

The Effect of Job Characteristics, Perceived Organizational Justice and Reward System on Organizational Citizenship Behavior: With The Mediating Role of Employee Job Engagement at Awash Bank.



The Effect of Job Characteristics, Perceived Organizational Justice and Reward System on Organizational Citizenship Behavior (OCB) With The Mediating Role of Employee Job Engagement: In Case of Awash Bank.

BY: Tadesse Taye (BA)

The thesis submitted to college of Business and Economics of Addis Ababa University in partial fulfilment of the requirements for the degrees of masters of art in Business administration (MBA in management).

Advisor: Meba T. (PhD)

Jan, 2025

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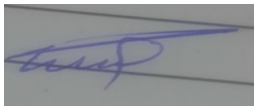
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Declaration1

I hereby declare that MBA in Management thesis entitled 'The Effect of Job Characteristics, Perceived Organizational Justice and Reward System on Organizational Citizenship Behavior (OCB) with the Mediating Role of Employee Job Engagement: In Case Of Awash Bank.' Is my work and has not presented for a degree in any other University, and all sources of materials utilized for the thesis have been slowly recognized.

Name: Tadesse Taye (BA)

Signature:



Date: Jan, 21/2025

Place: Addis Ababa University, collage of Business and Economics.


Date of Submission: Jan, 23/2025

ID: GSE/0630/15

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Name of advisor: Meba Tadesse (PhD)

Signature: 

Date: Jan, 23/2025

Approval Sheet

The effect of job characteristics, perceived organizational justice and reward system on organizational citizenship behavior (OCB) with the mediating role of employee job engagement: in case of Awash bank.

BY: Tadesse Taye (BA)

Approved by board of examiners

Advisor

Meba Tadesse (PhD)



External examiner

Baymot Tadesse (PhD)



Internal examiner

Zelalem G/tsadik (PhD)



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List of Acronyms

PLS-SEM: Partial least square-structural equation model

AB: Awash bank

JC: Job Characteristics

POJ: Perceived organizational justice

RS: Reward system

OCB: Organization citizenship Behavior

M: Mediation

SET: Social exchange theory

ANOVA: Analysis of variance

Abstract

A crucial organizational concern that is becoming more and more apparent is employee engagement, particularly as companies begin to heal from the effects of the global recession. Numerous scholars have expressed interest in employee engagement, and consulting firms have come to recognize it more. Consequently, scholarly investigations into the construct are important in order to verify the assertions made by human resource consulting businesses and to supplement the extant literature's understanding of employee engagement. Using employee job engagement measures as the mediating variables between three independent variables (job characteristics, perceived organizational justice, and reward system) and dependent variable (organizational citizenship behavior) and the social exchange theory as the theoretical foundation, the study has conducted on 113 customers advisory officers and quality assurance officers in Awash Bank at customer experience and quality assurance directorate with response rate 93.80% (106 responded) with the aim of determining the influence of the three factors of employee job engagement on organizational citizenship behavior and the role of mediator. The data were obtained by survey questionnaires with five point Likert scale. The researcher employed descriptive-explanatory research design to do the paper. For data analysis, the t-test and multiple regression and ANOVA were utilized. Descriptive analysis showed that all the study variables are highly practiced in awash bank. According to the results of regression analysis, it was concluded that 36.8 percent of the variation of employee job engagement can be predicted by the three factors and 30.7 percent variation of OCB can be predicted by the mediator namely employee job engagement. As a result, the researcher ascertained that as the employee job engagement is mediating the three factors and OCB or in other word the three antecedents have an effect on OCB through employee job engagement.

Keywords: Determinants; Employee job engagement; OCB; Social Exchange Theory.

CHAPTER INTRODUCTION

ONE

1.1. Background of the study

The value of intangible assets, particularly engaged human capital, is being highlighted by a new economic paradigm that is characterized by speed, innovation, short cycle times, quality, and customer happiness. Organizations are being forced more and more by the quickly evolving business environment to search for a unique source of engaged employees in order to fulfill their vision and develop a lasting competitive edge. Therefore, it is believed that the most crucial source of competitiveness for gaining an advantage in the market is having a motivated workforce.

CEOs, HR directors, and company executives have come to understand that employee talent is the secret to their success as a result of the rising internationalization of the workforce. Nonetheless, one of the most difficult tasks facing management is making sure that, when it comes to daily job inspections, workers perform their duties not just physically but also psychologically and emotionally (Bedarkar & Pandita, 2014).

Employee morale, productivity, retention, motivation, and individual happiness are all directly impacted by employee engagement, which has become a crucial organizational driver (Sanborn & Oehler, 2014). Employee engagement is a major factor in determining an individual's attitudes, behavior, and performance as well as organizational performance, productivity, retention, financial performance, and even shareholder return, according to Saks (2011) and Andrew & Sofian (2012).

Numerous people have asserted that financial performance, organizational success, and employee outcomes are all predicted by employee engagement. According to a 2013 Harvard Business Review study on the effect of EE on performance, 71% of participants believe that employee engagement is crucial to the success of the company as a whole.

Additionally, engagement is regularly demonstrated as something that an employee contributes to the organization through advocacy, discretionary effort, full use of abilities, commitment and dedication, and support of the firm's values and goals. According to Robertson and Markwick (2009), engaged workers have a strong feeling of loyalty to their company and invest in both their position and the company overall.

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Saks (2006) identified a number of factors that influence employee engagement, including job characteristics, the perception of organizational support, supervisor support, reward systems, recognition, distributive justice, and procedural fairness. Saks (2006) identifies a number of outcomes related to employee engagement, including commitment, intention to quit, organizational citizenship behavior, and employee job and organization involvement. As previously mentioned, engagement-focused human resource management is critical for any kind of business.

The researcher did discover, however, a gap in the literature regarding the topic of employee engagement. The majority of employee engagement research, particularly that which used employee engagement as a mediator, was conducted in western nations. There are numerous indications that it is not thoroughly researched in Africa. Surprisingly, neither of the more than 20 research studies on work engagement that Gibbons (2006) reviewed in its abstracts were carried out in Africa.

Academic research on the idea of employee engagement is lacking, particularly in developing countries, despite the fact that human resource consulting firms have contributed more to it during the past 20 years (Maha, 2015). Thus, by supporting social exchange theory, the researcher attempted to close this gap (Saks 2006).

In a similar vein, the banking sector, specifically examining Awash Bank's HR management with the highlights of employee engagement, ought to support the strong business demonstration at the end of the line, which is better performance. The motivation behind conducting an employee job engagement study is that, the Awash Bank has an exceptionally low employee termination rate (turnover rate). As a result, this study aims to evaluate the degree of engagement and provide evidence of why the employees are retained.

Establishing a balance between what the top management provides and what the employees want is essential. The banking industry is essential to the general growth of the primary and industrial sectors in any country. Employees in banking companies put forth a lot of effort to meet the various needs of their customers. Our nation's banking sector is still growing; the entry of private banks set up the foundation and concluded a mile-long the journey from the start.

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With a vision of "being the best and preferred financial services provider where customers feel valued," Awash Bank was one of the first private banks to open for business in our nation. If deliberate effort is not made to create a work atmosphere where all employees are completely engaged, such a vision will remain simply an ideal. For the purpose of the study, the researcher is going to assess factors responsible for employee job engagement by putting in thought the current situation (like inflation and other issues) and illustrating the association between employee work engagement and OCB. From the outcome the OCB was randomly selected.

1.2. Background of the organization

The first private bank in Ethiopia, Awash Bank, was founded on November 10, 1994, following the fall of the socialist government. On February 13, 1995, the Bank began banking operations after being founded by 486 founding shareholders with a paid-up capital of Birr 24.2 million. Since opening for business, the Bank has had impressive growth. Awash Bank has demonstrated better operational and financial results than other private banks in Ethiopia, despite both domestic and international constraints. Awash Bank is currently aiming to improve its client base, human resources, technology, and capital base. (Awash Bank's website).

The name of the company comes from the Awash River, which is widely utilized in Ethiopia for industrial operations, hydroelectric power generation, and small- to large-scale irrigation projects. Thus, the slogan "nurturing like the river" refers to Awash Bank's significant contribution to the socioeconomic advancement of the nation. Additionally, we benefit our community by promoting the practice of saving, offering credit, and enabling quick and easy payment methods. (Awash Bank's website).

1.3. Employee Engagement and Its Conceptual Issues

Kahn (1990) was the first academic to suggest that an employee's psychological presence throughout the execution of his organizational duty is engagement. Kahn attempted to identify the psychological elements required to account for individual employee engagement and disengagement in a range of work settings. He carried out a qualitative study on the work-related engagements and disengagements of sixteen summer camp counselors and sixteen architects using

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observational methods and interviews. He demonstrated that people's self-perceptions are flexible and that in order to carry out their varied job responsibilities, people must demonstrate a particular level of presence, both physically and emotionally. Employees have the choice to resign or cease taking part in their job roles and organizational duties, he added. In this position, the Gallup Organization developed its conceptual framework.

Given that Kahn originally conceived and defined engagement as "The 'harnessing of organizational members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances," it may not be incorrect to state that the Gallup Organization (2005) coined the term employee engagement as it is currently used, following 25 years of research (Kahn, 1990:694).

Employee engagement was further described by Harter et al. (2002: 205) as "the individual's involvement and satisfaction as well as enthusiasm for work." Therefore, the degree of dedication and participation that employee has with their company and its principles is known as employee engagement. Although it has been in the literature for about 20 years, the concept of employee engagement is relatively new to HRM (Robinson et al., 2005; Melcrum Publishing, 2005; Ellis and Sorensen, 2007).

According to Saks (2006) and Roberts (2006), the current concept of job involvement and flow is most directly linked to engagement. Employee engagement, according to International Survey Research (2003), is the process through which a company increases the dedication and involvement of its human resources in order to attain better economic results. Employee engagement, according to the International Survey Research, is a combination of an employee's emotive, behavioral, and cognitive commitment to their company.

Engagement of employees is essential for any organization. Any company's foundation is built on its engaged workforce, which is reflected in the services they provide to clients and customers. By doing this, motivated staff members contribute to increased business and client loyalty. Highly engaged customers are more likely to purchase goods and services, recommend the business to others, stay longer, and provide more feedback—all of which increase an organization's profitability.

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Employee job engagement, or the degree of an employee's commitment and dedication to his job role, was the only type of employee engagement that was taken into consideration in this study. Organizational engagement, the second type of employee engagement, was not taken into consideration. Saks (2006) introduced this concept, expressing concern that in order to comprehend the construct strategically, employee engagement must be seen as both work engagement and organization engagement.

1.4. Definition of Terms

Employee Engagement- is the level of commitment and involvement of the employees towards their works, organization and its values (Kahn, 1990).

Employee job engagement- is the harnessing of organization members' selves to their work roles: in engagement, peoples employ and express themselves physically, cognitively, emotionally and mentally during role performances (Kahn, 1990).

Job characteristics- a set of environmental variables that are considered to be important causes of employees' affection and behavior (Hackman & Oldham, 1976).

Perceived organizational justice- an employee's perception of their organization's behaviors', decisions and actions and how these influence the employees own attitudes and behaviors' at work (Greenberg, 1987)

Rewards system- the return for performance of a desired behavior; positive reinforcement (Cofman, 2012).

Organization citizenship behavior (OCB) - a positive psychological approach of engaged employees towards work and organization is concerned with those informal duties and tasks that go beyond the set boundaries of one's job (Organ, 1988). The presence of OCB has been advocated for the increased organizational effectiveness (Katz & Kahn, 1966; Organ, 1988; Podsakoff & Mackenzie, 1997).

1.5. Theoretical Underpinning for Employee Engagement

The most popular and commonly applied theory in current employee engagement research is the social exchange theory. Saks (2006:603) asserts that "social exchange theory (SET) provides a strong theoretical rationale for explaining employee engagement." The social exchange theory's main claim is that people weigh perceived costs and advantages when making social decisions (Cropanzano and Mitchell, 2005). According to this presumption, people assess all social interactions to ascertain the advantages they would derive from them (Homans, 1958; Blau, 1964; Ethugala, 2011).

Saks (2006) asserts that employees' degree of engagement is an excellent approach for them to give back to the company. Depending on the resources they receive from their company, employees will decide whether or not to participate. This perception demonstrates a reciprocal relationship between employees' willingness to maximize their individual and team performance and the assistance that firms provide. The social exchange offers a theoretical basis for defending the reasons why workers choose to remain with their company or put in more or less effort at work.

Employee engagement encompasses the emotional and psychological bond between workers and their company, which can be translated into either positive or bad actions that workers exhibit at work.

1.6. Statement of the problems

Employee engagement has just entered the HRM literature and is now a vital component in preserving the behavioral and affective aspects of the human side of management. Employee engagement has an impact on bank service quality, which in turn has an impact on customer satisfaction and the organization's overall performance. Consequently, a lot of businesses aim to increase employee engagement. Employees that are engaged exhibit qualities including corporate citizenship, dedication to their company, and intention to stay. Employee engagement leads to increased creativity and innovation as well as advancements that help businesses adapt to shifting market conditions throughout time (Baumruk, 2004).

Employee engagement results in discretionary efforts, which in turn lead to job excellence, according to a study by Barman (2004). The study has supported the idea that employee

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engagement and work quality are strongly related to engagement drivers, which can have a positive impact on an employee's efforts to achieve work quality (Barman, 2004).

The majority of employee engagement research, particularly that which used employee engagement as a mediator, was conducted in western nations. There are numerous indications that it is not thoroughly researched in Africa. Surprisingly, neither of the more than 20 research studies on work engagement that Gibbons (2006) reviewed in their abstracts were carried out in Africa.

But, Africa is developing continent and different industries started to operating is this continent so, this emerged industries require engaged employees as result studies on this hot area is very important. Of course we can apply the western studies in African but, developed and developing economy is not the same role for employee engagement. Academic research on the idea of employee engagement is lacking, particularly in developing nations, despite the fact that human resource consulting firms have contributed more to it during the past 20 years (Maha, 2015).

It is one of the purposes of this research to fill this gap by examining the impact of the three factors of employee work engagement on Organization citizenship behavior utilizing the measures of employee work engagements as the mediating variables and the social exchange theory as the theoretical underpinning in Awash bank in particular, and contribute to the knowledge of employee work engagement in the banking industry and in Ethiopia at large.

With respect to Ethiopian case, there was a investigate performed on the CBE by Derara (2014) with the subject of employee engagement determinant , Again Tesfaye (2022) analyzed the factors of employee engagement by adding additional independent variables at DBE and Masresha (2018), conducted study with the same topic at Ethiopian Insurance Corporation. Additionally, Hadra (2020), at dashen bank, Wondyifraw (2016), at CBE and Abeje (2020), at BOA conducted related studies using employee engagement as a concept.

However, despite all this studies have been done on employee engagement; none of them studied on the impact of employee job engagement determinants on work outcome (organizational commitment, Loyalty or intention to quit and organizational citizenship) with employee Job engagement and employee organizational engagement as mediator. As a result, the researcher is interested to analyze the effect of job characteristics, perceiving organizational justice and reward

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system on the organizational citizenship behavior with the mediating role of employee job engagement for the case under consideration.

This paper therefore, focused on in addition to the above stated gap, the researcher again motivated to do this research because of this topic area has not conducted at Awash bank specifically and furthermore, the researcher observed that in awash bank the employees turnover rate are too small and insignificant as a result the researcher motivated to know why the bank employees are retained.

1.7. Research Question

This study was answered the questions of bank management how to adequately sustain or increase employee Job engagement and resolve the doubts on whether the employee job engagement is mediating between the factors and employees organizational citizenship behavior by done the study in awash bank at customer experience and quality assurance directorate.

As a result, the study was attempt in answering the following research questions:

- ✓ To what degree “Job Characteristics” has an effect on employees' job engagement at Awash Bank?
- ✓ To what degree “perception of organizational justice” has an effect on employees' job engagement at Awash Bank?
- ✓ What is the effect of “reward system” on employees' job engagement at Awash Bank?
- ✓ To what degree “employee job engagement” has effect on organizational citizenship behavior?
- ✓ Is that “employee job engagement” was mediate the relationship between the three employee job engagement determinant and OCB?

1.8. Objectives of the study

1.8.1. General objective

The main objective of the study is to look at the effect of Job Characteristics, perception of organizational justice, and reward system on OCB (organizational citizenship behavior) through employee job engagement.

1.8.2. Specific objectives

The specific objectives of the study are focus on individual variables that influence employee job engagement and impact of it on OCB stated as follows;

- ✓ To investigate the effect of job characteristics on employee job engagement at Awash Bank.
- ✓ To identify the level of perceived organizational justice in predicting employee job engagement at Awash Bank.
- ✓ To identify the effect of Reward system in predicting employee job engagement at Awash Bank.
- ✓ To investigate the effect of employee job engagement on (OCB) at Awash Bank.
- ✓ To analyze employee job engagement was mediate the relationship between the three factors (namely job characteristics, Perceiving organizational justice and reward system) and organizational citizenship behavior (OCB).

1.9. Hypothesis of the study

Ha₁: There is a significant positive relationship between Job characteristics and employee job engagement.

Ha₂: There is a positive relationship among perceived organizational justice and employee job engagement.

Ha₃: There is a positive relationship among Reward system and employee job engagement.

Ha₄: There is a positive relationship among employee job engagement and organizational citizenship behavior.

Ha₅: Employee job engagement was mediate the relationship between the three factors influencing it (job characteristics, Perceiving organizational justice and reward system) and organizational citizenship behavior.

1.10. Significance of the study

This research is helpful for the following reasons:

Firstly, there is no studies made so far in Ethiopia with the objective of examining whether employee engagement construct is mediating the determinant of employee engagement and employees work outcomes. As a result, the study was made contributions as employee work engagement is serve as mediator among determinant of employee's work engagement specifically job characteristics, perceived organizational justice and reward system and organizational citizenship behavior. As a result, it give a clue to awash bank administration bodies to have great understanding about the determinants of employee work engagement. Secondly, it will allow stakeholders the opportunity to pick up profound knowledge about the benefits of employee work engagement and how to enhance it within the organizations in case of awash bank. Thirdly, the study was draws some conclusions and recommendations hence, it will provide signal to the administration of the bank in specific and policy makers in general to focus on ways of improvement of employee work engagement since it has critical impact on employees execution and efficiency and in other hand it has impact on organization productivity, efficiency and perform well.

Furthermore, the researcher is believed, the study will contribute advantage for both academicians and other professionals by serving as a supportive document. Researchers on the area can utilize the results of this study for their assist investigation and explore the issue or in different companies, organizations, institutions and industries.

1.11. Scope of the study

There are various authors and researchers that proposed different drivers of EE, which include a wide range of factors (Kahn, 1990; May et al., 2004; Saks, 2006) and it is difficult to best conceptualize factors affecting of EE. This study however, was focus on the three factors of employee job engagement, which are job characteristics, Reward systems, and Perceived organizational justices and also was focus only on organizational citizenship behavior of employees from work outcomes by using employee job engagement as a mediator.

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The study moreover restricted itself on employees of awash bank customer experience and quality assurance directorate. However, the recommendations was given by the study were utilized for all branches of the bank across the country to have understanding on concept of employee job engagement in awash Bank.

1.12. Limitation of the Study

Some factors were experiencing as the limitations of the study. To begin with, lack of the time was got to be the most factor in collecting data and referring numerous relevant documents in- depth for analysis. During the data collection process, some of the employees were active of their day by day schedule tasks to fill the questionnaire. Hence, was not willing to answer and finish all the questions in the survey. Conjointly, some respondents were not reliable in returning the survey; these were the restriction of the study. The limitations were overcome by presenting the significance of the research to respondents and by giving some additional time to fill the surveys.

1.13. Organization of the Study

The study was comprises five chapters. The first chapter covered introduction, background of the study, foundation of the organization, employee engagement and its conceptual issues, theoretical supporting for employee engagement, explanation of the issue, research questions, objective of the study, hypothesis of the study, significant of the study and scope of the study. Under chapter two the related literature is displayed. Chapter three included the research technique incorporating; description of the study area, research design, population and sampling technique, types of data and data collection instruments, data collection procedure, the data analysis and presentation method in brief, and ethical consideration. Chapter four is the data presentation, analysis and interpretation portion. At last, chapter five covered the Finding, conclusion, and recommendation parts.

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Chapter two

REVIEW OF RELATED LITERATURE

2.1. Introduction

Examining important ideas and related studies that are pertinent to the research topic (employee job engagement) is the aim of the literature review. The literature on concepts, operational definitions, theoretical and empirical reviews, and the creation of the theoretical framework that would be examined in the study were all covered in this chapter.

2.2. Theoretical Literature Review

2.2.1. Definition of Employee Engagement

- (a) Employee job Engagement, which is the level of employee's commitment and dedication to his job role and (b) Organizational Engagement, which is the level of employee commitment and loyalty to their organization. Saks (2006).

Scholars, human resources professionals, and academics have all given distinct definitions of employee engagement. The author's unique conceptualization of the term is reflected in each definition. People can devote themselves physically, mentally, and emotionally to the different roles they play, and they draw on themselves to varied degrees when doing work activities, according to Kahn (1990). Alternatively, people might decide to distance themselves from their jobs and their responsibilities.

The absence of a consensus definition is one of the difficulties in defining the term engagement. Various authors have given it varied definitions, but in this instance, it contains many features. It has over 50 characteristics, according to MacLeod & Clarke (2009). The primary issue with defining employee engagement is this. There is inconsistency in the definition; it is uncommon to find two definitions that are identical (Macey & Schneider, 2008). As a result, it has been defined in a variety of ways and from a variety of angles. Despite this, it became more challenging to comprehend what employee engagement really meant.

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Prior research on organizational behavior, commitment, and satisfaction forms the foundation of the literature on employee engagement (Katz & Kahn, 1978). The rationale behind this focus is that studies on employee engagement have indicated that raising engagement levels directly affects performance, which in turn leads to the achievement of corporate objectives (MacLeod & Clarke, 2009). After the theory of engagement is finally implemented, different companies define engagement from different angles; they provide a great insight into how engagement is seen and used in the actual world.

"Measured or seen as a result of people being committed to something or someone in the business – a very best effort that is willingly given" is how Vodaphone defines employee engagement. Suff (2008)

"The degree to which employees are satisfied with their jobs, feel valued, and experience collaboration and trust" is how Johnson defines employee engagement. Employees that are engaged will remain with the company longer and consistently come up with new, more efficient ways to improve the company. The ultimate effect is a high-performing business where employees are happy and productivity is maintained and growing. (Cattew and others, 2007).

The current author's definitions of employee involvement are comparable to those of Saks (2006), May et al. (2004), and Schaufeli et al. (2002). According to Schaufeli et al. (2002), "employee engagement is a positive, fulfilling state of mind that is characterized by vigor, dedication, and absorption." It is described as the degree of commitment, involvement, and passion. According to Schaufeli et al. (2002), engagement is "a more persistent and pervasive affective-cognitive state that is not focused on any particular object, event, individual, or behavior" rather than a transient and specific state.

The researcher operationalized the definition of engagement, which goes beyond job satisfaction, based on the study's goal. The best way to characterize it is as a self-empowerment to fulfill one's job. People who are engaged express themselves emotionally, physically, and cognitively while carrying out their job duties (Kahn, 1990). As a result, the word "employee engagement" has gained popularity and usage in the majority of commercial companies. The majority of the

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literature on employee engagement, however, is found in practitioner publications, where philosophy and empirical research are less important than practice.

According to Robinson et al. (2004), EE has gained a lot of popularity despite the fact that there has been remarkably little academic and empirical research on a given topic. Employee engagement thus appears to be what some may refer to as "old wine in a new bottle." In addition, Kahn (1990) describes personal engagements as the process by which members of an organization use and express their physical, mental, and emotional identities while performing their duties. "The uncoupling of selves from work roles; in disengagement, people withdraw and defend themselves physically, cognitively, or emotionally during role performances" is what is meant by personal disengagement. "Being engrossed in a role and referring to the intensity of one's focus on a role" is what absorption means. Engagement is a psychological presence, but goes further to state that it involves two critical components: attention and absorption," according to Rothbard (2001), as stated in Saks (2006). While absorption indicates "being engrossed in a role and refers to the intensity of one's focus on a role," attention refers to "cognitive availability and the amount of time one spends thinking about a role."

2.1.1. Different Theory and models of Employee Engagement

The development of a theory or model for employee engagement has been minimal. Researchers like as Khan (1990), Maslach et al. (2001), Robinson et al. (2004), Saks (2006), Aon Hewitt (2011), and Penna (2007) developed numerous models that categorically examined the various components of employee engagement while developing the notion.

2.1.1.1. Social exchange theory (SET)

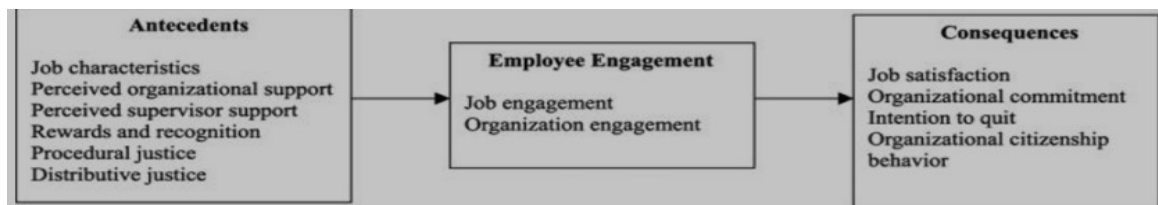
Saks (2006) discovered that Social Exchange Theory (SET) provides a compelling theoretical framework for understanding employee engagement. The SET offers a theoretical framework for understanding why workers choose to become more or less involved in their work. SET holds that different interactions between the parties that depend on one another establish responsibilities. According to SET's fundamental principle, relationships progressively transform into mutually

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dependable, devoted, and trusted commitments as long as both parties abide by the laws of exchange.

As a result, employees' degree of engagement is one way they give back to the company. To put it another way, the benefits that employees receive from the company determine how engaged they are. Employees can demonstrate their appreciation for their organization's services by putting a lot of mental, emotional, and physical energy into their work. According to SET, people who have a strong exchange philosophy are more likely to feel obligated to give back the benefits they obtain from the organization.

Therefore, it may be said that people with strong exchange ideologies may have a larger correlation between various variables and participation. As we can see, the organization is the primary factor in employee engagement, which is made up of a psychological and emotional bond between workers and their company that may result in either positive or negative conduct at work (Saks, 2006). Figure 2.1: Saks Model

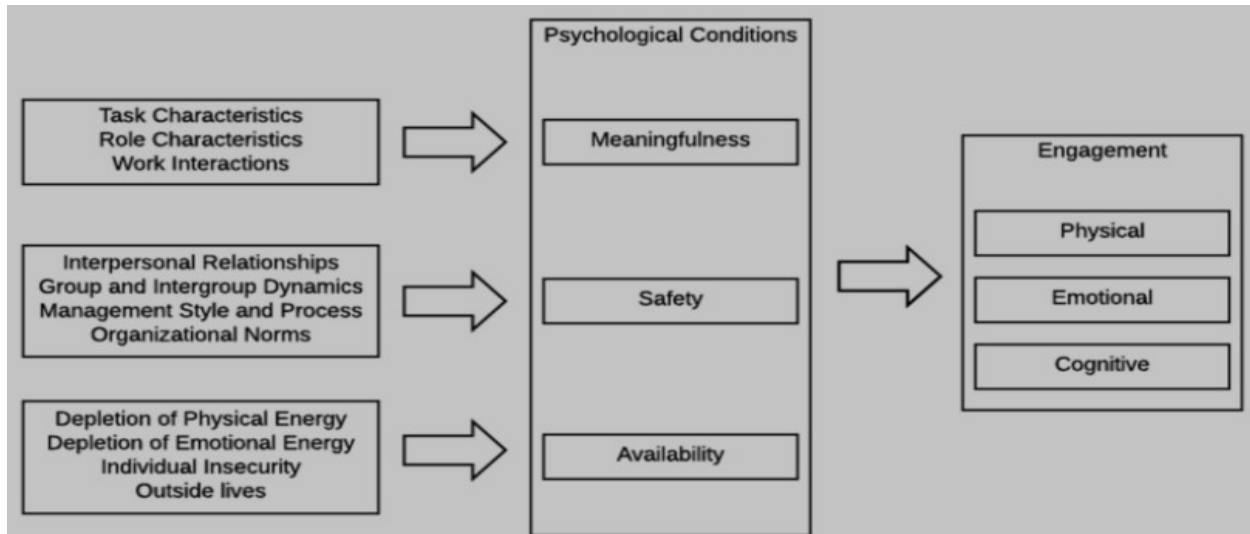


Source: Saks 2006

2.1.1.2. Kahn's Model

The earliest model of employee engagement is thought to be the Kahn model (1990). Following interviews about their periods of engagement and disengagement at work with summer camp counselors and organizational members of an architecture firm, Kahn (1990) discovered that availability, safety, and meaningfulness were the three psychological factors linked to either disengagement or engagement at work. In other words, when employees were more psychologically available and in circumstances that provided them with greater psychological safety and significance, they were more engaged at work.

Figure 2.2: Kahn's Model



Source: Kahn (1990)

2.1.1.3. Maslach, Schaufelli and Leiter Model

The 2001 study on "Job Burnout" by Maslach, Schaufelli, and Leiter provides another paradigm of participation. Workload, control, rewards and recognition, community and social support, perceived fairness, and values are the six work-life factors that Maslach et al. (2001) identified as contributing to burnout and engagement. The study also characterized job engagement as the positive opposite of burnout, pointing out that burnout entails the decline of engagement with one's job.

Furthermore, they contend that a sustainable workload, a sense of control and choice, proper recognition and reward, a positive work environment, justice and fairness, and meaningful and valued labor are all linked to job engagement. Engagement is anticipated to mediate the relationship between these six work-life elements and different work outcomes, just like burnout does.

2.1.1.4. Robinson, Perryman and Hayday Model

According to Robinson, Perryman, and Hayday's (2004) approach, which was detailed in the study "The drivers of employee engagement," employee engagement is a favorable attitude that staff

members have toward the company and its principles. According to the model, an engaged worker is one who understands the business environment and collaborates with coworkers to enhance job performance and contribute to the company. According to the concept, employee engagement is achievable as long as the company keeps its attention on employee development and nurturing.

2.1.1.5. Penna's Model of Employee Engagement (2007)

Penna (2007) provided a hierarchical model of engagement elements that illustrates how each level would affect an organization's ability to retain and engage talent. He claimed that once meaning at work is attained, employee engagement will follow. Basic working conditions are the first step in this model's hierarchy, which is followed by learning and development, career progression and promotion, and good leadership, trust, and respect, all of which will improve an employee's job satisfaction. If a person finds meaning in their work, it will help to better attract and retain good employees as well as increase employee engagement. It will be a significant accomplishment for the company to have engaged workers if these engagement parameters are successfully met.

2.1.1.6. Saks Model Multidimensional Approach

"A distinct and unique construct that consists of cognitive, emotional, and behavioral components that are associated with individual role performance" is how Saks (2006) described engagement. Additionally, he noted that engagement can be distinguished from a number of related concepts, including job involvement, organizational citizenship behavior, and organizational commitment. One of the earliest empirical evaluations of the causes and effects of employee engagement was offered by this study (Saks, 2006).

According to Saks (2006), there are two types of employee engagement: work engagement and organization engagement. These ideas formed the basis of Saks' paradigm. He was the first scholar to distinguish between these two engagement states. His research served as a crucial link between the academic community, practitioner literature, and earlier early theories of employee engagement (Shuck & Wollard, 2010).

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Saks (2006) polled 102 workers in a range of occupations and companies to test his hypothesis. He discovered that the antecedent variables—most notably, work qualities for job engagement and organizational support for both stages of engagement—accounted for a sizable portion of the variance between job engagement and organization engagement. Additionally, this study demonstrated a favorable correlation between the two states of engagement and organizational civic behavior, work satisfaction, organizational commitment, and intention to quit (Saks, 2006).

Social exchange theory (SET) provides the theoretical underpinnings for understanding employee engagement, according to Saks (2006). He explained why he chose SET over other theories, stating that while Kahn's (1990) and Maslach et al. (2001) models "indicate the psychological conditions or antecedents that are necessary for engagement, they do not fully explain why individuals will respond to these conditions with varying degrees of engagement."

SET's fundamental tenet is that relationships evolve over A fundamental tenet of SET is that, provided both parties agree to certain "rules" of exchange, relationships develop over time into mutually committed, trustworthy, and loyal partnerships. Saks (2006). According to SET, a sequence of interactions between persons who are mutually dependent on one another creates obligations. Reciprocity or repayment laws are typically a part of exchange rules, meaning that when one party does something, the other side will usually respond with something of their own.

Therefore, it may be said that people with strong exchange ideologies may have a larger correlation between various variables and participation. As we can see, employee engagement is the psychological and emotional bond that exists between workers and their company, which can result in either positive or negative conduct at work. The primary function of involvement is played by the organization.

2.1.1.7. Aon Hewitt Model

Both the organizational antecedents and the individual state of involvement are examined in the Aon Hewitt (2015) model. According to this definition, engagement is the emotional and intellectual state that inspires workers to produce their best work. The model has been validated globally by more than 15 years of organizational psychology research.

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The conduct of engaged employees shows beneficial effects in the business, such as higher sales, customer satisfaction, and other positive extra role activities, according to this concept, which defines engagement as an individual, psychological, and behavioral condition.

Additionally, this model identifies a set of four business outcomes as well as six engagement drivers and outcomes. (i) Brand; (ii) leadership; (iii) performance; (iv) the work; (v) the fundamentals; and (vi) organizational practices are the engagement drivers. Therefore, the most important component influencing the other factors is the people factor. Furthermore, according to the concept, the engagement factors are not independent and are interconnected.

Say, Stay, and Strive are the straightforward outcomes of engagement, which indicate that motivated employees will speak well of the company to their coworkers, prospective employees, and customers, feel a strong sense of belonging and want to be a part of it, and work hard to succeed in their roles and for the company.

This model's business outcomes include talent, operational, customer, and financial outcomes that support retention; reduced absenteeism; improvements in wellness, productivity, safety, and customer satisfaction; and, lastly, financial outcomes such as higher revenues/growth and an income margin that maximizes shareholder return.

Figure 2.3: A. Hewitt Model



Source: Aon Hewitt, (2015)

2.1.2. Level of engagement

The consulting firm Gallup states that there are primarily three forms of engagement that take place within a business. Each has a distinctive position within the organization and level of engagement. There are various forms of employee engagement.

2.1.2.1. Engaged Employees

These workers are devoted to the company and loyal to it. They are less likely to steal, have fewer workplace accidents, and are more likely to have stayed with their firm for at least a year. The majority of these workers' performance-related requirements are satisfied at work (Kaila, 2012). According to Kaila (2012), the foundation of organizational development is an engaged workforce. Employees like this steer the company in the right direction. In addition to carrying out their duties, they are crucial to accomplishing the aims and objectives of the company (Kaila, 2012). Employees that are engaged desire to apply their skills and abilities on a daily basis. They work passionately, inspire creativity, and advance their company through their output (Vazirani, 2007).

2.1.2.2. Not Engaged

Despite their potential productivity, these workers lack a psychological bond with their employer. They don't give any consideration about goals, objectives, or the organization's growth; they just care about their work. Their work lacks enthusiasm and vigor (Reilly, 2014). They are also particularly likely to leave and miss workdays. While many of these workers' requirements are ignored, some of their performance-related needs are satisfied. Neither their bosses nor their coworkers have cooperative relationships with these types of employees (Kaila, 2012). Their contribution to the organization's growth and success is minimal.

2.1.2.3. Actively Disengaged

These workers are physically present but psychologically absent since they are actively disengaged. They insist on telling their coworkers about their dissatisfaction with their

working conditions. The majority of these workers' performance-related needs are not being satisfied at work (Kaila, 2012).

Employees that are actively disengaged do not finish their work on time or in a proper manner. Their impact on the organization's growth and performance is essentially insignificant. They take care of the other members of the organization since they are dissatisfied with their jobs. An employee of this type steers the company in the wrong path and hinders the achievement of its goals and objectives (Vazirani, 2007).

2.1.3. Consequence or outcomes of Employee Engagement

Saks (2006) has provided the following definition of the effects of employee engagement: A. Job satisfaction is a well-studied concept that is characterized as a pleasant or upbeat emotional state brought on by an evaluation of one's work or work-related activities. It has been discovered that although there is a minor correlation between job happiness and performance on an individual basis, there is a stronger correlation overall. B. Organizational Commitment: This term also relates to an individual's mindset and commitment to their organization, which is different from engaging in. Engagement is the extent to which a person is focused and engrossed in carrying out their responsibilities; it is not an attitude. C. Intention to Quit: Intention to quit essentially entails the reasons why workers intend to leave their position and the elements that led them to do so. Engaged workers don't leave their jobs too often. D. The focus of engagement is on one's formal role performance rather than extra-role and voluntary conduct. Organizational Citizenship conduct (OCB) includes both voluntary and informal activities that can benefit coworkers and the organization. E. Loyalty.

2.1.4. Factors that Predict Employee job Engagement

Despite a shortage of empirical research on the factors that influence employee engagement, the Saks (2006) and Maslach et al. (2001) models offer several reasonable drivers. Which variables are the best predictors is not obvious from the literature. Thus, by examining the insufficient data on employee engagement that is currently available, the factors for this study were selected.

A. Job Characteristics

- ✓ Job characteristics give people the space and motivation to be more engaged or to bring more of themselves to their work (Kahn, 1992). This is based on the "job characteristics model and in particular, the five core job characteristics (i.e., skill variety, task identity, task significance, autonomy, and feedback)" developed by Hackman and Oldham (1980), as mentioned in Sake (2006). Greg (2010) states that the following is a description of the five "core" work characteristics: Skill variety is the degree to which the job requires a variety of different skills and talents of the person.
- ✓ The degree to which a job requirements producing a complete and recognizable piece of work from start to finish is known as task identity.
- ✓ The extent to which a job significantly affects the lives of others, whether or not those individuals are members of the immediate organization, is known as task significance.
- ✓ The degree to which a job gives a person significant freedom, independence, and choice in planning their task and choosing the methods to be employed in completing it is known as autonomy.
- ✓ The degree to which completing the tasks required by the job gives the individual clear and direct information about how well they performed is known as job-based feedback. Employees who are given hard and fulfilling work will feel obligated to respond to higher levels of engagement, according to Sake (2006) from the standpoint of SET.

B. Perceived Organizational justice

Greenberg (1987) was the first to describe organizational justice as people's perceptions and responses to fairness within an organization. According to Greenberg (1990), organizational justice is the question of whether or not fairness is taken into account within the organization. People instinctively pay attention to the fairness of situations and occurrences in their daily lives. Was the process followed for the majority of the questions addressed in the organizations?

Employees will respond by working harder and being more involved if they believe that the company treats them fairly and justly (Saks, 2006). Engagements are impacted by how fairly incentives, resources, and even punishment are distributed at work. Mutunga (2009). Organizational justice or fairness, according to Tabibnia, Satpute et al. (2008), proceeds to the idea that the action is suitable in line with the code of conduct, which can be explained in terms of ethics, religion, fair play, or the law.

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Distributive justice and procedural justice are the two categories into which Greenberg (1990) separated organization justice. Procedural justice refers to the fairness of the process used to make decisions regarding reward distribution, whereas distributed justice is the perceived fairness of reward distribution within the organization. While procedural justice refers to the perceived fairness of procedures, distributive justice deals with outcomes or final judgments in comparison to what others receive, and procedural justice deals with the ways and procedures by which these rewards and outcomes are distributed (Robinson et al., 2004).

When individuals believe they have a right to voice their opinions about procedures or when those procedures exhibit traits like flexibility, accuracy, ethics, consistency, and lack of bias, the level of procedural fairness is high. Saks (2006).

The level of employee engagement in a business is determined by its rules, procedures, structures, and systems. Prior research has demonstrated the critical importance of compatible organizational rules and processes for employee engagement and ultimately achieving corporate objectives.

Fair hiring and selection practices, flexible scheduling, help coordinating work and personal obligations, and equitable promotion policies are a few examples of important policies and processes. Research (e.g. Robinson, 2004) indicates that an organization's hiring practices directly affect the commitment and involvement of potential hires.

C. Reward System

The precise definition of "reward" is anything that the company provides to its employees in exchange for their performance and contributions, which are anticipated by the employees. When a project is finished or performance goals are met reward provided, reward can be either intrinsic or extrinsic. While extrinsic reward is material and might take the form of direct or indirect pay, intrinsic reward frequently consists of praise. Employees' perceptions of compensation and equity were once thought to be important determinants of their level of job engagement. This validates the findings of other researchers that found a significant correlation between employee engagement and rewards (Armistrong, 2006). According to these research by distinguished academics, employee engagement and rewards are seen to be positively and directly related.

2.1.5. Mediator

Employee Job engagement: is a multidimensional construct signalized by the cognitive dimension vigor, absorption and dedication (Costa et al., 2014).

- a. **Vigor-** Vigor is the term used to describe an employee's positive core affect, which is defined by their high levels of positive energy, mental resilience, and willingness to put in time and effort on work-related tasks.
- b. **Dedication-** includes the engagement's emotional foundation. When workers believe their work is important and meaningful, they are in this state.
- ❖ **Absorption-** refers to the cognitive component in which workers find their work to be impressive and something they are totally focused on, making it difficult for them to disconnect from it.

2.1.6. Consequences or outcomes of employee's job engagement

2.1.6.1. **Organizational citizenship behavior (OCB):** The informal responsibilities and tasks that extend beyond the parameters of one's employment are the focus of a positive psychological attitude taken by engaged employees toward work and organization (Organ, 1988). Organizational effectiveness has been reported to rise with the presence of OCB (Katz & Kahn, 1966; Organ, 1988; Podsakoff & Mackenzie, 1997). It has been noted that OCB includes actions that build an organization's psychological foundation and lubricating its social processes. Accordingly, OCB is often regarded as both essential and advantageous for enterprises (Wei et al., 2010).

Organizational citizenship behavior (OCB) is a more popular and comprehensive term that describes a wide range of cooperative behaviors that are positive, voluntary, non-obligatory, and go beyond the set requirements of a job (Turnipseed & Wilson, 2009). However, despite having a common belief, these behaviors have been denied and referred to differently in literature as extra-role behaviors (Dyne et al., 1995), prosocial behaviors (Brief & Motowidlo, 1986), organizational spontaneity (Georg & Brief, 1992), and contextual performance (Motowidlo, 1997).

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In order to expand the construct's scope, Organ (1997) reinterpreted OCBs as behaviors that support "the maintenance and enhancement of social and psychological context that supports task performance," explaining similarities to Borman & Motowildo's (1993) conceptualization of contextual performance.

Furthermore, Organ's (1988) taxonomy of citizenship behaviors in terms of altruism, courtesy, civic virtue, conscientiousness, and sportsmanship has been widely accepted, popular, and extensively studied in literature reporting the greatest amount of empirical research (LePine et al., 2002). This is despite the fact that researchers cannot agree on the dimensionality of OCB, as nearly thirty overlapping or slightly different forms of OCB have been identified (Podsacoff et al., 2000).

- a. **Altruism** is the term used to describe an employee's helpful attitude toward other employees.
- b. **Conscientiousness** indicates impersonal actions, such as following rules.
- c. **Sportsmanship** is characterized by actions such as being willing to put up with less than ideal conditions and refraining from arguing about minor issues.
- d. **Civic virtue behaviors** these include attending meetings and demonstrating an interest in the organization's operations.
- e. **Courtesy** is demonstrated by discretionary actions like helpful consultation and information sharing that are intended to avoid work-related issues with others (Organ, 1988).

2.2. Empirical review

2.2.1. Empirical Reviews on Employee Engagement

This section of the study reviews pertinent research that has already been done in the field and provides a brief description of the main conclusions and gaps found. Brid (2015) advanced our understanding of employee engagement in failing businesses by investigating the primary factors influencing employee engagement in a failing outsourcing business located in Dublin, Ireland.

According to him, it's critical to keep an eye on worker engagement throughout the entire business lifecycle. Leadership, communication, organizational support, learning and development, and

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working environment are the five main factors that influence employee engagement, according to his research. The results of the poll clearly demonstrated their impact on employee engagement. The findings showed that there was a lot of room for improvement and that only half of the respondents were actively participating. According to the survey's findings, during the decline era, respondents put a high value on feeling safe at work by maintaining tight working connections with their line manager and coworkers without worrying about unfavorable outcomes. Along with having both upward and downward communication between leadership and people, he discovered that possibilities for development were another significant element impacting engagement levels. Three key concepts—empowering leaders' behavior, high performance work practices (HPWP), and the potential impact of one's faith EE—were examined in Abubaker's (2002) study on the determinants influencing employee engagement in Malaysia's financial sector. Empowering leadership behaviors, such as demonstrating concern, participating in decision-making, setting an example, coaching, and communicating, were found to have the biggest impact on employee engagement. When a leader demonstrates concern, employees become much more engaged. Employee engagement in Malaysia's financial sector will be greatly impacted by empowering leadership behavior. Employee engagement at work is therefore greatly influenced by empowering leadership behavior.

However, Abubaker (2002) also found that among Malaysian Muslims, religiosity is a significant factor in employee engagement at work. Religion serves as self-control, enabling believers to exercise self-control during difficult times. Therefore, the growth of employee involvement appears hopeful when work is seen as a moral obligation and a means of improving oneself. Since Malay Muslims made up the bulk of the study's sample, this could have had a detrimental impact on the results and made it more challenging to determine whether there is a unique pattern of HR practices across Malaysia's various religious groups.

The results did not take into account other elements of employee engagement, such as internal locus of control and perceived organizational and supervisor support, and instead concentrated solely on the conduct of empowering leaders, high performance work practices, and the potential role of religion.

In Odisha, India, Kumar's (2011) research focuses on the several elements that contribute to employee engagement and what businesses can do to increase employee engagement. He proposed

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that giving engagement techniques the attention they need would improve organizational effectiveness in terms of increased quality, productivity, profits, customer satisfaction, staff retention, and adaptability. Positive attitudes toward the company are fostered via employee engagement.

Additionally, Kumar (2011) stressed that a firm should acknowledge its people as the most significant contributors to its competitive position, more so than any other element. Employee engagement can help an organization accomplish its goals, carry out its plan, and provide significant business outcomes.

As a result, employee engagement ought to be an ongoing process of education, development, assessment, and action. Another important takeaway for practitioners is that companies with higher employee engagement levels do better financially than their rivals (Kumar, 2011). Higher productivity, customer satisfaction, and reduced employee turnover are just a few of the vital competitive advantages that engaged employees provide to their organization.

Recruitment, job design, career development opportunities, leadership, empowerment, equal opportunities and fair treatment, training and development, performance management, compensation, health and safety, job satisfaction, communication, and family friendliness are some of the factors that affect employee engagement, according to Kumar (2011). In contrast to Sake's (2006) study, which views job satisfaction as a result of EE and defines it as a positive emotional state brought on by an evaluation of one's work, this study views satisfaction as a factor that influences EE.

"Job satisfaction is the positive feelings employees enjoy when they are recognized for having achieved goals in line with their own values," according to Gill et al. (2010), as stated in Kumar (2011). This study used job satisfaction as a result of EE, which is consistent with Sake's (2006) research.

Even if the idea of employee engagement is becoming more and more popular, there aren't enough scholarly studies on it in emerging economies, claims Maha (2015). Based on social exchange theory (SET), Maha's (2015) study sought to determine the main factors influencing employee engagement in the Egyptian banking industry. The results of the study showed that the two most important factors influencing employee engagement were organizational justice and leadership.

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Furthermore, policies and procedures, training and development, and pay and benefits were identified as predictive factors of employee engagement.

Additionally, Maha (2015) maintained that the idea of employee engagement shouldn't be thought of as just another HR tactic. Employees and the organization rely on one another to achieve their aims and objectives. Therefore, for any firm to succeed, employee engagement must be ingrained in the company's culture and not seen as a one-time event. Employee engagement can help an organization accomplish its goals, carry out its plan, and provide significant business outcomes.

As a result, companies today should actively seek to meet employee expectations in order to influence employee performance, which in turn influences the performance of the business. One drawback of the study is that it only looks at a limited sample of workers in the Egyptian banking industry, making it difficult to extrapolate the findings to other industries.

Sandeep et al. (2008) state that in recent years, employee engagement has gained a lot of attention. Despite this, there is still a dearth of critical scholarly work on the topic, and little is understood about the ways in which management might affect employee engagement. Employees who are disengaged or not engaged outnumber those who are engaged, according to the assessment of various publications. In spite of this, engagement is seen by many firms as a key source of competitive advantage. Engagement, employee performance, and company success may be closely related, according to research groups' and corporations' findings. There are more disengaged workers than engaged workers in today's firms, according to recent studies conducted in the UK and other nations.

The State of the Global Workplace reports that only 13% of workers worldwide are engaged at work, according to Gallup's recent 142-country research (2013). To put it another way, approximately one in eight workers, or 180 million workers, in the countries under study are mentally dedicated to their work and probably contributing positively to their organizations. Sixty-three percent of workers globally are "not engaged," which means they are unmotivated and less inclined to devote their free time to the objectives or results of the company. Additionally, 24% of workers are "actively disengaged," which means they are dissatisfied, unproductive, and likely to transmit negativity to their coworkers.

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This roughly corresponds to 900 million unengaged and 340 million actively disengaged workers worldwide, where the study was conducted.

In many parts of the world, improvements in economic productivity and quality of life are still hampered by the low levels of engagement among global workers. The United States and Canada have the highest percentage of engaged workers (29%), while MENA (Middle East and North Africa) and sub-Saharan Africa have the lowest percentages (34% on average). Low workplace engagement, however, presents a chance to enhance corporate outcomes, according to the same report (Ibid). Regardless of location or sector, companies looking to adjust to the quickly shifting global economy must figure out how to keep up high-productivity workplaces and expand their clientele in wildly disparate social, cultural, and economic contexts.

In their study of the factors influencing employee engagement in the banking sector, Mokaya & Kipyegon (2014) focused on the Cooperative Bank of Kenya and employed an explanatory research technique, taking into account a sample of 214 respondents from 496 employees. Mokaya and Kipyegon (2014) employed a primary data questionnaire and used both descriptive and inferential statistics to evaluate the results. The study's findings demonstrate that the performance management system, workplace recreation, personal development and growth, and compensation package all had a major impact on employee engagement. According to their findings, a single unit increase in workplace leisure boosts performance management system by 0.386, personal development and growth by 0.219, and employee engagement by 0.09.

Additionally, a one unit increase in compensation would result in a 0.345 and 0.389 unit rise in employee engagement. The majority of respondents stated that their explanation for the compensation package linked to the bank's base pay was logical, that they were receiving fair compensation for their work, and that the benefits and compensation were in line with their qualifications and experience. Employee motivation to stay, perform, and contribute to the success of the company can be determined by psychological and social fulfillment in the workplace. Additionally, their research demonstrates that low job satisfaction and engagement can lead to a number of organizational issues and has been linked to higher absenteeism and turnover rates, which could cost the company money in the form of poor performance and lower productivity.

Derara (2014) stated that the study conducted at the Commercial Bank of Ethiopia was the first of its kind to examine the factors that influence employee engagement in the human services sector

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in Ethiopia. The study aided in identifying the variables that impact EE in the banking sector generally and CBE specifically. According to the study's findings, there were no variations in engagement scores across males and females, education levels, or years of bank service. Employee engagement at CBE, however, is significantly impacted by job features, rewards and recognition, organizational justice, and perceived organizational support. Additionally, POS offers the most predictive power for employee engagement.

Nevertheless, several of the elements that could significantly impact Commercial Bank of Ethiopia employees' involvement were left out of Derara (2014). The working environment, internal locus of control, and perceived supervisor support are a few examples of these variables. Taking into account business-customer interactions, suitable customer data analysis, and response personalization (Mukerjee & Singh, 2009).

In order to investigate the elements of employee engagement and their influence on organizational citizenship behavior and intention to stay, Kanchana P. (2024), an assistant professor in the department of commerce (shift-II) at SRM Institute of Science and Technology, Vadapalani, Chennai, India, concentrated on the banking industry in Chennai. Only three factors—work environment, person-job fit, and leadership and management practices—were included in the mixed-method survey he used to gather data. He concluded that there is a positive relationship between OCB, employee engagement, and intention to stay. He also discovered that the work environment had the biggest influence on the prediction of intention to stay.

Hadra (2020) carried out her research on the practice of employee engagement and satisfaction in the Dashen Bank case in Addis Ababa. In order to gather data from professional bank employees located in branches across the four districts of Addis Ababa and the head office, a stratified systematic sampling strategy was utilized in this study, which combined descriptive and explanatory research methodologies. She discovered that a number of factors, including job features, work environment, pay and benefits, supervisor-subordinate interaction, PMS, training and development, and employee promotion, have a big impact on how happy and engaged employees are.

Dr. Shreshtha (2020) is an assistant professor at Nirma University's Institute of Management in Ahmedabad, India. In IT organizations, he investigated the connection between organizational citizenship behavior (OCB) and employee engagement. The survey research method was used to

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conduct primary research for this study. Regression, inferential testing, and descriptive analysis are the main techniques used in data analysis. The study's conclusions demonstrated the beneficial connections between OCB and employee engagement.

The purpose of the study by Nurina (2018) was to determine how employee engagement and transformative leadership affect social behavior. The research task included regression analysis and a sample of young non-profit organizations. According to the study's findings, transformational leadership has a favorable impact on employee engagement, and employee engagement has a positive impact on organizational citizenship behavior (OCB).

The study was carried out by Fungki Irmayanti, Yessi Yusman, and Shakila De Maurhea (2022) to determine the impact of the work counseling strategy on employee loyalty while assessing employee engagement. The study was carried out at the Bekasi district office of Bank BTN, a state-owned enterprise. 97 employees were given questionnaires to complete in order to gather data. Cronbach's alpha was determined to be 0.896 by measuring employee engagement among BUMN Bank BTN employees in the Bekasi region. Following these measurements, the researchers proceeded to calculate the mean value of the seven dimensions.

The results showed that the branding dimension had the highest mean value at 24.43, followed by training and orientation at 23.75, employee identification at 19.07, satisfaction at 18.26, loyalty at 17.51, commitment at 15.36, and employee performance at 15.90, which had the lowest value at the seventh level. These findings draw attention to the low value of loyalty and encourage researchers to investigate the possibility of conducting work counseling. This technique has a positive impact on employees with low levels of employee engagement.

The purpose of Dr. Kishore's (2021) study was to investigate the connection between organizational citizenship behavior and employee engagement in the Indian hotel sector. A research tool for organizational citizenship behavior and employee engagement was used to gather data. Three elements of employee engagement—participation, intimacy, and enthrallment—were identified by the exploratory factor analysis. Additionally, the correlation and T-test results between these employee engagement characteristics and organizational citizenship conduct demonstrate the strong influence of employee engagement on organizational citizenship behavior.

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In his commissioned research, Dr. T. Thiruvenkadam (2014) examined the degree of engagement in a Chennai, India-based Construction Company and how it affected organizational citizenship behavior. The impact of employee engagement on organizational citizenship behavior was the main focus of the study. Simple random selection was used to select 194 respondents as a sample from the entire population. It was shown that organizational citizenship behavior is significantly impacted by employee engagement.

The study by Ismul, Said Musnadi, and T Meldi Kesuma (2020) sought to ascertain how employee engagement and organizational citizenship behavior (OCB) were affected by transformational and transactional leadership styles. Dispora Aceh, a youth and sports government organization in Aceh province, is the subject. This study demonstrates the following causality tests: transformational leadership has a significant impact on employee engagement; transactional leadership has a significant impact on employee engagement; employee engagement has a significant impact on OCB; transformational leadership has a significant impact on OCB; transactional leadership has a significant impact on OCB; transformational leadership has an impact on OCB through employee engagement; and transactional leadership has an impact on OCB through employee engagement.

The title of Sagya Dash and Rabindra Kumar Pradhan's (2024) paper was "determinants and consequences of organizational citizenship." The study's objectives were to investigate the applicability of OCB in Indian organizations and to suggest a novel theoretical framework for further investigation. They used the approach of a thorough and comprehensive review of the literature. The study found a positive correlation between OCB and HR practices, employee engagement, and job imbed. Work-family conflict and work overload have been identified as negative effects, while employee retention, job satisfaction, and reduced absenteeism have been identified as favorable effects.

Penjan Matula conducted research on the subject of "causal relationship model work engagement affecting organizational citizenship and job performance of professional nursing (2016)." The purpose of the study was to investigate the factors that influence professional nursing involvement. The investigation was conducted at Bangkok's government and private hospitals. The study indicated that job characteristics and work environment had a direct impact on job engagement, whereas transformational leadership had an indirect effect on job engagement, which in turn had a direct impact on professional nursing performance.

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"Work engagement determinants effects on organizational citizenship behavior" was the theme of Jufrizen, Hazmanan Khair, and Anita Permata Sari's (2023) study. 76 respondents who work for the Indonesian mayor's office in Medan were given the sample. OCB is significantly impacted by persons-job-fit and job crafting, according to the study, which also indicated that these factors significantly affect OCB through job engagement.

Furthermore, Tesfaye (2022) conducted study on the DBE. According to Tesfaye's research, there was a significant, positive, and high correlation between the independent and dependent variables.

Job characteristic was determined to have the greatest impact on employee engagement out of the six independent variables (internal locus of control, working environment, perceived supervisor support, reward and recognition, and perceived organizational support).

Masresha (2018) studied Ethiopian Insurance Corporation and concluded that if the factors influencing employee engagement are addressed, employee engagement will increase. This is supported by the results of the regression analysis, which show a R Square value of .77 and a P-value of less than .001. This indicates that the engagement factors account for 77% of the range in employee engagement levels, with other factors accounting for the remaining 23%.

The study "Practice of Employee Satisfaction and Engagement in the Case of Dashen Bank S.C." was carried out by Hadra (2020). According to Hadra, employee satisfaction and engagement are significantly impacted by each of the seven factors that were studied: job characteristics, working environment, salary and benefits, relationship with immediate supervisor, performance management system, training and development, and employees' promotion.

According to Wondyifraw's (2016) study on Commercial Bank of Ethiopia's credit management, "The Relationship between Rewards System and Employee Engagement," respondents strongly agreed that there was a positive correlation between extrinsic and intrinsic rewards and employee engagement. Respondents believed that four extrinsic factors—job stability, appealing salary, promotion & growth, and recognition—and four intrinsic factors—interesting work, job appreciation, job satisfaction, and stress—were essential for engagement.

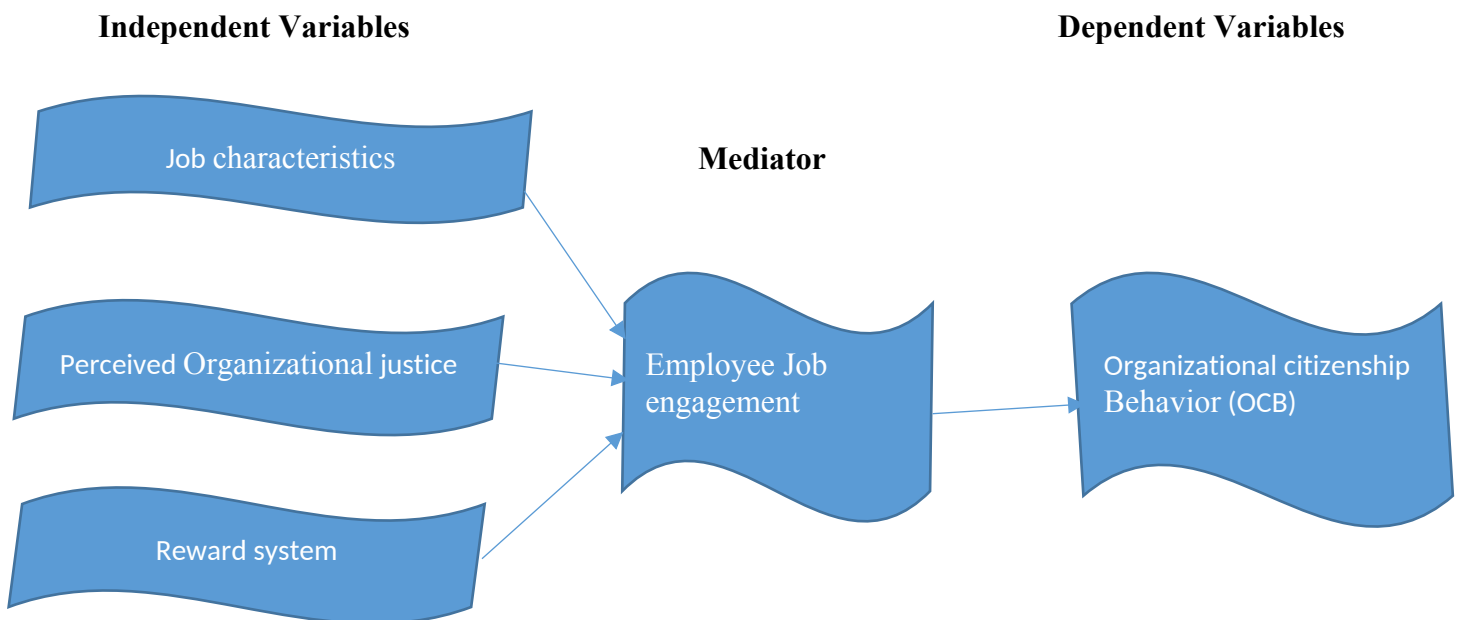
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Abeje (2020), carried out his study at BOA under the title "effect of organizational culture on employees' engagement." Employee engagement and organizational culture (Clan, Adhocracy, Market, and Hierarchy cultures) are positively correlated, according to the study.

2.3. Conceptual Framework of the Study

Using employee job engagement measures as mediating factors and the social exchange theory (SET) as theoretical support, the primary goal of this study was to investigate a research framework that can enhance knowledge of the instability regarding the impact of the three independent factors of employee work engagement on OCB (dependent variables). The following theoretical model, which regulated this particular investigation, was established based on the theoretical framework and a general examination of related literature.

Figure 2.4: Conceptual Framework of the Study



Source :(Adopted from the theory of SET (Saks, 2006))

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

This chapter brings the readers an overview of the description of the study area, research design, population, and sample size, sampling techniques, data sources, data collection tools and procedure, and methods of data analysis, are presented in this chapter.

3.2. Description of the Study Area

This study was carried out in Addis Ababa, Ethiopia. All the data was collected in Addis Ababa and it is topographically found at a scope of 8°58'N and longitude of 38°47'E. Addis Ababa is a critical authoritative center not as it were for Ethiopia but too for the entire of Africa. The central station of the African Union and the Joined together Countries Economic Commission for Africa are both found within the city.

3.3. Research Design

According to Saunders et al. (2007), research design is the overall strategy for addressing the study questions. It is the theoretical framework that guides research. It serves as a blueprint for gathering, calculating, and analyzing data. The research design for this study was Descriptive -Explanatory survey method.

It is assumed that descriptive research will be used to examine existing employee phenomena in relation to engagement drivers and their level of engagement. Clarifying and examining the connection between the OCB and the independent engagement variables is the main goal of explanatory research.

Additionally, the study used a quantitative research technique, which is defined as a study that analyzes descriptive and quantifiable facts and information (Sekaran, 2003).

3.4. Population, Sample Size and Sampling Techniques

3.4.1. Target Population

The population, according to Kitchenham (2002), is the group or individuals to whom the survey is prescribed. To put it another way, populations contain the group or persons who can respond to the survey's questions and to whom its findings are applicable. Awash bank currently has 1213 branches in Ethiopia including districts and head office (Awash bank HR Database, Dec, 2024). All branches of the bank are not on the same level in all viewpoints of the bank operation. On the bases of credit confinement, sort of bank administrations and number of employees from higher level to lower level; the bank is classified as head office (corporate level), Districts and under each districts there are diverse branches of the bank which are evaluated as grade 1, 2,3, and 4 branches.

Hence, in the current study the target population is decided through multistage sampling techniques. The primary arrange was, the researcher decided the branch by utilizing simple random methods and in this case the head office is gotten randomly as a target population. Then, the second stage was, due to total populations at head office of the bank are huge or (1340) employees and it is very expensive in terms of money and time to gather information from all these employees, so that, the researcher was attempted to decide a particular directorate as a target population and at the conclusion the researcher obtained Customer experience and quality assurance directorate as a target population randomly.

3.4.2. Sample size and sampling techniques.

The entire populations of the study in the target areas or Customer experience and quality assurance directorate of the awash bank has 113 employees. Due to the number of population are small the researcher is chosen to incorporate all these employees to gather the data. This implies clearly the researcher was used census sampling technique to gather the desired data.

3.5. Types of Data and Instruments of Data Collection

The study was use primary and secondary data sources. The primary data was collect from employees of the bank working at customer experience and quality assurance directorate.

Here, the relevance of the primary source in the study is to find out the effect of three factors of employee work engagement on OCB utilizing employee work engagement as mediator.

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Quantitative data are employed. Secondary data was collected from the annual report and employee engagement survey of the bank to get the necessary input for the study.

The questionnaire was the main tool for data collection. A questionnaire is a formalized set of questions for obtaining information from respondents in willing and able to answer. In this study the popular five scale (likert scale) standard questionnaire was used. The researcher has adopted questionnaires from highly cited articles. The all questionnaires are closed-ended

3.5.1. Data Collection Instruments and Measurement

➤ Questionnaire

The main research instruments utilized for this study were the questionnaire survey. This implies the sort of surveys were close-ended. The questionnaires utilized for the study have been separated broadly into four areas. These are the demographic segment or respondents" background information questions, the items of three factors of employee job engagement segment, the dimensions of employee job engagement itself segment and the items of organizational citizenship behavior. Under the statistic segment variables such as age of the respondent, gender, educational level, and years of experience were asked.

The second segment on factors of the employee job engagement has moreover sub-divided into three sub area. These sub-sections are the items of Job characteristics, items of perceiving organizational justice and items of reward system (adapted from article published by Woineshet, 2018). The third area on employee job engagement has too three subsection which are items of vigor, items of dedication and items of absorption (adapted from article published by Masresha, 2018) and the final segment is items of organizational citizenship behavior (adapted from article published by Desalgn, 2020). Hint: the Questionnaire is somewhat customized.

- With the exception of the first section, each section and subsection asked respondents to rate their agreement or disagreement with a variety of assertions using a five-point Likert scale. Ratings for "strongly disagree" (1), "disagree" (2), "no opinion/neutral" (3), "agree" (4), and "strongly agree" (5) are all on the Five-Point Likert scale.

➤ Secondary data

The bank different reports, published study, survey and other document shows that there are tremendous performance in different aspects. The researcher refer all aspect of the bank and mainly

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focusing on the human resource related documents. The trend of the bank related to the employee indicated that there is low employee turnover rate, high employee performance, and the bank board of directors and chief members are believed that as they have a dedicated employees in all working area (Report of chief human capital management, 2023/24).

3.6. Methods of Data Analysis

Data has been appropriately verified after being gathered from primary sources. Additionally, the researcher did internal edits to find mistakes that respondents made when filling out the surveys. The modified data was then coded and input into the software. Quantitative data analysis approaches were used in the investigation. Statistical tools such as multiple regressions were used to analyze the data in this study, and multicollinearity was once more examined. Five (5) hypotheses have been examined in the study using statistical inference techniques.

ANOVA analysis was performed to determine the changes or the percentage that the independent variables explain the dependent variables using Smart PLS 4 (the software is well known by Partial Least Square-Structural Equation Modeling, PLS-SEM). Multiple regression analyses were performed to determine the significance of the three independent variables, namely job characteristics, perceptions of organizational justice, and reward systems, that can influence the dependent variable, which is OCB. The mediator was analyzed using the same methodology.

3.7. Model Specification

Based on the developed theoretical framework of the expressed in study by Figure number 2.4 mathematically the relationship between independent variable and dependent expressed in the multiple regression equation as:

$$Y_i = \alpha + \beta_1 (JC) + \beta_2 (POJ) + \beta_3 (Rew) + \beta_4 (M) + e$$

Where,

Y: Organizational citizenship behavior

i : Number of observations

α : constant interval

β : Value obtained from data and it indicates effect of independent variable over dependent variable in terms of percent's or numerical values.

JC: Job characteristics

POJ: Perceived organizational justice

Rew: Reward system

M: Mediator (Employee Job engagement)

e: error term

$$Y (OCB)_{(106)} = 0.310 + 0.2902 JC + 0.100 POJ + 0.382 Rew + 0.554 M.$$

3.8. Reliability Test

The instrument's validity and its determination one of the most widely used reliability metrics is Cronbach's alpha. It evaluates a scale's items' internal consistency. According to Fubara and Mguni (2005), it shows how closely related the items in a questionnaire are to one another. Higher numbers indicate a higher level of internal consistency. The usual range of Cronbach's coefficient alpha value is 0–1. Although different authors accept varying values for this test to attain internal reliability, the scale must have a satisfactory value greater than 0.6 in order to be considered trustworthy (Sekaran, 2003 as referenced by Sirbel, 2012).

In the study, the Cronbach's alpha coefficient has been calculated for the questionnaires.

Reliability Test

Table 3.1: report of reliability

Variables	Cronbach's alpha	Remark
EE	0.746	Accepted
JC	0.644	Accepted
OCB	0.812	Accepted
POJ	0.654	Accepted
Rew	0.661	Accepted
Entire	0.71	Accepted

Own survey, Dec, 2024

✓ **Rules of Thumb about Cronbach’s Alpha Coefficient Size**

Alpha Coefficient Range	Strength of Association
< 0.6	Poor
0.6 to < 0.7	Moderate
0.7 to < 0.8	Good
0.8 to < 0.9 Good	Very
0.9 to < 0.95	Excellent

Source: rule of thumb

Based on rule of Thumb, the alpha value of each construct and concept show that in the range of 0.6 to <0.7 (moderate) and 0.8 to 0.9 (Very good). Thus, the alpha value of each construct indicate that the three items (JC, OJ and Rew) can be combined to measure the employee engagement in consistent manner and respondents are answering the questions in a consistent manner as well.

The alpha value of the mediator show that 0.746 is “Good” so, we conclude that the mediator can measure the organizational citizenship behavior and respondents are answering the questions in a consistent manner.

The alpha value of the concept (OCB) show that 0.812 is “Very good”. Thus, we conclude that the respondents are answering the questions in a consistent manner and items in a questionnaire are related to each other.

3.9. Ethical Considerations

The researcher considers the research values of voluntary interest, secrecy and security of respondents from any possible harm that may emerge from taking part in the study. Hence, the researcher; was present the reason of the study as a fulfillment of a master Degree Study program and not for any other hidden agenda by the researcher and ask study participants to include in the study in a deliberate premise and I provide a room to they was let me know as they can refuse or abstain from the study when it is inconvenient to them. The researcher moreover assures the respondents confidentiality of the data was be kept and told them as their data was be utilized as it were for the planning reason of the study.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

The background information of the respondent, independent variables, mediator variable, and dependent variable of the study at the Awash Bank head office, customer experience, and quality assurance directorate in Addis Ababa are the main topics of this chapter's descriptive and inferential analysis. A number of sections are included, such as the percentage of respondents, the descriptive analysis of respondents' backgrounds, the descriptive analysis of dependent variables, the study's independent and mediator variables with the proper interpretation, the assumptions of multiple regression analysis, and the findings of multiple linear regression analysis.

4.1. Response Rate

The collected data was coded and after that cleaned to ensure there was consistency. Data were collected from 106 employees of customer experience and quality assurance directorate at awash bank. Out of 113 surveys distributed, 106 or 93.80% were appropriately filled and returned. According to (Patrick ,2003) ,in case the return or success rate up to 50% is adequate up to 60% response rate is good ,,and up to 70% rate or higher is very great. This is subsequently, the study reached 93.80% response rate is excellent and remaining 6.2% may well be non-response rate. Hence, the response rate is adequate for analysis and reporting with excellent response rate. The data were analyzed using Smart-PLS 4.

Table 4.1: response rate

Description	Number of respondents
Questionnaires distributed	113
Questionnaires returned and analyzed	106
Response rate	93.80%

Source: Own survey, Dec, 2024

4.2. Background of Respondents

This section provides an overview of the demographic characteristics of the respondents, including their age, gender, educational background, and work experience. The purpose of this statistical analysis is to highlight the sample's attributes, such as the proportion of males and females, age distribution, educational attainment, and years of service within the company. This information aims to enhance the analysis for readers, offering a clearer understanding of the sample's composition.

Table 4.2: Background information of the respondents

No_	Respondents characteristics		Frequency	Percent
1	Gender	Male	57	53.77
		Female	49	46.23
		Total	106	100
2	Age	25 or less than	6	5.66
		26 to 35	61	57.54
		36 to 45	32	30.18
		46 or above	7	6.62
		Total	106	100
3	Education level	Diploma	-	-
		BA degree	42	39.62
		Masters	64	60.38
		PhD	-	-
		Total	106	100
4	Work experience	0-5	28	26.42
		6-10	56	52.83
		11-15	20	18.87

		16-20	2	1.88
		Total	106	100

Source: Own survey, Dec, 2024

Table 4.2 illustrates the gender distribution of respondents in the Awash Bank's Customer Experience and Quality Assurance Directorate. Out of the total respondents, 57 (53.77%) were male, while 49 (46.23%) were female, indicating a male-dominated environment in this directorate.

In terms of age, the data reveals that 6 respondents (5.66%) are 25 years old or younger. The majority, comprising 61 respondents (57.54%), fall within the age range of 26 to 35 years, suggesting a youthful demographic that is crucial for the bank's ongoing development. Additionally, 32 respondents (30.18%) are aged between 36 and 45 years, and 7 respondents (6.62%) are 46 years or older.

Regarding educational qualifications, a significant portion of the respondents—64 individuals (60.38%)—hold Master’s degrees, while 42 respondents (39.62%) possess bachelor's degrees. This educational background enables them to comprehend the survey with ease and contribute effectively to the bank's operations, supporting its articulated vision.

As detailed in Table 4.2, experience levels among respondents vary, with 56 individuals (52.83%) reporting between 6 and 10 years of experience. This is followed by 28 respondents (26.42%) who have less than 5 years of experience, while those with 11-15 years and 16-20 years of experience account for 18.87% and 1.88%, respectively. The results suggest that a majority of respondents have over 6 years of experience with Awash Bank, equipping them with a solid understanding of its operations.

4.3. Descriptive statistics of study variables

To provide a clearer understanding of how respondents agree on various factors, this section presents descriptive statistics reflecting the mean and standard deviation related to job characteristics, perceived organizational justice, the reward system, employee job engagement, and the perception of organizational citizenship behavior among employees at Awash Bank. Each employee in the customer experience and quality assurance directorate was invited to evaluate their agreement with these aspects using a five-point Likert scale.

Specifically, employees rated their perceptions on job characteristics, perceived organizational justice, the reward system, job engagement, and organizational citizenship behavior. The data collected through the Likert scale was treated as interval measurements, allowing for a composite score to be calculated from the responses. This composite score can be obtained by summing or averaging responses from four or more Likert-type items. To summarize the findings, the researcher was report the mean, which indicates central tendency, and the standard deviation, which illustrates variability among the responses.

According to Best (1995), the five-point Likert scale assigns the following values: 1 for strongly disagree, 2 for disagree, 3 for neutral, 4 for agree, and 5 for strongly agree. The mean score ranges are defined as follows: a score between [1-1.8] indicates strongly disagree, [1.81-2.61] indicates disagree, [2.62-3.41] represents neutral, [3.42-4.21] signifies agree, and [4.22-5] reflects strongly agree. The researcher utilized these mean score ranges to analyze the data, and the specifics of the analysis are presented below:

4.3.1. Job characteristics

This part focuses on the level of job characteristics in customer experience and quality assurance directorate at awash bank, Addis Ababa.

The table below shows the level of agreement of respondents on inquiries.

Table 4.3: Result of descriptive statistics of job characteristics at awash bank

Name	Mean	Standard deviation	Excess kurtosis	Skewness	p value
JC1	3.858	0.916	1.756	-1.059	0.000
JC2	4.009	0.680	0.314	-0.377	0.000
JC3	4.113	0.705	0.797	-0.657	0.000
JC4	4.113	0.555	0.160	0.043	0.000
JC5	4.377	0.621	-0.628	-0.479	0.000
Aggregate	4.094	0.695	0.479	-0.082	0.000

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Source: Own survey, Dec, 2024

The results presented in Table 4.2 illustrate the level of agreement among respondents regarding job characteristics. One of the questions asked was, “There is adequate autonomy to do my job,” which yielded a mean score of 3.858 and a standard deviation of 0.916. According to the guideline established by Best (1995), this mean falls within the range of [3.42-4.21], indicating that most respondents perceive there to be adequate autonomy in their roles.

Furthermore, the scores for various items ranged from a mean of 4.009 (regarding performing an entire and identifiable piece of work) to the highest mean of 4.377 (reflecting the significance of the job to the individual and others). Overall, the average level of agreement regarding job characteristics was 4.094, with a standard deviation of 0.695, also within the range of [3.42-4.21]. This suggests that a majority of respondents are in agreement about the job characteristics within the bank directorate.

4.3.2. Perceived organizational justice

This part focuses on the level of Perceived organizational justice in customer experience and quality assurance directorate unit at awash bank, Addis Ababa.

The table below shows the level of agreement of respondents on inquiries.

Table 4.4: descriptive statistics of perceived organizational justice at awash bank

Name	Mean	Standard deviation	Excess kurtosis	Skewness	p value
OJ1	4.085	0.702	-0.960	-0.121	0.000
OJ2	3.406	1.026	-0.652	-0.353	0.000
OJ3	3.528	0.849	-0.100	-0.230	0.000
OJ4	3.236	1.042	-0.625	-0.388	0.000
OJ5	3.604	1.043	0.142	-0.862	0.000
Aggregate	<u>3.570</u>	<u>0.932</u>	-0.439	-0.390	0.000

Own survey, Dec, 2024

Table 4.4 presents the respondents' level of agreement regarding the perceived measurements of organizational justice. The results varied, with the lowest mean score of 3.236 for the statement about employees being allowed to challenge decisions made by their supervisors, and a highest mean score of 4.085 for the statement regarding procedures that uphold ethical and moral standards. Overall, the average level of agreement among respondents on perceived organizational justice was 3.57, with a standard deviation of 0.932, falling within the range of [3.42-4.21]. This indicates that a majority of respondents generally agreed with the principles of organizational justice.

4.3.3. Reward system

This part focuses on the level of agreement with the reward system of the bank in customer experience and quality assurance directorate unit at awash bank, Addis Ababa.

The table below shows the level of agreement of respondents on inquiries.

Table 4.5: Descriptive statistics of reward system at awash bank.

Name	Mean	Standard deviation	Excess kurtosis	Skewness	p value
Rew1	3.679	0.896	0.434	-0.673	0.000
Rew2	3.462	0.973	-0.519	-0.422	0.000
Rew3	3.896	0.889	1.964	-1.180	0.000
Rew4	3.708	0.857	-0.290	-0.485	0.000
Aggregate	<u>3.690</u>	<u>0.903</u>	0.397	-0.69	0.000

Own survey, Dec, 2024

Table 4.5 illustrates the respondents' level of agreement regarding the measurement of the reward system. The results show a range of mean scores, with the lowest at 3.462, indicating that participants felt they received equal pay compared to others in similar positions at different banks. In contrast, the highest mean score of 3.896 reflects a perception that the bank's bonus plan motivates them to excel. Overall, the average level of agreement among respondents regarding the

reward framework was 3.690, with a standard deviation of 0.903, placing it within the range of [3.42-4.21]. This suggests that most respondents generally view the reward system as fair.

4.3.4. Vigor

This part focuses on the level of agreement with vigor's of employees of the bank at customer experience and quality assurance directorate unit in awash bank, Addis Ababa.

The table below shows the level of agreement of respondents on inquiries.

Table 4.6: Result of statistics of *vigor's at awash bank*.

Name	Mean	Standard deviation	Excess kurtosis	Skewness	p value
Vig1	3.991	0.771	2.319	-1.112	0.000
Vig2	3.708	0.672	-0.058	-0.135	0.000
Vig3	3.755	0.867	-0.109	-0.645	0.000
Vig4	3.708	0.921	1.541	-1.291	0.000
Vig5	3.792	0.809	-0.080	-0.466	0.000
Vig6	4.151	0.670	0.755	-0.570	0.000
Aggregate	<u>3.852</u>	<u>0.785</u>	0.728	0.703	0.000

Own survey, Dec, 2024

Table 4.6 illustrates the respondents' level of agreement regarding vigor measurement. The responses varied, with the lowest mean score being 3.708 for the statement, "At my work, I feel bursting with energy and I can continue working for very long periods at a time," and the highest mean score of 4.151 for "At my job I feel strong and energetic." Overall, the average agreement level among respondents regarding vigor was 3.852, with a standard deviation of 0.785, placing it within the range of [3.42-4.21]. This indicates that a majority of respondents expressed a positive level of vigor in their work.

4.3.5. Dedication

This part focuses on the level of agreement with dedication of employees of the bank at customer experience and quality assurance directorate unit in awash bank, Addis Ababa.

The table below shows the level of agreement of respondents on inquiries.

Table 4.7: Result of descriptive statics

Table 4.7: Results of descriptive statistics of dedication in awash bank.

Name	Mean	Standard deviation	Excess kurtosis	Skewness	p value
Ded1	3.104	1.157	-1.054	-0.094	0.000
Ded2	3.915	0.826	0.679	-0.656	0.000
Ded3	3.915	0.754	1.640	-0.795	0.000
Ded4	4.028	0.720	1.274	-0.813	0.000
Ded5	4.151	0.698	1.677	-0.894	0.000
Aggregate	<u>3.822</u>	<u>0.831</u>	0.843	-0.650	0.000

Own survey, Dec, 2024

Table 4.7 above presents the level of agreement among respondents regarding dedication measurement. The data illustrates a range of responses, with the lowest mean score being 3.104 for the statement, "To me, my job is challenging," and the highest mean score being 4.151 for "I find the work that I do full of meaning and purpose." On average, respondents rated their level of agreement on dedication measurement at 3.822, with a standard deviation of 0.831, falling within the range of [3.42-4.21]. This suggests that a majority of respondents express a strong sense of dedication toward their work.

4.3.6. Absorption

This part focuses on the level of agreement with absorption of employees of the bank at customer experience and quality assurance directorate unit in awash bank, Addis Ababa.

The table depicted below shows the level of agreement of respondents on inquiries.

Table 4.8: Results of statistics of absorption at awash bank

Name	Mean	Standard deviation	Excess kurtosis	Skewness	p value
Abs1	3.651	0.901	0.281	-0.580	0.000
Abs2	3.792	0.832	0.344	-0.487	0.000
Abs3	3.660	0.868	1.172	-0.859	0.000
Abs4	3.264	0.914	-0.359	-0.027	0.000
Abs5	3.689	0.732	-0.011	-0.313	0.000
Abs6	4.123	0.723	1.094	-0.800	0.000
Aggregate	<u>3.693</u>	<u>0.828</u>	0.420	-0.511	0.000

Own survey, Dec, 2024

Table 4.8 presents the level of agreement among respondents regarding absorption measurement. The results reflect a range, starting with a mean score of 3.264 for the statement, “It is difficult to detach myself from my job,” which falls under the neutral category. Conversely, the highest mean score of 4.123 corresponds to the statement, “I feel happy when I am working intensely,” indicating a level of agreement. Overall, the respondents’ average agreement on the absorption measurement is 3.693, with a standard deviation of 0.828, placing it within the range of [3.42-4.21]. This suggests that a majority of respondents feel positively absorbed in their work.

4.3.7. Organizational citizenship behavior (OCB)

This section examines how employees at the Customer Experience and Quality Assurance Directorate of Awash Bank in Addis Ababa perceive organizational citizenship behavior. Below, you can find a table illustrating respondents' levels of agreement regarding the questions posed.

Table 4.9: Result of descriptive statistics OCB at awash bank

Name	Mean	Standard deviation	Excess kurtosis	Skewness	p value
OCB1	4.189	0.675	3.496	-0.998	0.000
OCB2	3.887	0.705	1.850	-0.655	0.000

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OCB3	3.802	0.758	1.054	-0.573	0.000
OCB4	4.160	0.689	1.206	-0.751	0.000
OCB5	4.123	0.696	-0.928	-0.173	0.000
OCB6	4.151	0.670	-0.780	-0.188	0.000
OCB7	4.236	0.667	0.108	-0.508	0.000
OCB8	4.245	0.684	-0.043	-0.540	0.000
Aggregate	4.094	0.687	0.745	-0.505	0.000

Own survey, Dec, 2024

The data in Table 4.9 illustrates the level of agreement among respondents regarding organizational citizenship behavior. The question posed to participants was, “I willingly give my time to help others who have work-related problems.” Here, the mean score was 4.189, with a standard deviation of 0.675. According to the guideline from Best (1995), this mean falls within the range of [3.42-4.21], indicating that a majority of respondents feel positively about giving their time to help others facing work-related challenges.

Additionally, the scores for other survey items varied, with the lowest mean being 3.802 for the statement, “I give up time to assist others who have work or non-work problems,” which aligns with an agreement level. Conversely, the highest mean was 4.245 for the item, “I defend the organization when other employees criticize it,” categorized as strongly agree. Overall, the respondents displayed an average agreement level of 4.094 with a standard deviation of 0.687, also within the range of [3.42-4.21]. This indicates that most respondents recognize their roles as engaged citizens within the bank.

4.4. Regression Analysis

4.4.1. Regression analysis with mediator

This section used employee job engagement as a mediator in the Awash Bank customer experience and quality assurance directorate, Addis Ababa, to try and explain how much organizational citizenship behavior can be explained by changes in the identified independent variables (i.e., job characteristics, perceived organizational justice, and reward system). For regression to produce reliable findings, a number of assumption must be met. Let's evaluate a few of the fundamental assumptions of multiple linear regression, which are often passed on as follows, before conducting the analysis:

Sample Size Assumption

Sample sizes frequently have an impact on regression analysis. Green (1991, as referenced in Field 2009) states that a minimum sample size of $N=50+8k$, where k is the number of independent variables, is necessary to test the overall model. Considering the three (3) independent variables in this study, the sample size is less than the observed respondents ($50 + 8(3) = 74$). For example, $50 + 8(3) = 74 < 106$. The sample size is greater than what is required to perform the usual multiple linear regressions, according to the requirements.

Normality Assumption: Normality is concerned with the form of the data distribution of the measured variable and how it matches the normal distribution (Hair et al., 2006).

The goal of a normality test is to evaluate if a piece of data fulfills the parameters for a normal distribution. Since the residuals or error components must be approximately normally distributed, the observation should be around the line in accordance with the normality distribution assumption.

The Jarque-Bera test is one of the common tests of normality. This test is based on the coefficients of skewness (S) and kurtosis (K) of the residuals.

Skewness: evaluates a variable's distribution symmetry. The distribution is skewed if it trends toward either the left or right tail. While skewness values between -2 and +2 are generally acceptable, those between -1 and +1 are outstanding. A value outside of -2 and +2 indicates a significant lack of normalcy (Hair et al., 2022, p.66).

Kurtosis: shows if, in comparison to a normal distribution, the distribution is too peaked or flat. A distribution that is too peaked is indicated by a kurtosis larger than +2, whereas one that is too flat is indicated by one that is less than -2. A distribution is deemed normal when its skewness and kurtosis are both near to zero (Hair et al., 2022, p.66).

Based on the above rule the researcher depicted skewness and kurtosis for each items or dimensions and predictors in descriptive analysis part. The results show the skewness for each items and predictors are between -1 to +1, and again kurtosis for items and predictors are between -2 to +2. This are showcase that the error term was normality distributed.

Multicollinearity Assumption: When there is a strong correlation between the independent variables, this is referred to as multicollinearity. Predictive power overlaps or is shared when the independent variables exhibit multi-collinearity. It is challenging to evaluate each predictor variable's distinct contribution when they are connected with one another.

Table 4.10: report of Multicollinearity.

Dimensions	VIF
Abs1	1.425
Abs2	1.833
Abs3	1.599
Abs4	1.537
Abs5	1.405
Abs6	1.418
Average VIF:1.5	
Ded1	1.393
Ded2	1.479
Ded3	1.579
Ded4	1.848
Ded5	1.548

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Average VIF:1.57	
JC1	1.145
JC2	1.132
JC3	1.044
JC4	1.110
JC5	1.141
Average VIF:1.11	
OCB1	1.144
OCB2	1.170
OCB3	1.129
OCB4	1.124
OCB5	1.243
OCB6	1.446
OCB7	1.462
OCB8	1.226
Average VIF:1.24	
OJ1	1.104
OJ2	1.185
OJ3	1.059
OJ4	1.080
OJ5	1.145
Average VIF:1.11	
Rew1	1.227
Rew2	1.011

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Rew3	1.268
Rew4	1.153
Average VIF:1.16	
Vig1	1.445
Vig2	1.248
Vig3	1.467
Vig4	1.399
Vig5	1.706
Vig6	1.630
Average VIF:1.48	

Own survey, Dec, 2024

Variables	VIF
Job characteristics	1.11
Perceiving organizational justice	1.11
Reward system	1.16
Vigor	1.48
Dedication	1.57
Absorption	1.52

Own survey, Dec, 2024

Rule of Thumb: A bench mark for VIF (Variance inflation factor) is often given as 10 but, ideally less than 3. Thus, if VIF is exceeds 10, then beta (β) value is poorly estimated because of multicollinearity.

Based on rule of thumb, the result of analysis show that the VIF of each independent variables or predictors are less than 3. Hence, the researcher can concluded that there is no multicollinearity

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among independent variables or predictors of the study. Furthermore, **table 4.10** revealed that there is no redundancy of dimensions or items in addition to independent variables.

Inner Collinearity result:

This study explored how employee job engagement serves as a mediator, using the Pearson Correlation method to assess the direction and strength of the relationship between the independent variables specifically job characteristics, perceived organizational justice, and reward system and the dependent variable, organizational citizenship behavior (OCB). As highlighted by Pallent (2003), the correlation coefficient provides insight into the strength of the linear relationship between these variables; these coefficients are represented by the letter "r" and can range from -1 to +1. The range of 'r' and its corresponding descriptions are as follows:

Table 4.11: Rule of Thumb for Interpreting the Size of Correlation Coefficients

Correlation Value	Interpretation
1 or -1	perfectly positive (or negative) correlation
.50 to 1 (-.50 to -1)	Strong positive (or negative) correlation
.30 to .50 (-.30 to -.50)	Moderate positive (or negative) correlation
.10 to .30 (-.10 to -.30)	Weak positive (or negative) correlation

Source: pallent, 2003

Table 4.12: report of inner correlation

Independent variables	EE (Mediator)	OCB (Outcome or dependent variable)
EE		1.00
JC	1.00	
POJ	1.00	
Rew	1.00	

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Table 4.12 revealed that the correlation among independent, mediator and dependent variables are 1.00 “which is perfect positive correlation”. Thus, the researcher can conclude that the relationship between the independent, mediator and dependent variables are very strong and the theoretical model has been confirmed.

Regression analyzed Results

After testing regression analysis assumptions multiple regression analysis was conducted and the result was presented below:

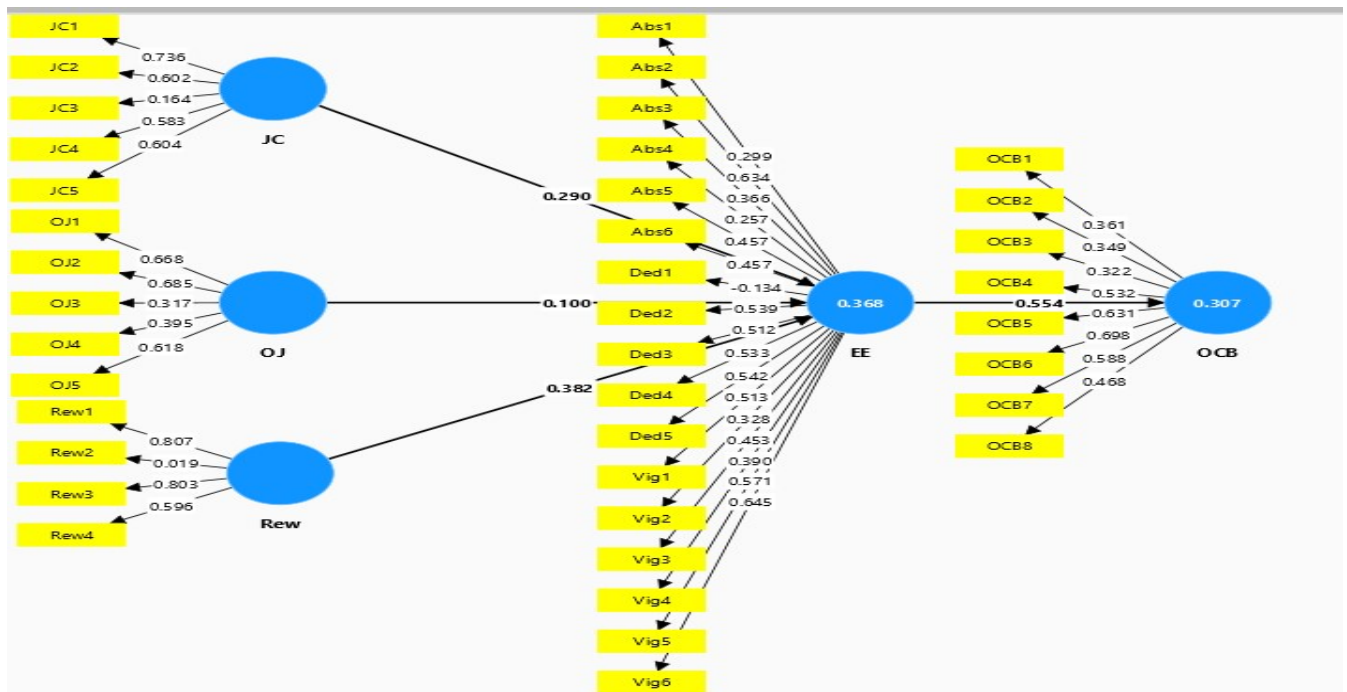


Figure 4.3: Regression Path

Own survey, Dec, 2024

R-Square Test

Table 4.13: Report of coefficient of determination (R-square)

	R-square	R-square adjusted
EE	0.368	0.350
OCB	0.307	0.300

Own survey, Dec, 2024

An R-squared value ranging from 0.10 to 0.50, representing 10 percent to 50 percent when converted to a percentage, is considered acceptable in social science research, provided that several or most of the explanatory variables are statistically significant (Ozili, Peterson K., 2023).

The coefficient of determination (R Square) for the mediator is calculated at 0.368, while for organizational citizenship behavior (OCB), it stands at 0.307. This indicates that 36.8% of the variance in employee job engagement can be attributed to factors such as job characteristics, perceptions of organizational justice, and the reward system. Additionally, employee job engagement accounts for 30.7% of the variance in organizational citizenship behavior. Thus, the three key determinants of employee job engagement within the study organization have a 36.8% impact on employee job engagement, and in turn, the mediator (employee job engagement) has a 30.7% influence on organizational citizenship behavior.

The study revealed that 63.2% of the variation in employee job engagement and 69.3% of the variation in organizational citizenship behavior can be attributed to other factors not explored in this research. This indicates that the three key factors significantly influence employee job engagement, while the mediating variable notably impacts organizational citizenship behavior at Awash Bank's Customer Experience and Quality Assurance Directorate in Addis Ababa. Additionally, the findings suggest that employee job engagement plays a mediating role between these three factors and organizational citizenship behavior.

F-test (Model adequacy test or ANOVA analysis) report

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The F test is designed to test the significance of all variables or a set of Variables in a regression model or to test at what extent the independent variables predict the dependent variable in model.

Table 4.14: report of ANOVA

		F-value		
EE		OCB		p-value
JC	0.209	0.443		.00
POJ	0.162			
Rew	0.268			
<u>F-ratio: 0.541</u>				

Own survey, Dec, 2024

As illustrated in Table 4.14, the F-ratio helps determine the overall effectiveness of the regression model in fitting the data. The findings revealed that job characteristics, perceived organizational justice, and the reward system are statistically significant predictors of organizational citizenship behavior, mediated by employee job engagement (F-value = 54.1%, $p < .05$). This suggests that the study model is not only adequate but also serves as a strong predictor of OCB within the Awash Bank, specifically in the Customer Experience and Quality Assurance Directorate. Moreover, these results indicate that the theoretical model has been well-articulated.

Total effect Matrix

Table 4.15: Report of model coefficient

Independent variables	Mediator (EE)(β)	Std error	t-value	p-value	Dependent variables (OCB) (β)	Std error	t-value	P-value

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Constant (α)	0.310							
					0.554	0.491	3.651	.002
JC	0.290	0.261	2.411	.000				
POJ	0.100	0.091	4.370	.001				
Rew	0.382	0.327	1.092	.000				

Own survey, Dec, 2024

Multiple linear regression analysis were utilized to determine how job characteristics, perceived organizational justice and reward system impact on employee job engagement and can employee job engagement intervene the factors of it and organizational citizenship behavior. The regression compares the size of the coefficients of the independents to choose which one had more impact on employee job engagement and investigating the change of OCB in number or percent due to change in one unit of employee job engagement in awash bank, customer experience and quality assurance directorate, Addis Ababa.

Multiple linear regressions equation used in this model was:

$$Y_i = \alpha + \beta_1 JC + \beta_2 POJ + \beta_3 Rew + \beta_4 M$$

Whereby,

Y= Organizational citizenship behavior

α = Constant

JC= Job characteristics

POJ= Perceived organizational justice

Rew= Reward system

M= Mediator

$\beta_1, \beta_2, \beta_3$ and β_4 ; coefficients of the three the factors of employee job engagement and mediator.

$$Y (OCB)_{(106)} = 0.310 + 0.2902 JC + 0.100 POJ + 0.382 Rew + 0.554 M.$$

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Based on the findings presented in Table 4.15 regarding the multiple regression coefficients, we observe that when the independent variables Job characteristics, Perceived organizational justice, and Reward system along with the mediator are held constant at zero, the value of employee organizational citizenship behavior is estimated to be .310.

Furthermore, the results indicate that job engagement among Awash Bank employees is expected to increase by 0.290 for each positive unit change in Job characteristics, assuming that the other variables (Perceived organizational justice and Reward system) remain unchanged. This finding is statistically significant at the 5% significance level ($p = 0.000$) or ($p < 0.05$). This demonstrates that job characteristics have a positive and significant effect on employee job engagement within Awash Bank.

A one-unit increase in perceived organizational justice results in a 0.100 increase in employee job engagement, with a p-value of 0.001 when other variables are held constant. This indicates that perceived organizational justice significantly impacts employee job engagement in the context of awash bank

As shown in Table 4.15, a one-unit increase in rewards corresponds to a 0.382 increase in employee job engagement, with a p-value of 0.000 while other factors remain unchanged. This demonstrates that rewards play a crucial role in enhancing employee job engagement in the study area.

Moreover, an increase of one unit in employee job engagement leads to a 0.554 rise in organizational citizenship behavior, with a p-value of 0.002. This highlights that employee job engagement serves as both a mediator and predictor, positively influencing organizational citizenship behavior in the studied environment.

Table 4.15 shows that job characteristics, perceived organizational justice, and the reward system significantly affect the organizational citizenship behavior of employees at Awash Bank. All results are statistically significant at the 5% level. Specifically, the t value for job characteristics is 2.411 ($p=0.00$, $p<0.05$), for perceived organizational justice it is 4.370 ($p=0.001$, $p<0.05$), for the reward system it stands at 1.092 ($p=0.000$, $p<0.05$), and for employee job engagement it is 3.651 ($p=0.002$, $p<0.05$). Based on these findings, the study concludes that job characteristics,

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perceived organizational justice, and the reward system significantly influence organizational citizenship behavior through employee job engagement.

It's essential for the organization to prioritize the implementation of diverse and adaptable work characteristics. This will not only ensure that employees are aligned with company procedures and policies but also promote fairness in the workplace. Additionally, establishing a compensation system that effectively rewards performance is crucial.

4.4.2. Regression analyzed without mediator

Multiple regression analysis without mediator was conducted and the result was presented below:

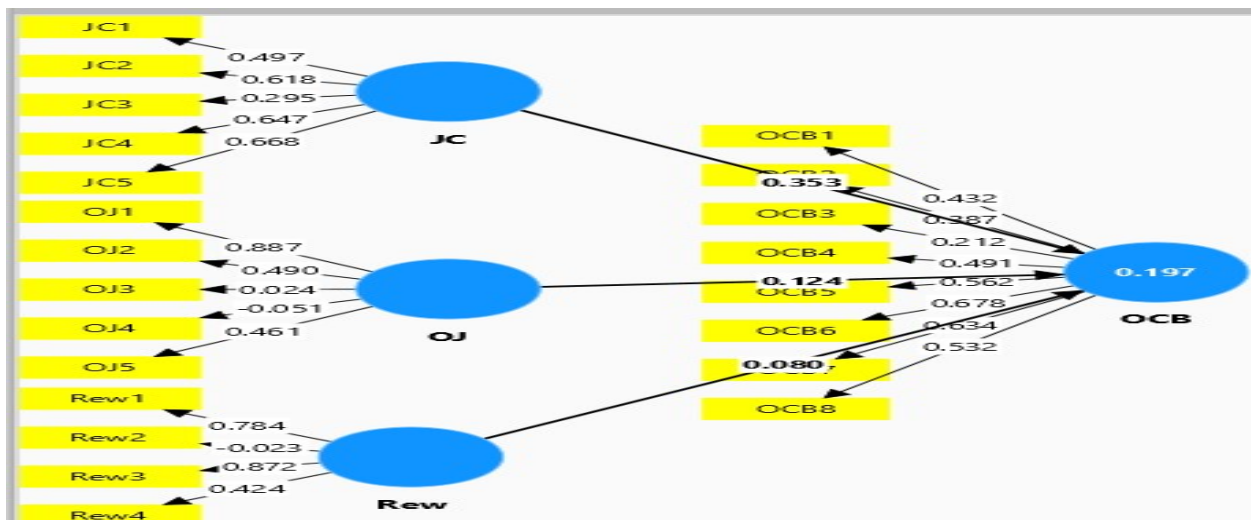


Figure 4.4: Regression path

Source: Own survey, Dec, 20024

R-Square Test

Table 4.16: report of coefficient of determination (R-square)

	R-square	R-square adjusted
OCB	0.197	0.174

Source: Own survey, Dec, 2024

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The coefficient of determination (R Square) for organizational citizenship behavior (OCB) was calculated to be 0.197, indicating that 19.7% of the variation in OCB can be predicted by factors related to employee job engagement, including job characteristics, perceived organizational justice, and the reward system. However, when we compare this to the results from the regression model with mediation, it becomes evident that these three variables do not significantly contribute to explaining OCB. This suggests that without incorporating employee job engagement as a variable or mediator, the antecedents of employee job engagement fail to have a significant impact on OCB at Awash Bank.

F-test (Model adequacy test)

Table 4.17: report of ANOVA

F-value		
	OCB	p-value
JC	0.136	.081
POJ	0.015	
Rew	0.007	
F-ratio:0.158		

Source: Own survey, Dec, 20024

In Table 4.17, the F-ratio serves as an indicator of whether the overall regression model adequately fits the data. The findings reveal that job characteristics, perceived organizational justice, and the reward system were statistically insignificant in predicting organizational citizenship behavior (F-value= 15.8%, $p > .05$). This suggests that the study model was either inadequate or not a good fit for the data without a mediator. Consequently, the researcher concluded that the model, when incorporating employee job engagement as a mediator, demonstrated a better overall fit for the study conducted.

Total effect matrix

Table 4.18: report of regression coefficient

Independent variables	OCB	Std error	t-value	p-value
Constant (α)	0.219			
JC	0.353	0.341	0.411	.000
OJ	0.124	0.120	4.370	.061
Rew	0.080	0.072	1.092	.098

Source: Own survey, Dec, 20024

Multiple regression models were used to determine how job characteristics, perceived organizational justice and reward system significantly effect on organizational citizenship behavior without employee job engagement at awash bank, customer experience and quality assurance directorate, Addis Ababa.

It was found that in employees of Awash Bank, organizational citizenship behavior increases by 0.353 for each unit of positive change in job characteristics, assuming that other elements like perceived organizational justice and the reward system remain constant. This finding is statistically significant at the 5% level ($p = 0.000$), indicating a clear positive effect of job characteristics on OCB without any mediation in Awash Bank.

An increase of one unit in perceived organizational justice is associated with a 0.124 rise in employee organizational citizenship behavior, assuming other factors remain constant. However, this relationship is statistically insignificant at the 10% significance level ($p = 0.061$), indicating that while perceived organizational justice appears to have a positive effect on OCB at Awash Bank, this effect is not robust enough to be considered meaningful.

According to the information presented in Table 4.17, a one-unit increase in rewards corresponds to an increase of 0.080 in employee organizational citizenship behavior (OCB), assuming all other factors remain constant. However, this effect is statistically insignificant at the 10% significance

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level, with a p-value of 0.098 ($p > 0.05$). This indicates that, while the reward system appears to exert a positive influence on OCB at Awash Bank, the evidence is not strong enough to be considered significant.

Therefore, as discussed in above without job characteristics all independent variables are insignificant effect on OCB without playing employee job engagement as a mediator at 10% significance level ($p > 0.05$). This showed that increasing the perceived organizational justice and reward system are not made employees act as citizens of the organization unless employees are engaged in the assigned works in awash bank. But, job characteristics is positive and significantly influence the OCB, in this case the researcher think that as a work is autonomies, varied and suitable for doing the employee may act as citizen because they feel that as their work is meaningful and comfortable for doing irrespective of job engagement.

Finally, the researcher concluded that the bank must be try to make employee engaged in their work to have an employee who act as a citizen of the organization.

4.5. Hypothesis testing

The process of determining whether assertions or theories about a population are likely to be accurate is known as hypothesis testing. Finding out how likely a population parameter is the aim of hypothesis testing. Here, there are two hypotheses: alternative (H_a) and null (H_0). The significance (sig.) value indicates whether the (null) hypothesis should be accepted or rejected. Another name for it is the P-value. The likelihood that the connection is one by random is known as the P-value. Therefore, it will be preferable if the P-value is smaller. According to Pallant (2016), the basic guideline is to accept H_0 if $P \geq .05$ and reject H_0 if $P < .05$.

The variables in table 4.15 from above are used to support the null hypothesis in this section of the investigation. Because it is feasible to determine whether the independent variables are significant predictor of the mediator and whether the mediator is actually mediating the independent and dependent variables in order to evaluate the research hypotheses already established in chapter one. Regression analysis was used to test these associations.

Hypothesis 1: There is a positive relationship among Job characteristics and Job engagement.

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Job characteristics have a positive impact on employee engagement, with a beta coefficient of 0.290 and a significance value of 0.000. This suggests that enhancing job characteristics will lead to greater employee engagement. Therefore, we accept the alternative hypothesis.

Hypothesis 2: There is a positive relationship among Perceiving organizational justices and employee Job engagement.

Perceptions of organizational justice have a positive impact on employee job engagement, with a beta coefficient of 0.100 and a significance level of 0.001. This indicates that as organizational justice increases, employee job engagement is also likely to improve. Therefore, we accept the alternative hypothesis.

Hypothesis 3: There is a positive relationship among Reward system and Job engagement.

The reward system significantly enhances employee job engagement, as indicated by a beta coefficient of 0.382 and a highly significant, p-value of 0.000. This suggests that increasing rewards will lead to improved job engagement among employees. Therefore, we accept the alternative hypothesis.

Hypothesis 4: There is a positive relationship among employee job engagement and organizational citizenship behavior.

The level of employee job engagement has a positive impact on organizational citizenship behavior, as indicated by a beta coefficient of 0.554 and a significance value of 0.002. This suggests that when employee job engagement increases, organizational citizenship behavior also enhances. Therefore, we accept the alternative hypothesis.

Hypothesis 5: Employee job engagement will mediate the relationship between the three factors influencing it (job characteristics, Perceiving organizational justice and reward system) and organizational citizenship behavior.

To identify as an employee job engagement is mediate the three factors influencing it (job characteristics, Perceiving organizational justice and reward system) and organizational citizenship behavior, analyzed results or regression path results with and without mediation such

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as regression coefficient, coefficient of determination (R^2) and model adequacy ratio (F-ratio) were compared each other. As a result, all regression coefficients (β) of the model with mediator were statistically significant at significance level 5% ($p < 0.05$) while without job characteristics, all (β) values of the model without mediator was statistically insignificant at significance level of 10% ($p > 0.05$).

As depicted in table 4.13 the coefficient of determination for model with mediator was showed that $R^2 = 0.368$ for the employee job engagement and $R^2 = 0.307$ for the organization citizenship behavior respectively while a table 4.16 showed that $R^2 = 0.197$ for organization citizenship behavior for the model without mediator. The results hinted that employee job engagement was explained 36.8% by the three independent variables (job characteristics, Perceiving organizational justice and reward system) and organization citizenship behavior was explained 30.7% by the employee job engagement but, OCB was explained 19.7% by the three independent variables (job characteristics, Perceiving organizational justice and reward system) where the mediator was omitted from the model. This is, therefore, the researcher was observed from the results organization citizenship behavior was explained highly by the employee job engagement or mediator rather than directly by the three independent variables included in the study conducted at awash bank.

Finally, as depicted in the table 4.13 the model adequacy ratio (F-ratio) showed that 0.541 this indicated that the three independent variables and mediator included in the model were predicted 54.1% of the dependent variable ($p < .05$) or the model was a good fitted the data. Whereas, table 4.16 showed that the model adequacy ratio (F-ratio) was 0.158 this hinted that the three independent variables (job characteristics, Perceiving organizational justice and reward system) were insignificantly predicted (only 15.8% predicted) the organization citizenship behavior ($p > 0.05$) at awash bank. Therefore and hence, based on the above results the alternative Hypothesis has been accepted.

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Table 4.19: Summary of model testing

	Hypothesis		Remark
Ha ₁	There is a positive relationship among Job characteristics and employee Job engagement.	p< .05	Accepted
Ha ₂	There is a positive relationship among Perceiving organizational justices and employee Job engagement.	p< .05	Accepted
Ha ₃	There is a positive relationship among Reward system and employee Job engagement.	p< .05	Accepted
Ha ₄	There is a positive relationship among employee job engagement and organizational citizenship behavior.	p< .05	Accepted
Ha ₅	Employee job engagement will mediate the relationship between the three factors influencing it (job characteristics, Perceiving organizational justice and reward system) and organizational citizenship behavior.	p< .05	Accepted

Source: Own survey, Dec, 2024

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CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION, RECOMMENDATIONS AND FUTURE RESEARCH

The objective of this study was to examine the impact of job characteristics, perceived Organizational justice and reward system on employee organizational citizenship behavior and the mediating role of employee job engagement the case of awash bank at customer experience and quality assurance directorate, Addis Ababa. Based on the data displayed and analyzed in chapter four of the study, findings were observed. Moreover conclusion, recommendations, and further research direction were presented as follows:

5.1. Summary of major findings

- Out of 113 respondents, questionnaires distributed, 106 were completed and returned, resulting in an impressive response rate of 93.8%. This exceeded the 80% threshold typically considered excellent for research studies.
- In terms of educational qualifications, a significant portion of the respondents, 64 individuals (60.38%), hold Master's degrees, while 42 individuals (39.62%) are Bachelor's degree holders. This indicates that the majority of employees at the bank possess advanced degrees.

From a descriptive analysis perspective, the overall mean for all job characteristic items was recorded at 4.094, with a standard deviation of 0.6954. This result falls within the mean range of [3.42-4.21], suggesting a general agreement with the statements provided.

The overall average score for perceptions of organizational justice was 3.57, with a standard deviation of 0.932. This falls within the agreement range of [3.42-4.21], indicating a generally favorable level of agreement.

For the reward system, the average score was 3.69, with a standard deviation of 0.903, also within the range of [3.42-4.21] and reflecting a positive level of assertion.

Based on the descriptive analysis, the researcher can draw a few conclusions. The average score for vigor across all items was 3.85, with a standard deviation of 0.785. This places the score within the mean range of [3.42-4.21], indicating a general level of agreement.

Similarly, the average for dedication came in at 3.822, with a standard deviation of 0.831, also falling within the same mean range and reflecting agreement.

For absorption, the average score was slightly lower at 3.689, with a standard deviation of 0.828. This result also sits within the mean range of [3.42-4.21], confirming a similar level of agreement.

- Based on the descriptive analysis, the researcher can conclude that the overall mean score for all items related to Organizational Citizenship Behavior (OCB) is 4.09, with a standard deviation of 0.687. This score falls within the mean range of [3.42-4.21], indicating a general agreement level among respondents.
- Based on the analysis of the inner correlations, it was found that the three independent variables—job characteristics, perceived organizational justice, and the reward system exhibit a strong and perfectly positive relationship with employee job engagement. Additionally, employee job engagement itself shows a strong and perfectly positive relationship with employee organizational citizenship behavior.
- The results of the regression analysis indicate that 36.8% of the variation in employee job engagement in the study area can be attributed to three key factors: job characteristics, perceived organizational justice, and the reward system. Additionally, it was found that 30.7% of the variation in organizational citizenship behavior can be predicted by employee job engagement, which serves as a mediator.
-
- Specifically, the independent variables demonstrate notable impacts on employee job engagement: job characteristics increase engagement by 29%, the reward system contributes a significant 38.2%, and perceived organizational justice has the smallest effect at 10%, all measured at a 5% level of significance (with a 95% confidence interval). Furthermore, employee job engagement itself enhances organizational citizenship behavior by 55.4%, also at a 5% level of significance.

Overall, these findings highlight that the reward system stands out as the most influential factor affecting employee job engagement, followed closely by job characteristics. In contrast, perceived organizational justice plays a positive but less significant role in engagement levels.

- The regression analysis yielded an F-ratio of 54.1%, indicating that the three independent variables, along with the mediator included in the model, significantly predicted the dependent variable (OCB). This suggests that the model is well-suited for the data and the study conducted.

5.2. Conclusion

The primary aim of this study was to explore how job characteristics, perceived organizational justice, and the reward system influence employee organizational citizenship behavior (OCB) through employee engagement within the Awash Bank Customer Experience and Quality Assurance Directorate in Addis Ababa. In the first chapter, the study outlines five specific objectives to guide the research.

Based on the descriptive analysis, the researcher can draw several conclusions. The aggregate mean and standard deviation for the factors of job characteristics, perceived organizational justice, and reward systems were impressive. These results indicate a general agreement among respondents. Similarly, the overall mean and standard deviation for the dimensions of vigor, dedication, and absorption were in the range of agreed label. This also reflects an agreement. In summary, all items scored within the agreed range.

In addition the result of the aggregate mean of all items of organizational citizenship behavior (dependent variable) was impressive too; the result lies between the mean ranges falls in agreed level of agreement. The researcher concluded based on the above statement the awash bank employees working at customer experience and quality assurance directorate engaged in their work due to the three factors (job characteristics, perceived organizational justice and reward system) and as a result they are perceive as they are a citizen of the bank (investing their time beyond the working hours without any return, supporting other fellow worker to settle problem

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confronted, defend the organization when other employees criticize it and participate in any task that is not their responsibility) due to engaged in their job.

As per the finding, the inferential analysis indicated that awash bank employee job engagement has been positively affected by the three factors namely job characteristics, perceived organizational justice and reward system and the bank organizational citizenship behavior has been positively affected by the mediator namely employee job engagement. While, without employee job engagement (mediator) the three factors (job characteristics, perceiving organizational justice and reward system) have no statistically significant effect on organizational citizenship behavior, since its p- value ($p > 0.05$) with significance level 10%. Therefore, and the conclusion is to be statistically significant change or impacted on OCB by the three factors are through mediator.

Out of the three variables examined, the reward system emerged as the most significant contributor to predicting employee job engagement. It was followed by job characteristics, while perceptions of organizational justice had the least impact. Moreover, the study indicated that organizational citizenship behavior is strongly predicted by employee job engagement, which acts as a mediator.

These findings suggest that by implementing reward initiatives—such as fairly recognizing good performance, ensuring equal pay for similar roles across different banks, and providing appropriate bonuses to incentivize enhanced performance—Awash Bank can significantly enhance employee job engagement. Additionally, allowing employees adequate autonomy in their roles, designing jobs that encompass complete and identifiable tasks requiring diverse skills, and maintaining a fair evaluation and promotion system can also foster a more engaged workforce. Regularly reviewing and updating procedures to uphold ethical and moral standards will further contribute to improving employee job engagement within the bank.

Finally, conducting a survey as an employees are engaged or not engaged in their job is crucial for having and knowing an employees who reflecting citizenship behavior at awash bank.

5.3. Recommendations

Based on the findings of the study, the researcher presents the following key recommendations: Enhancing employee job engagement at Awash Bank can significantly improve the effectiveness and productivity of service delivery. It is crucial for Awash Bank to carefully examine factors such as job characteristics, perceived organizational justice, and the reward system. These elements directly influence employee engagement, which in turn impacts employees' citizenship behavior within the organization. Ultimately, the productivity and profitability of the bank hinge on having engaged employees who embody a sense of ownership and commitment to their roles.

- Based on the findings, the reward system emerged as one of the key factors affecting employee job engagement. Therefore, it is recommended that Awash Bank place greater emphasis on establishing a fair reward system. This can be achieved by implementing activities such as recognizing and rewarding strong performance, ensuring equitable pay for employees performing similar roles at other banks, introducing a fair bonus plan to motivate improved performance, and providing opportunities for professional advancement. By doing so, Awash Bank can significantly enhance employee job engagement.
- Job characteristics has a significant effect on employee job engagement in awash bank, since awash bank managements should provide adequate autonomy to employees to do their assigned job, allow employees to involve in doing a whole and identifiable piece of work in their job, crafting the work that itself provide a clues whether as they performed well and design significant and important job to their employees in order to improve job engagement.
- In order to improve employee job engagement on perceived organizational justice factor, it is recommended that awash bank should prepare and amend procedures to have upheld ethical and moral standards, if it is required amend the existed and prepare fair evaluation and promotion system, allow employees to challenge decisions made by their supervisors and fairly pay benefits according to their effort, experience, responsibility and qualification.

- Finally, to foster a culture of active participation and support among employees, it is essential for the bank to evaluate the level of job engagement among its staff. Engaged employees voluntarily contribute their time to assist colleagues with work-related challenges, proactively safeguard the organization against potential issues, and provide valuable suggestions for enhancing operational efficiency. Moreover, they stand up for the organization during moments of criticism, help others with their responsibilities, and participate in optional events that bolster the organization's image.

To ensure that employees remain engaged and committed, the bank should implement immediate measures to strengthen job engagement. Continuous emphasis on the importance of employee engagement will not only sustain the bank's position as a leader in the industry but also provide a competitive edge in managing human capital.

5.4. Future research implications

To begin with, the researcher was utilized the factors expected from organization (job characteristics, perceived organization justice and reward) but personal factors or variables such as attitude, thought and points of view are excluded from the study in this manner, the future endeavors are attempt to do the study by including this factors. Second, the researcher was applied employee job engagement as mediator but employee organization engagement has been omitted, as a result the long run researchers are advised to do the study by utilizing employee organization engagement as mediation.

Third, the researcher was included as it were three independent factors such as job characteristics, perceived organization justice and reward system but, other factors such as recognition, supervisors support, organization support, transformational leadership, and others well known independent variables have been excluded from the study in this manner, long term endeavors advised to incorporate the said factors within the show and do the research. Fourth, the researcher was included OCB from the given outcomes of engagement so, the interested researcher are advised to incorporate the omitted outcomes of organization engagement in addition to the job engagement outcomes. Fifth, the researcher was conducted the study at a single directorate so, future endeavors suggested that gather the data from the different the bank unit such as different directorate, branches and others in case any and comprehend different bank in study.

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Finally, the study was made on the bank consequently, the interested researchers are advised to do the study with the subject at different sectors or industries such as garment, production co., hotel and others.

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Appendixes

RESEARCH QUESTIONNAIRES

Addis Ababa University, College of Business and Economics.

MBA Program

Dear respondent,

*My Name is Tadesse Taye. I am graduate student at Addis Ababa university; college of business and economics, MBA in Management Program. I am currently working on a research titled **“THE EFFECT OF JOB CHARACTERSTICS, PERCEIVED ORGANIZATIONAL JUSTICE AND REWARD SYSTEM ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR WITH MEADITING ROLE OF EMPLOYEE JOB ENGAGEMENT: IN CASE OF AWASH BANK”**.*

Hence, I would like to have your accurate opinion with respect to the subject matter and fill out the surveys truly so as strengthen the paper yield. I too need to assure you that the data will not be utilized for the other purpose other than this study.

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

Tadesse Taye (email:tadessetaye2121@gmail.com, cell phone 0962796398)

There is no need to write your name.

Best Regards,

Annex I

Instruction - Please indicate your answer by putting (√) mark on the appropriate box.

1. Gender

1. Male 2. Female

2. Age

1. Under 24 2. 25-34 3. 35-44 4. 45 and above

3. Educational level

1. Diploma 2. BA Degree 3. Masters 4. PHD other

4. How many years of work experience do you have in BOA?

1. 0-5 Year 2. 6-10 Year 3. 11-15 Year 4. 16-20Year

Annex II

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.

This questionnaires have adapted from **WOINSHET ALEBACHEW** who has conducted her research on the topic of “**ASSESSING THE DETERMINANTS OF EMPLOYEE ENGAGEMENT AT BANK OF ABYSSINIA S.C**”. Published in June, 2018, ST. MARY’S UNIVERSITY, SCHOOL OF GRADUATE STUDIES.

Please indicate your choice by putting tick sign (√)

No	Statement	SD	DA	N	A	S A
Job characteristics						
1	There is adequate autonomy to do my job.					

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2	My job involve doing a whole and identifiable piece of work.					
3	My job require using variety skills and talents to do different things					
4	The actual work itself provide clues whether I performed well.					
5	My job is significant and important to me and others.					
Perceiving Organization justice						
1	Those procedures have upheld ethical and moral standards.					
2	Bank has fair evaluation and promotion system.					
3	Bank manager fair in communicating with employee.					
4	Employees are allowed to challenge decisions made by their Supervisors.					
5	Pay and benefits are given fairly according to my effort, my experience, responsibility and qualification.					
Rewards						
1	Good performance is rewarded fairly.					
2	I received equal payment to others doing similar work in other banks.					
3	The bones plan of the Bank encourages to perform better					
4	With my profession, there are Opportunities for more advancement.					

Annex III

Utrecht Work Engagement Scale (UWES)

This part of the questionnaire pertains to the engagement level of the person. Fill the questionnaire in light of the measurements as indicated in the statement below.

This questionnaires have adapted from **Masresha Tezera** who has conducted his research on the topic of “**Drivers of Employee Engagement: The Case of Ethiopian Insurance Corporation**”. Published in May, 2018, AAU, SCHOOL OF COMMERCE OFFICE OF GRADUATE STUDIES

No	VIGOR: Assessed by the following six items that refer to high levels of energy and resilience, the willingness to invest effort, not being easily fatigued, and persistence in the face of difficulties.	SDA	DA	N	A	SA
1	When I get up in the morning, I feel like going to work.					
2	At my work, I feel bursting with energy.					
3	At my work I always persevere, even when things do not go well.					
4	I can continue working for very long periods at a time.					
5	At my job, I am very resilient, mentally.					
6	At my job I feel strong and vigorous					
	DEDICATION: is assessed by five items that refer to deriving a sense of significance from one’s work, feeling	SDA	DA	N	A	SA

	enthusiastic and proud about one’s job, and Feeling inspired and challenged by it.					
1	To me, my job is challenging.					
2	My job inspires me.					
3	I am enthusiastic about my job.					
4	I am proud on the work that I do.					
5	I find the work that I do full of meaning and purpose.					
	ABSORPTION: is measured by six items that refer to being totally and happily immersed in one’s work and having difficulties detaching oneself from it so that time passes quickly and one forgets everything else that is around.	SDA	DA	N	A	SA
1	When I am working, I forget everything else around me.					
2	Time flies when I am working.					
3	I get carried away when I am working.					
4	It is difficult to detach myself from my job.					
5	I am immersed in my work.					
6	I feel happy when I am working intensely.					

Annex IV

This part of the questionnaire pertains to the Organizational citizenship level of the person. Fill the questionnaire in light of the measurements as indicated in the statement below.

This questionnaires have adapted from DESALEGN BITEW who has conducted his research on the topic of “**Factors affecting Employee engagement: citizenship behavior: in Ethiopian Banking sector a case of selected banks (CBE, Dashen and Zemen Bank)**”. Published in June, 2020, AAU, Collage of Business and economics.

No	Organizational citizenship behavior (OCB): a positive psychological approach of engaged employees towards work and organization is concerned with those informal duties and tasks that go beyond the set boundaries of one’s job.	SDA	DA	N	A	SA
1	I willingly give my time to help others who have work related problems.					
2	I adjust my work schedule to accommodate other employees’ requests for time off.					
3	I give up time to help others who have work or non-work problems.					
4	I assist others with their duties.					
5	I attend functions that are not required but that help the organization image.					
6	I offer ideas to improve the functioning of the organization.					
7	I Take action to protect the organization from potential problems.					

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8	I defend the organization when other employees criticize it.					
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