task.	361	1	5	3.15	1.010
My computer and workstation furniture is flexible and suitable enough for me to adjust rearrange/ reorganize my work.	361	1	5	3.28	1.165
My office equipments are easily accessible from my seat.	361	1	5	3.40	1.124
The quality of my office equipments is good enough for me to work efficiently.	361	1	5	3.25	1.154
I always feel comfortable in doing my job	361	1	5	3.30	1.044
Ergonomics Average	361	1.00	5.00	3.296	.82582

Source: Own data survey, (2020)

The result of empirical study shows that the average score of Ergonomics is below average. The mean score of 3.296 and standard deviation 0.825 makes the overall score of the variable low. Questions about the height of workstations and accessibility of office equipment scored the highest mean (3.40) and SD of 0.995 & 1.124 respectively. In the contrary, the question about noise level found to be the lowest (Mean 3.15 & SD 1.01). This shows that employees feel the height of their workstation is safe that consider their posture and in the opposite employees feel they can't focus on their task due to the noise level.

4.3.5. Organization Citizenship Behavior

The proposed mediator variable in this study was Organization Citizenship Behavior. The below table presents statistical scores for the eight attributes of the OCB and its average score. The two broad categories; OCBI and OCBO were also checked to look the overall scores of individual and organizational citizenship behaviors.

Table 9: Respondents' agreement level on OCB attributes

	N	Min	Max	Mean	Std. Devn
I willingly give my time to help others who have work-related problems.	361	1	5	3.79	.969
I adjust my work schedule to accommodate other employees' requests for time off.	361	1	5	3.56	.921
I give up time to help others who have work or non-work problems.	361	1	5	3.58	.969
I assist others with their duties.	361	1	5	3.77	.888
OCBI	361	1.50	5.00	3.6745	.79452
I attend functions that are not required but that help the organization image	361	1	5	3.43	1.034
I offer ideas to improve the functioning of the organization.	361	1	5	3.45	1.056
I Take action to protect the organization from potential problems	361	1	5	3.70	.933
I defend the organization when other employees criticize it.	361	1	5	3.80	1.013
OCBO	361	1.50	5.00	3.5956	.83492
OCB	361	1.63	5.00	3.6350	.71996
Valid N (listwise)	361				

Source: Own data survey, (2020)

The overall organizational citizenship behavior of employees was found moderate (Mean=3.635 & SD 0.72). This can be understood as employees have moderate willingness to exert extra energy for the success of their organization. The OCBO attribute question about defending the organization when other employees criticize it scored highest (Mean 3.80 & SD 1.01) and to the opposite of this, employees' agreement to attend functions not required but help the organization was the lowest (Mean 3.43 SD 1.034). Regarding organization citizenship behavior towards individuals (OCBI) and organization citizenship behavior towards the organization (OCBO) the scores the two categories was moderate (OCBI Mean 3.674, SD 0.79 and OCBO Mean 3.59, SD 0.83). This shows that employees' citizenship towards their co-workers is better than to their organization.

4.3.6. Employee Engagement

Employee engagement, the dependent variable in this study, was measured based on the three constituting aspects of engagement identified by Schaufeli et al., (2004) i.e. vigor, dedication, and absorption. The below table presents the mean, maximum, minimum and standard deviation of each attribute, the three aspects and overall average score of engagement.

Table 10: Respondents' agreement level on EE attributes

	N	Min	Max	Mean	Std. Devn
At my work I feel like bursting with energy.	361	1	5	3.29	.979
At my job I feel strong and energetic.	361	1	5	3.61	1.019
When I get up in the morning, I feel like going to work.	361	1	5	3.53	1.135
I can continue to work for long periods of time.	361	1	5	3.43	1.153
Vigor	361	1.50	5.00	3.467	.85927
I find the work that I do meaningful and purposeful	361	1	5	3.63	1.008
I am excited about my job.	361	1	5	3.43	1.200
My job inspires me.	361	1	5	3.41	1.129
I am proud of the work that I do.	361	1	5	3.47	1.240
Dedication	361	1.00	5.00	3.435	1.00096
When I work, I forget everything else around me.	361	1	5	3.23	1.165
I feel happy when I work intensively.	361	1	5	3.47	1.181
I get carried away when I work.	361	1	5	3.45	1.079
It is difficult to detach myself from my job.	361	1	5	3.34	1.186
Absorption	361	1.00	5.00	3.371	.9937
EE	361	1	5	3.442	.8793

Source: Own data survey, (2020)

In measuring the engagement level of the respondents, the Utrecht Work Engagement Scale (UWES) that consists of 12 items which was designed by Schaufeli and Baker (2004) was applied. As it can be shown in the table, the overall employee engagement score is moderate ($M=3.442$, $SD .88$) which implies most of the employees are moderately engaged or they have moderately positive, fulfilling, work-related state of mind on their job.

Applying UWES to the three aspects of engagement, Vigor scored average with mean of 3.467 and standard deviation of .853; which can be interpreted as employees have moderate energy, zest and stamina when working.

With regard to the dedication aspect, the study result shows that its score is average ($M=3.435$, $SD 1.001$). This implies that employees perceive their job as moderately meaningful, inspiring, and challenging and besides, they moderately feel enthusiastic and proud about their work.

The third aspect of engagement, Absorption, was found to be the lowest of all the three aspects with mean of 3.37 and standard deviation of .99. As this aspect of engagement is defined as being fully concentrated and happily engrossed in one's work, the overall score of this aspect was found low which can be understood as employees do not feel engrossed or immersed in

their work, they do neither have difficulties detaching from it, nor do they forget everything around them, including time.

4.4. Correlation Analysis

The Pearson correlation analysis is a measure of the correlation (linear dependence) between two variables, giving a value between -1 and +1 inclusive. It is widely used in the sciences as a measure of the strength of linear dependence between two variables (Andy, 2009).

In Pearson correlation analysis the value of strength of relationship (r) plays an important role in determining the level of relationships among variables (Andy, 2009). The significance level, $p < 0.05$ is also used to establish the relationship. This significance level shows that there is only 5 percent chance that the relationship does not exist and 95 times out of 100, the relationship among variables can be defined as having significant correlation (Sekaran & Bougie, 2016).

In this study, the purpose of this analysis is to explore the significance as well as the direction of the relationship among the variables namely the dependent variables (i.e. employee engagement), independent variables (i.e. Job characteristics, Reward and recognition, Perceived supervisor support and Ergonomics) and mediator variable (i.e. Organizational citizenship behavior). The researcher used Pearson correlation analysis as it reveals the magnitude and direction (whether positive or negative) of the variables. The result of correlation analysis is presented as follows:

Table 11: Correlation matrix of the study model

		JC	RR	PSS	ERG	OCB	EE
JC	Pearson Correlation	1					
RR	Pearson Correlation	.439**	1				
PSS	Pearson Correlation	.447**	.514**	1			
ERG	Pearson Correlation	.437**	.552**	.434**	1		
OCB	Pearson Correlation	.379**	.174**	.238**	.310**	1	
EE	Pearson Correlation	.473**	.371**	.332**	.439**	.617**	1

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

Source: Own data survey, (2020)

Pearson's correlation coefficient (r) was used to indicate the strength and direction of relationship. According to Cohen, Manion and Morrison (2007) effect size standards, correlational coefficients $< \pm 0.28$ are small effects; medium effects range from $\pm 0.28 - 0.49$; and, large effects are greater than ± 0.49 .

The correlation analysis between JC and employee engagement shows there is medium, positive and significant relationship between Job characteristics and employee engagement ($r = 0.473$, $P < 0.01$). The previous study by Saks (2006) also show there is a positive and moderate relationship between JC and EE, which is ($r = 0.48$, $P < 0.001$). Therefore, the result supports the second hypothesis H2 which stated that job characteristics have significant effect in predicting employee engagement. Similarly, as indicated in the table JC was positively correlated with OCB ($r = 0.379$, $P < 0.01$).

Similarly, there is moderate, positive and significant relationship between reward and recognition and employee engagement ($r = 0.371$, $P < 0.01$). Again the study result by Saks (2006) shows that there is positive and significant relationship between RR and EE ($r = 0.23$, $P < 0.05$). This supports the hypothesis that state Reward and recognition has significant effect in predicting employee engagement. The correlation between RR and OCB was also positive and significant ($r = 0.174$, $P < 0.01$).

Regarding the correlation between perceived supervisor support and employee engagement the study result showed a moderate, positive and significant relationship ($r = 0.332$, $P < 0.01$). Saks (2006) also found a positive significant relationship between the two ($r = 0.25$, $p < 0.01$). The correlation between PSS and OCB was also positive and significant ($r = 0.238$, $P < 0.01$).

Similarly, the correlation analysis between ergonomics and employee engagement showed a moderate, positive and significant relationship among the two ($r = 0.439$, $p < 0.01$). Likewise, the correlation matrix showed a moderate, positive and significant relationship between ergonomics and OCB ($r = 0.31$, $p < 0.01$).

And finally, there is a strong, positive and significant relationship between organizational citizenship behavior and employee engagement ($r = 0.617$, $p < 0.01$).

In summary, the study results indicated that, Job characteristics, reward & recognition, perceived supervisor support and ergonomics has a positive and significant correlation with employee

engagement. The mediator variable, organizational citizenship behavior has also a strong positive and significant relationship with employee engagement.

4.5. Hypothesis testing

Each hypothesis proposed is empirically tested and discussed in this part. To explore the relationship between the independent and dependent variables multiple regression beta coefficient results were used and while for testing mediation Baron and Kenny (1986) and process macro by A. F. Hayes version 3.4 was used.

4.5.1. Regression analysis

4.5.1.1. Regression assumptions test

Prior to conducting regression analysis for testing the research hypothesis, basic assumptions of regression analysis such as autocorrelation, multico-linearity, linearity, normality and Homoscedasticity tests were checked to verify if there are any violations.

Autocorrelation Test

Usually termed as serial correlation, it is most common in time serious data. The problem of autocorrelation (serial correlation) is when errors of different observations (lag variables) are correlated (Wooldridge, 2012). According to Durbin-Watson test for independence (Durbin & Watson, 1951) the required statistics should be 1.5 to 2.5 to be considered non-autocorrelation. In this case, looking at the model summary Durbin-Watson value of 1.877, the assumption of autocorrelation is not violated.

Table 12: Autocorrelation test result

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.545 ^a	.297	.289	.74127	1.877

a. Predictors: (Constant), ERG, JC, PSS, RR

b. Dependent Variable: EE

Source, Own data survey (2020)

Multico-linearity

One major assumption that applies in multiple regression analysis is the existence of a very high correlation between two or more independent variables of the study which is termed as Multi-co linearity (Wooldridge, 2012).

For this study, multico-linearity was checked with tolerance and VIF statistics. Andy (2009) 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, which again indicates that the assumption of Multi-co linearity is not violated.

Table 13: Colinearity test result of tolerance and VIF

Model		Collinearity Statistics	
		Tolerance	VIF
1	Job characteristics	.707	1.415
	Reward and recognition	.585	1.708
	Perceived Supervisor Support	.661	1.523
	Ergonomics	.634	1.577

a. Dependent Variable: EE

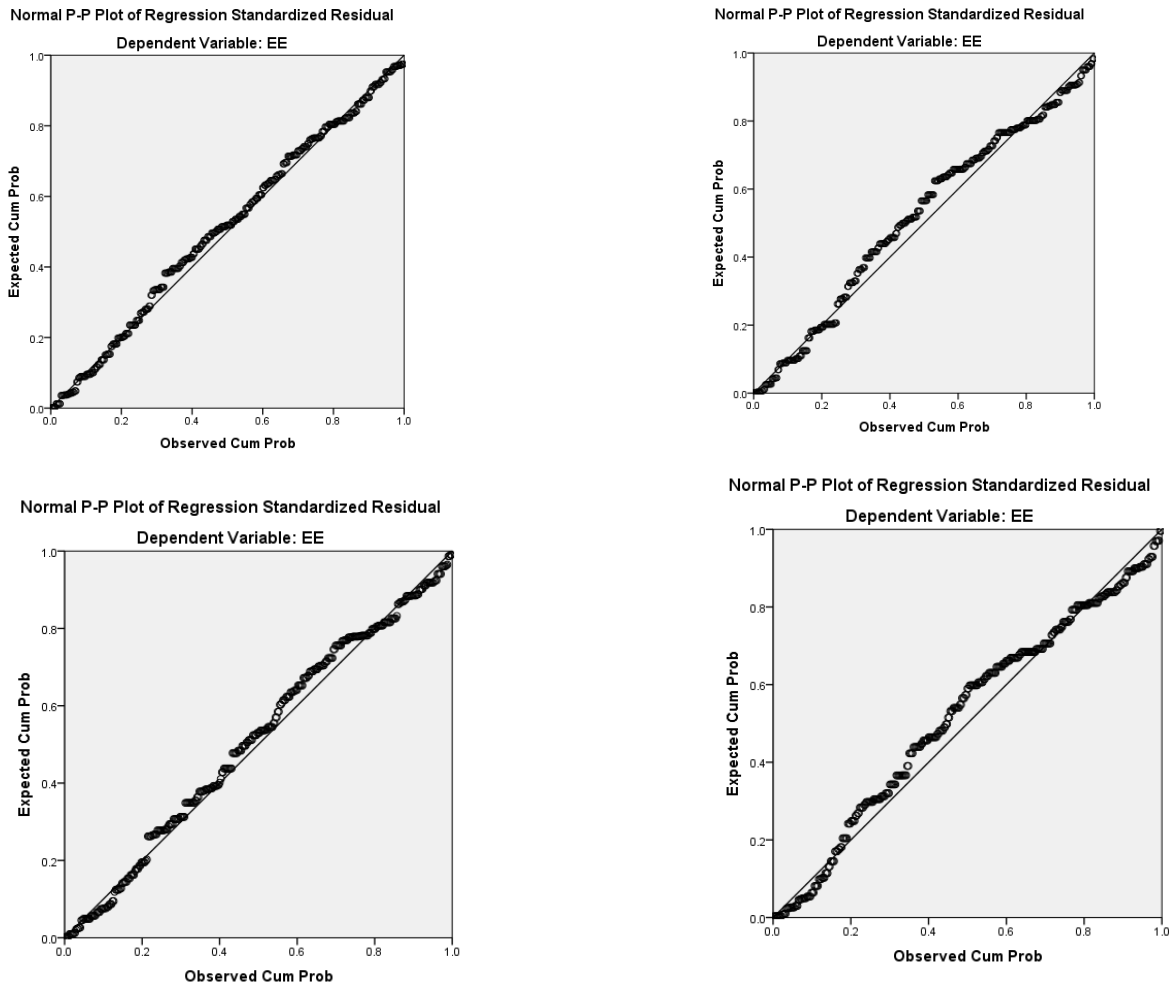
Source: Own data survey, (2020)

Linearity Test

Linearity refers to the degree to which the change in the dependent variable is related to the change in the independent variables. The mean values of the outcome variable for each increment of the predictor(s) lie along a straight line. If the model is a non-linear relationship using a linear model then this obviously limits the generalizability of the findings (Andy 2009). To determine whether the relationship between the dependent variables and the independent variables is linear; scatter plots of the regression residuals for each model through SPSS software had been used.

The scatter plot of residuals (see figure 5 below) showed that the points lie in a reasonably straight line from bottom left to top right. This therefore, can show that the assumption of linearity is not violated.

Figure 5: Scatter plot of residuals

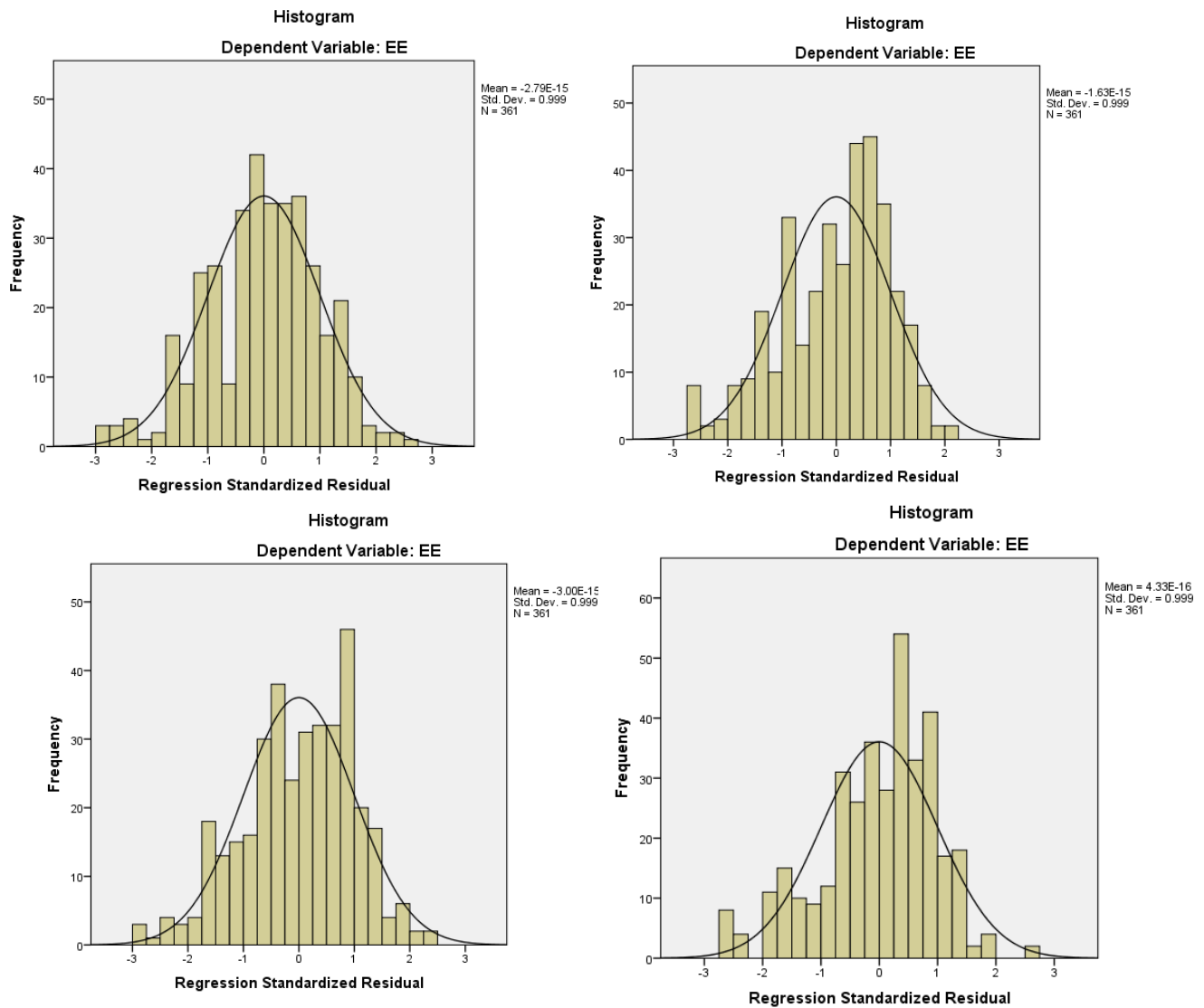


Source: Own data survey, (2020)

Normality Test

Normality focuses on the extent to which the sample data distributes according to normal distribution (Hair et al., 2014). Figure 6 shows the frequency distribution of the standardized residuals compared to a normal distribution. As seen in the figure 6 even though there are some residuals (some occurring around 0) are relatively away from the curve, many of the residuals are reasonably close. Moreover, the histograms are bell shaped which lead to infer that the residuals are normally distributed for all models. Thus, the study has no violations on the assumption of normally distributed error term.

Figure 6: Normality test result histogram



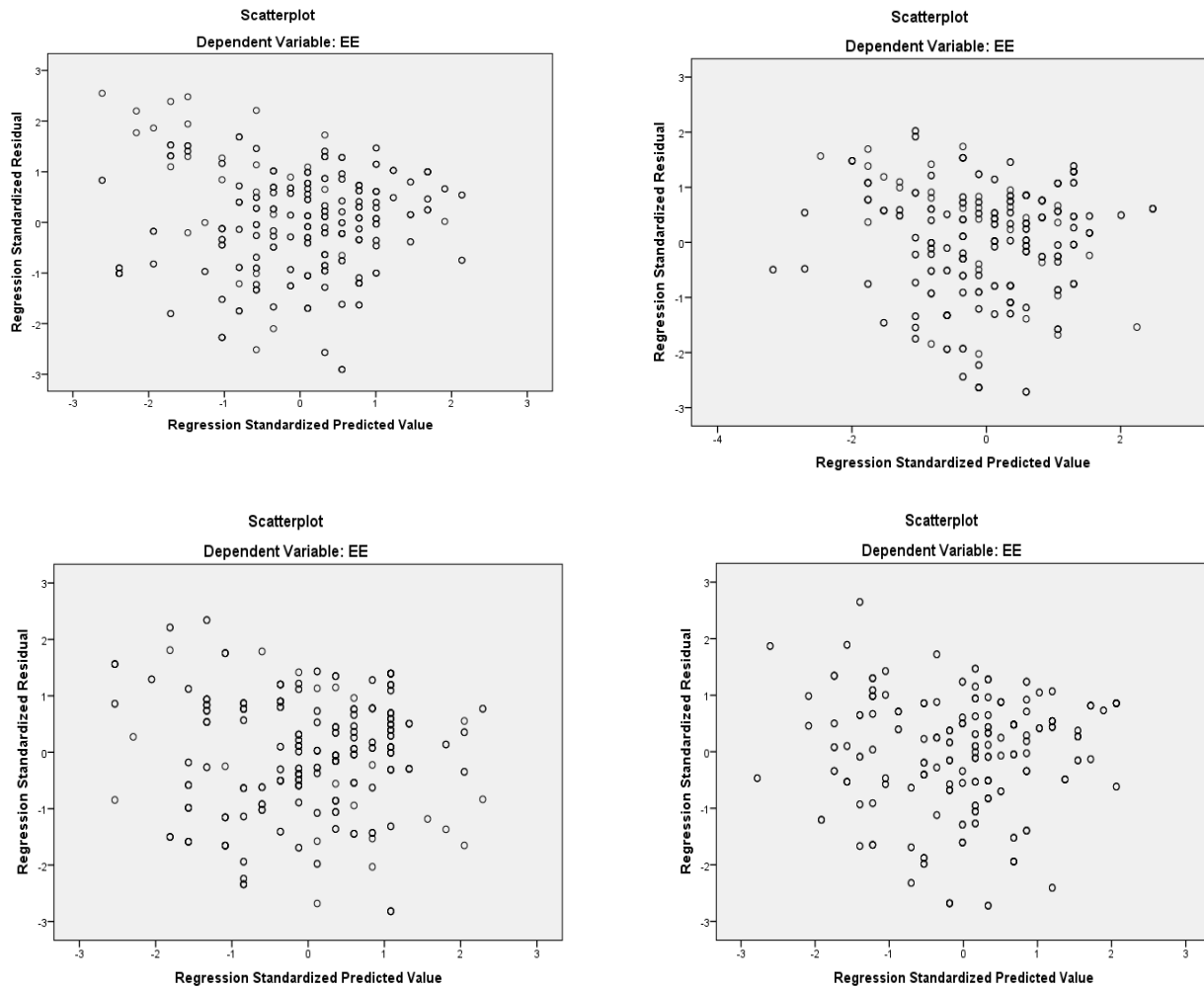
Source: Own data survey, (2020)

Homoscedasticity test

It is an assumption in regression analysis that the residuals at each level of the predictor variables(s) have similar variances. Or in other words, at each point along any predictor variable, the spread of residuals should be fairly constant. This would be checked how the points are randomly and evenly dispersed throughout the plot (Andy, 2009). Homoscedasticity test was conducted to see a situation in which the error term is the same across all values of the independent variables.

Accordingly, the assumption of homoscedasticity is not violated as seen in figure 7

Figure 7: Homoscedasticity test Scatter plot



Source: Own data survey, (2020)

Thus, from an examination of the information presented in all regression assumption tests, it can be concluded that there are no significant data problems that would lead to say the assumptions of multiple linear regressions are violated.

Table 14: Coefficients

		Model 1			Model 2		
		Unstandardized	Standardized		Unstandardized	Standardized	
		B	Beta	Sig.	B	Beta	Sig.
1	(Constant)	3.152		.000	1.216		.000
	GENDER	.009	.005	.920	-.011	-.006	.889
	AGE	.307	.283	.000	.264	.244	.000
	WORK EXPERIENCE	.003	.003	.963	.073	.084	.190
	MARITAL STATUS	.083	.048	.410	-.095	-.054	.270
	EDUC ATIONAL QUAL	-.152	-.094	.079	-.309	-.192	.000
2	JC				.414	.347	.000
	RR				.103	.083	.131
	PSS				.019	.017	.743
	ERG				.248	.233	.000
	R ²			.093			.383
	Δ R ²			.093			.291
	Sig F Δ			.000			.000

Source: Own data survey, (2020)

The regression beta coefficient result after controlling the demographic variables indicates the effect of each independent variable on employee engagement. The standardized beta coefficient explains the average amount of change in the dependent variable that is caused by a unit change in the independent variable (Cohen et.al, 2007).

The multiple regression result of the study shows, demographic variables has a significant effect in predicting employee engagement level ($r^2=0.093$, $p<0.05$). Furthermore, of the demographic variables age ($\beta=.244$, $p<0.05$) has a significant positive effect on employee engagement. Previous studies by Schaufeli et.al. (2006), Maslach et.al (2001), Sprang et.al (2007) and Sharma and Gangwani, (2015), have found the same result with regard to age. Educational qualification ($\beta=-.192$, $p<0.05$) was also found having a significant negative effect on employee engagement. This might be due to, as employees education level increase, there will follow increased better job opportunity elsewhere.

The regression result also indicated that, controlling (holding constant) the demographic variables, all the predictor variables; i.e. job characteristics, reward and recognition, perceived

supervisor support and ergonomics has positive beta coefficients. However, the strength of two of the variables, i.e. reward and recognition and perceived supervisor support ($\beta=.083$, $p>0.05$ and $\beta=.017$, $p>0.05$) respectively was insignificant. This can be understood as, even though reward & recognition and perceived supervisor support has a positive effect on employee engagement, it is insignificant.

On the other hand, the regression coefficient result shows, there was a significant positive relationship between Job characteristics and employee engagement ($\beta=0.347$, $p<0.05$). This beta coefficient of Job characteristics was higher among the independent variables. This can be interpreted as, for a unit change in job characteristics there will follow a 34.7% percent increase in employee engagement level. When jobs are more Autonomous, involve doing a 'whole' identifiable piece of work, there is enough feedback from the job and co-workers, the job significantly affects others and requires using variety of skills and talents; it will have a significant positive impact on employees engagement level.

Hypothesis 2 of this study stated that, Job characteristics are positively related to employee engagement. Thus, the study result supports the Hypothesis (H2) which is in agreement with the literature explained by Kahn, (1992), Saks (2006) and Maslach et.al. (2001).

The study result also indicated that, the fourth predictor variable, Ergonomics, has a significant positive relationship with employee engagement ($\beta=0.233$, $p<0.05$). The study has shown when the height, seat design and noise are adjusted based on the comfort of the employee to focus on a task and there are flexible furniture, quality and accessible equipment; these will promote engagement level of the employee. The beta coefficient can be interpreted as for a unit increase in ergonomics there will be 23.3% increase in engagement. Based on this result, **Hypothesis 5** that states Ergonomics is positively related to EE is supported. This result supports to the findings of Christy (2019).

4.5.2. Mediation role of OCB

Baron and Kenny (1986) suggest a series of regression models should be estimated to test for mediation. One should estimate the three following regression equations: first, regressing the mediator on the independent variable; second, regressing the dependent variable on the independent variable; and third, regressing the dependent variable on both the independent variable and on the mediator.

After this mediation testing model, four conditions must be met for a variable to be considered as a mediator. These are first the independent variable must affect the mediator in the first equation; second, the independent variable must be shown to affect the dependent variable in the second equation; and third, the mediator must affect the dependent variable in the third equation. Finally, if these conditions all hold in the predicted direction, then the effect of the independent variable on the dependent variable must be less in the third equation than in the second (Baron and Kenny, 1986).

This study has tested Mediation effect of OCB using Baron and Kenny (1986) as a guiding framework. Therefore, to test for mediation based on Baron and Kenny (1986) regression was tested for the three equations (See Anex 3) and the conditions was tested for to check any mediation effect.

The regression analysis result of model 1 shows two of the independent variables (job characteristics and ergonomics) has a significant positive relationship with OCB (.307 and .207 respectively with $p < 0.05$) and effect of the remaining two independent variables (Reward and recognition and perceived supervisor support) was found insignificant. Therefore, we can conclude the first condition is fulfilled for Job characteristics and Ergonomics.

Again model 2 of the study showed job characteristics and Ergonomics has a significant positive effect on Employee engagement (the dependent variable) with beta values of .313 and .238 respectively and $p < 0.05$. Therefore, the second condition is also satisfied for the two independent variables.

The third condition that specifies the mediator variable must affect the dependent variable significantly was also satisfied in model three. As it is clearly presented in the table (see annex 3) OCB has a significant positive effect on employee engagement (.485, $p < 0.05$).

The last condition states the effect of the independent variable on the dependent variable must be less in model three than model two. With regard to this, the result showed that the effects of both job characteristics and ergonomics were less in model three than in model two. In model three the beta values for job characteristics and ergonomics were .164 and .137 with $p < 0.05$ respectively while in model two it was .313 and .238 at $p < 0.05$. Therefore, as all the conditions

of Baron and Kenny are fulfilled we can conclude OCB has a mediation effect in the relationship between Job characteristics and ergonomics and Employee engagement.

Again to double check the above result, mediation testing was conducted using PROCESS macro V3.4 by Hayes (2018) in SPSS to see the total, direct and indirect effects between independent, dependent and mediating variables. In process macro by Hayes (2009), to say there is a mediation effect, coefficient of the indirect effect should be different from zero having a bootstrap confidence interval (BootLLCI: BootULCI) that doesn't include zero (Hays, 2018). In other words, if the values are within the 95% of the confidence interval (a bootstrap confidence interval that doesn't include zero), the indirect effect is significant and consequently the occurrence of mediation can be considered present (Paulo, José & Danielle, 2014).

Having this in mind the study tested the mediation role of OCB on the independent variables (See Annex 4). The result of the study showed that, OCB has a partial mediating role in the relationship between Job characteristics and Employee engagement (0.2312, CI: .1465 to .3175) and Ergonomics and employee engagement (0.1756, CI: .1009 to .2597).

This implies organizational citizenship behavior of employees a significant partial mediation in the relationship between the two independent variables; Job characteristics & Ergonomics and employee engagement supporting the hypotheses H6a and H6d while rejecting H6b and H6c.

CHAPTER FIVE

FINDINGS, CONCLUSION AND RECOMMENDATIONS

This chapter presents brief summary of the study findings, conclusions of the study in accordance with the study findings and forward recommendations based on the overall results of the study.

5.1. Summary of findings

The main objective of the study was to examine the mediating role of organizational citizenship behavior in the relationship between Employee engagement factors and Employee engagement in Ethiopian Banking Sector in the case of selected three banks (CBE, Dashen and Zemen Bank). The study also tried to assess the effect of engagement factors (i.e. Job characteristics, Reward and recognition, perceived supervisor support and ergonomics) on employee.

The proposed sample size for the study was 396. From this, 361(91%) usable questionnaires were collected and used for analysis. The collected data was analyzed using statistical package for social science software (SPSS) version 24.0. Regression analysis was employed for testing the effect of independent variables on employee engagement and to examine the mediation role of OCB between engagement factors and employee engagement PROCESS MACRO version 3.4 were employed.

The study instrument constituted five demographic variables (Gender, Age, Marital Status, Work experience and Educational qualification). The study followed a five point lickert scale labeling 5 as strongly agree and 1 for strongly disagree. Respondents expressed their level agreement on each statement.

Prior to applying regression analysis for testing the research hypothesis, reliability, correlation analysis and other preliminary tests (Auto correlation, multico-linearity, linearity, normality and homoscedasticity test) were performed and none of the assumptions were violated. With regard to the reliability, the results showed that all measures had an acceptable level of reliability above 0.70.

Based on the multiple regression analysis, the study found significant effect on employee engagement due to demographic variables ($r^2=0.093$, $p< 0.05$). More importantly, of the demographic variables, Age (.244, $p<0.05$) and educational qualification (-.192, $p<0.05$) has a

significant effect on the level of employee engagement. The results revealed that age positively and educational qualification was negatively related to employee engagement. On the other hand other demographic variables (Gender, marital status and work experience) did not show significant difference on the level of engagement.

The descriptive statistics result of the study variables was conducted to see the mean scores of each predictor variables and their constituting attributes. With regard to this, the study result indicates the overall mean of job characteristic is 3.426 and SD= .7367, which can be understood as employees' feeling about the characteristics of their job is moderate. However, most of the employees perceive the autonomy they have on their job and skill variety requirement of their tasks low (M=3.20, SD= 1.135) and (M= 3.31, SD 1.203) respectively.

The average mean of reward and recognition was found to be 3.247 with SD of 0.7079 which can be taken as employees' perception of the reward and recognition they receive is low. More importantly employees feel their effort is not recognized in public or even by supervisors (M=2.80, SD 1.042) and (M=2.82, SD 1.048) respectively and as a result they have lower perception towards the reward and recognition they expect for their jobs and efforts.

As per the empirical data of this study, the overall average score of perceived supervisor support is low. (Mean 3.102 & SD=0.8291). This mean result is the lowest of all predictor variables. Further checking the scores of the attributes, the study found employees believe the support they get from their supervisor is low. They feel their supervisors doesn't care about their wellbeing, goals and values or even their opinions (M=3.04 SD 1.061, 2.87 SD 1.045 and 3.04 SD 1.091) respectively.

The result of empirical study shows the average score of Ergonomics is low. The mean score of 3.296 and standard deviation 0.825 makes the overall score of this variable low. The level of noise, quality of office equipment and comfort and flexibility of seat design are of the contributors of this low score (M= 3.15 SD 1.01, M= 3.25 SD 1.15, M= 3.28 SD 1.16, M= 3.29 SD 1.03).

The overall organizational citizenship behavior of employees is found moderate (Mean=3.635 & SD 0.72). This can be understood as employees have moderate willingness to exert extra energy for the success of their organization. Both OCBO and OCBI attributes were also found to be

moderate with $M = 3.5956$ $SD = .8343$ and $M = 3.6745$ $SD = .7945$ respectively with slight increment in OCBI over OCBO.

The overall engagement level of the employees was moderate with mean score of 3.442 and standard deviation of .879, which implies that most of the employees are moderately engaged or they have moderately positive and fulfilling work-related state of mind on their job.

Looking at the three aspects of engagement the scores of Vigor and Dedication was moderate and Absorption scored low. The mean score of Vigor ($M = 3.47$ with $SD = .859$) was the highest followed by dedication ($M = 3.435$ with $SD = .1.001$) and absorption ($M = 3.37$ with $SD = .993$). This can be understood as employees are moderately energetic when working (Vigor), have average level of proud about their job (dedication) and employees do not feel engrossed or immersed in their work (Absorption).

Looking at the correlation between dependent and independent variables, the result of correlation analysis shows that there is strong, positive and significant relationship between the mediator variable; organizational citizenship behavior; and employee engagement ($r = .617$, $p < 0.05$). Regarding the independent variables, the correlation result reveals there is a moderately positive significant relationship between job characteristics and engagement ($r = .473$, $p < 0.05$), reward & recognition and engagement ($r = .371$, $p < 0.05$), perceived supervisor support and engagement ($r = .3.96$, $p < 0.05$) and Ergonomics and employee engagement ($r = .439$, $p < 0.05$)

Before the regression analysis the study has tested for the assumptions and no violations of those regression assumptions were found. The regression analysis result showed that Job characteristics and Ergonomics significantly affects the level of employee engagement ($\beta = 0.347$, $P < 0.05$) and ($\beta = 0.233$, $P < 0.05$) respectively while the effect of reward and recognition and perceived supervisor support was found insignificant ($\beta = 0.083$, $P > 0.05$ and $\beta = 0.017$, $p > 0.05$) respectively.

The proposed hypothesis of the study has stated organizational citizenship behavior has a mediating role in the relationship between factors affecting employee engagement and employee engagement itself. According to the analysis of the study using, OCB has a partial mediating role in the relationship between two of the independent variables (job characteristics and ergonomics

B=0.2312, CI: .1465, .3175 and B=0.1756, CI: .1009, .2597 respectively) and the dependent variable employee engagement.

Therefore, the results reported in this study supports hypotheses H1a, H1c, H2, H5, H6a and H6d while it rejected hypotheses H1b, H1d, H1e, H3, H4, H6b and H6c.

5.2. Conclusions

According to the analysis of the study, some of the demographic variables have an effect in determining level of employee engagement. There was a significant difference in levels of engagement due to differences in Age and Educational qualification. On the contrary the difference in level of engagement due to demographic factors like Gender, marital status and work experience was insignificant.

The study result revealed that Job characteristics and ergonomics have a significant positive effect on employee engagement. More importantly, the mean scores of job characteristics attributes of Autonomy and skill variety were low and Ergonomics attributes of noise level of the offices, seat design comfort and quality of office equipment scored low. However, even though reward & recognition and perceived supervisor support has a positive effect on employee engagement, it was found insignificant.

The study result has shown employees have a moderate level of organization citizenship behavior and over all engagement level. With regard to the three aspects of employee engagement, employees scored average level in vigor and dedication aspects while scoring low in the third engagement aspect, absorption. There was also, a significant positive relationship between OCB and employee engagement.

Finally, the study result has shown OCB has a significant partial mediation in the relationship between two of the independent variables (Job characteristics and ergonomics) and the dependent variable, Employee engagement.

5.3. Recommendation

Based on the findings of the study, the following recommendations are forwarded to executives of the Banks.

- According to this study, job characteristics have a significant effect on employee engagement. As a result, the banks should closely look into the job characteristics and

redefine jobs to increase the Autonomy/independence of jobs, usage of variety of skills and talents and let the employees do a whole identifiable piece of work so as to increase the engagement level. Therefore, in redefining the jobs, the Banks should consider job enlargement to increase the autonomy of jobs and make the tasks of an employee whole identifiable and promote usage of different skills and talents for the challenging work. In addition to this, Banks should let employees design their own task and adopt job rotation techniques so as to grasp the different skills and talents of employees.

- This study has also found Ergonomics as a significant contributor to employee engagement, its perception on employees is low. Therefore, since ergonomics has a strong relationship with employees health and safety, the Banks should care about the physical layout, office design and comfort of their offices their employees are working on. The Banks should ensure the comfort of their employees is kept while working. The height, viewing, seat design, seat comfort, noise level, flexibility of workstation and computers, accessibility and quality of office equipment should be considered to get the fullest of their employees potential both mentally and physically.
- And finally, the study has shown organizational citizenship behavior has a mediating role in the relationship between independent variables; job characteristics and ergonomics and the dependent variable employee engagement. Therefore, as OCB is discretionary and not part of the formal function of the company, Banks should be creative and work somehow in informal way to promote this behavior. Since it has an individual aspect (OCBI), Banks can let the employees be more friendly by arranging more open office layouts and organizing events like get together and staff days so as to strengthen the connection between employees. With regard to the organizational aspect (OCBO), Banks should arrange participatory decision making, enhance interpersonal skills of the management and organize annual staff meetings so as to increase the connection of staffs with the organization and let them be more informed to defend and protect the organization from potential problems and criticisms.

In general, working on enhancing employee engagement level will definitely lead to a win-win situation. When employees have a positive feeling about their job and perform to the best of their ability, it is clear it will highly benefit the company to achieve and even exceed its objectives and the employee itself.

5.4. For future research

Due to time and budget constraints this research was geographically delimited to employees of Bank branches in Addis Ababa. Therefore, any future endeavor might include employees working outside the capital city if there are any variances in the study findings.

Like most of behavioral researches, this study might be subject to common method bias i.e. variance that is attributable to the measurement method rather than to the construct of interest. Therefore, any future endeavor should study the measurement adopted for this study, to check for any method and consistency bias through time by applying time series data survey.

Again conceptually, this study has focused on examining factors affecting employee engagement. Since literature has long been relating it to increased performance, any future study can search on the relationship between employee engagement and employee performance.

And finally, since the relationship between Ergonomics and employee engagement hasn't been tested before this study in Ethiopia, future studies should test the relationship to see if there is any deviation in the finding of this study to the concept.

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Annex

Annex 1: ANOVA table for the regression model

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	25.757	5	5.151	7.240	.000 ^b
	Residual	252.577	355	.711		
	Total	278.334	360			
2	Regression	106.662	9	11.851	24.231	.000 ^c
	Residual	171.672	351	.489		
	Total	278.334	360			

a. Dependent Variable: EE

b. Predictors: (Constant), EDUC ATIONAL QUALIFICATION, MARITAL STATUS, GENDER, WORK EXPERIENCE, AGE

c. Predictors: (Constant), EDUC ATIONAL QUALIFICATION, MARITAL STATUS, GENDER, WORK EXPERIENCE, AGE, RR, JC, PSS, ERG

Annex 2: Baron and Kenny regression models

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.194	.196		11.184	.000
	JC	.300	.056	.307	5.366	.000
	RR	-.112	.064	-.110	-1.748	.081
	PSS	.058	.051	.067	1.132	.258
	ERG	.181	.053	.207	3.437	.001

a. Dependent Variable: OCB

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
2	(Constant)	.855	.221		3.859	.000
	JC	.374	.063	.313	5.922	.000
	RR	.096	.072	.078	1.338	.182
	PSS	.052	.058	.049	.890	.374
	ERG	.253	.059	.238	4.259	.000

a. Dependent Variable: EE

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.446	.219		-2.031	.043
	JC	.196	.056	.164	3.504	.001
	RR	.163	.062	.131	2.635	.009
	PSS	.017	.049	.016	.346	.730
	ERG	.146	.051	.137	2.833	.005
	OCB	.593	.051	.485	11.621	.000

a. Dependent Variable: EE

Annex 3: Process Macro Mediation test result

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 3.4 *****

Written by Andrew F. Hayes, Ph.D. www.afhayes.com
Documentation available in Hayes (2018). www.guilford.com/p/hayes3

Model : 4

Y : EE

X : JC

M : OCB

Sample

Size: 361

OUTCOME VARIABLE:

OCB

Model Summary

R	R-sq	MSE	F	df1	df2	p
.3793	.1438	.4450	60.3135	1.0000	359.0000	.0000

Model

coeff	se	t	p	LLCI	ULCI
constant	2.3651	.1672	14.1413	.0000	2.0362
JC	.3707	.0477	7.7662	.0000	.2768

OUTCOME VARIABLE:

EE

Model Summary

R	R-sq	MSE	F	df1	df2	p
.6685	.4469	.4300	144.6269	2.0000	358.0000	.0000

Model

coeff	se	t	p	LLCI	ULCI
-------	----	---	---	------	------

constant	.0330	.2051	.1608	.8724	-.3705	.4364
JC	.3331	.0507	6.5703	.0000	.2334	.4329
OCB	.6238	.0519	12.0232	.0000	.5217	.7258

***** TOTAL EFFECT MODEL *****

OUTCOME VARIABLE:

EE

Model Summary

R	R-sq	MSE	F	df1	df2	p
.4728	.2236	.6020	103.3628	1.0000	359.0000	.0000

Model

coeff	se	t	p	LLCI	ULCI	
constant	1.5083	.1945	7.7539	.0000	1.1257	1.8908
JC	.5644	.0555	10.1668	.0000	.4552	.6735

***** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y *****

Total effect of X on Y

Effect	se	t	p	LLCI	ULCI	
c_psc_cs	.5644	.0555	10.1668	.0000	.4552	.6735
.4728						.6418

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI	c'_ps
c'_cs	.3331	.0507	6.5703	.0000	.2334	.4329
.2791						.3789

Indirect effect(s) of X on Y:

Effect	BootSE	BootLLCI	BootULCI
OCB	.2312	.0426	.1465
			.3175

Partially standardized indirect effect(s) of X on Y:

Effect	BootSE	BootLLCI	BootULCI
OCB	.2629	.0475	.1681
			.3584

Completely standardized indirect effect(s) of X on Y:

Effect	BootSE	BootLLCI	BootULCI
OCB	.1937	.0361	.1228
			.2658

***** ANALYSIS NOTES AND ERRORS *****

Level of confidence for all confidence intervals in output:

95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:

5000

----- END MATRIX -----

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 3.4 *****

Written by Andrew F. Hayes, Ph.D. www.afhayes.com
Documentation available in Hayes (2018). www.guilford.com/p/hayes3

Model : 4
Y : EE
X : ERG
M : OCB

Sample
Size: 361

OUTCOME VARIABLE:
OCB

Model Summary

R	R-sq	MSE	F	df1	df2	p
.3101	.0962	.4698	38.1940	1.0000	359.0000	.0000

Model

coeff	se	t	p	LLCI	ULCI	
constant	2.7440	.1486	18.4623	.0000	2.4517	3.0363
ERG	.2703	.0437	6.1801	.0000	.1843	.3564

OUTCOME VARIABLE:
EE

Model Summary

R	R-sq	MSE	F	df1	df2	p
.6692	.4479	.4292	145.2129	2.0000	358.0000	.0000

Model

coeff	se	t	p	LLCI	ULCI	
constant	.1208	.1984	.6088	.5430	-.2693	.5109
ERG	.2914	.0440	6.6254	.0000	.2049	.3779
OCB	.6494	.0504	12.8728	.0000	.5502	.7486

***** TOTAL EFFECT MODEL *****

OUTCOME VARIABLE:
EE

Model Summary

R	R-sq	MSE	F	df1	df2	p
.4386	.1923	.6262	85.4934	1.0000	359.0000	.0000

Model

coeff	se	t	p	LLCI	ULCI	
constant	1.9027	.1716	11.0889	.0000	1.5653	2.2402
ERG	.4670	.0505	9.2463	.0000	.3676	.5663

```

***** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y *****

Total effect of X on Y
      Effect      se      t      p      LLCI      ULCI
c_psc_cs
.4670      .0505      9.2463      .0000      .3676      .5663      .5311
.4386

Direct effect of X on Y
      Effect      se      t      p      LLCI      ULCI      c'_ps
c'_cs
.2914      .0440      6.6254      .0000      .2049      .3779      .3314
.2737

Indirect effect(s) of X on Y:
      Effect      BootSE      BootLLCI      BootULCI
OCB      .1756      .0402      .1009      .2597

Partially standardized indirect effect(s) of X on Y:
      Effect      BootSE      BootLLCI      BootULCI
OCB      .1997      .0445      .1166      .2933

Completely standardized indirect effect(s) of X on Y:
      Effect      BootSE      BootLLCI      BootULCI
OCB      .1649      .0358      .0975      .2395

***** ANALYSIS NOTES AND ERRORS *****

Level of confidence for all confidence intervals in output:
95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:
5000

----- END MATRIX -----

```

RESEARCH QUESTIONNAIRE
Addis Ababa University College of Business and Economics
MBA Program

Dear respondent,

My Name is **Desalegn Bitew**. I am graduate student at Addis Ababa university; college of business and economics MBA Program. I am currently working on a research titled “**Factors affecting Employee engagement: The Mediating role of organizational citizenship behavior: in Ethiopian Banking sector a case of selected banks (CBE, Dashen and Zemen Bank).**”

Thus, I would like to have your accurate opinion regarding the subject matter and fill out the questionnaires honestly so as strengthen the paper output. I also want to assure you that the data will not be used for the purpose other than this study.

I highly appreciate for your willingness to participate as a respondent in this survey.

Desalegn Bitew (email:desalbit7@gmail.com, cell phone 0931791113)

There is no need to write your name.

Best Regards,

Please tick your answer with (√)

1: Gender: _____ Female _____ Male

2: Age: ____ 25 years or less ____ 26 to 35 years ____ 36 to 45 years ____ 46 years and above

3: Work Experience ____ <2 years ____ >2 but < 5 ____ >5 but <10 ____ 10 years and above

4: Marital status ____ Unmarried ____ Married

5: Educational qualification

____ High school ____ Diploma ____ Degree ____ Masters and above

Part 2:

Please read the following items and respond by indicating your degree of agreement on each statement on the five point Likert scale; where 1= strongly disagree 2= Disagree 3= Neutral 4= Agree 5= Strongly agree.

Please indicate your choice by putting tick sign (√)

	Items	Strongly disagree(1)	Disagree(2)	Neutral(3)	Agree(4)	Strongly agree(5)
1	There is much autonomy in my job					
2	At work, I have the opportunity to do what I do best every day.					
3	My co-workers let me know how well I am doing on my job.					

4	My job is comprehensive that helps me to learn new things.					
5	The job requires me to do many different things at work, using a variety of my skills and talents.					
6	Doing the job itself provide me with information about my work performance.					
		1	2	3	4	5
7	Full financial compensation packages are available for me.					
8	There is a reward or token of appreciation from my supervisor					
9	My organization provide me comprehensive health benefit					
10	There is some form of public recognition (e.g. employee of the month/year).					
11	Training opportunities are available for me.					
12	A promotion is available for me.					
		1	2	3	4	5
13	My supervisor cares about my opinions.					
14	My work supervisor really cares about my well-being.					
15	My supervisor strongly considers my goals and values					
16	My supervisor recognizes my effort.					
17	My supervisor provides feedback on my performance.					
		1	2	3	4	5
18	The height of my workstation is satisfactory and safe in relation to my posture and viewing.					
19	The seat design is comfortable and facilitate my proper posture					
20	The noise, of my office enables me to stay and focus on my task.					
21	My computer and workstation furniture is flexible and suitable enough for me to adjust rearrange/ reorganize my work.					
22	My office equipments are easily accessible from my seat.					
23	The quality of my office equipments is good enough for me to work efficiently.					
24	I always feel comfortable in doing my job					

		1	2	3	4	5
25	I willingly give my time to help others who have work-related problems.					
26	I adjust my work schedule to accommodate other employees' requests for time off.					
27	I give up time to help others who have work or non-work problems.					
28	I assist others with their duties.					
29	I attend functions that are not required but that help the organization image					
30	I offer ideas to improve the functioning of the organization.					
31	I Take action to protect the organization from potential problems					
32	I defend the organization when other employees criticize it.					

Part 3:

The following statements are about how you feel at work. Please read each statement carefully and decide your degree of agreement. **Please indicate your choice by putting tick sign (✓)**

		1	2	3	4	5
1	At my work I feel like bursting with energy.					
2	At my job I feel strong and energetic.					
3	When I get up in the morning, I feel like going to work.					
4	I can continue to work for long periods of time.					
		1	2	3	4	5
5	I find the work that I do meaningful and purposeful					
6	I am excited about my job.					
7	My job inspires me.					
8	I am proud of the work that I do.					
		1	2	3	4	5
9	When I work, I forget everything else around me.					
10	I feel happy when I work intensively.					
11	I get carried away when I work.					
12	It is difficult to detach myself from my job.					

Thank you!

አዲስአበባ ዩንቨርሲቲ የቢዝ ስና አኮኖሚክስ ኮሌጅ
የማከተር አፍ ቢዝ ስ ሚሃግብር

በመጨረሻ ሲታወቅ ላል፡ ፡ የአዳሰአበባዩን ሸርሲቲ፤ የበጋካ ስናአኮምጢስኮላጅማተር አፍበጋካ ስመሃግግጦር የደህረ ምረቃ መሪ ነጃ፡ ፡ በአሁኑ ጊዜ በኢትዮጵያ ባንኮች ውስጥ ማረፊያ ስራተኞች ላይ የስራተኞች ድርጅታዊ ዘጋጅ ትባህር ደብዳቤ ስራተኞች የስራተግባባ ትላይተስ አኖበ መግደድ ምክንያት እና በስራተኞች የስራተግባባ ትላይተስ የሰው አማካኝነት ምክንያት በተመሳሳይ ጉዳዮች ላይ (የኢትዮጵያን ግድባንክ፣ ዳብን እና ዘመን ባንክ) በመጨረሻ ስራተኞች ላይ ፡

በዚህ ዓሰሳ ሳይሆን ሽሰጪ መሆን ለመታፈም ሳይታፈም የሆኑትን ፍላጎት በከፍተኛ ደረጃ አደንቃለሁ፡

ስምምነት ደንብ ስራ ስራ ስራ ስራ :

ክፍል 1: እባክዎ ምላሽ ይሰጡ (✓) ምልክት ያድርጉ

1. ጾታ: _____ ሴት _____ ወንድ _____
2. እድሜ _____ ከ25 ዓመቱ በታች _____ ከ26 እስከ 35 _____ ከ36 እስከ 45 _____ 46 እና ከዚያ በላይ _____
3. የስራ ሪፖርት: _____ ከ2 አመቱ በታች _____ ከ2 እስከ 5 _____ ከ5 እስከ 10 _____ 10 አመቱ እና ከዚያ በላይ _____
4. የጋብቻ ህይወት: _____ ያላገባ _____ ያገባ _____
5. የትምህርት ደረጃ: ሀላተኛ ደረጃ ዲፕሎማ ዲግሪ _____ ማስተር እና ከዚያ በላይ _____

የሚተላትን ዝርዝር በሚጠቅሙት ስምዎች በቅጽ 1 ላይ ያስገቡ፡

1. የሚተላትን ዝርዝር በሚጠቅሙት ስምዎች በቅጽ 1 ላይ ያስገቡ፡

2. የሚተላትን ዝርዝር በሚጠቅሙት ስምዎች በቅጽ 1 ላይ ያስገቡ፡

3. የሚተላትን ዝርዝር በሚጠቅሙት ስምዎች በቅጽ 1 ላይ ያስገቡ፡

4. የሚተላትን ዝርዝር በሚጠቅሙት ስምዎች በቅጽ 1 ላይ ያስገቡ፡

5. የሚተላትን ዝርዝር በሚጠቅሙት ስምዎች በቅጽ 1 ላይ ያስገቡ፡

እባክዎም ሽምላይ የ (√) ምልክት ያድርጉ

ተ. ቁ	ዝርዝር	በጥምረት ላይ ሆኑት	አልተገኘም ምልክት	ገለልተኛ	እስከሚገኝ ሆኑት	በጥምረት ላይ ሆኑት
1	ስራዬን በሰላም እንገኝ					
2	ስራዬን ሀይለማርያም ተሰጥቶ ስራዬን እንገኝ					
3	አገሬን ለሰላም ማስጠበቅ ስራዬን እንገኝ					
4	ስራዬን በሰላም ስራዬን እንገኝ					
5	ስራዬን በሰላም ስራዬን እንገኝ					

6	ስራዬንራሰመክራትስለስራዬአፈጻጸም ረጋግጥልኛል					
		1	2	3	4	5
7	መብዩ ፋይናንስካሳጥቅልአለኝ/ ተመደብልኛል					
8	ከእኔ የቅርብአለቃሽልማዊወይምግረታቸው / ማግስደደረጋል					
9	ድርጅቴህሉን አቀናፍ ጠፍጥቅልጥቀማቸውን ቀርባል					
10	በሰራተኞቼ ሥራ ላይ የሚገኘውን ጥቅም ለማግኘት (የሠራተኛው / የአመቺ ጥሰታ)					
11	የስልጠና እድል ተዘጋጅቶልኛል					
12	ዕድገት የማግኘት ዕድል አለኝ					
		1	2	3	4	5
13	የቅርብ አለቃዬ አስተያየት ተቀባይነት አግኝቶታል					
14	የቅርብ አለቃዬ ስለደገገኝ ቴክኖሎጂ					
15	የቅርብ አለቃዬ ግብዓትንና እሴቶችን ያገናኘባል					
16	የቅርብ አለቃዬ ጥረትን ያደንቃል					
17	የቅርብ አለቃዬ በስራ አፈጻጸም ላይ አስተያየት ይሰጠኛል					
		1	2	3	4	5
18	የስራ ሰራተኛዎችን ተሳታፊነት ለማግኘት ማድረግ ሲቻል					
19	የስራ ሰራተኛዎች ምርጫ ማድረግ ሲቻል ለሰራተኛዎች ማድረግ ሲቻል					
20	በመከላከያ ሰራተኛዎች ላይ ደምጭ መጠቀም በስራ ላይ እንዲያደርግ ያደርገኛል					
21	የስራ ሰራተኛዎች ምርጫ ማድረግ ሲቻል ለሰራተኛዎች ማድረግ ሲቻል					
22	የስራ ሰራተኛዎች ምርጫ ማድረግ ሲቻል ለሰራተኛዎች ማድረግ ሲቻል					
23	የስራ ሰራተኛዎች ምርጫ ማድረግ ሲቻል ለሰራተኛዎች ማድረግ ሲቻል					
24	ስራዬን ስለሥራ ሂደት ማድረግ ሲቻል					
		1	2	3	4	5
25	ከስራ ሰራተኛዎች ምርጫ ማድረግ ሲቻል ለሰራተኛዎች ማድረግ ሲቻል					
26	ለሰራተኛዎች ምርጫ ማድረግ ሲቻል ለሰራተኛዎች ማድረግ ሲቻል					
27	ለሰራተኛዎች ምርጫ ማድረግ ሲቻል ለሰራተኛዎች ማድረግ ሲቻል					
28	ስራዬን ስለሥራ ሂደት ማድረግ ሲቻል					
29	የድርጅቱን ስራ ሂደት ማድረግ ሲቻል					
30	የድርጅቱን አስራ ስራ ሂደት ማድረግ ሲቻል					

31	ድርጅቱን ከመግዛቱ ግርድታለመክላከል እጥረለሁ					
32	ለሌላ ሰራተኛ የድርጅቱን ሲታቸድ ድርጅቱን እከላከላለሁ					

ክፍል 3

የሚከተሉት ዐረፍተነ ገ ሮቸባስራላይሳለሰለሙኳ መዋትስ መቼ ይናገራሉ፡

የሚከተሉትን ዝርዝር በመግባቱ በጠእያንዳንዱ መግለጫ ዐረፍተነ ገ ርያለዎትን የስምዎ ትደረጃ በመግለጽ ምላሽ ይሰጡ፡

እባክዎ ምላሹን በ (✓) ምልክት ያድርጉ

		1	2	3	4	5
1	በሰራተኛው ላይ ኃይል እንዳለኝ ይሰማኛል					
2	ስራዬ ላይ ጠቅላላ ሥራዬን ያደረግኩት ይሰማኛል					
3	ጠቅላላ ሥራዬን ሳይደረግ ሥራዬን ያደረግኩት ይሰማኛል					
4	በሰራተኛው ላይ ሥራዬን ያደረግኩት ይሰማኛል					
		1	2	3	4	5
5	ትርጉም አላመለከትም ስራዬን ያደረግኩት ይሰማኛል					
6	ስለ ሥራዬ ማንኛውንም ጥያቄ አላቀረፍኩት ይሰማኛል					
7	ስራዬን ታዳሽ ሥራዬን ያደረግኩት ይሰማኛል					
8	በሥራዬ ላይ ሥራዬን ያደረግኩት ይሰማኛል					
		1	2	3	4	5
9	ስራዬን ስራዬ ላይ ሥራዬን ያደረግኩት ይሰማኛል					
10	ጠቅላላ ሥራዬን ያደረግኩት ይሰማኛል					
11	ስራዬን ስራዬ ላይ ሥራዬን ያደረግኩት ይሰማኛል					
12	ሥራዬን ስራዬ ላይ ሥራዬን ያደረግኩት ይሰማኛል					

አመሰግናለሁ