

**THE EFFECT OF CORPORATE CULTURE ON EMPLOYEE ENGAGEMENT: THE CASE
OF DASHEN BANK SHARE COMPANY ADDIS ABABA**



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

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June 2019

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Declaration

I, **YOKABED SISAY**, MA student in Human Resource Management (HRM), declare that the research project titled, “**The Effect of Corporate Culture on Employee Engagement: the case of Dashen Bank S.C. Addis Ababa**” is my original work under the guidance and supervision of the research Advisor Dr. Konjit Hailu. It has not been submitted for any degree in any university. All cited documents have been acknowledged dually.

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Acknowledgements

Thanks to the Almighty God for his great mercy, abundant love and bountiful grace, that helped me to see this day.

I would like to express my profound gratitude to my Advisor, Dr Konjit Hailu for her unreserved support, valuable comments and encouragement. My special heartfelt gratitude also goes to my family for their continuous support and encouragement that contributed for the successful accomplishment of this work. Finally, I would like to acknowledge and pass my gratitude to my colleagues, friends & Dashen Bank staff for their cooperation. Thank you all!

Abstract

*This study examined the effect of corporate culture on employee engagement in Dashen Bank S.c., In Addis Ababa area, based on Denison's model of corporate culture and Gallup Q12 Engagement survey model. There are four traits under Denison's model; namely, **Mission, Involvement, Consistency and Adaptability**. The study used both descriptive and inferential research design, through the use of stratified random sampling method to collect data from professional employees of Dashen Bank located in four districts and Head Office in Addis Ababa. Consequently, 335 questionnaires were distributed, out of which 317 questionnaires were returned (94.6%) and found to be valid for analysis. Accordingly, the data has been analyzed using SPSS software version 20. Descriptive analysis was conducted using frequency, mean and standard deviation, while ANOVA, correlation and regression analysis were used for inferential statistics. The finding of the study revealed that all the traits positively and significantly predicted employee engagement. Among them, consistency was found to be the most contributing factor in predicting employee engagement. All in all, corporate culture has significant effect in predicting employee engagement. Accordingly, the Bank should maintain consistency, since it is found to be the highest predictor of Employee Engagement. Informing its employees about the vision, strategic aspirations and long term goals will make employees to be more engaged.*

Keywords – Corporate Culture, Mission, Involvement, Consistency Adaptability, Employee Engagement, Dashen Bank

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List of Acronyms

EE= Employee Engagement

H.O.= Head Office

SPSS = Statistical Package for Social Science Students

ANOVA = Analysis of variance

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CHAPTER ONE

1. INTRODUCTION

This chapter includes background of the study that gives highlight about the research work, background of the organization and the statement of the problem that the study tried to tackle. The research questions and hypothesis, objective of the study as well as scope and significance of the study are also presented. Finally, operational definitions and organization of the paper are stated.

1.1. Background of the Study

Organization's success is highly dependent on the deliverables of its employees, especially in service rendering companies (Xanthopoulou et al.2009). Employee engagement draws the attention of corporate leaders for it has significant role for an organization to perform well financially. According to Abhijit and Debalina (2010), a well-functioning organization is the product of its healthy, committed and motivated employees, who can be termed as 'engaged employees'. According to them, engagement occurs when employees are committed to their work.

As studied by Saks (2016), employee engagement is found to be one of the factors affecting organizational performance. It also affects all aspects of human resource management. With dedication and happiness, employees at their workplace ensure that their organization attain a remarkable and visible competitive advantage.

According to Abhijit and Debalina (2010), employee turnover is a burning issue in the 21st century. Though employees are provided with competent pay and benefit package, top performers leave their organization for competitors. According to them, organizations with highly engaged employees will have increased retention, lower turnover rate and absenteeism.

Employee engagement is the art and sciences of engaging people in authentic and recognized connections to strategy, roles, performance, organization, community, relationship, customers, development, energy, and happiness to leverage, sustain and transform work in to results. (Gubman, E.2004).

Academic researches show the existence of evidences that show robust relationships among employee engagement and different organizational outcomes. Albrecht (2004) has mentioned some of researches conducted in this area. Among the range of studies conducted, Engagement has been shown to be associated with increased employee commitment (Hallberg&Schaufeli, 2006). Engagement is also related with employee performance and customer loyalty. (Salanova et al.,2005).

According to Kahn (1990), ‘employees are fully engaged when they invest and display all aspects of themselves (physical, emotional and cognitive) when performing their task, while disengaged employees break away and dissociate themselves from their roles.’ Engaged employees dedicate themselves to the work they do, and give what they have through their intellect. On the other hand, disengaged employees might be physically present in the office, they come to office as usual and go back to home at the end of the day, but spend their time by walking around, socializing and the like since they are not emotionally connected to their work.

In order to achieve their goals, organizations are driven by their own kind of culture known as ‘corporate culture’, which has significant influence on member’s attitudes and behaviors. Organization’s corporate culture that consist the beliefs, norms, values and rituals may have significant effect on employees’ engagement. Bateman and Snell (1999) observed that a company’s culture provides a framework that organizes and directs people’s behavior on the job. Corporate culture affects individual behavior on what it takes to be in good standing and directs the appropriate behavior for each circumstance.

Corporate culture refers to the beliefs and behaviors that determine how a company’s employees and management interact outside business transaction. A company’s culture is manifested in the dressing code, business hours, office set up, employee benefits, turnover, hiring decisions and every other aspect of operations.

Organizational culture and corporate culture are usually used interchangeably. Both refer to the collective values, outlooks and approaches within an organization. The difference is that, the term corporate culture focuses on for-profit corporations, while organizational culture extends to all forms of organizations including small business, privately held companies and nonprofit organizations. However, the meaning is essentially the same.

Corporate culture plays a significant role in bringing employee engagement. Abhijit and Debalina (2010). In order to engage employees to their work, an organization must have a culture that drives engagement. Denison (2010) presents four major traits of corporate culture. These are Involvement, Consistency, Mission and Adaptability. The elements under these major traits measure an organization's culture that would have significant role in bringing employee engagement.

1.2. Company Profile

Dashen is one of the most reputable brands in the domestic banking market; a reputation earned through consistent delivery of values and preeminence putting its position among the big leaders in the sector. Dashen Bank was established as per the intent of the new policy and the Ethiopian investment code; got its name from the highest peak of Ethiopia, Mount Dashen. It came into existence on September 20, 1995 according to the commercial code of Ethiopia, 1960, and the licensing and supervision of banking business proclamation No. 84/1994.

The first founding members were 11 businessmen and professional that agreed to combine their financial resources and expertise to form this new private bank with a small capital of 50 million Birr, which was permissible at that time to open bank. The Bank started its operation in January 1, 1996. By the end of the first month, it had ten branches, six in the City and four at countryside (Dashen Bank, 2018).

Headquartered in Addis Ababa, the Bank is one of the biggest private Banks in Ethiopia. Currently, it operates through a network of more than 370 Branches, 10 dedicated Forex Bureaus, 305 ATMs and 837 plus Point-of-Sale (POS) terminals spread across the length and breadth of the nation. It has established correspondent banking relationship with 464 banks covering 71 countries and 175 cities across the world.

In conjunction with branch expansion, the Bank is reinforcing its investments in digital banking channels, including ATMs, mobile banking, internet banking and agency banking, representing a unique capability to deliver convenient banking. Dashen Bank is the only Bank in Ethiopia which has become principal member of the four International card associations, VISA, Master Card, and Union pay & American Express.

1.3. Statement of the Problem

According to Abhijit and Debalina (2010), Lower employee engagement is manifested in higher rate of turnover, lower productivity, reduced customer service, resistance to accept change and so on, which are visible in Dashen Bank. The Bank has also lost its premier position in the market in the last couple of years. In response to these problems, the Bank is taking different measures in order to engage employees so that the Bank's performance will be improved.

Employee engagement is also given due emphasis in the new strategic plan of the Bank. This entails that how employee engagement is critical for the Bank, since employees are the primary source of competitive advantage.

The researcher had also held informal discussion with some professional employees of the Bank, and understood that their level of engagement is getting lower due to the Bank's corporate culture. As studied by Schaufeli et al (2002) engagement is defined as a constructive, satisfying state of mind that is characterized by enthusiasm, dedication and absorption. This implies that with lower level of engagement, employees cannot be fully involved to their job which in turn affects organizational performance.

These days, employee retention is a greater issue for service rendering companies like Dashen Bank, since human resource is one of the major competitive advantages in the industry that rivals compete with. A positive culture helps employees stay in the organization. The organization must ensure that its working environment and culture meet employee needs. (Abhijit and Debalina 2010)

As mentioned earlier, corporate culture plays a significant role for the positive or negative level of employee engagement. To analyze this effect, Denison's organizational culture model (Denison & Neale, 2011) has been implemented, which analyzes the effect of corporate culture based on the four traits namely, involvement, consistency, adaptability and mission on employee engagement.

In light of this, the study tried to fill the gap observed in the absence of research conducted on the effect of corporate culture on employee engagement using Denison model and Q12.

1.4. Research Questions

There are a lot of factors that affect employee engagement. Among them, corporate culture is the one, which is the focus of this study. In light of this, the study tried to answer the following research questions:

1. What is the effect of mission culture on employee engagement
2. What is the effect of involvement culture on employee engagement
3. What is the effect of consistency culture on employee engagement
4. What is the effect of adaptability culture on employee engagement

1.5. Research Hypothesis

H₁: Involvement dimension of corporate culture positively affects employee engagement

H₁: Consistency dimension of corporate culture positively affects employee engagement

H₁: Adaptability dimension of corporate culture positively affects employee engagement

H₁: Mission dimension of corporate culture positively affects employee engagement

1.6. Objectives

The objective of the research is to investigate the effect of corporate culture on employee engagement. It tried to shed light on the relationship of corporate culture and employee engagement, how culture affect employee engagement as well as which trait of corporate culture highly affect employee engagement for the Bank to achieve its goal.

1.6.1. General Objective

The general objective of this study is to assess the effect of corporate culture on employee engagement in Dashen BankS.c in Addis Ababa.

1.6.2. Specific Objectives

- ☞ To identify the effect of mission on employee engagement
- ☞ To find out the effect of involvement on employee engagement
- ☞ To identify the effect of consistency on employee engagement
- ☞ To examine the effect of adaptability on employee engagement

1.7. Significance

The findings will help the researcher to have broader understanding as to how culture affect engagement. It will also serve as a base for further researches to be conducted in this area. The study tried to fill the gap observed in the absence of research conducted on the effect of corporate culture on employee engagement using Denison model and Q12.

Moreover, the recommendations of this study will help the Bank to build favorable culture that unleashes employee engagement which in turn contributes to the success of the Bank.

1.8. Scope of the Study

This study is limited to the study of the present effect of Dashen Bank's corporate culture on employee engagement. Hence, it is cross-sectional study.

Conceptually, different researchers have followed different constructs to find out what effect does corporate culture impose on employee engagement. When it comes to this study, the researcher followed corporate culture model developed by Denison and Neale (2011) that contains four cultural traits namely, Involvement, Mission, Consistency and Adaptability.

Regarding to employee engagement, the study is bounded to Gallup Q12 (2009) Employee Engagement construct.

Geographically, the study is delimited to the four districts located in Addis Ababa as well as Head office departments due to cost and time limitations.

Methodologically, the study implemented two structured questionnaires developed by Denison and Neale (2011), as well as Gallup Q12 (2009) so as to examine the relationship of corporate culture and employee engagement in the Bank. Regarding time scope, the study considered one fiscal year data due to time limitation.

1.9. Organization of the Study

This thesis is organized in to five chapters. The first chapter is the introductory part of the paper. It includes the background of the study, statement of problem, objective, significance and scope of the study. Literature review and research methodology are the second and third chapters. The fourth chapter describes the interpretation and discussion of the findings. Finally, in the last chapter, conclusion and recommendation are included.

1.10. Operational Definition of Key terms

Corporate culture – the organizational culture of for-profit organization

Professional Employee – Employees who perform clerical work

Employee Engagement – the total engagement traits of Employees consisting Emotional, cognitive and effective aspects of employee engagement

CHAPTER TWO

2. LITERATURE REVIEW

2.1. Theoretical Review

2.1.1. Meaning and Definition of Employee Engagement

Employee engagement has been an international issue that leaders are worried about since it plays a vital role in bringing organizational effectiveness, innovation and competitiveness. (Madhura 2013). Engaged employees perform their duties in innovative way and contribute to the effectiveness of their organization.

Gibson (2006) defines employee engagement as “a heightened emotional connection that an employee feels for his or her organization, that influences him or her to exert greater discretionary effort to his or her work” (as cited by Khan, 2007). Engaged employees are first, connected to their organization emotionally, and then they are willing to go extra mile for the success of the organization they are working with. Gallup Consulting (2008) describes employee engagement as “the extent to which employees are psychologically connected to something or someone in the organization”.

Robinson et al. (2004) define engagement as one step ahead of commitment. They define employee engagement as a positive attitude of employees towards their organization and its values, wherein employees have awareness of business context and work to improve job and organizational effectiveness. What differentiate employee engagement to that of employee commitment is that engagement is two way; the organization’s role to engage its employee, and the employee’s devotion to be engaged.

2.1.2. What Employee Engagement is not

Different literatures show that the construct employee engagement is built on the foundation of earlier concepts of job satisfaction, employee commitment and organizational citizenship behavior. Markos(2010). Nevertheless, employee engagement is broader in scope though it is based on these constructs.

Even if engagement has clear overlaps with the more exhaustively researched concepts of commitment and organizational citizenship behavior, employee engagement differs since engagement is two-way; organizations must work to engage the employee, who in turn has a choice about the level of engagement to offer the employer. (Alan M. Sakes, 2006)

Employee engagement doesn't mean employee satisfaction. Satisfied employee may not necessarily be engaged employee. Satisfied employee may not be necessarily willing to exert additional effort beyond what he or she daily perform. They also may not be psychologically connected.

According to Abhijit and Debalina (2010), there are a lot of organizations that try to bring employee engagement from best practices so as to outsmart competitors. Nonetheless, they fail to attain their intention since employee engagement cannot be superficial intervention in enhancing commitment towards job, motivation or productivity. What drives employee engagement shall be thoroughly analyzed. According to them, corporate culture plays significant role in bringing employee engagement.

2.1.3. Scope and Nature of Employee Engagement

W.A. Kahn (1990), who is considered as an academic parent of the employee engagement movement, developed the concept of 'personal engagement'. In his work, he defines personal work engagement as the "harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively and emotionally, during role performances". To explain the phenomenon, Kahn associated three conditions, viz. psychological safety, psychological meaningfulness and psychological availability, which lead to employee engagement. (W.A Kahn 1990)

Employees experience psychological safety in the presence of other members when they relate themselves to their role performances and they are provided with sufficient personal resources to dedicate themselves to such performances. Their work is sufficiently meaningful to them. As employees feel psychologically safe and their work is meaningful to them, they are psychologically available. Thus, the condition of psychological availability refers to a situation, wherein employees draw on their whole selves in an integrated and focused manner to enhance their role performances. Thus, Kahn's definition of employee engagement suggests that employee engagement is a multi-faceted construct.

2.1.4. Models of Employee Engagement

2.1.4.1. Kahn's Model

One of the prominent models of employee engagement is Kahn's model. In this model, there are three psychological conditions associated with personal engagement of work. These are meaningfulness, availability and safety. He conducted research in this area and found out that employees are more engaged in organizations in which their work situation provides psychological meaningfulness and psychological safety. According to him, what matters most in engaging employees is not the physical or material environment, but the psychological aspect of the work.

These three conditions of meaningfulness, safety and availability help to understand engagement drivers. He defined each condition as follows. Meaningfulness means "investment returns and a sense of self from the positive performance has been highlighted to the organization. " safety is defined as " the feeling of safety without fear or any negative elements of self- image, status or career shown himself". Availability is defined as the "sense of possessing the physical, emotional and psychological resources necessary to accomplish tasks"

2.1.4.2. Maslach, Schaufelli and Leiter Model

Maslach, Schaufelli and Leiter's (1997) model is the other model of employee engagement that came up with the concept of job burnout. They presented six aspects that lead to engagement. These are workloads, control, reward and recognition, community and social support, perceived fairness, and values. Here, they propose that employee engagement mediates between work life balance and work performance.

They also explained employee engagement to be characterized by energy, involvement and efficacy. These characteristics are the exact opposites of the three burnout dimensions, which are exhaustion, cynicism and lack of professional efficacy.

Maslach and Leiter (1997) later reintroduced the concept of engagement as an energetic state of involvement that is opposite of burnout. Maslach, Schaufeli and Leither found that energy, involvement and effectiveness are in direct contradiction to the three-dimensional combustion exhaustion, cynicism and lack of achievement. Bakker and Demerouti (2008) define job demands as aspects of physical, social or organizational work. It demands involving physical and mental effort highlighted in the job. The prolonged effect where there is high demand job but lacking job resources is known as burnout or disengagement from work.

2.1.4.3. The Gallup Model

Under this model, there are three basic categories in employee engagement. These are, actively disengaged, not engaged and the engaged. Actively disengaged employees are dissatisfied employees who spread unhappiness in the organization. They are pessimist and thus, talk negative things about the organization. Beyond this, they insist other fellow employees to leave the organization.

Not engaged employees, on the other hand, adhere to the rules and regulations of the organization, follow instructions, but they are not passionate about their organization and the work they perform. They are not innovative and always expect instructions to be given. They perform their routine task every day and need supervision.

The other category, called the engaged ones, are committed to their work, have passion for what they do, as well as, they are innovative in what they do. They are emotionally connected to the company they work in. they have positive attitude towards the organization, and thus disseminate positive talks about their organization. Engaged employees play their role in the creation of positive culture.

2.1.5. Outcomes of Employee Engagement

Employee engagement results in gaining competitive advantage for a company. Armstrong, (2010). According to him, Good performance by employees of an organization leads to a good organizational performance which ultimately makes an organization more successful and effective and the vice versa. Engaged employees are willing to exert discretionary effort beyond what they perform daily. They align their goal with the organization's goal. They are innovative and proactive. This in return, helps the organization achieve its goal.

According to Markos and sridevi (2010), engaged employees demonstrate three behaviors that would improve organizational performance. These are;

Say – employees advocate for the organization

Stay – employees are stable in the organization and stay longer even if opportunities are available elsewhere.

Strive – the employee exerts extra time, effort and initiative to the achievement of its goal.

2.2. The concept of Corporate Culture

Awareness of corporate or organizational culture in businesses and other organizations such as universities emerged in the 1960s. The term corporate culture developed in the early 1980s and became widely known by the 1990s. Corporate culture was used during those periods by managers, sociologists and other academics to describe the character of a company. This included generalized beliefs and behaviors, company-wide value systems, management strategies, employee communication and relations, work environment and attitude. Corporate

culture would go on to include company origin myths via charismatic CEOs, as well as visual symbols such as logos and trademarks. Organizational culture is the organization's personality, expressed by its members through their behavior (Schein, 2009).

Organizational culture is the pattern of values, norms, beliefs, attitudes, and assumptions that may not have been articulated but shape the ways in which people behave and get things done. Values refer to what is believed to be important about how people and the organizations behave. Norms are the unwritten rules of behavior (Armstrong, 2006).

2.2.1. Meaning and Definition of Corporate culture

In order to achieve their goals, organizations are driven by their own kind of culture known as 'corporate culture', which has significant influence on member's attitudes and behaviors. Bateman and Snell (1999) observed that a company's culture provides a framework that organizes and directs people's behavior on the job. Corporate culture effect individual behavior on what it takes to be in good standing and directs the appropriate behavior for each circumstance.

2.2.2. Characteristics of Organizational culture

There are seven major characteristics of organizational culture. These are;

1. Innovation and risk taking: the degree to which employees are encouraged to take risks
2. Attention to detail: the degree to which employees are expected to exhibit precision and give attention to detail.
3. Outcome orientation: the degree to which management focus on results
4. People orientation: the degree to which managerial decisions are made taking what effect will it bring on employees in the organization
5. Team orientation: the degree to which work activities are designed on team base rather than individual base

6. Aggressiveness: the degree to which employees are competitive rather than easy going
7. Stability: the degree to which organizational activities emphasize maintaining the status quo in contrast to growth

2.2.3. Models of Organizational culture

2.2.3.1. Deal and Kennedy Model

Dolan and Lingham's (2012) summarized Deal and Kennedy's work and presented a model that measures organization's culture in terms of feedback. Accordingly, four types of organizational culture were developed. These are; Tough-Guy Macho Culture, Work Hard/Play Hard Culture, Bet your Company Culture & Process Culture.

The first one is Tough-Guy Macho Culture whereby feedback is quick and the rewards are high. This often applies to fast moving financial activities such as brokerage and it is very stressful culture in which to operate. Secondly, The Work Hard or Play Hard Culture is characterized by few risks being taken, all with rapid feedback. This is typical in large organizations, which strive for high quality customer service. Thirdly, Bet your Company Culture is observed in which big stakes decisions are taken, but it may be years before the results are known. Typically, these might involve development or exploration projects, which take years to come to completion, such as oil prospecting or military aviation. Fourthly, Process Culture which occurs in organizations where there is little or no feedback. People become suspicious with how things are done not with what is to be achieved. This is often associated with bureaucracies.

2.2.3.2. Charles Handy Model

The second model that Dolan and Lingham (2012) discussed in detail is Charles Handy Model. Organizational structure is the base for this model to classify organizational culture in to four: Power Culture, Role Culture, Task Culture and Person Culture.

A Power Culture in which power concentrates among a few and control radiate from the center like a web. Power Cultures have few rules and little bureaucracy.

A Role Culture characterized by people has clearly delegated authorities within a highly defined structure. Typically, these organizations form hierarchical bureaucracies. Thus, power derives from a person's position and little scope exists for expert power.

A Task Culture in which teams are formed to solve particular problems. Power derives from expertise as long as a team requires expertise. These cultures often feature the multiple reporting lines of a matrix structure.

A person culture prevails where all individuals believe themselves to be superior to the organization where they work in. For such organizations, it can be said that survival is difficult because it is a group of like-minded individuals that pursue the organizational goal.

2.2.3.3. Edgar Schein Model

The last organizational culture model that Dolan and Lingham (2012) tried to summarize is Edgar Schein Model. This organizational culture model is described by three cognitive levels of organizational culture. At the first and most cursory level of Schein's model is organizational attributes that can be seen, felt and heard by the uninitiated observer. These includes facilities, offices, furnishings, visible awards and recognition, the way that its members dress, and how each person visibly interacts with each other and with organizational outsiders.

The next level deals with the perceived culture of an organization's members. At this level, company slogans, mission statements and other operational belief are often expressed, and local and personal values are widely expressed within the organization.

Finally, the third deepest level depicts the organization's tacit assumptions. These are the elements of culture that are unseen and not cognitively identified in everyday interactions between organizational members. Many of these unspoken rules' exist without the conscious knowledge of the membership.

The above three models encompasses the organizational culture traits from psychological or personality perspective and mainly the third is designed and created within the academic environment which uses non-business language. To the contrary, Denison organizational culture model, which is discussed in the subsequent paragraphs, is behaviorally based that are designed

and created within the business environment. And it is applicable to all levels of the organization in which business language is used to examine business results.

2.2.3.4. Denison Model

Four cultural traits have been identified by Denison and Neale (2011) under this model. These are involvement, consistency, adaptability and mission. These underlying traits are expressed in terms of a set of managerial practices and measured using the twelve indicators that make up the model. Underneath, each of the models is elaborated.

Involvement

Involvement is one of the four cultural traits, in which organizations make employees to be involved in decision making. It consist three sub-dimensions, namely, empowerment, Team Orientation and capacity development. Empowerment asserts how employees are involved in decision making, the availability of information for decision making and the presence of wide spread information among employees. Workers see a connection between the work they do and the goals of the organization. People in companies showing low involvement, understand only what goes on in their part of the organization, and they don't feel they have much control over the work they do.

H₀: there is no relationship between Involvement Dimension of corporate culture and Employee Engagement

H₁: Involvement Dimension of corporate culture positively affects Employee Engagement

Consistency

This trait emphasizes on commonly accepted beliefs, values and frame of reference. It focuses on efficiency and effectiveness so as to reduce unnecessary cost to be incurred. It also facilitates coordination and communication among employees within the company. Hence, consistency is major predictor of financial performance indicator. It Points to how effectively a company organizes and coordinates the different jobs that need doing to meet its goals and objectives. Consistency shows how well does its people speak the same language, share the same values. It

insures whether the leadership “walk their talk”. It asserts whether organizational structure support the defined strategy of the organization or not.

H₀: there is no relationship between Consistency Dimension of corporate culture and Employee Engagement

H₁: Consistency Dimension of corporate culture positively affects Employee Engagement

Adaptability

This trait includes the organization’s ability to create change and its capability to translate business needs into action. An organization showing this trait recognizes mistakes so as to learn from them. It checks the capacity to track and respond to changes in the business environment. It assesses the organization’s willingness to be customer driven.

H₀: there is no relationship between Adaptability Dimension of corporate and Employee Engagement

H₁: Adaptability Dimension of corporate culture positively affects Employee Engagement

Mission

Mission dimension of corporate culture creates clarity of direction for employees of an organization that keeps individual as well as group efforts to be aligned to that of the organization. It also clarifies immediate tasks and actions.

H₀: there is no relationship between Mission Dimension of corporate culture and Employee Engagement

H₁: Mission Dimension of corporate culture positively affects Employee Engagement

2.3. Empirical Review

According to Josephine and Emmanuel (2018), it has been claimed that Studies have confirmed organizations that actively manage their cultures typically have thirty-percent higher levels of innovation and 40% higher levels of retention. Thus, leaders are admonished to focus on driving engagement through the right corporate culture in order to improve execution, retention and financial performance.

Organizational culture contributes moderately to the extent of variations in employee engagement among Ghanaian public organizations, in which the study conducted by Richard & Theresa (2017) confirmed the result. In their study, the researchers found that corporate culture plays significant role in engaging employees working in Ghanaian public sector organizations. The study was conducted using four dimensions of culture namely, power, role, support and achievement culture. The study concluded that except role culture, the other three cultures have significant positive relationship with employee engagement.

Employee's feeling of security and long term commitment to the organization along with catering to their individual needs helps to boost the engagement level (Davy 2009). A large number of studies have shown job resources like autonomy, social support, supervisory coaching, and performance feedback, participate in decision making and opportunities for learning, training, professional development, to relate positively with employee engagement (Hakanen, et al. 2006; Xanthopoulou et al. 2007; Bakker Et al. 2012). The study holds consistency with the above findings and states that the autonomy and experimentation dimensions of organizational culture holds relationship with all the three employee engagement dimensions. Confrontation relates with both dedication and absorption and trust is related to dedication of employees.

Denison (2010) revealed that employee engagement is an outcome of positive organizational culture. An organization having nurturing culture will have employees who are willing to exert more effort and go extra mile for their organization.

2.4. Conceptual Framework

To analyze the effect of Dashen Bank’s corporate culture on employee engagement, Denison’s model is chosen since the contents in this model are found to be ideal to measure the intents of corporate culture in a typical service rendering company.

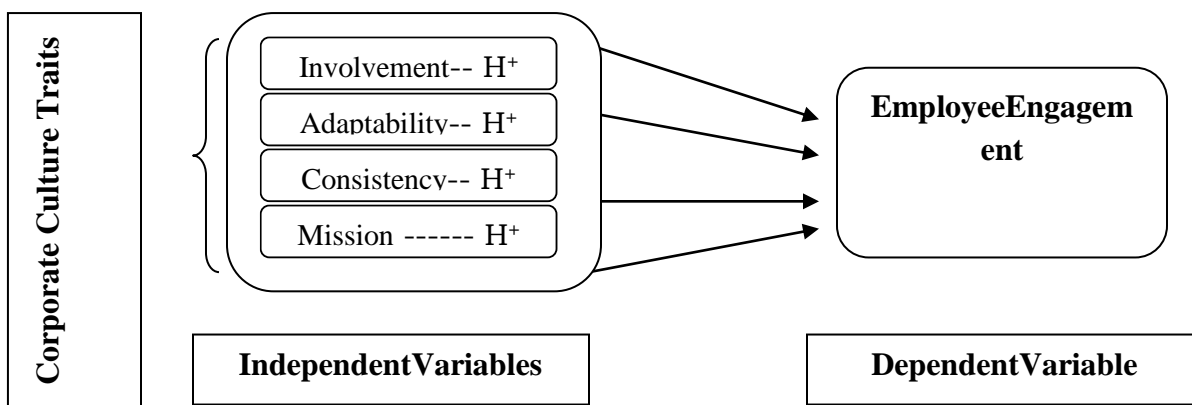


Figure 1: Conceptual Framework(adopted from Denison’s Model (2011))

CHAPTER THREE

3. RESEARCH METHODOLOGY

This chapter deals with description of the study area, research approach, research design, and methods that are followed while the study was carried out. In line with this, sample size and sampling techniques used to draw samples as well as the reliability is also presented.

3.1. Research Approach

The researcher used quantitative as well as qualitative approach to find out the relationship among dependent variable (Employee Engagement) and independent variables (each trait under corporate culture). To this effect, Structured questionnaire developed by Denison (2011) as well as Gallup Q12 (2009) has been implemented.

3.2. Research Design

The research investigates the effect of the Bank's corporate culture on employee engagement. Thus, correlational research approach has been followed to investigate the relationship among different cultural traits and employee engagement in Dashen Bank. To this effect, standard close ended questionnaire has been distributed. With regard to statistical method, both descriptive and inferential statistics have been implemented. The data has been analyzed using SPSS software version 20.

3.3. Population of the Study

The target population of the study is professional employees of the Bank, who have ample knowledge about the Bank's overall culture, core values, mission, vision and the business dynamics. As referred to the Bank's Monitoring and Evaluation Data, the Bank has 2021 permanent professional employees as of June 30, 2018. Thus, the total population of the study is permanent professional employees of the Bank. The following table summarizes the target population from which sample size is drawn.

Table 1 – Population of The Study

S/n	Location	Number of branches	Staff Size
1.	Head Office	-	926
2.	West District	37	400
3.	South District	39	392
4.	North district	46	417
5.	East District	47	444
	Total	169	2579

3.4. Sample Size and Sampling Technique

From the total population of 2579 employees, a sample of 335 employees has been taken using Naing, winn&nordin(2006) sample size calculating formula depicted below.

$$n = \frac{N Z^2 P(1-P)}{d^2 (N-1) + Z^2 P(1-P)}$$

Where, N = Total population

Z = confidence Interval

P= level of precision

D= accepted error

Regarding the sampling technique, taking the above sample size, stratified sampling is used since, the population consists strata of branches from different district as well as from Head Office Departments. Then random stratified sampling is used to select branches under each stratum of districts. And again random stratified sampling has been used for the sample respondents.

Table 2 – Samples taken

S/n	Location	Number of Branches	proportionate No. of Branches	Branches in percentage	Sample respondent taken
1.	Head Office	-		10.8	147
2.	West District	37	4	10.2	43
3.	South District	39	4	10.2	42
4.	North district	46	5	10.8	47
5.	East District	47	5	10.8	47
	Total	169	18	10.56	326

Accordingly, a total of eighteen branches have been taken as sample from each stratum. Regarding Head office department, all departments have been taken as sample work units, and the respondents have been selected randomly.

3.5. Data Source and Type

Both primary and secondary data are used for the study. The primary data was collected directly from respondent from different strata while the secondary data has been secured from the Bank's annual report, circulars and other published materials.

3.6. Data Collection Instrument

The researcher reviewed different literatures so as to decide what model would be suitable for the researcher's area of study. Accordingly, Denison's structured questionnaire has been implemented to assess the Bank's culture, while regarding measuring employee engagement, Gallup Q12 structured questionnaire has been used. Gallup's employee engagement work known as Gallup Q12 Index, is based on more than 30 years of in-depth behavioral economic research involving more than 17 million employees. Through rigorous research, Gallup has identified 12 core elements that link powerfully to key business outcomes.

Denison's model is found to be ideal model to be followed since the traits under this model are intended to measure the culture of for profit business organizations. Moreover, it has been tested for over two decades and found to be effective model that focuses on the link between organizational culture and performance measures such as profitability, growth, quality and

employee satisfaction. The model is well designed and created in business environment. Furthermore, it is linked to bottom-line business results.

Correlation and regression analysis has been carried out using SPSS version 21.

Model summary

The following model is used to show the variations of dependent variable which is employee engagement, due to the change in independent variables.

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

Where,

Y = dependent variable

α =smoothing constant

β = coefficient of independent variables

X1 – X4 = independent variables

e = error

3.7. Validity and Reliability

The validity of the instrument has been checked by conducting pilot test of the questionnaires developed. Using chronbach alpha test validity is assured as well as internal consistency is checked to assure reliability.

Table 3 - Reliability Test

Variables	Chronbach Alpha Coefficients	Number of Items
Mission	0.912	9
Involvement	0.893	9
Consistency	0.911	9
Adaptability	0.921	9
Employee Engagement	0.901	12

CHAPTER FOUR

4. DATA PRESENTATION AND ANALYSIS

This chapter presents the data collected, summarized and the analysis part. As per the sample size formula, 326 questionnaires were distributed, but 9 questionnaires were not returned. Again 9 were invalid since they were not filled appropriately. Eventually, 317 questionnaires were valid for analysis.

4.1. Demographic Characteristics of the Respondents

Table 4 – Demographic Characteristics

Respondents Characteristics		Frequency	Percentage
Age	18-25	52	16.4%
	26-35	234	73.8%
	36-45	29	9.1%
	>=46	2	.6%
	Total	317	100%
Gender	Female	65	20.5%
	Male	252	79.5%
	Total	317	100%
Level of education	Diploma/level IV	0	0.0%
	First degree	271	85.5%
	Masters and above	46	14.5%
	Total	317	100%
Experience	months-5 years	230	72.6%
	6-10 years	64	20.2%
	11-15 years	19	6.0%
	above 15 years	4	1.3%
	Total	317	100%
Marital status	Single	134	42.1%
	Married	182	57.6%
	Divorced	1	.3%
	Widow	0	0.0%
	Total	317	100%
Employment Group	Top management	3	.6%

	Middle and line management	58	18.4%
	Professional	256	81.0%
	Total	317	100.0%

From respondents who participated in the study, 52(16.4%) of them were aged between 18 and 25 years. The majority of the respondents, 234 that count for 73.8% were between 26 and 35. The remaining of the respondents are 29(9.1%) and 2 (0.6%) are aged between 36-45 years and above 46 years respectively. This indicates that majority of the organization work are done by young employees.

As shown in table 4.1, 252 (79.5%) of the respondents are male while the remaining 65(20.5%) are females. This indicates that, the majority of the respondents were found to be male compared to females in the organization.

Employees' educational background is the other important factor to be considered with regard to making business decision. As depicted in the table, 271(85.5%) are first degree holders, 46(14.5%) are second degree (masters) holders.

Regarding the respondent's experience in the bank as indicated on table 230(72.6%) of the respondents are below 5 years (relatively high percentage or number of respondents from others), 64(20.2%) of the respondents are 6-10years, 19(6%) of the respondents are 11-15 years and 4 respondents (1.3%) have experience of above 15 years of experience.

Regarding the respondent's marital status, 182(57.6%) are married while 134(42.1%) are single. 1 employee that count for 0.6% is divorced.

When it comes to employment group, 3 respondents (0.6%) are in Top Management, while 58 respondents (18.4%) are at middle and line management position. Professional employees involved in the study are 256 that count for 81%.

4.2. Key dimensions of corporate culture

4.2.1. Involvement

Table 5 Level of Agreement – Involvement Trait

Trait –Involvement	Level of agreement					overall level of agreement
	strongly disagree	disagree	Neutral	Agree	Strongly Agree	
Decisions are made at the levels where right information is available	2.8%	9.8%	13.9%	63.6%	9.8%	73.4%
Employees are involved in decision making at their level	5.4%	13.6%	10.1%	31.9%	39.1%	71.0%
Information is widely shared enabling employees get the information they need	1.9%	12.9%	12.0%	30.9%	42.3%	73.2%
Empowerment Average	3.4%	12.1%	12.0%	42.1%	30.4%	72.5%
Employees perform their duties like they are part of a team	.9%	6.3%	7.6%	40.7%	44.5%	85.2%
Team work is used to get work done, rather than hierarchy	2.2%	5.4%	11.4%	31.5%	49.5%	81.1%
Cooperation across different parts of the organization is encouraged	1.6%	5.4%	16.1%	68.8%	8.2%	77.0%
Team Orientation Average	1.6%	5.7%	11.7%	47.0%	34.1%	81.1%
The Bank continually invests in developing skills of employees	4.4%	7.9%	15.1%	27.4%	45.1%	72.6%
The capabilities of employees are viewed as an important sources of competitive advantage	4.7%	7.3%	11.7%	58.4%	18.0%	76.3%
Authority is delegated so that employees can act on their own	3.5%	11.4%	9.8%	64.7%	10.7%	75.4%
Capacity Development-Average	4.2%	8.8%	12.2%	50.2%	24.6%	74.8%
Involvement Average	3.1%	8.9%	12.0%	46.4%	29.7%	76.1%

The above table illustrates the respondents' outlook regarding the involvement dimension of the Bank's corporate culture. Accordingly, the Empowerment trait result shows that 73% of the respondents agreed that Decisions are made at the levels where right information is available, whereas 13.9% remained neutral, while 12.6% disagreed. Again majority of the respondents that count for 71% agreed that Employees are involved in decision making at their level, whereas

10.1% remained neutral, while 19% disagreed. With regard to the sharing of information that enables employees to get the information they need, 73.2% agreed, while 12% are neutral and 14.8% disagreed.

Team Orientation trait aggregate result shows that 81% of the respondents agreed that Employees perform their duties like they are part of a team, whereas 11% remained neutral, while 7.3% disagreed. Thus, majority of the respondents agreed that there is cooperation and team work that is exhibited in the day to day activities of the Bank.

Under the capacity development section, the result shows that 74.8% agreed that The Bank continually invests in developing skills of employees, the capabilities of employees are viewed as important sources of competitive advantage, and authority is delegated so that employees can act on their own, 12.2% are neutral, while 13% disagreed.

4.2.2. Consistency

Table 6Level of Agreement – Consistency Trait

Trait –Consistency	Level of agreement					overall level of agreement
	strongly disagree	disagree	Neutral	Agree	Strongly Agree	
Leaders "walk the talk"	4.4%	9.5%	18.4%	21.5%	46.2%	67.7%
The Bank's values and norms are consistent	.9%	8.2%	14.2%	68.8%	7.9%	76.7%
There is ethical code of conduct that guide employee behavior	1.6%	4.7%	7.9%	75.7%	10.1%	85.8%
Core Values Average	2.3%	7.5%	13.5%	55.3%	21.4%	76.7%
The Bank has strong culture expressed in its values, beliefs and norms	2.2%	6.3%	10.4%	66.9%	14.2%	81.1%
If disagreement occur, employees work hard to reach a "win-win" solution	2.8%	8.5%	20.2%	18.3%	50.2%	68.5%
There is clear agreement regarding the right way and the wrong way to do things	.9%	8.8%	11.7%	71.0%	7.6%	78.5%
Agreement Average	2.0%	7.9%	14.1%	52.1%	24.0%	76.0%
Employees from different department/branches share a common perception	2.8%	12.3%	16.1%	21.1%	47.6%	68.8%

The approach to perform daily task is very consistent	.9%	7.3%	12.0%	33.4%	46.4%	79.8%
Working with someone from another department is the same as working with someone within the Department/branch	5.4%	11.4%	18.3%	21.1%	43.8%	65.0%
Coordination and Integration Average	3.0%	10.3%	15.5%	25.2%	46.0%	71.2%
Consistency Average	2.5%	8.6%	14.3%	44.2%	30.4%	74.6%

Consistency trait involves three sub dimensions including core values, agreement and coordination and integration.

The core value average result shows that 76.7% of the respondents agreed that Leaders walk the talk as well as the bank values and norms are consistent. They also revealed that there is ethical code of conduct that guides employee behavior, whereas 13.5% remained neutral, while 9.8% disagreed.

For agreement sub-dimension, 76% of the respondents agreed that The Bank has strong culture expressed in its values, beliefs and norms, and If disagreement occur, employees work hard to reach a "win-win" solution. The majority also agreed that and there is clear agreement regarding the right way and the wrong way to do things, whereas 14.1% remained neutral, while 9.9% disagreed.

Regarding coordination and Integration, 71.2% agreed that employees from different department/branches share a common perception, The approach to perform daily task is very consistent, Working with someone from another department is the same as working with someone within the Department or branch. 14.3% were indifferent, yet 11.1% disagreed.

4.2.3. Adaptability

Table 7 Level of Agreement – Adaptability Trait

Trait – Adaptability	Level of agreement					overall level of agreement
	strongly disagree	disagree	Neutral	Agree	Strongly Agree	
The Bank is very responsive to change	6.0%	11.7%	14.6%	56.0%	11.7%	67.7%
Different Departments/Branches cooperate to create change	2.5%	12.4%	16.2%	57.3%	11.5%	68.8%
The Bank responds well to the action of competitors	7.9%	9.5%	17.1%	16.8%	48.7%	65.5%
Creating Change	5.5%	11.2%	16.0%	43.4%	24.0%	67.3%
Customers' comment leads to change and influence decision making	3.2%	5.7%	14.8%	29.0%	47.3%	76.3%
Employees understand customers wants and needs	.9%	3.8%	7.6%	70.7%	17.0%	87.7%
Customers input directly influences the Bank's decision	3.8%	5.7%	12.6%	58.7%	19.2%	77.9%
Customer Focus	2.6%	5.0%	11.7%	52.8%	27.9%	80.7%
The Bank encourages innovation and risk taking	4.7%	9.8%	16.1%	24.3%	45.1%	69.4%
Learning is an objective in the day to day work of the Bank	3.8%	4.7%	13.9%	30.9%	46.7%	77.6%
One Department or Branch is informed what is done by the other	4.4%	8.2%	14.5%	25.9%	47.0%	72.9%
Organizational Learning	4.3%	7.6%	14.8%	27.0%	46.3%	73.3%
Adaptability Average	4.1%	7.9%	14.2%	41.1%	32.7%	73.8%

The Adaptability trait of corporate culture encompasses three sections namely creating change, customer focus and organizational learning. The aggregate result of creating change shows that 67.3% of the respondents agreed indicating that the Bank is very responsive to change; different Departments/Branches cooperate to create change and the Bank responds well to the action of competitors, whereas 16% remained neutral, while 16.7% disagreed.

Respondents that account for 80.7% agreed that customers' comment leads to change and influence decision making, employees understand customers' wants and needs; customers input

directly influences the Bank's decision. 11.7% were indifferent and 7.6% expressed their disagreement.

Regarding organizational learning, 73.3% of the respondents expressed their agreement to the statement of the Bank encourages innovation and risk taking, learning is an objective in the day to day work of the Bank, one department or branch is informed what is done by the other. 14.2% remained neutral while 12% disagreed.

4.2.4. Mission

Table 8: Level of Agreement – Mission Trait

Trait – Mission	Level of agreement					overall level of agreement
	strongly disagree	disagree	Neutral	Agree	Strongly Agree	
The Bank has informed its employees about its strategy	0.0%	5.4%	6.3%	41.5%	46.8%	88.3%
There is clear Mission that gives meaning and direction	.3%	4.7%	7.3%	71.2%	16.5%	87.7%
There is long term direction of the Bank	.6%	3.5%	9.1%	40.4%	46.4%	86.8%
Strategic Directions and Intent – Average	.3%	4.5%	7.6%	51.0%	36.6%	87.6%
The goals and objectives are realistic	4.7%	6.0%	11.4%	31.5%	46.4%	77.9%
The Bank continually monitor its progress	.6%	8.2%	12.9%	68.5%	9.8%	78.2%
There is widespread agreement about the goals of the Bank	.9%	9.8%	15.2%	59.8%	14.2%	74.1%
Goals and Objectives _ Average	2.1%	8.0%	13.2%	53.3%	23.5%	76.7%
Employees have a shared vision of what the Bank will look like in the future	2.5%	5.7%	13.9%	59.8%	18.0%	77.8%
Managers have a long term view point	1.3%	6.0%	15.8%	57.9%	19.0%	76.9%
Short term demands are met without compromising long term demands	1.9%	9.8%	18.6%	19.2%	50.5%	69.7%
Vision Average	1.9%	7.2%	16.1%	45.7%	29.2%	74.8%
Mission –Average	1.9%	9.8%	18.6%	19.2%	50.5%	79.7%

The Mission trait consist three sub-dimensions including of strategic direction and intent, goals and objectives and vision section. Regarding to strategic direction and intent, 87.6% agreed that

the Bank has informed its employees about its strategy; there is Clear Mission that gives meaning and direction and there is long term direction of the Bank, while 7.6% were found to be neutral and 4.8% disagreed.

When it comes to goals and objectives, 76.7% agreed that there is widespread agreement about the goals of the Bank, The Bank continually monitor its progress, the goals and objectives are realistic. While 13.2% were found to be neutral and 10.1% disagreed. Under the vision section, 74.8% agreed that Managers have a long term view point, Short term demands are met without compromising long term demands, Employees have a shared vision of what the Bank will look like in the future, while 16.1% were found to be neutral and 9.1% disagreed.

4.3. Employee Engagement

Table 9 Level of Agreement – Employee Engagement

Employee Engagement Dimensions	Level of agreement					overall level of agreement
	strongly disagree	disagree	Neutral	Agree	Strongly Agree	
I know what is expected of me at work	1.0%	.6%	2.9%	79.3%	16.2%	95.5%
I have materials and equipments needed to do my work	.6%	8.2%	6.6%	74.1%	10.4%	84.5%
I am given the opportunity to do my best every day	1.3%	7.3%	11.4%	62.8%	17.4%	80.1%
I have received recognition or praise for doing good work in last seven days	7.6%	15.5%	12.7%	17.7%	46.5%	64.2%
There is someone at work who encourages my development	4.7%	7.3%	15.5%	52.2%	20.3%	72.5%
At work, my opinions seem to count	1.3%	9.5%	12.3%	30.3%	46.1%	76.3%
The mission/purpose of my company makes me feel my job is important	2.8%	4.1%	13.6%	30.3%	49.2%	79.5%
My associates/colleagues are committed to do quality work	1.9%	5.4%	11.4%	65.3%	16.1%	81.4%
I have best friend at work	.3%	2.8%	8.8%	69.7%	18.3%	88.0%
In last six months, someone has talked to me about my progress	2.5%	14.2%	10.7%	56.8%	15.8%	72.6%
My supervisor cares about me as a person	2.2%	8.2%	7.9%	70.0%	11.7%	81.7%
In the last year, I had opportunities to learn and grow	6.6%	7.6%	7.9%	26.8%	51.1%	77.9%
Employee Engagement Average	2.7%	7.6%	10.1%	52.9%	26.6%	79.5%

Employee Engagement result shows that 79.5% of the respondents agreed that Employees are engaged whereas 10.1% remained neutral, while 10.3 are not engaged. Thus, majority of the respondents agreed that they are engaged.

4.4. Descriptive Analysis

Table 10: Mean, S.D. of Corporate Culture

Items	Mean	Std. Deviation
Decisions are made at the levels where right information is available	3.68	.886
Employees are involved in decision making at their level	3.86	1.226
Information is widely shared enabling employees get the information they need	3.99	1.111
Employees perform their duties like they are part of a team	4.21	.903
Team work is used to get work done, rather than hierarchy	4.21	.991
Cooperation across different parts of the organization is encouraged	3.77	.739
The Bank continually invests in developing skills of employees	4.01	1.149
The capabilities of employees are viewed as an important sources of competitive advantage	3.78	.983
Authority is delegated so that employees can act on their own	3.68	.933
Involvement-Total	3.91	0.99
Leaders "walk the talk"	3.96	1.194
The Bank's values and norms are consistent	3.74	.755
There is ethical code of conduct that guide employee behavior	3.88	.706
The Bank has strong culture expressed in its values, beliefs and norms	3.85	.822
If disagreement occur, employees work hard to reach a "win-win" solution	4.04	1.141
There is clear agreement regarding the right way and the wrong way to do things	3.75	.756
Employees from different department/branches share a common perception	3.98	1.179
The approach to perform daily task is very consistent	4.17	.966
Working with someone from another department is the same as working with someone within the Department/branch	3.87	1.243
Consistency-Total	3.92	0.97
The Bank is very responsive to change	3.56	1.039
Different Departments/Branches cooperate to create change	3.63	.931
The Bank responds well to the action of competitors	3.89	1.320
Customers' comment leads to change and influence decision making	4.12	1.059
Employees understand customers wants and needs	3.99	.696
Customers input directly influences the Bank's decision	3.84	.929
The Bank encourages innovation and risk taking	3.95	1.196
Learning is an objective in the day to day work of the Bank	4.12	1.061

One Department or Branch is informed what is done by the other	4.03	1.159
Adaptability-Total	3.90	1.04
The Bank has informed its employees about its strategy	4.30	.813
There is Clear Mission that gives meaning and direction	3.99	.676
There is long term direction of the Bank	4.28	.820
The goals and objectives are realistic	4.09	1.113
The Bank continually monitor its progress	3.79	.754
There is widespread agreement about the goals of the Bank	3.77	.848
Employees have a shared vision of what the Bank will look like in the future	3.85	.869
Managers have a long term view point	3.87	.830
Short term demands are met without compromising long term demands	4.07	1.119
Mission-Total	4.00	0.87

Employee Engagement

Table 11: Mean and S.D. Employee engagement

Item	Mean	Std. Deviation
I know what is expected of me at work	4.09	.543
I have materials and equipment needed to do my work	3.85	.732
I am given the opportunity to do my best every day	3.88	.823
I have received recognition or praise for doing good work in last seven days	3.80	1.364
There is someone at work who encourages my development	3.76	1.011
At work, my opinions seem to count	4.09	1.083
The mission/purpose of my company makes me feel my job is important	4.19	1.007
My associates/colleagues are committed to do quality work	3.88	.805
I have best friend at work	4.03	.643
In last six months, someone has talked to me about my progress	3.69	.984
My supervisor cares about me as a person	3.81	.829
In the last year, I had opportunities to learn and grow	4.08	1.219
Mean	3.93	0.92

4.5. Correlation

Table 12– Correlation Analysis

		Involvement Total	Consistency Total	Adaptability Total	Mission Total	Employee Engagement Total
Involvement Total	Pearson Correlation	1				
Consistency Total	Pearson Correlation	.876**	1			
Adaptability Total	Pearson Correlation	.859**	.905**	1		
Mission Total	Pearson Correlation	.844**	.874**	.873**	1	
Employee Engagement Total	Pearson Correlation	.814**	.851**	.829**	.840**	1

Correlation analysis deals with relationships among variables and helps to gain insight into the direction and strength of relation between the variables. Correlation coefficients take values between -1 and 1 these have the following meanings: -1 = negative correlation, 0 = no correlation and 1 = positive correlation. The sign of the correlation coefficient defines the direction of the relationship. The absolute value indicates the strength of the correlation. The sign of the correlation coefficient defines the direction of the relationship. The absolute value indicates the strength of the correlation.

Vijay Gupta (1999) state that a correlation result which is A high level of correlation is implied by a correlation coefficient that is greater than 0.5 in absolute terms (i.e. - greater than 0.5 or less than -0.5). A mid-level of correlation is implied if the absolute value of the coefficient is greater than 0.2 but less than 0.5. A low level of correlation is implied if the absolute value of the coefficient is less than 0.2. In order to assess the relationship between the four dimensions of corporate culture (Involvement, Consistency, Adaptability and Mission) with Employee Engagement correlation analysis was conducted.

The data collected was fed to the SPSS software version 20. to process correlation analysis. Based on the data, the following correlation analysis was made.

Pearson's correlation test was conducted to check the degree of relationship between the independent variables i.e. (involvement, consistency, adaptability and mission) and the dependent variable i.e. Employee Engagement. The results of the correlation between these variables are shown in table presented above. The results indicate that there is a significant correlation between all corporate culture dimensions and employee engagement.

Table 13: Inferential Analysis

4.6. Inferential Statistics

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.879 ^a	.772	.769	.31127

a. Predictors: (Constant), Mission, Involvement, Adaptability, Consistency)

b. Dependent Variable: Employee Engagement

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	102.351	4	25.588	264.094	.000 ^b
	Residual	30.229	312	.097		
	Total	132.580	316			

a. Dependent Variable: Employee Engagement

b. Predictors: (Constant), Mission, Involvement, Adaptability, Consistency

Coefficients^a

Model		Un-standardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.696	.113		6.189	.000		
	Involvement	.129	.051	.154	2.525	.012	.197	5.089
	Consistency	.276	.064	.324	4.343	.000	.132	7.599
	Adaptability	.101	.055	.130	1.824	.069	.145	6.901
	Mission	.314	.062	.314	5.032	.000	.187	5.334

a. Dependent Variable: Employee Engagement

Regression analysis was conducted to see whether a set of predictor variables well predict an outcome variable and which variable in particular are significant predictors of the dependent variable.

As shown in the model summary table above, 77.2% of the variation in employee engagement is explained by the four dimensions of corporate culture. The ANOVA result also shows that the overall significance is .000, which shows that the result was not accidental.

Table 14: Test of Hypothesis

Hypothesis	Result
H ₀ : There is no relationship between Involvement Dimension of corporate culture and Employee Engagement	B=0.154 P<0.05 Ho: Rejected H1: Accepted
H ₁ : There is a positive relationship between Involvement Dimension of corporate culture and Employee Engagement	
H ₀ : There is no relationship between Consistency Dimension of corporate culture and Employee Engagement	B=0.324 P<0.05 Ho: Rejected H1: Accepted
H ₁ : There is a positive relationship between Consistency Dimension of corporate culture and Employee Engagement	
H ₀ : There is no relationship between Adaptability Dimension of corporate culture and Employee Engagement	B=0.130 P>0.05, but since r=0.626 Ho: Rejected H1: Accepted
H ₁ : There is a positive relationship between Adaptability Dimension of corporate culture and Employee Engagement	
H ₀ : There is no relationship between Mission Dimension of corporate culture and Employee Engagement	B=0.314 P<0.05 Ho: Rejected H1: Accepted
H ₁ : There is a positive relationship between Mission Dimension of corporate culture and Employee Engagement	

CHAPTER FIVE

5. Summary of findings, Conclusion and Recommendation

This chapter presents the summaries of major findings secured from the study. Based on the findings, conclusions are drawn that served as a base for the recommendations forwarded consequently.

5.1. Summary of Findings

Major finding of the study are the following:

- ✓ 317 questionnaires were valid for analysis, which is 94.6% response rate.
- ✓ It is found out that 90% of the Bank's employees who took part in the study were below the age of 35. This implies that majority of the sample included in the study is young.
- ✓ Majority of the sample that counts for 79.5% were male, while female count for 20.5%. males inclines to dominate the Bank's population,
- ✓ All of the respondents have B.A. degree and above qualifications, which entails that they have enough understanding about the Bank's corporate culture and related issues.
- ✓ 72% of the respondents have below 5 years of experience. This infers that the new blood infused to the Bank is higher.
- ✓ 42.1% are single, while 57.6% are married.
- ✓ The mean score of Mission dimension of corporate culture is 4.00, which is the highest among the other dimensions.
- ✓ . Employee engagement shows that majority of employees are engaged
- ✓ The mean score of Employee engagement shows that majority of employees are engaged

- ✓ The mean score of employee engagement infers that the majority of the respondents agreed on the measuring statements of employee engagement and that the majority of employees are engaged.
- ✓ As inferred from Pearson coefficient, all the dimensions of corporate culture are positively related to employee engagement, with level of significance at $p < 0.01$
- ✓ Regression analysis infers that 77.2% variation in employee engagement is explained by corporate culture. The significance value of F statistics shows a value .000, and $p < 0.05$ assures that the model is significant.
- ✓ The absence of Multicollinearity is assured by tolerance values greater than 0.1 and VIF value less than 10.
- ✓ Consistency is the most contributing factor in predicting employee engagement with a beta value of .324. This means, when consistency is increased by one unit, employee engagement will increase by 32.4%.
- ✓ All dimensions of corporate culture have positive relationship with employee engagement and thus all of alternative hypothesis are accepted.

5.2. Conclusions

The aim of this research paper is to find out the effect of corporate culture on employee engagement. Accordingly, the following conclusions are drawn from the findings.

Consistency is the most contributing factor in predicting employee engagement, as shown in the finding of the study. Therefore, this implies that, as the bank uphold its core values more, maintain the current strong culture expressed in its values, beliefs and norms as well as keep consistent approach in daily business, it will make its employees to be more engaged.

Next to consistency, mission is found to be more contributing factor in predicting employee engagement. Informing its employees about its strategy, continually monitoring its progress as well as the presence of shared vision among employees makes employees to be more engaged.

The mean scores for the statement under involvement sub section, which says decisions are made at the levels where right information is available, capabilities of employees are viewed as an important source of competitive advantage are relatively higher.

Adaptability is also found to have significance value in predicting employee engagement. This implies that as the bank has convenient environment for employees to adapt, the employees' level of engagement will increase.

5.3. Recommendation

The researcher commends the following recommendations for the Bank so as to enhance the further engagement of employees that would in return help to boost its competitiveness. Hence, based on the research findings and the consequent conclusions drawn, the following recommendations are forwarded that are believed to improve the Bank's employee engagement.

- Consistency shall be highly maintained as it is found to be the most contributing factor to employee engagement. The Bank should uphold its strong culture expressed in its values, beliefs and norms. The consistent approach to perform daily task shall also be kept in order to engage employees.
- The Bank would boost employee engagement if it works hard on the four dimensions of mission, involvement, consistency and adaptability dimensions of corporate culture. Particularly, it need to give due emphasis to mission dimension of corporate culture, as inferred from the findings. It should keep on informing employees about its strategy, clarify its mission and the long term direction of the bank, so that employees will be more engaged and willing to go extra mile for the Bank to be profitable.
- The Bank should keep on involving employees to its decision making to maintain the current level of engagement. Respondents' mean score of team work is higher than other statements listed in involvement trait sub section. Thus, team work should be kept ahead since employees value team work most. The mean scores for the statement which says, authority is delegated so that employees can act on their own as which says the Bank continually invests in developing skills of employees are found to be lower. Hence, employees should be empowered to make decisions, and should be delegated so that they can make decisions on their own.

- Being responsive to change shall be given due emphasis, which is the sub section of adaptability dimension. Cooperation among different branches and department shall be encouraged, though it has no relationship with engagement.
- Overall employee engagement score shows most of employees are engaged to their work. Nevertheless, the mean score for the statement that assert the presence of someone who encourages employees' development as well as who talks them about the progress they made has lower mean score. Thus, the management needs to encourage and appreciate the progress its employees made in order to boost their level of engagement. The mean score of receiving recognition or praise for doing good work weekly is also lower than the rest. Thus, the culture of give due acknowledgement would also improve level of engagement.

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Annex

Addis Ababa
University
(Since 1950)



**A Questionnaire on
The Effect of Corporate Culture on Employee Engagement**

Dear Respondent,

I am Yokabed Sisay, Human Resource Management Post Graduate student in Addis Ababa University, School of Commerce.

This questionnaire is intended to analyze the effect of Dashen Bank's corporate culture on employee engagement. It is intended for academic research and will never be used for any other purpose.

Hence, your earnest response highly appreciated for the effective completion of the research being undertaken. Your participation is voluntary. Your feedback to the questionnaire is kept strictly confidential.

Thank you!

Part 1: General Profile (encircle the letter of your choice)

1. Age : A. 18 - 25 B. 26- 35 C. 36 - 45 D. 46 and above

2. Gender: A. Female B. Male

3. Highest educational level obtained:

A. Diploma / Level IV B. First Degree C. Masters and above

4. How long have you been in this Bank? _____

A. months - 5 Years B. 6 years – 10 Years C. 11 years – 15 Years
D. above 15 years

5. Marital Status; A. Single B. Married C. Divorce D. Widow

6. Employment Group: A. Top Management B. Middle and Line Management C.
Professional

Part II – Corporate Culture of Dashen Bank

Please encircle the number of your choice

Traits of Dashen Bank Corporate Culture	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
I. INVOLVEMENT					
Empowerment					
Decisions are made at the levels where right information is available	1	2	3	4	5
Employees are involved in decision making at their level	1	2	3	4	5
Information is widely shared enabling employees get the information they need	1	2	3	4	5
Team Orientation					
Employees perform their duties like they are part of a team	1	2	3	4	5
Team work is used to get work done, rather than hierarchy	1	2	3	4	5
Cooperation across different parts of the organization is encouraged	1	2	3	4	5
Capability Development					
The bank continually invests in developing skills of employees	1	2	3	4	5
The capabilities of Employees are viewed as an important sources of competitive advantage	1	2	3	4	5

Authority is delegated so that employees can act on their own	1	2	3	4	5
II. Consistency	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
Core Values					
Leaders “walk the talk”	1	2	3	4	5
The Bank’s values and norms are consistent	1	2	3	4	5
There is ethical code of conduct that guide employee behavior	1	2	3	4	5
Agreement					
The bank has strong culture expressed in its values, beliefs and norms	1	2	3	4	5
If disagreement occur, employees work hard to reach a “Win-Win” solution	1	2	3	4	5
There is clear agreement regarding the right way and the wrong way to do things	1	2	3	4	5
Coordination and Integration					
Employees from different department/branches share a common perception	1	2	3	4	5
The approach to perform daily task is very consistent	1	2	3	4	5
Working with someone from another department is the same as working with someone within the department/branch	1	2	3	4	5
III. Adaptability	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
Creating Change					

The Bank is very responsive to change	1	2	3	4	5
Different Department/Branches cooperate to create change	1	2	3	4	5
The Bank responds well to the action of competitors	1	2	3	4	5
Customer Focus	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
Customers' comment leads to change and influence decision making	1	2	3	4	5
Employees understand customers wants and needs	1	2	3	4	5
Customers input directly influences the Bank's decision	1	2	3	4	5
Organizational Learning					
The Bank encourages innovation and risk taking	1	2	3	4	5
Learning is an objective in a day to day work of the Bank	1	2	3	4	5
One department/Branch is informed what is done by the other	1	2	3	4	5
IV. Mission	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
Strategic direction and Intent					
The bank has informed its employees about its strategy	1	2	3	4	5
There is clear mission that gives meaning and direction	1	2	3	4	5
There is long term direction of the Bank	1	2	3	4	5

Goals and Objectives					
The goals and objectives are realistic	1	2	3	4	5
The Bank continuously monitor its progress	1	2	3	4	5
There is widespread agreement about the goals of the Bank	1	2	3	4	5
Vision					
Employees have a shared vision of what the Bank will look like in the future	1	2	3	4	5
Managers have a long term view point	1	2	3	4	5
Short term demands are met without compromising long term demands	1	2	3	4	5

Source: adopted from Denison (2011)

Part III. Employee Engagement

Employee Engagement	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
I know what is expected of me at work	1	2	3	4	5
I have materials and equipment needed to do my work	1	2	3	4	5
I am given the opportunity to do my best everyday	1	2	3	4	5
I have received recognition or praise for doing good work in last seven days	1	2	3	4	5
There is someone at work who encourages my development	1	2	3	4	5

At work, my opinions seem to count	1	2	3	4	5
The mission/purpose of my company makes me feel my Job is important	1	2	3	4	5
My associates/colleagues are committed to do quality work	1	2	3	4	5
I have best friend at work	1	2	3	4	5
In last six months, someone has talked to me about my progress	1	2	3	4	5
My supervisor cares about me as a person	1	2	3	4	5
In the last year, I had opportunities to learn and grow	1	2	3	4	5

Source: Gallup Q12 (2012)