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**Factors Affecting Employee Engagement at Berhan Bank In
the case of Central Addis Ababa District**

*A Thesis submitted to School of Graduate Studies of Addis Ababa University College
of Business and Economics in Partial Fulfillment of The Requirements for the Award
of Master of Science in Management*

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June 2023
Addis Ababa

DECLARATION

I declare that this study entitled Factors Affecting Employee Engagement at Berhan Bank in the case of branches under Central Addis District is my original work and has not been submitted to any other Institution or University other than the Addis Ababa University College of Business and Economics. This Thesis has been presented for Examination with my Approval as the appointed Advisor, and that all sources of materials used for the study have been duly acknowledged.

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Factors Affecting Employee Engagement

CERTIFICATE

This is to certify that the thesis entitled: "Factors Affecting Employee Engagement at Berhan Bank in the Case of Branches under Central Addis Ababa District" submitted to Addis Ababa University for the award of the Degree of Masters of Science in Management. Quality Management and Organizational Excellence is a record of genuine research work carried out by **Meeraf Simret** under my guidance and supervision. Therefore, I hereby declare that no part of this thesis has been submitted to any other university or institution for the award of any degree or diploma.

Advisor's Name

Signature

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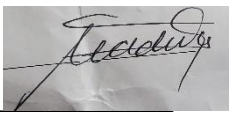
8th June 2023

**ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
SCHOOL OF GRADUATE STUDIES**

**FACTORS AFFECTING EMPLOYEE ENGAGEMENT: AT BERHAN
BANK IN THE CASE OF CENTRAL ADDIS ABABA DISTRICT**

BY: MEERAF SEMRET HAILEMARIAM

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List of Acronyms

BB- Berhan Bank S.C.

CAAD (central Addis Ababa District)

OCB (organizational citizenship behavior)

SDT (self determinant theory)

STD-Self- determination theory

VIF- Variance inflation factor

Multiple linear regression (MLR)

Abstract

Based on social exchange theory, this study reports on findings linked to factors that affect employee engagement in the case of Berhan Bank S.C. Descriptive and cross-sectional survey research designs were used, as well as a quantitative research approach. The sampling method was utilized to collect data from the bank's managers, professionals, clerical and non-clerical staffs on the Bank of Central Addis Ababa District. As a result, 266 questionnaires were issued, with 211 returned and used for the further study. The collected data was analyzed using SPSS software version 20, descriptive statistics (frequency, mean and standard deviations) and inferential statistics (correlation and regression analysis) were utilized to examine the collected data. As a result, the four independent variables influence employee engagement in a positive and meaningful way. This study, however, has limitations because the research project utilized descriptive, cross-sectional, quantitative, small sample size, and only four independent components, which is a significant constrain. As a result, future research may take a large-scale longitudinal strategy, focusing on Ethiopia's banking sector and incorporating a number of criteria that may aid in understanding staff engagement. Overall, the four independent variable (job characteristics, reward and recognition, perception of organizational justice, and perception of organizational support) have a significant effect on employee engagement according to the findings, this had a favorable and considerable impact on employee engagement. As a result, Berahn Bank S.C. should prioritize reward and recognition, perception of organizational justice and perceived organizational support to increase employee engagement and provide adequate attention to how to inspire, be proud of and be enthusiastic about their work in order to gain critical competitive advantages and success, such as higher productivity and lower employee turnover.

Key words: Job Characteristics, Reward a& Recognition, Perception of organization justice and Perceived Organizational Support, Employee Engagement.

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

In recent years, employee engagement has become a prominent topic. Despite this, there is a lack of critical academic research on the subject, and little is known about how management might promote employee engagement. Although there is a lot of attention and complexity in dealing with engagement. There is currently no agreement in definition, with involvement operationalized and quantified in a variety of methods. S. Kular, M. Gatenby, C. Rees, E. Soane, and K. Truss (2008). A review of the literature on employee engagement.

Employee engagement is a relatively new concept in academic literature, but it is becoming increasingly popular in reality. Employee engagement proponents assert a strong positive association between engagement and business performance, both at the company and individual levels, with results such as retention, productivity, profitability, and customer loyalty and satisfaction. Employee engagement is a title used by corporations such as AMD, Travelport, and Avis/Budget. Towers Watson, Pricewaterhouse Coopers, and Watson Wyatt Worldwide are among the consulting organizations that provide services to assist businesses monitor and enhance employee engagement. Employee engagement professionals can join a variety of professional networking groups on platforms like Linked-In.

Nonetheless, despite public appeal and a plethora of research articles, there is no agreement on what employee engagement is or how it should be measured (Attridge, 2009; Cowardin-Lee and Soyalp, 2011; Macey and Schneider, 2008; Marcos and Sridevi, 2010; Standar and Rothmann, 2010). The authors ascribe the lack of agreement to the haphazard manner in which the concept evolved, coming as much from practitioner experience as from scholarly research. Relationships between engagement and its antecedents and effects cannot be experimentally examined in the lack of unified

conceptualization and measurement, and neither scholars nor practitioners can fully yoke the advantage of employee engagement.

Furthermore, there is no consistent method for gauging employee engagement. Scholarly instruments, such as the Utrecht Work Engagement Scale (Schaufeli and Bakker, 2003), measure specific subdimensions of engagement, but no widely acknowledged tool measures the construct when defined beyond work engagement (Macey and Schneider, 2008; Markos and Sridevi, 2010). Employee engagement is measured using a variety of tools, including the Gallup 12-item Worker Engagement Index (Gallup, 2012), the Towers Perrin's Global Workforce Study (2003), and proprietary instruments found in consulting offerings from companies such as Valtera Corporation, Hay Group, Pricewaterhouse Coopers, and Silk Road.

Different definitions of worker engagement exist. An engaged employee is one who generates outcomes, does not change jobs frequently, and is the company's ambassador at all times. According to Hay Group, engaged employee performance is "a result achieved by stimulating an employee's enthusiasm for work and redirecting it toward organizational success." This outcome is only possible when an employer provides employees with an implicit contract. Correspondence author Indian Journal of Science and Technology, Vol 9(15), April 2016, DOI: 10.17485/ijst/2016/v9i15/92145 ISSN (Print): 0974-6846 ISSN (Online): 0974-5645 Employee Engagement: A Review Paper on Employee Engagement Factors that exhibit Indian Journal of Science and Technology 2 Vol 9 (15) | April 2016 | www.indjst.org

As a result, the focus of this study will be on determining the elements that influence employee engagement at Berhan Bank. This study attempted to fill that gap by identifying major factors of employee engagement and investigating the influence they have on employee job satisfaction. As there are too many factors to list and study on each one, this study mentioned some of them that the researchers believe are more relevant, namely (Job characteristics, Rewards and recognition, Perceived Organizational support, and Organizational justice), as shown in previous studies, were chosen to test their effect on employee engagement on job performance.

1.2. Statement of the Problem

Employee engagement and job performance appear to be a focus of business entrepreneurs and academic scholars, as well as contemporary business concerns. (Ikon, M., and C. Chika (2017).

Employee engagement has grown in popularity over the last 20 years, yet it is still poorly defined and understood. Despite the fact that much has been published about the issue, little thorough academic research has been conducted. This chasm has resulted in a disconnected approach to analyzing and developing employee engagement strategies across firms. Brad Shuck and Karen Wollard (2009)

Recent trends indicate that firms place a high importance on maintaining employees rather than attracting top talent (Wang, 2016). As a result, major organizational resources are pouring toward assuring greater employee commitment and engagement, through which organizations can easily secure the greatest skills of their employees in order to fulfill organizational goals (Ikon & Chukwu, 2017).

There is a strong business rationale for an engaged workforce, as well as a strong 'people' case. As a result, the vast majority of the world's most recognized organizations believe that their efforts to engage people can result in a strategic advantage. Employees who are engaged have a link with their firm, are proud to work there, and will go out of their way to help the company achieve its goals. Employees that are engaged are more likely to stay with the company and become advocates for it. They devote themselves fully in their responsibilities and work in a way that maximizes their personal efficiency, which can have a good effect on their health and well-being by being more committed, satisfied, and productive. Their entire impact can be seen.

In Ethiopia's current banking industry, it is recognized that the computation among these commercial banks rises to the highest series. Even foreign banks looking to operate in Ethiopia are concerned that it may allow for some mergers with private banks. Furthermore, the staff turnover in these newly established institutions should be considered, and thus employee engagement takes precedence above organizational

success. Employee engagement is the single most important aspect in achieving corporate goals, and hence there are factors that influence employee engagement.

Employee engagement is critical for the banking industry's service quality and client retention initiatives. The reasons for doing this research are the increased competitiveness in Ethiopia's banking business and the various initiatives done by the banks.

Therefore, the study intends to investigate factors affecting employee engagement and, more specifically, what factors affect employee engagement of a selected private bank.

1.3. Research Questions

The study will be guided by the following key research questions

- Are employees of Berhan Bank S.C. engaged or not?
- What factors affect employee engagement at Berhan Bank S.C. employees

er

1.4. Research Objectives

1.4.1. General objectives

- The general objective of the research is to examine and determine what factors affect employee engagement.

1.4.2. Specific objectives

The specific objectives of the research are:

- To examine the factors that affecting employee engagement at Berhan Banks S.C.(job characteristics, reward & recognition, perceived organizational justice, perceived organization support)
- To examine the employee are engaged at Berhan Banks S.C.

1.5 Scope of the Study

Several writers and researchers have proposed several drivers of employee engagement, which cover a wide range of elements (Kahn, 1990; Saks, 2006), and it is challenging to effectively conceptualize aspects influencing employee engagement. This study, on the other hand, concentrated on the four main factors influencing employee engagement, which are Job characteristics, Rewards and recognition, Perceived Organizational justice, and Perceived Organizational support, all of which are thought to have a significant impact on employee engagement at Berhan Bank S.C.

The survey has also been limited to Berhan Bank S.C. employees operating at branches located under the central Addis Ababa District in Addis Ababa because the Bank employs more than 5000 people and has more than 350 branches dispersed around the nation. Even if its scope excludes employees working outside of Addis Ababa, sample representativeness would not be a significant challenge for the research because almost half of the branches and districts are located in Addis Ababa.

1.6. Limitation of the Study

The cross-sectional design of this study allows for the measurement of the variables at a particular moment in time. Therefore, the research has not taken into account any changes in the study's variables over time. A key weakness of the study may be the inadequacy of prior research regarding factors affecting employee engagement as well as time and cost constraints, respondent disinterest in providing timely responses, and the absence of adequate empirical and theoretical literature. Additionally, to the variables chosen by the study (job characteristics rewards and recognition, perceived organizational support, and organizational justice), many additional variables also have an impact on employee engagement. Therefore, it may be viewed as a limitation not to take into account the other factors that affect employee engagement.

1.7. Organization of the Study

There are five chapters in the research report. The topic to be investigated, the aims, significance, limitation, and delimitation of the study are all included in the first chapter's discussion of the investigation's background. The theoretical and empirical reviews of the relevant literature and the conceptual framework for the investigation are highlighted in Chapter 2 of the work. The methodologies and research strategy employed in this study are described in detail in the third chapter. The study's findings and analyses are presented in the fourth chapter using information gathered from both primary and secondary sources. The fourth chapter will also include the findings of the descriptive statistics, correlation analysis, and regression analysis. Chapter 5 discusses recommendations for action based on the key findings of the study.

1.8 Definition of terms and concepts

Employee Engagement: the degree to which employees invest their cognitive, emotional, and behavioral energies toward positive organizational outcomes. The mental and emotional connection that employees feel toward their work, team, and organization.

Job characteristics: a model that attempts to characterize the basic parameters of a job as they affect the psychological state of the employee, especially with regard to motivation,

Rewards and recognition: a system where people are acknowledged for their performance in intrinsic or extrinsic ways. Recognition & Reward is present in a work environment where there is appropriate acknowledgement and appreciation of employees' efforts in a fair and timely manner.

Organizational justice: Organizational justice leads to fair treatment and ethical behavior within an organization. Refers to employee perceptions of fairness in the workplace.

Perceived Organizational support: the extent to which an organization provides the resources, communication, reinforcement, and encouragement to enable employees to improve well-being. The degree to which employees believe that their organization values their contributions and cares about their well-being and fulfills socioemotional needs.

LITERATURE REVIEW

INTRODUCTION

The theoretical and empirical literature review on employee engagement is covered in this part. The study will review a variety of academic works to discuss employee engagement concepts and definitions, major sources of employee engagement. Finally, the conceptual framework and hypothesis will be presented in the final section of the literature review.

2.1 Evolution of Employee Engagement and its Definition

2.1.1 Evolution of Employee Engagement

The majority of references link survey companies and consultants to employee engagement. It is not as well accepted as an academic concept. The idea has been discussed in the literature for almost 20 years (Rafferty, Maben, West, and Robinson, 2005; Melcrum Publishing, 2005; Ellis and Sorensen, 2007), making it relatively new for HRM.

Employee engagement is a notion that derives from two ideas that have been studied empirically and received academic recognition: commitment and organizational citizen behavior (OCB) (Robinson, Perryman, and Hayday, 2004; Rafferty et al., 2005). The two principles mentioned above and employee involvement overlap and have commonalities.

Even though it may seem that commitment and OCB (organizational citizenship behavior) overlap, Robinson et al. (2004) claim that neither concept adequately captures two aspects of engagement: its two-way nature and the degree to which engaged employees are expected to have some level of business awareness. Organizational citizenship behavior (OCB) is a term used to describe all the positive and constructive employee actions and behaviors that aren't part of their formal job description, according to Rafferty

et al. (2005). They do this on the grounds that engagement clearly shows that it is a two-way mutual process between the employee and the organization.

2.2 Definition of Employee Engagement

There isn't a single, widely acknowledged definition of employee engagement as of yet. This is clear from the definitions of the term offered by three reputable research institutions in the field of human resources, let alone by individual researchers. Here are the explanations:

According to Perrin's Global Workforce Study from 2003, the definition of a successful employee is "employees' willingness and ability to help their company succeed, largely by providing discretionary effort on a sustainable basis." The study found that a variety of elements, including both emotional and intellectual aspects of employment and the entire work experience, have an impact on engagement.

Employee engagement is defined by the Gallup organization as involvement in and excellent for the job. Dervovsek (2008) mentions Gallup and compares employee engagement to a strong sense of responsibility and attachment among workers.

Employee engagement is described as "a positive attitude held by the employee towards the organization and its value" by Robinson et al. (2004). An engaged employee is conscious of the organizational context and collaborates with coworkers to enhance job performance. A two-way interaction between the employer and the employee is necessary for the business to build and nurture engagement. Employee engagement, according to the judgment and definition provided by the Institute of Employment Studies, is the outcome of a two-way relationship between the employer and the employee, highlighting the fact that both parties have work to do.

Fernandez (2007) also draws a distinction between employee engagement and job satisfaction, arguing that the former is not the same as the latter and that since managers cannot rely on employee satisfaction to help retain the best and the brightest, the latter becomes a crucial concept. The willingness to invest oneself and increase one's

discretionary effort to help the employer succeed is what defines engagement, which goes beyond simple satisfaction with the employment arrangement or basic loyalty to the employer (BlessingWhite, 2008). Other researchers include job satisfaction as a component of engagement, but it can only reflect a superficial, transactional relationship that is only as good as the organization's most recent round of benefits and bonuses.

Therefore, by balancing maximum job satisfaction and maximum job contribution, the entire engagement equation is reached. Executive director of Towers Perrin Stephen Young makes a distinction between job happiness and engagement, arguing that only engagement—not satisfaction—is the best indicator of organizational effectiveness (Human Resources, 2007). Recent studies also show that employee commitment and organizational citizenship behavior (OCB) are significant components and predictors of employee engagement. Employee commitment is conceptualized as positive attachment and willingness to exert effort for the success of the organization. It also includes feeling proud of belonging to that organization and identifying with it. December 2010 publication of *International Journal of Business and Management*, Vol. 5, No.

A significant portion of employees are disengaged, skeptical of organizational initiatives and communications, and more likely to engage in contagious negativity, according to global surveys conducted by research firms and survey houses (Dernovsek, 2008; Perrin, 2003; Ellis and Sorensen, 2007; BlessingWhite, 2008). These surveys have a flaw in that they gauge employee engagement using their own things. Perrin, 2003, Ellis and Sorensen, 2007, and Dernovsek (2008) are just a few of the publications that provide information on measuring employee engagement. Robinson et al. (2004), Cohen and Higgins (2007), Perrin (2004), and Ellis and Sorensen (2007) also provide information on measuring a variety of components. Future studies are anticipated to define employee engagement clearly and identify its characteristics.

2.3. Concepts and Operational Definition of Employee Engagement

Employee engagement has grown in popularity (Robinson Perryman & Hayday, 2004). According to Saks (2006), the majority of what has been published about employee engagement may be found in practitioner journals, where it has a practical base rather than theory and empirical study.

To make matters worse, employee engagement has been characterized in a variety of ways, and the definitions and metrics frequently sound similar to other well-known and established conceptions such as organizational commitment and organizational citizenship behavior (Robinson et al., 2004). A number of definitions have been presented in the academic literature. Personal involvement, according to Kahn (1990), is the harnessing of organization members' personalities to their work roles; through engagement, people employ and express themselves physically, cognitively, and emotionally during role performances. "Personal disengagement" refers to "the decoupling of selves from work roles; in disengagement, people withdraw and defend themselves physically, cognitively, or emotionally during role performances."

According to Gallup, employee engagement can be divided into engaged employees, non-engaged employees or disengaged employees. The engaged employee is one who is delighted to perform their job, is passionate about it, is energetic, and goes the additional mile for the organization's progress, whereas the non-engaged or disengaged employee is one who is still working but has no interest for the job and is always inactive. As a result, analyzing both academic and practitioner understandings of employee engagement could contribute to our understanding of how employee engagement is understood, as well as whether or not employee engagement is a meaningful concept that merits additional academic research to strengthen its theoretical foundations and practical application.

2.4. Theoretical Review

2.4.1. Self-Determination Theory

Deci and Ryan (1985) formally presented the theory of work engagement, SDT, in the mid-1980s to investigate employee motivational elements. Deci and Ryan created the SDT, which has been used in professional and academic employee engagement studies. SDT is concerned with natural or inherent tendencies to behave in healthy and successful ways. The SDT and the essence of job engagement are linked by employee engagement and human behaviors (Deci & Ryan, 1985).

The ability to control personal behaviors and goals determines an employee's level of involvement. Disengagement and personal engagement are linked to the SDT in the sense that an employee's behavioral state is a primary motivator for showing conduct at both the professional and personal levels.

Employee engagement has an impact on an organization's productivity. Job satisfaction is related to an employee's motivation level. Employee motivation is also affected by their emotional condition (Deci & Ryan, 1985). Employees who retreat and hide their identities, thoughts, and feelings become disengaged and defensive, which has a negative impact on work performance (Deci & Ryan, 1985).

2.4.2. Job burnout theories

This engagement idea is based on research on job burnout. Maslach et al. (2001) examined job engagement as an enlargement of the burnout construct, noting that engagement is the inverse of burnout in a study of the job burnout literature. They also proposed that the opposite pattern of scores on the three Maslach-Burnout Inventory (MBI) characteristics can be used to gauge involvement.

Workload, control, rewards and recognition, community and social support, perceived fairness, and values, according to Maslach et al. (2001), are the major organizational antecedents of burnout. The larger the disparity or mismatch between the person and these six areas, the more likely burnout. Conversely, the better the match or fit between a person and these six elements of organizational life, the more engaged they are.

In other words, engagement is linked to a manageable workload, feelings of choice and control, appropriate recognition and reward, a supportive work environment, fairness and justice, and meaningful and valued work. Maslach and Leiter (2008) discovered some support for their theory in terms of workplace fairness perception. This method also shows that engagement, like burnout, modulates the association between these six work-life elements and work attitudes (e.g., job satisfaction, organizational commitment) as well as stress-related health effects. In other words, mismatches cause burnout, whereas matches cause engagement, and engagement and burnout cause job and health results.

2.4.3. Social Exchange theory

Social exchange theory (Cropanzano & Mitchell, 2005; DeConinck, 2010) is a common theoretical paradigm for evaluating workplace relationships and employee attitudes. Saks (2006) contends that social exchange theory provides a more solid theoretical foundation for explaining employee engagement. Many authors (Cropanzano & Mitchell, 2005; Emerson, 1976; Ward & Berno, 2011) believe that these duties are generated through a series of encounters between people who rely on each other. According to Saks (2006), increasing one's level of participation is a means via which people can give back to their company. Employees, in other words, will engage to varying degrees in response to the resources offered by their company. Investing more cognitively and totally immersing oneself in one's professional roles.

Employees find it more difficult to alter their levels of job performance because performance is frequently examined and utilized as the foundation for salary and other administrative decisions. As a result, employees are more likely to trade their participation for resources and benefits supplied by their employer (Saks 2006). As supporters of this idea, Robinson et al. (2004) explained the two-way qualities of that employee engagement that is based on reciprocity.

As a result, firms can learn what is required to engage people in their work as part of their position in order to meet their particular demands. In regard to this, Schaufeli (2013) provided instances of how employees react in exchange for benefits from their firm, such as competitive salary, personal development possibilities, public acclaim, and so on. In

other words, as a recent addition to this theory, dependency necessitates a bidirectional trade in which "something has to be given and something returned" (Cropanzano & Mitchell, 2005).

Employees have social exchange ties with their coworkers, customers, suppliers, direct supervisors, and organizations (Masterson et al., 2000). Employees reciprocate the socioemotional benefits they receive from each of these interactions, which have cognitive, emotional, and behavioral consequences (Blau, 1964; Cropanzano & Mitchell, 2005). These interactions culminate in an employee's motivation to repay favors to their organization and direct supervisor (Cropanzano & Mitchell, 2005). Although there are several theories that explain the relationship between employee engagement and its antecedents, this study primarily focused on social exchange theory because it was discovered to have a good theoretical foundation for understanding employee engagement. According to Saks (2006), the Social Exchange Theory viewpoint is that employees who are given enriched and demanding occupations feel obligated to respond with higher levels of involvement.

2.5. Factors affecting Employee Engagement

There are numerous elements that drive employee engagement, and a few of them, which are the study's focus areas, are briefly mentioned below.

2.5.1. Job characteristics

According to Kahn (1990), it is more probable to engage employees in a task when it is accompanied by traits that most excite them. These features are as follows: Workers commit to finding answers to a difficult task when they face a challenge.

- Variety - Significantly complicated projects requiring a variety of talents frequently elicit employee devotion;
- Personal discretion – The ability to make individual judgments about how tasks are accomplished is also critical to ensuring employee engagement.
- Opportunity for important contributions – Employees are frequently ecstatic when they realize how they may contribute to corporate success.

Employees who carry out duties with more of the aforementioned attributes are more likely to be active in their work. According to Castellano (2015), the five primary features of job characteristics have a positive effect on employee response. These dimensions are task identity, task relevance, autonomy, and feedback. The majority of these dimensions are comparable to those outlined by Kahn (1990). According to Castellano (2015), employees who reported a significant presence of those characteristics had a high degree of motivation, convenience, and presence at their workstation. As a result, based on the evaluated literature and the premises of the social exchange theory, the researcher proposes the following hypothesis:

Hypothesis 1: High job characteristics have a significant effect on employee engagement.

2.5.2. Reward and Recognitions

There are numerous ways to categorize rewards, according to Mahapatra (2009). The contrast between extrinsic and intrinsic rewards is extensively discussed. Extrinsic rewards, which are mostly monetary in nature, are given to employees in the form of wage increases, bonuses, and benefits. They are considered extrinsic because they exist outside of the job and are regulated by others in terms of magnitude and availability. Intrinsic incentives are psychological benefits provided to employees for performing meaningful work well (Mahapatra, 2009). While intrinsic rewards are vital, they take precedence in organizations where work is more repetitive and bureaucratic. When choosing a job, most people evaluate earnings, and unequal pay can be a big barrier.

Armstrong (2010) defines acknowledgment as "an appreciation shown to individuals for their achievements, either informally on a daily basis or through formal arrangements." It can happen silently between managers and individuals in their teams, or it can be visible success celebrations. According to Kahn (1990), people's participation varies according to their perceptions of the rewards they obtain from a role. According to Saks (2006), external rewards and recognition, in addition to meaningful work, can provide a sense of return on investment. As a result, one may expect employees to be more engaged at work if they feel more rewards and acknowledgment for their performances in their roles. According to Social Exchange Theory, when employees receive rewards and recognition,

they are more likely to work. As a result, based on the evaluated literature and the premises of social exchange theory, the researcher proposes the following hypothesis.:

Hypothesis 2: Rewards & Recognition have a significant effect on employee engagement

2.5.3. Perceived Organizational Justice

- Greenberg (1987) defines organizational justice as employees' perceptions of the behaviors, choices, procedures, and actions of the organizations with whom they work for, and how this affects their job-related behaviors. Organizational justice provides a descriptive understanding of how employees judge whether an organization's activities are fair, unbiased, and ethical. As a result, objective evidence on organizational justice is impossible to obtain because it is more likely appraised in the minds of individuals about the legitimacy of organizational acts. Colquitt (2001) expanded on organizational justice by introducing four dimensions:
 - **Procedural justice** – Cropanzano et al. (2007) define fairness and impartiality as the fairness and impartiality of organizational procedures and their application throughout the organization.
 - **Distributive justice** – addresses the differential distribution or allocation of a specific decision or outcome of action across employees based on where each employee is located in the organization (Pilvinyte, 2013).
 - **Interactional justice** – where employees believe the firm treats each and every employee equitably. Even though individuals may have an adverse effect as a result of organizational actions, the necessary concern, consideration, and kindness are reserved in the course of contact between organization and employees (Pilvinyte, 2013).
 - **Informational justice** – It's involved with how businesses impart essential details to their employees about specific decisions or actions. Supporting these actions/decisions to employees in a rational, timely, and evidence-based manner presupposes the existence of informational justice in a corporation (Cropanzano et al., 2007). According to Saks (2006), when employees have strong beliefs about justice in their business, they are more

likely to feel obligated to be fair in how they do their responsibilities through higher levels of engagement. Employees who have low fairness perceptions are more inclined to withdraw and disengage from their professional positions. Employees that have better perceptions of organizational fairness are more inclined to reciprocate with more organizational engagement, according to Social Exchange Theory (Saks, 2006). As a result, based on the evaluated literature and the premises of the social exchange theory, the researcher proposes the following hypothesis:

Hypothesis 3: perception of organizational Justice has a significant effect on employee engagement.

2.5.4. Perceived Organizational Support

Perceived organizational support depends on the "social exchange theory," which states that organizational supports have to be expected to have an equal impact on the attainment of organizational goals through motivated and valued employees. People who believe their organization honors their beliefs and cares about their needs are more likely to meet their commitments and contribute to the achievement of organizational goals (Usmani & Jamal, 2013). There is research that shows a favorable, significant, and direct association between perceived organizational support and how knowledge employees react in stronger dedication and involvement on their jobs (Liang & Zhang, 2015). As a result, based on the evaluated literature and the premises of the social exchange theory, the researcher proposes the following hypothesis:

Hypothesis 4: Perceived organizational support has a significant effect on employee engagement.

2.6. Levels of Employee Engagement

The Blessing white (2013) research update presents the following five levels of Employee Engagement

1. The Engaged: Contribution and satisfaction are both high. These employees are at the crossroads of personal and organizational goals. They totally contribute to the organization's success and feel considerable satisfaction in their employment. They are noted for their extra effort and dedication. When recruiters call, they politely end the conversation. Organizations must keep them engaged since they can transition to any of the three neighboring segments over time, which will have an influence on employee morale and the bottom line.

2. Almost Engaged: Contribution and satisfaction range from moderate to high. These personnel are an important category since they are excellent performers and are reasonably content with their jobs. They may not always have "great days at work," but they are aware of what those days entail. Businesses should invest in them for two reasons: They are highly employable and more likely to be enticed away; they have the smallest distance to travel to achieve full participation, which promises the greatest payout.

3. Honeymooners & Hamsters: High levels of enjoyment but low levels of contribution. Honeymooners is new to the company or their role, but they are delighted to be there. They have yet to hit their stride or properly comprehend how they may contribute most effectively. Moving them from this brief holding point to full alignment and production should be a top priority. Hamsters may be working hard, but they are essentially spinning their wheels, performing non-essential jobs that contribute little to the organization's success. Some may even be hiding out, curled up in their cedar shavings, happy with their situation ("retired in place"). If firms do not address them, other employees will be forced to work harder and may get disgruntled.

4. Crash & Burners: Contribution is high, but satisfaction is poor. These personnel are top producers who are disillusioned and even weary because they aren't fulfilling their personal definitions of success and fulfillment. They can be vehement about bosses making poor decisions or coworkers failing to do their jobs. They may leave, but they are more likely to take a break and work less hard, eventually falling down

the contribution scale and becoming disengaged. When they do, they frequently draw people around them down with them.

5. The Disengaged: Productivity and fulfillment are low. The majority of disengaged employees were not undesirable employees. They could yet be. They are also the most disengaged from company objectives, typically feel neglected and do not receive what they need from their positions. They are sensitive to lacking confidence and spreading negativity. The Disengaged are more willing to accept payment while complaining or looking for job if they are left alone. If they are unable to be trained or aligned to greater levels of engagement, they should go because it helps everyone, including themselves.

2.7. Employee Engagement Strategies

According to Markos and Sridevi (2010), in order to have engaged employees in any firm, managers must consider the ten elements listed below. These points are known as "tablets" since they are thought to cure employee disengagement diseases:

1. Start it on day one: Most businesses have well-defined novel approaches for acquiring strategies. They do, however, lack employee holding tactics. Effective recruitment and orientation programs are the first pillars to be laid on the first day of a new employee's employment. Managers must exercise caution while collecting potentially newly hired ability through efficient recruitment. The newly recruited worker should receive both general orientation, which is related to the company's mission, vision, values, policies, and procedures, as well as job-specific orientation, which includes his/her job duties and responsibilities, goals, and current priorities of the department to which the employee belongs, to enable him/her to develop realistic job expectations and reduce role conflict that may arise in the future. Following the recruiting decision, the manager must ensure role-talent fit when placing an employee in a specific position and make all managerial measures necessary to retain that talent inside the firm.

2. Start it from the top: Employee engagement necessitates dedication from management in the form of a defined mission, vision, and values. Employee engagement will never be more than a "corporate fad" or "another HR thing" unless those at the top

believe in it, own it, communicate it down to managers and employees, and improve their leadership. Employee engagement does not require empty promises from upper management, but rather a dedicated heart and action-oriented service. It necessitates "leading by example."

3. Enhance employee engagement through two-way communication: Managers must encourage two-way communication. Employees are not empty vessels into which you pour your ideas without giving them a chance to weigh in on matters affecting their career and lives. Clear and consistent communication of expectations creates the road for an engaged staff. Involve your employees and constantly value their feedback. Share authority with your employees through participatory decision making so that they have a feeling of belonging, enhancing their engagement in making it a reality.

4. Give satisfactory opportunities for development and advancement: Support creative thinking by offering people a greater degree of autonomy, so that employees have the opportunity to choose their own best way of accomplishing their job as long as they produce the anticipated outcome. control through results rather than trying to control all of the procedures that lead to that result.

5. Ensure that employees have everything they need to do their jobs: Managers are responsible to ensure that staff have all of the assets that they need, such as physical or material resources, financial resources, and information resources, to accomplish their jobs effectively.

6. Give employee's appropriate training: Provide suitable training to staff to help them refresh their knowledge and abilities. In general, it is believed that when employees learn more about their job, their confidence grows since they are able to operate without much supervision from their immediate bosses, which develops their self-efficiency and commitment.

7. Have strong feedback system: Companies should implement a system for performance management that holds staff members and managers responsible for determining their level of activity. Regular employee engagement evaluations assist in determining key factors by variables that persist people motivated. Following the

completion of the survey, it is recommended to identify all of the elements driving organizational engagement, then restrict the list of factors to focus on two or three categories. It is critical that employers begin with a focus on the elements that will have the greatest impact on employees and focus their efforts on enhancing those areas, as it may be impossible to address all issues at once. Managers need to act on the survey findings by developing action plans that are clear, quantifiable, and accountable.

8. Incentives have a part to play: Managers ought to establish both financial and non-financial incentives for employees who show greater workplace engagement. Several management theories have suggested that when employees receive more money, recognition, and praise, they tend to put in more effort at work. There should be a clear correlation between performance and staff incentives.

9. Build a distinctive corporate culture: Companies should foster a robust work culture in which managers' aims and beliefs are shared across all work areas. Companies that foster a culture of mutual respect by sharing success stories not only keep their current employees engaged, but they also instill this contagious attitude of work culture in new incoming employees.

10. Focus on top-performing employees: Recently, excellent firms have prioritized motivating their best employees. These firms provide what top performing employees request, which decreases high performing employee turnover and, as a result, contributes to top business performance.

2.8. Outcomes of Employee Engagement

Employee engagement is a major topic because of the link between critical employee and organizational outcomes. Employee engagement, according to Saks (2006), is related to individuals' attitudes, intentions, and behaviors, i.e., individuals who are more engaged are more likely to have a more trusting and high-quality relationship with their employer and are more likely to report more positive attitudes and intentions toward the organization. According to Halbesleben (2010), who conducted a meta-analysis of work engagement, engagement was found to be positively associated with positive outcomes at work, including a

stronger relationship between dedications - an identification-based component of engagement and commitment.

Furthermore, involvement was linked to higher commitment, health, performance, and decreased turnover intentions. Employee engagement, according to Bhatla (2011), has the following effect on employee performance: it builds passion and commitment, attracts more people like existing employees, creates a sense of loyalty, lowers attrition, increases productivity and morale, provides a high energy working environment, improves overall organizational effectiveness, and makes employees effective brand ambassadors for the company. According to Markos and Sridevi (2010), an engaged employee consistently exhibits three general characteristics that increase organizational performance.

- **Say:** Employees promote the organization to their coworkers and refer new employees and consumers.
- **Stay:** Despite offers to work elsewhere, the individual is adamant on being a member of the organization.
- **Strive:** The employee goes above and above in terms of time, effort, and initiative to contribute to the company's success. In conclusion, it can be shown that employee engagement has both individual and organizational results; consequently, organizations must pay attention to it and establish a favorable atmosphere for it in order to reap the benefits connected with having an engaged workforce.

2.9. Empirical Review

So far, a number of empirical studies on employee engagement have been conducted. Some of these are briefly discussed below. According to Saks (2006) results of the survey showed that the psychological conditions leading to organization and job engagement, as well as the consequences of each, are different. The study results also showed that perceived organization support predicted job and organization engagement; by comparison, particular job characteristics predicted individual job engagement. The researchers concluded that procedural justice predicted organization engagement and that job and organization engagement are both related to employee attitudes, intentions,

and behaviors. In particular, job and organization engagement predict job satisfaction, commitment to the organization. Ram and Prabhakar (2011) conducted research on the effect of employee engagement in work-related outcomes in Jordan's hotel business. The research demonstrated that the availability of four measurements, namely perceived organizational support, perceived supervisor support, total rewards, and the perception of distributive justice, contributes to employee engagement, which influences the degree of job satisfaction, organizational commitment, intention to continue with the the company, and elevated accountability toward work-related issues. Solomon and Sandhya (2010) explored the impact of organizational performance on employee engagement. In order to achieve employee engagement, the study recommended that firms seek to build two-way communication and provide possibilities for personal development. According to the study's findings, in order to ensure significant employee engagement, organizations must focus on making resources available to individuals on the job, providing opportunities for personal development, establishing a constructive feedback system and an incentive mechanism to promote best performance, and working toward a strong corporate culture. Sendaye kiros's (2020) study on employee engagement in an Ethiopian commercial bank discovers that job characteristics, organizational justice, leadership style, and perceived organizational support all have a significant effect on employee engagement. The study also suggests that providing adequate autonomy and challenging assignments, as well as paying attention to relationships and organizational justice, is critical in engaging employees to their work.

However, many empirical research findings indicate that employee disengagement in firms is on the rise. Cureton (2014) discovered a discrepancy between investments made to secure employee engagement and the amount of employee engagement, which resulted in revenue loss owing to employee disengagement notwithstanding resources contributed. According to consultant surveys, 14-30% of workers are involved in business operations (Schwartz et al.2007). Consider the Gallup research Kim et al. (2008), which surveyed hundreds of businesses to demonstrate how common and important this problem may be. According to survey data, 54% of workers were not engaged and 17% were actively disengaged. P. Turner (2020).

2.10. Conceptual frame work of the study

The following conceptual framework, which governs this specific study, was constructed based on an overall examination of linked literatures. It consists of four independent variables (work characteristics, incentives and recognition, perceived organizational support, and considered organizational fairness), with employee engagement as the dependent variable. The following diagram depicts the study's conceptual framework:

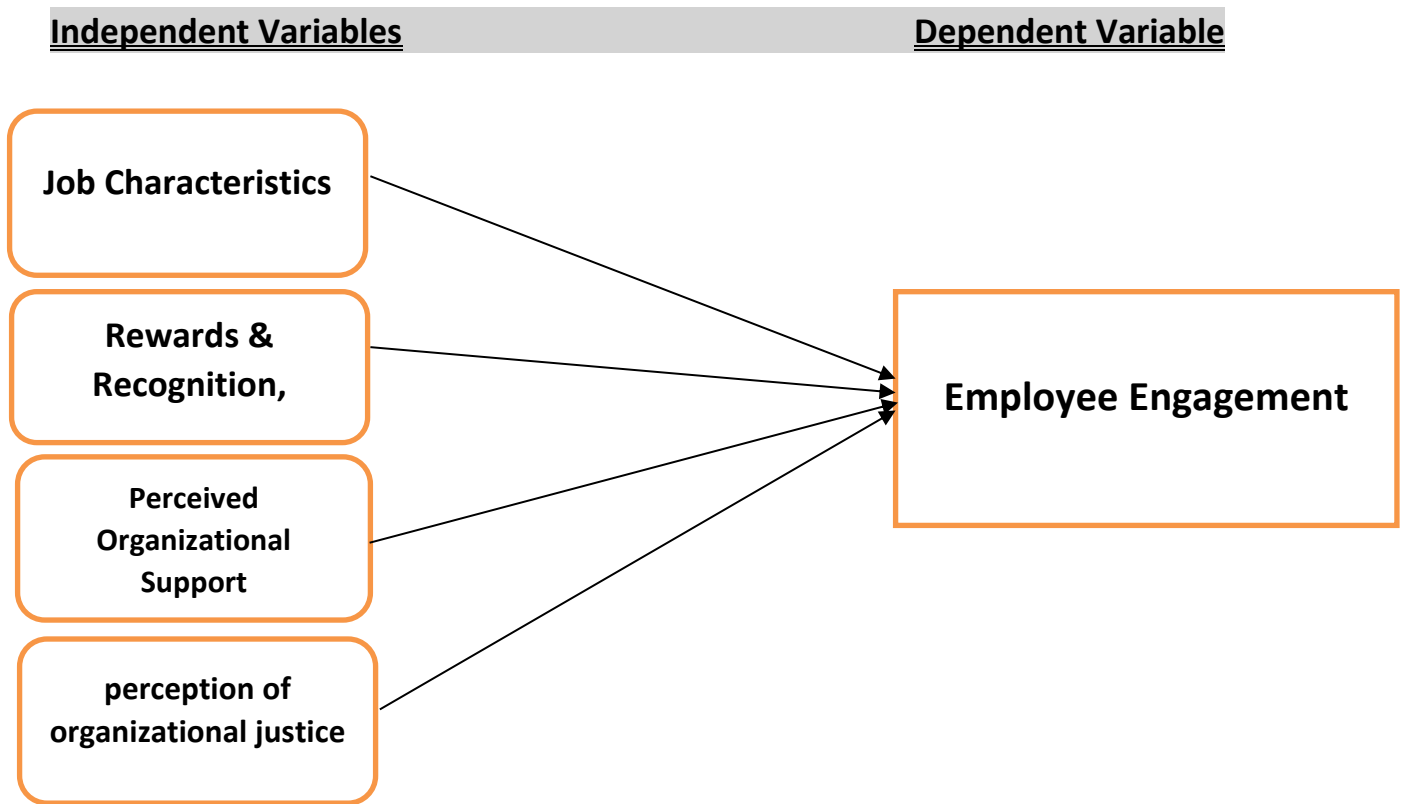


Figure 1. Proposed Conceptual Model
(Source: The researcher's Survey data output, 2023)

2.11. Summary of Hypothesis

H1: High job characteristics have a significant effect on employee engagement.

H2: Rewards & Recognition have a significant effect on employee engagement.

H3: Perception of organizational Justice has a significant effect on employee engagement.

H4: Perceived organizational support has a significant effect on employee engagement.

CHAPTER THREE

Research Design and Methodology

A research method is a method for explaining a research problem in a methodical manner. It can be defined as a science that studies how scientific research is conducted (C.R Kothari, 2004). In order to accomplish this, the following research design, approach, methodology, data sources, sample technique, sampling size, data collection instrument, and data analysis methods are described.

3.1 Research Design

Prabhat et al. (2015) defined research design as "the framework or plan for a study that serves as a guide in data collection and analysis." It is defined as "the arrangement of conditions for data collection and analysis in a manner that aims to combine relevance to the research purpose with economy in procedure" (Kothari 2004). He went on to say that research design is important because it helps the various research activities go smoothly, making research as efficient as possible in terms of generating most knowledge with the least amount of work, time, and money.

As a result, the research design for this study will be a descriptive and explanatory research design to describe the characteristics of the population, variables, and a cross-sectional field survey in which data is collected at a single point in time to analyze the relationship between independent variables (job characteristics, reward and recognition, organizational justice, and perceived organizational support) and the dependent variable (employee engagement). Independent and dependent variables are evaluated at the same time in cross-sectional field surveys using a single questionnaire (Anol, 2012). Furthermore, the study will employ a correlation design in order to determine the relationship between the study's dependent and independent variables. Correlational study seeks to determine whether there is a substantial relationship between two variables (Reid, 1987).

3.2 Research Approach

There are two types of research methods. Quantitative and qualitative research approaches are not superior to one another; it all relies on how the researcher wishes to conduct a study (Kothari 2004). Qualitative approaches seek to answer the "how" and "why" of a problem, and they typically employ unstructured data collection methods to do it. Quantitative approaches, on the other hand, use systemic standardized approaches such as a survey to address the "what" of the issue at hand. Given that all data collection approaches have limitations, the study will employ a solely quantitative research strategy (inferential type) to fulfill the aforementioned objectives, which will include the use of a questionnaire that will give predominantly descriptive and qualified data.

A study that uses a quantitative approach analyzes facts and data that are both descriptive and specific (Sekaran, 2003). According to Creswell (2003), a quantitative approach is one in which the researcher primarily uses positive claims to develop knowledge, that is the link between cause and effect among identified variables of interest, or it uses research methods like surveys and experiments and collects data using predetermined instruments that produce statics data. The study therefore used a quantitative research strategy.

3.4. Research Method

A survey is a data collection strategy in which people are asked to respond to a series of questions (often in the form of a questionnaire). According to Leary (2004), the main benefits of questionnaires are that they can be administered by groups of individuals at the same time, and they are less expensive and time-consuming than other measuring devices. The descriptive research approach will be employed for this study, with data collected using the Sakas (2006) standardized questionnaire.

3.5. Data Sources and Research Instrument

The research will make use of both primary and secondary data sources. Primary data sources will be gathered via a standardized questionnaire that will be created. Secondary data sources will be gathered from the bank's human resource papers, as well as relevant documents and research.

3.6. Population and Sampling Technique

According to Zikmund (2013, p.68), "sampling is any procedure that draws conclusions based on measurements of a portion of the population." The study's target demographic will be Berhan Bank employees working in branches overseen by the Central Addis Ababa District Office. Until the gathering of this data, the district had 44 branches, according to the District's human resource department.

Table1. population size of Berhan Bank Central Addis Ababa District of the bank and no. of staff according to their occupation.

employees with Occupation	Berhan Bank S.C. Central A.A. district (where 44 branches in it)
Managerial	57
Professionals	187
Clerical	163
Non Clerical	451
Total	858

Source Data from Berhan Bank S.C. Central Addis Ababa District's office HR Department

3.7 Sample Size

Determining sample size is critical since too big samples can waste time, resources, and money. While too little samples may result in inaccurate results. According to Saunders (2007), researchers often work with a 95% certainty level. According to G.Cochran (1977), for large populations, a representative sample for proportions is obtained.

Thus, a sample size of (266) is calculated from the target population (858), with a confidence level of 95% and a margin of error of 5% (Morgan, 1970). The following section goes into detail about the sample computation.

$$n = \frac{X^2 * N * P * (1-P)}{(ME^2 * (N-1)) + (X^2 * P * (1-P))}$$

Where :

- n = sample size
- X² = Chi – square for the specified confidence level at 1 degree of freedom
- N = Population Size
- P = population proportion (.50 in this table)
- ME = desired Margin of Error (expressed as a proportion)

Source: (Morgan, 1970)

Given:

X² (Chi-square for the specified confidence level at 1 degree of freedom= 3.84)
(<http://stattrek.com/online-calculator/chi-square.aspx>)

N (Population size = 858)

P (Population proportion with the desired characteristics is assumed to be 0.5 since this would provide the maximum sample size)

ME (Desired margin of Error is 0.05 (5%))

Thus, fitting the numbers in to the formulae:

The resulting sample size= 858/ 3.22556635 = **266**

3.8. Data Collection Instruments

A survey is a data collection strategy in which people are asked to answer a series of questions, typically in the form of a questionnaire. The approach of gathering data through mailing questionnaires to respondents is widely used in economic and commercial surveys. Kothari et al. According to Leary (2004), the main benefits of questionnaires are that they can be delivered to large groups of people at the same time, and they are less expensive and time-consuming than other measuring devices. The descriptive research approach was chosen for this study, and the questionnaire was employed to collect

information. The questionnaire's questions were closed-ended or structured in order to facilitate data analysis from respondents; the questions were adapted from Saks (2006). The questions in the questionnaire were closed-ended or structured in order to ease the process of analyzing the data from respondents; the questions was adapted from Saks (2006). The questions were formed in a five point Likert scale which allows respondents to indicate level of agreement with the statement provided (5=strongly agree, 4=agree, 3=neutral, 2=disagree and 1= strongly disagree).

3.9. Data Analysis Methods

Data analysis is the act of analyzing, cleansing, converting, and modeling data in order to identify meaningful information and draw conclusions (Prateek & Patil, 2014). Once the data has been acquired, statistical techniques must be used to assess the information. The collected data will be analyzed using descriptive and inferential statistics. The information gathered will be evaluated using the Statistical Package for Social Sciences (SPSS) Version 20. Mean and standard deviation will be employed from descriptive statistics to summarize and describe participant and variable responses. Correlation analysis (using Pearson's correlation (r)) and multiple linear regression analysis were used from inferential statistics to determine the relationship between and analyze the effects of the selected variables on employee engagement. When using regression analysis, use the following assumptions test also carried out using Multi-collinearity test (tolerance and VIF), linearity test, normality test and heteroscedasticity assumption test will be employed to check whether there is a bias in the model.

3.10. Model Specification

Model specification can be defined as the existence of formally stating a model. It shows the explicit change of theory into mathematical equations and involves using all the available relevant theory research and information and developing a theoretical model. Based on the developed conceptual of the expressed study, the relationship between selected independent variable and dependent variable is expressed in the multiple regression equation as follow: $Y =$ Dependent

variable (employee engagement) α = constant β = (Beta value) coefficient of slope of regression model X_1 =Job characteristics X_2 =Reward and recognition X_3 = Organizational justice X_4 =Organizational support and ϵ = Error term

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

3.11. Validity and Reliability Tests

The amount to which data accurately reflects what they are designed to reflect, i.e., the instrument measures what it is supposed to measure, is referred to as validity. The most important criterion is validity, which reveals how well an instrument measures what it is designed to assess (Kothari, 2004). As a result, the questionnaire will be developed from past studies and distributed to researchers to ensure the study's validity. According to Kothari (2004), dependability is synonymous with consistency, and it entails correlating the responses to all the questions in the questionnaire. It is critical to ensure that the measuring instrument, in this case the questionnaire, is a reliable measuring instrument, meaning that it should produce the same measurement when used again on the same subject or event.

3.12 Ethical Consideration

In doing this research, the researcher will adhere to stringent ethical standards. Human subjects' rights in field research, including the right to informed consent, privacy and confidentiality, and the right not to be misled or damaged as a result of involvement in the research, should be stressed in research ethics (Bryman, 2007).

Some ethical issues will be taken into account. The researcher ensured that the respondents were aware of the research's aims and their role in its completion.

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION, AND DISCUSSION

The goal of this research is to look at the elements that influence employee engagement at Berhan Bank S.C. To accomplish this goal, relevant literature was evaluated, and methodology was established in chapters two and three, respectively. This chapter defines the findings of data analysis based on information gathered from respondents. In the next parts, the information gathered is examined, the results are given, and the hypothesis is tested.

4.1 Response Rate of the Respondents

A total of 266 questionnaires were distributed, out of which 211 (79.32 %) were returned and used in the analysis process, while (20.68%) of the respondents did not returned the questionnaires for various reasons.

4.2 Demographic Profile of the Respondents

This section displayed the demographic characteristics of the respondents. As a result, the personal profiles of the respondents were studied based on their gender, age, educational levels, work experience, and position in the business, so that the analysis could be more meaningful for readers. The frequency analysis results are shown in Table 2 below. To describe the respondents, descriptive statistics were applied to the demographic data.

Table 2 Demographic Profile of Respondents

Table 2.1 Statistics

	gender	age	level of Education	work experience in the bank	position in the organization
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Factors Affecting Employee Engagement

N	Valid	211	211	211	211	211
	Missing	0	0	0	0	0

Table 2.2 Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	120	56.9	56.9	56.9
Valid 2	91	43.1	43.1	100.0
Total	211	100.0	100.0	

Table 2.3 Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid under 25 years	26	12.3	12.3	12.3
Valid 25-34 years	121	57.3	57.3	69.7
Valid 35-44 years	41	19.4	19.4	89.1
Valid 45-54 years	17	8.1	8.1	97.2
Valid 55 years and above	6	2.8	2.8	100.0
Total	211	100.0	100.0	

Table 2.4 Level of Education

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Diploma and others	52	24.6	24.6	24.6
Valid first degree	106	50.2	50.2	74.9
Valid masters	53	25.1	25.1	100.0
Total	211	100.0	100.0	

Table 2.5 Work experience in the bank

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1-5 years	77	36.5	36.5	36.5
Valid 6-10 years	94	44.5	44.5	81.0
Valid 11 years and above	40	19.0	19.0	100.0
Total	211	100.0	100.0	

Table 2.6 position in the organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid managerial	45	21.3	21.3	21.3
Valid professionals	94	44.5	44.5	65.9

Factors Affecting Employee Engagement

clerical	33	15.6	15.6	81.5
non clerical	39	18.5	18.5	100.0
Total	211	100.0	100.0	

(Source: The researcher's Survey data output, 2023)

The demographic profile of 211 responders is shown in Table 2 of the second item above. The survey's total respondents were males 56.9% of the time and females 43.1% of the time. This suggests that the Berhan Bank S.C. employs an equal number of men and women.

According to the results of the third item's table 2, 26 respondents (12.3%) are under the age of 25, 121 respondents (57.3%) are between the ages of 25 and 34, 41 respondents (19.4%) are between the ages of 35 and 44, 17 respondents (8.1%) are between the ages of 45 and 54, and 6 respondents (2.8%) are over 55. The outcome suggests that their age group is in the range where they can be more productive. In terms of age distribution, questionnaires were widely disseminated. This suggests that the respondents were made up of varied groups, allowing the researcher to obtain diverse replies across the sample units fairly dispersed, and the researcher seeks to include all age groups in the study.

The study result also showed in table 2 item four that 106(50.2%) of the respondent highest level of educational achievement was first degree, 53(25.1%) followed by the respondent testified having a Master's degree as their greatest level of education is 53(25.1%), 52(24.6%) of the respondents reported their highest level of education achievement were diploma and others. As indicated in table 2.5 here above most of the respondents had first degree and above. From this result one can understand that significant number of employees (75.3%) have first degree and above. Thus, since a reasonable 106 proportion of the study participants fulfilled the minimum requirement of qualification needed at Berhan Bank. The high level of employees in academic qualification yields good performance and efficiency for their valued organization.

As indicated in table 2.6, the sample respondents' work experience is dealt with. There are 77 (36.5%) responders with 1-5 years of experience, 94 (44.5%) with 6-10 years of experience, and 40 (19.0%) with more than 11 years of experience. This result implies

that the majority of Berhan Bank sample respondents (44.5%) have reasonably adequate experiences (more than six years) to carry out responsibility, and (36.5%) are the upgrowing groups who will learn from their seniors and provide sufficient information about what is going on in their perspective organization and exert good performance as well, and (19.0) have more than 11 years of experience.

Item six of the above table 2 deals with the respondent's position in the organization. There were 94 (44.5%) professional employees and 45 (21.3%) managers among the responders. This implies since professionals and managers made up a majority of those who responded clearly shown they understood the questionnaires in order to react correctly. This means that 139 of the 211 respondents were professionals and above, while the remaining 72 were clerical and non-clerical employees.

4.3. Reliability Test of the Survey

According to Kothari (2004), dependability is synonymous with consistency, and internal consistency entails matching the replies to each item in the questionnaire with the responses to the other questions in the questionnaire. The extent to which researcher data collection approaches or analysis procedures will generate consistent results is sometimes referred to as reliability. Cronbach's alpha values were used to examine the reliability of the items in each construct. According to Sekaran and Bougie (2016), reliabilities less than 0.60 are poor, those between 0.70 and 0.80 are acceptable, and those greater than 0.80 are excellent.

Cronbach's alpha test is employed in order to check whether or not internal consistency of the survey questionnaire. Cronbach's alpha is tested by checking whether or not each of the observation is correlated and checking the variance of each score. As stated by Nunnaly (1978) the closer the reliability coefficient to 1.00 is the better. In this study, as the result of reliability test reveal that all the independent variables and dependent variable, met the above requirement by scoring the Alpha value ranging 0.914 to 0.694 as shown in table 3 below.

Table 3 Reliability Test (Analysis) of Items

No	Variables of the study	Cronbach's Alpha values	No of items
1	Job characteristics	.792	5
2	Reward and Recognition	.761	6
3	Perception of Organizational Justice	.694	6
4	Perceived Organizational support	.823	5
5	Employee Engagement	.796	7
6	Overall	.914	29

(Source: The researcher's Survey data output, 2023)

4.4. Descriptive Statistics of factor affecting employee engagement

Descriptive statistics was employed to examine the mean & standard deviation of the responses of respondents with regards to the four factors affecting employee engagement (job characteristics, rewards & recognition, organizational justice & organizational support). Mean helps to this study most respondent's answer was not all on the average and hence to know the minimum and maximum respond for each variable. standard deviation uses to what extent the varies from the mean.

Mean score < 3.39 was considered as **low**, the mean score from **3.40 - 3.79** was considered as **moderate** and mean score > **3.8** was considered as **high** as illustrated by comparison bases of mean of score of five point Likert scale instrument (Zaidatol, 2009).

Table 4 Descriptive Statistics of variables

Items	N	Mean	Std. Deviation
Job characteristics	211	3.469	0.921
Reward and recognition	211	2.632	0.832
Perception of organizational justice	211	2.612	0.743
Perceived organizational support	211	2.998	0.956
Employee engagement	211	3.720	0.783

Source: The researcher's Survey data output, 2023

Job characteristics were assessed using five questions, as shown in table 4, with respondents being asked to indicate how frequently they feel towards the job qualities' that they allocated. The mean job characteristics score was 3.469, with a standard deviation of (SD).921. This result demonstrates that employees have job autonomy; their job permits them to select how to manage their job, and the job itself tells them how accurate and actual they are at work. This means that the majority of Berhan Bank S.C. employees hold jobs with moderate job characteristics.

The study also discovered that the majority of respondents are dissatisfied with the reward and recognition of Berhan Bank S.C staff that will motivate and inspire them to perform more on the job, with an aggregate mean score of 2.632 and a standard deviation of 0.832. This means that staff at Berhan Bank S.C. branches in the Central Addis Ababa District disagree. This implies that, despite the fact that reward and recognition is one of the most essential aspects of employee engagement, the Bank's reward and recognition approach is unsatisfactory. According to Maslach et al. (2001), while a lack of rewards and recognition can contribute to burnout, proper recognition and reward is critical for engagement. When employees are rewarded and Employees feel more obligated to respond to higher levels of engagement, which leads to high job performance when they earn rewards and recognition from their employer.

The third measurement Perception of Organizational Justice was rated using six questions, and hence the least of all mean values is on this issue. The aggregate mean score of Perception of Organizational Justice is 2.612 with a corresponding standard deviation of 0.743. which implies that a low level of organizational justice is perceived by employees of the Bank. The result depicts to when there is a Poor organizational justice which is described in a terms of: procedural justice like fair decision making processes, evaluation on promotion, transparency of decision, equal opportunity for all employee in training and development programmes, informational fairness, keeping everyone up to date and in the loop, or. interpersonal fairness like treating people with dignity and respect, which leads the employee to low engagement with the organization.

As it can be seen in the Table 4 above, for Perceived organizational Support aggregate mean score was 2.998 with a corresponding standard deviation 0.956 which indicated that the support that they get is not enough as the result depicts as low level of support they received from their organizations. Thus it is not very enough and more improvement is needed because it also helps to create conducive working environment which in effect will improve the overall results of the organization.

As indicated in the table above, respondents rate the dependent variable employee engagement using seven measures. The overall mean score was 3.720, with a standard deviation of 0.783, indicating a modest level of employee involvement in the firm. This finding demonstrates that, despite the factors influencing employee engagement, employees are highly engaged.

4.5. Correlation Analysis

The coefficient of correlation (or simple correlation) of Karl Pearson is the most widely used method of measuring the degree of relationship between two variables; it allows assessing the strength of the association between the variables of interest and is used as a statistic that indicates the degree to which two variables are related to one another (Kothari 2004). The correlation coefficient, denoted by r , is between 1. Positive r values show positive correlation between the two variables (i.e., changes in both variables occur in the same direction), whereas negative r values indicate negative correlation (i.e., changes in both variables occur in the opposite directions). A value of 0 for " r " shows that there is no relationship between the two variables. When $r = (+) 1$, it implies perfect positive correlation, and when $r = (-) 1$, it indicates perfect negative correlation, implying that changes in the independent variable (X) explain 100% of the changes in the dependent variable (Y). According to Marczyk, D. & Festinger, (2005) correlations of **.01 to .30** are considered **small**, correlations of **.30 to .70** are considered **moderate**, correlations of **.70 to .90** are considered **large**, and correlations of **.90 to 1.00** are considered **very large**.

Table 5: Correlation matrix of the independent variables & employee engagement

		Correlations				
		Job characteristics	Reward and recognition	Organizational justice	Organizational support	Employee engagement
Job characteristics	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	211				
Reward and recognition	Pearson Correlation	.409**	1			
	Sig. (2-tailed)	.000				
	N	211	211			
Organizational justice	Pearson Correlation	.429**	.701**	1		
	Sig. (2-tailed)	.000	.000			
	N	211	211	211		
Organizational support	Pearson Correlation	.528**	.463**	.464**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	211	211	211	211	
Employee engagement	Pearson Correlation	.630**	.382**	.538**	.668**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	211	211	211	211	211

****.** Correlation is significant at the 0.01 level (2-tailed).
 (Source: The researcher's Survey data output, 2023)

As the finding indicates in above table 5 perceived organizational support has highest correlation with employee engagement with ($r=.668$, $p=.000$), followed by both job characteristics ($r=.630$, $p=.000$) and organizational justice ($r=.538$, $p=.000$) relatively the least relationship was between reward and recognition and employee engagement ($r=.382$, $p=.000$).

The study's findings also show that perceived organizational support is positively and strongly correlated with employee engagement, with an r-value of 0.668 at the 1% significance level, implying that the organization's support is perceived by employees and

explained in terms of caring about individual well-being, showing great concern for individuals, respecting individuals' opinions, and supporting individual development goals. has a strong presence in employee engagement, which implies that the more employees receive support from the organization in terms of their goals and beliefs, as well as assistance when they confront a difficulty, the more engaged they will be with the organization.

The next highest correlated variable, job characteristics, with a r -value of 0.630 at the 1% significance level, is positively explained with autonomy, variety of job, decisions how to manage jobs, job description, and confidence in which their work itself implies a clue to their accuracy. This is consistent with Saks' (2006) discovery that job qualities predict job engagement. In this example, people whose occupations are structured to use their skill set and whose labor is important in the final product saw higher levels of job engagement.

The study results also revealed that perceived organizational justice was positively and moderately correlated with employee engagement, with r -value 0.538 at the 1% significance level, implying that the attendants (employees) believe having fair and equally distributed organizational justice has an impact on employee engagement. As a result, it is positively associated to employee engagement.

Finally, rewards and recognition, as well as employee engagement with the value, are important (.382, $p=.000$) are moderately connected and have a good association. Even if it has a positive relationship with others, the least result goes to reward and recognition, implying that the reward and recognition provided by the bank is insufficient to drive and engage the employee more, and therefore much attention is required.

4.6. Multiple Linear Regression Analysis

A statistical method known as multiple regression, sometimes known as multiple linear regression (MLR), predicts the outcome of a response variable by using a number of explanatory variables. To depict the linear relationship between explanator (independent) and response (dependent) variables, Multiple linear regression is used. Pallant (2005) defines multiple regression analysis as "the study of the relationship between one

dependent variable and a number of independent variables or predictors." It is also carried out to determine how much the combination of independent variables explains the dependent variable.

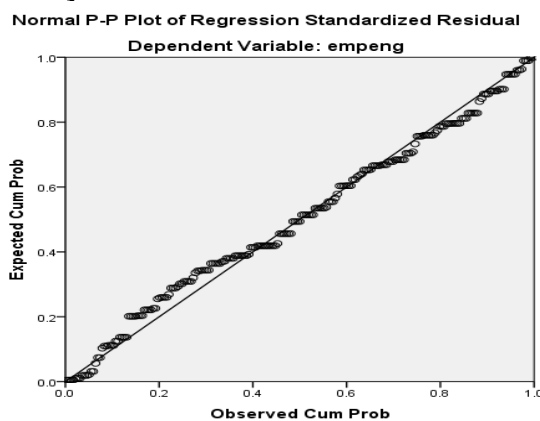
Multiple regression also indicates the extent to which variance in the dependent variable may be explained by independent factors. According to Ballance (2004), the correct application of multiple regression models necessitates the fulfillment of many important assumptions in order to apply the model and prove validity. Only until the assumptions in an analysis have been tested and fulfilled are assumptions and conclusions about the theory valid. Before performing multiple regression analysis, the researcher directed the fundamental primary assumptions that the data must meet in order for the study to be accurate and valid, which are linearity, normality, multi-collinearity, and heteroscedasticity tests. Regression analysis was e. Before regression analysis was conducted, The results are presented as follows:

4.6.1. Assumptions Test

4.6.1.1. Linearity Assumption Test

Balance (2004) defines linearity as the dependent variable being a linear function of the predictor (independent) variable. If the data is regularly distributed, the data points should be near the diagonal line. The assumption of linearity was checked by creating scatterplots depicting the association between the independent and dependent variables. The association between the independent variable and the dependent variable was discovered to be linear by visually inspecting the SPSS scatterplot, as illustrated in the graph below.

Fig. 2 Linearity test



(Source: The researcher's Survey data output, 2023)

4.6.1.2. Normality Assumption Test

Normality is used to explain a symmetrical, bell-shaped curve with the highest frequency of scores in the middle and lower frequencies at the extremities. The normality test determines whether or not the error term is regularly distributed. As a result, the accompanying histogram graph on figure 2 visibly displays that the error terms are normally distributed for the data utilized in this study.

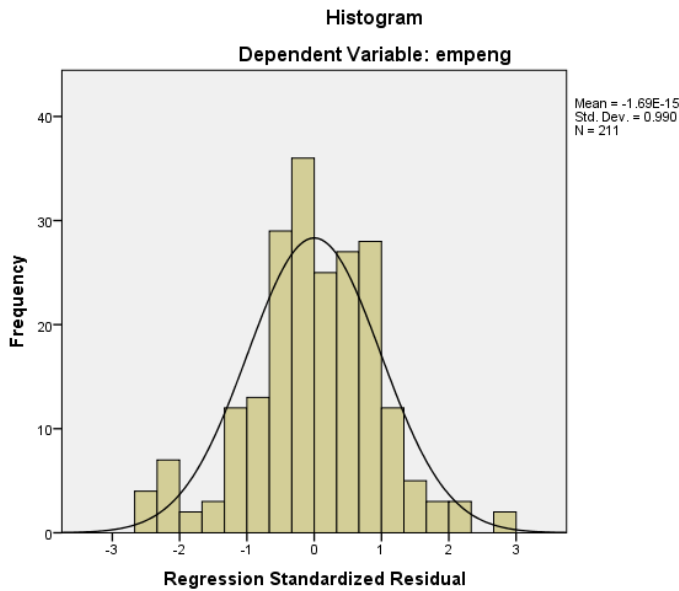


Fig. 3 Normality test

(Source: The researcher's Survey data output, 2023)

4.6.1.3. Multicollinearity Test

Multicollinearity occurs when the independent/predictor variables are substantially associated with one another. One significant assumption that applies in multiple regression analysis is the presence of a strong correlation between the study's independent variables, which is referred to as Multicollinearity (Burns, 2008). This could result in an inconsistent impact in which the regression model suits the data well yet none of the predictor variables has a significant effect on predicting the dependent variable.

Two popular metrics for measuring multicollinearity were used to test for multicollinearity between these independent variables. Tolerance and its inverse, the Variance Inflation Factor (VIF), are among these measurements (Allen & Bennett, 2012). As Andy (2006)

recommends, a tolerance value of less than 0.1 almost likely implies a substantial Collinearity problem, and (Liu, 2010) similarly suggests that a VIF number larger than 10 is cause for alarm, with higher VIF indicating more severe Multicollinearity. The researchers use a conventional cut off value of 0.10 for tolerance and a value of 10 for VIF as proposed by Sekaran and Bougie (2013) to determine whether the current study suffers from Multicollinearity.

Table 6 shows the VIF values for the independent variables utilized in this investigation, which ranged between 1.065 and 1.429, as well as the tolerance values, which ranged between 0.700 and 0.939. According to the above numbers, there appears to be low collinearity between the variables used as predictors, which suggests that small changes in the measured variables are unlikely to affect the generated models. To put it simply, these values offer us an idea of how accurate our regression model is and eliminate the distorting consequence of collinearity.

Table 6 the VIF and Tolerance Values for the Independent Variables

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Job characteristics	0.838	1.193
Reward and recognition	.0.700	1.429
1 Perceived organizational justice	0.784	1.276
Perceived organizational support	.0.939	1.065

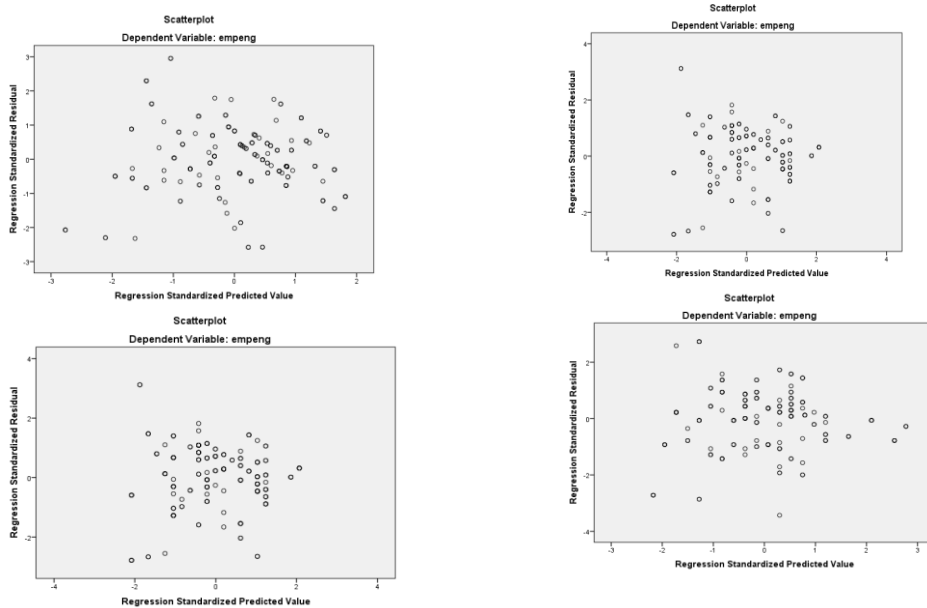
(Source: The researcher's Survey data output, 2023)

4.6.1.4. Heteroscedasticity Assumption Test

The assumption of homoscedasticity refers to the idea that errors have the same variance across all levels of the independent variables. This suggests that errors are evenly distributed among the variables. This is obvious when the variance around the regression line is the same for all predictor variable values. Otherwise, the regression is heteroscedastic. The variance of the disturbances is not constant across data, implying heteroscedasticity. When the scatter is not even, heteroscedasticity is indicated; fan and

butterfly forms are prominent patterns of violation. To examine heteroscedasticity, the researcher used SPSS to produce a scatterplot and discovered that heteroscedasticity was a big issue except for particular job characteristics, as shown in the figures below.

Fig. 3 Normality test.



Source: own survey 2023, SPSS 20

Figure 3 Homoscedasticity Assumption Test

4.6.1.5. Model Summary

As indicated in the below model summary table 7, The "R" column represents the value of R in the multiple correlation coefficient. R value of 0.776 indicates very strong correlation between dependent and independent variables; which shows a good level of prediction. The "R Square" column represents the R² value (also called the coefficient of determination), which is the proportion of variance in the dependent variable that can be explained by the independent variables. The adjusted R²=.594 shows that 59.4% of the changes in employee engagement could be attributed to combined effect of the predictor variables, which indicates that the model provides relatively adequate information about the subject matter. Hence, the other 40.6% variations are described by the other independent variable that is not studied in this research.

Table 7 Model Summary^b

Factors Affecting Employee Engagement

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.776 ^a	0.601	0.594	.50135
a. Predictors: (Constant), perceived organizational support, reward and recognition, job characteristics, perceived organizational justice b. Dependent variable employee's engagement				

Source: own survey 2023, SPSS 20

ANOVA Model Fit

ANOVA analysis is normally used to compare the mean scores of more than two variables. It is also called analysis of variance because it compares the variance between variables and tests whether the overall regression model is a good fit for the data (Pallant, 2005)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	78.150	4	19.537	77.730	.000 ^b
	Residual	51.778	206	.251		
	Total	129.928	210			

a. Dependent Variable: empeng

b. Predictors: (Constant), orgsupo, reward, job, orgsjus

Source own survey, 2021, SPSS 20

F-test is used to test the impact of overall explanatory power of the whole model, or the joint effect of all explanatory variables as a group. (i.e. testing the overall performance of the regression coefficients). It measures the statistical significance of the entire regression equation rather than of each individual coefficient as the t-test. As indicated in the above table the value of F is 77.730 and $p < 0.00$ which indicates that the overall model was fit and there was statistically significant association between the independent variables and employee's engagement.

4.7. Regression Coefficients

The standardized coefficients are useful in determining which of the several independent variables is more essential. They are used to compare the effects of various independent

variables on the dependent variable. As a result, the standardized Beta coefficient can be used to investigate the intensity of each independent (predictor) variable's influence on the criteria (dependent) variable. As a result, the regression coefficient justifies the average amount of change in the dependent variable induced by one unit change in the independent variable.

Table 9: Regression Coefficient

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
	(Constant)	1.684	0.180		
1					
Job characteristics	.483	0.050	0.568	9.735	.000
Reward and recognition	.137	0.055	0.146	2.499	.000
Perceived organizational justice	.307	0.058	0.294	5.033	.000
Perceived organizational support	.432	0.045	0.527	9.032	.000

Source: own survey 2023, SPSS 20

The standardized coefficients are useful in determining which of the several independent variables is more essential. They are used to compare the effects of various independent variables on the dependent variable. As a result, the standardized Beta coefficient can be used to investigate the intensity of each independent (predictor) variable's influence on the criteria (dependent) variable. As a result, the regression coefficient justifies the average amount of change in the dependent variable induced by one unit change in the independent variable.

Table 9 highlights and clarifies which of the four independent factors is most important in explaining the variation in employee engagement. As shown in the table above, the standardized beta coefficient of Job Characteristics (beta=0.568, p=.000) has made the greatest contribution in describing the variance of the dependent variable, followed by Organizational Support (Beta= 0.527, P=0.000), Perceived organizational

justice (Beta = 0.294, P=0.000), and finally Reward and Recognition with a result that indicates (Beta=0.146, p=0).

4.6. Hypothesis test

A hypothesis is nothing more than an educated, verifiable guess as to how your research topic will be answered. A hypothesis is sometimes defined as a researcher's attempt to explain an interesting phenomenon. These hypotheses represent the researchers' attempts to explain the phenomenon under study, which should include a forecast regarding the factors under investigation. These predictions are subsequently put to the test by collecting and examining data, and the hypotheses can either be validated by the evidence or rejected (falsified) by it. As a result, using the regression coefficient data, the four hypotheses that were developed previously in chapter two were examined.

Hypothesis 1

H1: High job characteristics have a significant effect on Employee Engagement in case of Berhan Bank.

As shown from the above table 9 the regression coefficient result of job characteristics ($\beta=0.568$, P=0.000) which shows that job characteristics is positively related with employee engagement at significance of 5% confidence interval. The beta coefficient implies that if Berhan Bank change their job characteristics by 1%, by keeping the other variables constant its employee engagement would increase by 56.8%. Totally, the results of the standardized coefficients beta value suggest that employees who are preferred to better Job characteristics are more likely to respond with greater levels of engagement to their organization. Therefore, the study accepts the alternate hypothesis 1 that job characteristics have a significant effect on employee engagement in Berhan Bank. This findings is consistent with that of other studies, which found that workers who are given enriched and difficult occupations will feel obligated to respond with higher levels of engagement (kahn, 1990, 1992; Maslach et al, 2001).

Hypothesis 2

H1: Rewards & Recognition have a significant effect on employee engagement in case of Berhan Bank.

Reward and recognition has, ($\beta=0.146$, $P=0.000$) which implies positively related with employee engagement at significance of 5% confidence interval . Here also the beta coefficient implies that if the Bank change its Reward and Recognition by 1%, keeping the other variables constant its Employee Engagement would increase by 14.6%. Therefore, reward and recognition has a positive significant effect on Employee Engagement. The beta coefficient result, however, is favorable. The findings of this study are consistent with those of Kahn (1990), who claimed that people's perceptions of the benefits they derive from a role influence their levels of engagement, i.e., employees become more engaged at work when they receive more rewards and recognition for their role performances.. The researcher also would like to put a remark that the amount change at the dependent side is not adequate. In addition, the correlation coefficient ($r=0.382$, $p=0.000$) indicates that reward and recognition and employee engagement have strong and significant relationship. Therefore for the study accept the alternate hypothesis 2 that rewards & recognition have a significant effect on Employee Engagement in Berhan Bank.

Hypothesis 3

H3: Perception of organizational Justice has a significant effect on Employee Engagement in case of Berhan Bank.

Organizational justice and employee engagement have strong and significant relationship with correlation coefficient ($B= 0.294$, $p=0.00$). Organizational justice has, beta value of positive which indicates the independent variable has an effect on the dependent. This statistic also infers that if the bank increased its focus to organizational justice by 1%, then its Employee Engagement would increase by 29.4%. Ram and Prabhakar (2011) verified that organizational justice significantly affects employee engagement, lending further weight to the study's findings. This shows that in this instance, employees are more engaged when they believe their business is fair and consistent in how it executes policies and how it distributes awards. Therefore, the study accepts the alternate hypothesis 3 that Organizational justice has positive and significant effect on employee engagement in case of Berhan Bank.

Hypothesis 4

H4: *Perceived organizational support has a significant effect on Employee engagement in case of Berhan Bank*

Perceive organizational support have positive and significant relationship with employee engagement with value of (beta 0.527, p 0.000). The result is significant at 5% level of significance. Thus, proposed hypothesis was accepted. In this case the beta coefficient describes that keeping the other variables constant, in this model a one (1) % change in the overall Perceived organizational Support, the consequence would be an increase in Employee Engagement by 52.7%. The correlation coefficient ($r=.668$, $p=.000$) also indicates that, the predictor is statistically significant at less than five percent level of significance. This implies with the studies mention that employees who perceive organizational and supervisor support favorably are more inclined to respond favorably and, as a result, are more expected to be engaged in their work. Therefore, the research accepts the alternate hypothesis 4 perceived organizational support has a significant effect on Employee engagement in case of Berhan Bank.

CHAPTER FIVE

5. Summary of finding, Conclusion and Recommendation

The study planned to investigate the factors influencing employee engagement in the case of Berhan Bank S.C. by identifying the important determinates, namely job characteristics, reward and recognition, perceived organizational justice, and perceived organizational support, all of which influence employee engagement. The findings shed light on the social aspects that drive employee engagement. This chapter gives a summary of the findings, a conclusion based on the findings, and recommendations for Berhan Bank S.C. on areas for improvement, limitations, and implications for future research.

5.1. Summary of finding

- ✓ According to the demographic characteristics of the outcome, a more or less equivalent percentage of the employees (56.9%) were male. Regarding their age, the majority of them (57.3%) were youthful age groups between the ages of 25 and 34, and 50.2% were employees with a first degree. Furthermore, the results showed that 44.5% of the employees had working experience ranging from 6 to 10.
- ✓ The entire questionnaires were reliable and acceptable with Cronbach's Alpha result .914.
- ✓ H1 examined and tested the first study question, Do job characteristics affect employee engagement? According to the descriptive data (M=3.469, S.D=.921), respondents perceive the presence of job characteristics in the bank. In the case of Berhan Bank, the correlation result indicates a moderately positive relationship between job characteristics and employee engagement ($r= 0.630$, $p=0.00$), and the regression result ($\beta=0.568$, $P=0.000$) indicates that job characteristics have a positive and significant effect on employee engagement at the 5% confidence interval.

- ✓ H2 examined and tested the second study question, Do reward and recognition have an effect on employee engagement. The descriptive data (M=2.632, S.D=0.832) show that respondents believe there is a low level of incentive and recognition in the bank. In the case of Berhan Bank, the correlation result indicates a strong positive relationship between reward and recognition and employee engagement ($r= 0.382$, $p=0.00$), and the regression result ($\beta=0.146$, $P=0.000$) indicates that reward and recognition have a positive and significant effect on employee engagement.

- ✓ The third research question, Does perception of organizational justice have an effect on employee engagement was tested by H3. As the descriptive statistics result revealed that respondent perceive low level existence of organizational justice in the Bank with a descriptive value (M=2.612, SD=0.743). The result of correlation also indicates that positive and strong relationship between organizational justice and employee engagement at ($r=.537$, $p=.000$). In addition, the regression result reveals that organizational justice is positive and significant effect on employee engagement by scoring ($\beta= .294$, $p=0.000$).

- ✓ The fourth study question is, "Does perceived organizational support influence employee engagement?" According to descriptive statistics (M=2.998, S.D=.956), respondents report a low level of organizational support in the case of Berhan Bank. Employee engagement and organizational support exhibit a positive and moderate connection ($r=0.668$, $p=.000$). The regression result also shows that there is a positive and significant influence on employee engagement ($\beta=.527$, $p=.0.00$).

- ✓ The R square 0.594 indicates that the model teste is significant at ($p=.000$). This figure implies that the four independent variables included in the regression account for 59.4% of the variance in Employee Engagement. Other factors could account for the remaining 40.6% of the variation in employee engagement.

5.2. Conclusion

In general, this study looked at factors influencing employee engagement in the banking industry, specifically in the example of Berhan Bank employees in the Central Addis District. This study includes the employee engagement categories of job characteristics, rewards and recognition, perceived organizational justice, and perceived organizational support. According to the findings, the independent variables job characteristics exist at a moderate level, while the remainder perceived organizational support, reward and recognition, and organizational justice exist at a low level in the case of Berhan Bank. Based on the value of the standardized beta coefficient Job qualities, perceived organizational support, perceived organizational justice, and reward and recognition all have a positive impact and effect on employee engagement, allowing it to shift from high to low. Based on the R square evidence According to the evidence of the R square value obtained, the independent variables may predict 59.4% of the variance in employee engagement. As a result, the four independent variables have a positive and significant effect on employee engagement.

5.3. Recommendations

Recommendations are given in order to further improve efforts that are being taken to boost employee engagement within Berhan Bank based on the results and results of this study.

Because job characteristics were discovered to be a significant predictor of employee engagement, the bank should focus on designing a variety of jobs, giving workers autonomy in their work, developing relationships, reducing the likelihood of workers being dissatisfied and combining different tasks in a job, which would enable employees to engage and, as a result, gain results and achievement in the bank.

Reward and recognition were found to be two factors influencing employee engagement, and both were rated as being low. As a result, the bank should focus more on this topic and could create a number of strategies to improve engagement, including honor,

gratitude, chances to advance their careers, possibilities for development and training, along with possibilities for training and development.

The level of employee engagement was also found to be significantly influenced by organizational justice; the bank should focus more on this and could use strategies like encouraging employees to voice their opinions and grievances, applying policies consistently and impartially, and developing appeals process to foster an environment of fairness and raise employees' perceptions of fairness in the banks.

Giving a great be concerned on support system is critical to engage employees through giving care and concern for bank employees, being supportive of employee aims and values, and assisting employees when they confront problems in order to raise the engagement level for the greater outcome. The bank should assess employee engagement levels in order to identify gaps and take suitable measures to remedy them.

5.4. Implication for future research

The findings of this study imply that employee engagement is a valuable notion deserving of further investigation. Future researchers, according to the researcher, should combine and examine other independent elements that affect employee engagement, cover wide areas and samples in the research, and use both quantitative and qualitative approaches to gain a better grasp of the subject.

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ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
MSC PROGRAM IN MANAGEMENT

Questionnaire to Be Filled by Employee

Dear respondent:

This questionnaire is aimed at collecting data to study about the effect of employee engagement on job performance at Berhan Bank. The purpose of the research is in partial fulfillment of Master of Science in Management from Addis Ababa University. The questionnaire is presented in two sections with the first requiring data on demographic related information, and respondents are, therefore, asked to circle their choice.

The second section focuses on collecting data about the employee engagement and job performance variables and responses are provided options based on a 5-point Likert scale. All information provided will be treated with utmost confidentiality and will be used purely for academic purposes. You will not be held responsible for anything arising thereof. For any clarification you may seek, you can reach me through mobile phone no. 0911-018580. Your honest responses are appreciated.

Kind regards,

Instruction:

- **No need to write your name**
- **Please put a tick “√” on the question that suit your choice**
- **Duly filled and return the questionnaires**

Section I: Demographic profile

INSTRUCTIONS: This part of the questionnaire asks you're personal and job-related information. Please respond to each question by circling the choice that represents your personal profile.

1. Sex 1) Male 2) Female

2. Age 1) Under 25 years 2) 25-34 years 3) 35-44 years 4) 45-54 years 5) 55 years and above

Factors Affecting Employee Engagement

3. Level of Education 1) Diploma 2) First Degree 3) Masters 4) PHD and above
4. Work experience in the Bank: 1) 1-5 years 2) 6-10 years 3) 11 years and above
5. Your position in the organization 1) Managerial 2) Professionals 3) Clerical 4) Non Clerical

Section II: Factors affecting employee engagement INSTRUCTIONS:

INSTRUCTIONS: The following statements are designed to assess the impact of four variables on employee engagement in your bank. Please indicate your level of agreement/disagreement with each of the statements by putting (v) mark inside the box

Factors Affecting Employee Engagement

No.	1. Job Characteristics	1	2	3	4	5
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I have an autonomy in my job					
2	My job allows me to decide how to manage the work					
3	My job description accurately reflects what I am asked to do					
4	There is a variety of job that I do					
5	The actual work itself provides me clue with how well I am doing.					
No.	2. Rewards and Recognition	1	2	3	4	5
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	My manager recognizes my full potential and capitalizes on my strength.					
2	My supervisor shows appreciation for the job I do.					
3	Training and development opportunities are available for me.					
4	More challenging work assignments are available for me					
5	I am satisfied with my current compensation and benefits					
6	There is a reward or token of appreciation for a good job					
No.	3. perception of Organizational Justices	1	2	3	4	5
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	The evaluation and promotion of employees is based on merit rather than on nepotism or favoritism.					
2	The decision of the organization is highly transparent with no prejudices.					
3	Worker's grievances are warmly welcomed and entertained accordingly.					
4	All employees are provided with equal opportunity to compete for training and development programs issued by the organization.					

Factors Affecting Employee Engagement

5	The system installed by the organization properly recognizes and motivates diligent workers as it also rebuke low performers.					
6	The organization adhere strict control on nepotism, corruption, embezzlement, ill administration and other un-ethical issues.					
No.	4. Perceived organizational support	1	2	3	4	5
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	My organization is supportive of my goals and values.					
2	Help is available from my organization when I have a problem					
3	My organization cares about my well- being					
4	My organization have a concern for my future carrier					
5	My organization cares about my opinions.					
No	5. Employee engagement	1	2	3	4	5
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I really “throw” myself into my job.					
2	Time passes quickly when I perform my job					
3	I stay until the job is done					
4	I get excited when I perform well on my job					
5	Being a member of this organization is very captivating.					
6	One of the most exciting things for me is getting involved with things happening in this organization					
7	I always want to give my best when ever I am at work					

በአዲስ አበባ ዩኒቨርሲቲ

የማኔጅመንት ድህረ ምረቃ ትምህርት ክፍል

ቃለ መጠይቅ

ይህ መጠይቅ የተዘጋጀው በአዲስ አበባ ዩኒቨርሲቲ ለማኔጅመንት ማስተርስ ፕሮግራም የሚሟሟ ጥናት “አዲስ አበባ ውስጥ የሚገኙ የብርሃን ባንክ ሰራተኞች “Factors Affecting Employee Engagement in Berhan Bank” በሚል ርዕስ የተዘጋጀና ይህን ጥናት ለማክሄድ መረጃ ለማሰባሰብ ነው። ስለሆነም እርሶ የሚሰጡት መረጃ ለዚህ ጥናት ግብአትነት ብቻ የሚውል ሲሆን ይህን መጠይቅ ለመሙላት ስም መጥቀስ የማያስፈልግና መጠይቁን የሞላው ግለሰብ ማንነት ሚስጥራዊነቱ የተጠበቀ ነው። በተጨማሪም ይህን መጠይቅ ለመሙላት 10 እስከ 15 ደቂቃ ብቻ በቂ መሆኑን መግለፅ እወዳለው። በመሆኑም ይህን መጠይቅ ጊዜ ወሰደው በመሙላት መልካም ፍቃድ ስለሆነ ከልብ አመሰግናለሁ።

መጠይቁን በሚሞሉበት ጊዜ የመረጡት መልስ በሚገኝበት ቦታ አንጻር የ (✓) ምልክት በማስቀመጥ ያመልክቱ።

ክፍል 1: የግል መረጃ መመሪያ:

በዚህኛ የመጠይቁ ክፍል የግልና ከስራ ጋር የተገናኘ መረጃ ይጠይቃል። እባክዎ መልስዎን በመክብብ ይሰጡ።

- 1. ፆታ: 1) ወንድ 2) ሴት
- 2. እድሜ: 1) ከ25 አመት በታች 2) ከ25-34 አመት 3) ከ35-44 አመት 4) ከ45-54 አመት 5) 55 አመት እና በላይ
- 3. የትምህርት ደረጃ: 1) ዲፕሎማ 2) የመጀመሪያ ዲግሪ 3) ማስተርስ 4) PHD እና በላይ
- 4. የስራ ልምድ በባንክ: 1) እስከ 5 2) ከ6-10 3) ከ11-15 4) ከ 16 በላይ
- 5. የስራ ድርሻ: 1) ማኔጅመንት 2) ፕሮጌራ 3) ክለሪካል 4) ክለሪካል ያልሆኑ

ስራ የመፈፀም አቅምን የሚወስኑ ጉዳዮች መመሪያ: የሚከተሉት መጠይቆች የስራ የመፈጸም አቅምን የሚወስኑ ጉዳዮች ያላቸውን ተጽእኖ ለመመርመር የተዘጋጀ ሲሆን እባክዎ የሚከተሉትን መጠይቆች በጣም እስማማለሁ እስከ በጣም አልስማማም በማለት የህ ምልክት በአረፍተ ነገሮች ፊት ለፊት በሚገኘው ሳጥን ውስጥ ያስቀምጡ።

Factors Affecting Employee Engagement

ተ / ቁ		1	2	3	4	5
		በጣም አልሰማም	አልሰማም	መሃል ስፋራ	አሰማለሁ	በጣም አሰማለሁ
1. የስራ ሁኔታ						
1	በስራዬ ነጻነት አለኝ					
2	ስራዬ በራሴ እንደወሰንና በራሴ መንገድ እንደሰራ ይፈቅድልኛል					
3	በስራዬ ልዩ ልዩ ተግባራት አሉ					
4	ስራዬን ማከናወኔ ስለስራ ብቃቴ ይነግረኛል					
5	ተግባሪ ከሚሰጠኝ አስተያየት በተጨማሪ ሱፐርቫይዘሪና የስራ ባልደረቦቼ ስራዬን በአግባቡ ስለመስራቴ ፍንጭ ይሰጡኛል					
2. ሽልማትና እውቅና						
1	የክፍያ ጭማሪ፣ የስራ ደህንነት እና እድል አለኝ					
2	ከሱፐርቫይዘሪ ማበረታቻ አግኝቻለሁ					
3	የስልጠናና የእድገት እድል አለኝ					
4	ይበልጥ ፈታኝ ስራ ይሰጠኛል					
5	በድርጅቱ ህዝባዊ እውቅና ይሰጣል(ለምሳሌ የወሩ ምርጥ ሰራተኛ በተቋሙ ማበረታቻ ወይም የእውቅና ማስታወሻ ይሰጣል					
3. ተቋማዊ ፍትሃዊነት						
1	የሰራተኞች የስራ አፈጻጸም ግምገማና እድገት ከዝምድናና ቅርርብ ይልቅ በችሎታ ላይ የተመሰረተ ነው					
2	ድርጅታዊ ውሳኔዎች በግልጽነት ላይ የተመሰረቱ እንጂ መድሎዊ አይደሉም					
3	የሰራተኞች ቅሬታና አቤቱታዎች በአግባቡ እየተደመጡ መፍትሄ ይሰጣቸዋል					
4	ድርጅቱ ለሚሰጣቸው ስልጠናዎችና እድገቶች ሁሉም ሰራተኞች እኩል የመወዳደር እድል ይሰጣቸዋል					
5	ድርጅቱ የዘረጋው የአሰራር ስርአት ጠንካራ ሰራተኞችን የሚያበረታታና ዝቅተኛ አፈጻጸም ያላቸውን ደግሞ የሚገስጽ ነው					
6	ድርጅቱ በዝምድና በሙስና ምዝብራና የመልካም አስተዳደር እጦት ላይ ጠንካራ የሆነ ክትትል ያደርጋል					
4. ተቋማዊ እገዛ						
1	ድርጅቱ ግብና እሴቶቹን የሚደግፍ ነው					
2	ችግሮች ባጋጠሙኝ ጊዜ ከተቋሙ እርዳታ ማግኘት ችያለሁ					
3	ድርጅቱ ስለአስተያየቶቼ ያስባል					

Factors Affecting Employee Engagement

4	ድርጅቱ ስለ ደህንነቱ ይጨነቃል					
	5. የመሬደም አቅም					
1	አራሴን ወደ ስራ አስገባለሁ (በስራ አጠምዳለሁ)					
2	ስራዬን ስሰራ ስአቱ በፍጥነት ያልቃል					
3	ስራዬ እስኪያልቅ በስራ ገበታ ላይ አቆያለሁ					
4	በጥሩ ሁኔታ ስራዬን ሳከናውን እደሰታለሁ					
5	የድርጅቱ አባል መሆን በጣም ያስደስታል					
6	ከሚያስደስተኝ ነገር አንዱ በድርጅቱ በሚፈጠሩ ነገሮች መሳተፍ ነው					