



ADDIS ABABA UNIVERSITY

SCHOOL OF COMMERCE

**Assessment of Employee Engagement: The Case of Oromia Culture and
Tourism Bureau**

By: Solomon Seifu

Advisor: Bahran Asrat (PhD)

**A Thesis Submitted to Addis Ababa University School of Commerce in partial
fulfillment of the requirements for Master of Arts Degree in Human Resource
management.**

June 2023

Addis Ababa, Ethiopia

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STATEMENT OF DECLARATION

I, Solomon Seifu, declare that the thesis entitled “Assessment of Employee Engagement: The Case of Oromia Culture and Tourism Bureau” is my original work. I have carried out the present study independently with the guidance and support of my research advisor, Bahran Asrat (PhD). Any other contributors or sources used for the study have been appropriately acknowledged. Moreover, this study has not been submitted for the award of any Degree or Diploma Program at this or any other Institution.

Declared by:

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Signature: _____

Date: _____

Letter of Certification

This is to certify that Solomon Seifu Demo has carried out his thesis work on the topic entitled “Assessment of Employee Engagement: The Case of Oromia Culture & Tourism Bureau” under my guidance and supervision. Accordingly I, here assure that his work is appropriate and standard enough to be submitted for the award of Masters of Arts Degree in Human Resource Management.

Name: Bahran Asrat (Ph.D.)

Signature: _____

Date: _____

Approval

This is to certify that the thesis prepared by Solomon Seifu entitled; “ Assessment of Employee Engagement:The Case of Oromia culture & Tourism Bureau” as requirements for the award of the degree of Masters of Arts Dgree in Human Resource Management, is in compliance with the regulation of the University and the accepted standards with respect to originality.

Approved by Board of Examiners

Signed by the Examining Committee:

Internal Examiner _____ (Ph.D.) Signature _____ Date _____

External Examiner _____ Signature _____ Date _____

Advisor BahranAsrat (Ph.D) Signature _____ Date _____

Acknowledgements

First and foremost, I want to express my sincere gratitude to the omnipotent God, who gives me the courage and discernment to do everything valuable in my life.

Throughout my master's program, my adviser, Bahran Asrat (PHD), provided me with tremendous advice and assistance, and I would like to sincerely thank him for that. I was able to finish this research and compose this thesis with his guidance and encouragement. Additionally, I would like to express my gratitude to Wasihun Mohammad (PHD), who served as my examiner during the validation of my research proposal. I am sincerely grateful to him for his advice and recommendations, which enabled me to successfully complete my study.

I am appreciative of the resources and assistance I received from the Oromia Culture and Tourism Bureau, the Oromo Cultural Centre, and the Institute of Oromo Study, who gave me the chance to conduct my research. Additionally, I want to express my gratitude to all of the staff members of the three organizations who helped me collect the data. Very special thanks to my darling wife, Genet Asefa, for her encouragement to enroll in this master's program and for her all-around support. I would also like to thank my sons, Eyob and Natnael Solomon, for their assistance during this process. I want to express my gratitude in particular to BeniyamAsefa, who facilitated all of the procedures necessary for me to enroll in this university and provided me with moral support during my academic career. I would also like to thank Asefa Adefris, a classmate, for his genuine and heartfelt cooperation during the course of our schooling.

Finally, I want to express my sincere gratitude to every one of my friends, family, and colleagues who supported and encouraged me throughout my education.

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Acronyms /Abbreviations

E.C	- Ethiopian Calendar
EE	-Employee Engagement
HR	- Human Resource
HRM	- Human Resource Management
INGO	- International Non-Government Organization
IOS	-Institute of Oromo Study
OCC	- Oromo Cultural Center
OCTB	- Oromia Culture and Tourism Bureau
ONRS	-Oromia National Regional State
SD	- Standard Deviation
SHRM	- Society of Human Resource Management
SPSS	-Statistical Package for the Social Sciences

Abstract

The main objective of this study is to assess employee engagement in the case of Oromia Culture and Tourism Bureau. This study employed survey research strategy as a methodology and employed descriptive and explanatory survey research design. A mixed approach was used to achieve the research objective. The data used in the study was primary data collected through questionnaires and interview of management which was used to measure employee engagement level. This study employed probability sampling. Information gathered from respondents using a six-point Likert scale was analyzed using descriptive and inferential statistics, and data was analyzed using Statistical Package for Social Science (SPSS) and presented in tables, graphs and figures to facilitate the interpretation of the results of the analysis. The findings of the study demonstrated a low employee engagement level in the organization, low communication and feedback, and low recognition practices. Among six factors of employee engagement, the average mean of expectations and materials and equipment was found to be above the average mean. Opportunities, mission clarity, learning and growth, supervisory support, communication and feedback, recognition and reward, and a positive work environment were found to be factors affecting employee engagement. According to the study, the organization was recommended to allow workers to voice their opinions, encourage open and honest feedback and communication, involve workers in decision-making, and have management implement employee engagement practices. Additionally, it suggests that management has to develop a clear strategy for increasing employee engagement, propose ongoing evaluation of employee engagement levels and variables influencing engagement, look closely at engagement practices across the entire organization, and act quickly on any problems the study identifies.

Key words: *employee, employee engagement, employee engagement level.*

Chapter One

Introduction

This chapter covers background of the study, statement of the problem, basic research questions, research objectives, significance of the study, scope of the study, limitations of the study, definition of key words, and organization of the paper.

1.1. Background of the Study

In the academic community, the idea of employee engagement is relatively new. But consultancy firms heavily publicized it. The basic idea of engagement may help to explain behavior at work, according to academics and practitioners in the HRM sector, although they offer varied definitions of it. Therefore, even though the idea of employee involvement seems persuasive on the surface, it lacks definitional precision. (Wefald and Downey's, 2009b)

Kahn (1990) was the first person to introduce the concept of employee engagement. In his descriptions, he defines this concept as how employees are engaged and disengaged at work. He defined employee engagement as the 'harnessing of organizational work force selves to their work, where employees present themselves physically, cognitively, and emotionally during role performance.

David Guest's (2016) academic approaches emphasize work engagement, a notion at the individual level with obvious causes and effects. According to him, employee engagement with the organization is the focus of organizational interest, which is mainly concerned with levels of engagement across the organization and also includes the relationships that exist between engagement and performance. David proposed that: Employee engagement explained itself in positive attitudes, which are job satisfaction, organizational commitment, and identification with the company, and behavior that includes low labor turnover and absence and high citizenship behavior on the part of workers; and in the manifestation of perceptions of trust, fairness, and a positive exchange within a psychological contract where two-way promises and commitments are fulfilled.

Employees' engagement is employee's belief about the organization, its leaders, and work condition, besides it also concerns employee's positive or negative feelings about the organization, its leaders, and working environment. Moreover, it concerns employee's willingness to exert their full potential for the accomplishment of their roles Kahn (1990). Robinson et al. (2004) describes employee engagement as a positive feeling held by the employee towards their organization its value. Robinson recommended that an engaged

employee has a better understanding of the business context, and a good team player with coworkers to improve within the job for the company benefit.

The task itself, the work environment, human resource practices, leadership, and the opportunity to contribute are listed by Armstrong M. (2008) as the primary elements affecting employee engagement.

According to Perrin's Global Workforce Study (2003), a variety of factors, including both emotional and rational considerations pertaining to work and the overall work experience, have an impact on how enthusiastic employees are to devote their skills to the success of their organization. As described by Perrin, employee engagement involves a strong emotional connection and devotion to one's job. Employee dedication alone won't result in increased employee engagement. In order to grow and nurture engagement, there must be a mutually beneficial relationship between the company and the employee.

Employee competency and organizational context, which includes leadership, physical environment, social environment, and HR practices that directly affect the person, process, and context components of work performance, are what determine employee engagement. Sandhya and Solomon (2010).

Most studies demonstrate that management values its employees, that availability of effective communication between management and employees, management's commitment to building an organizational culture that creates an opportunity for employees' happiness and career advancement considers as top drivers of employee engagement, Robinson, Perryman, and Hayday (2004).

Jose and Mampilly (2012) tell that employee satisfaction, commitment, loyalty, and performance have a direct impact on an organization's overall employee engagement level. The benefits of assessing employee engagement and working ways to increase employee engagement, they continued, are demonstrated by the fact that organizations with higher levels of employee engagement had higher levels of profits that are obtained from productivity.

Business leaders were polled in 2014 by The Harvard Business Review to find out if they believed that employee engagement was a prerequisite for an organization's success. Accordingly, roughly 71% of them stated that employee engagement was essential to their organizations' business success. In this instance, the Gallup Employee Engagement survey found that only 30% of workers and 35% of managers are actively engaged in their jobs.

Dawit Arega (2022) conducted a quick survey to gain some context about what businesses do along these lines and revealed that the majority of corporate companies, with the exception of a few multinationals and INGOs have no idea about the importance of an engaged workforce and the impact on the company's bottom line, and the situation in Ethiopia is worse than expected and he identified that the problem of the most companies now a day was most managers were talk about the need to focus on employee engagement, but they do not get it right.

The Oromia Regional National State is endowed with a wealth of cultural and natural resources that are highly valuable to tourists. Based on ONRS proclamation 167/2006 which was released to delegate authority to regional sectors OCTB was established with the responsibilities of researching, preserving, developing, and promoting the culture and tourist attractions of the region and its peoples through coordination of its branch offices accountable to it. Among these branch offices OCC & IOS are included in this study.

OCC was established with the aim of representing the vast region of Oromia in a single cultural complex that depicts the culture, tradition custom, art, history and dress of Oromo people and IOS was established to conduct research on Oromo language, literature, folklore, art and history.

According to a study conducted by Tekabe Sintayehu (2016), challenges in the tourism sector include a lack of efficient marketing tactics, a shortage of human resources and capacity, a lack of strong institutional and legislative frameworks, issues with industry standards and quality, and a lack of adequate infrastructure and support for tourism sector. Thus, the researcher was interested to assess the level of employee engagement in Oromia Culture and Tourism bureau.

1.2. Statement of the Problem

Engaged workers are more likely to commit to staying with their employer. According to a Purswani & Dubey (2016) study, highly engaged employees are five times less likely to leave the company on their own will and are twice as likely to be top performers. Employee engagement is a stronger predictor of positive organizational performance than the three categories of work satisfaction, employee commitment, and organizational citizenship behavior, and it amply demonstrates the reciprocal relationship between employer and employee (Solomon & Sandhya, 2010).

Engaged workers who are dedicated to their organizations provide businesses with critical competitive benefits, such as increased productivity and decreased employee turnover

(Purswani & Dubey, 2016). In contrast, organizations with disengaged workers face wastage of time and talent, low employee commitment, high absenteeism, reduced operational and profit margins, lower productivity, and lower customer satisfaction (Rampersad, 2006).

In the past two decades, employee engagement has received more and more attention from human resource consulting firms. It is important to make sure that these employees remain with the company in order for it to survive and grow, as it is well recognized that an organization's success depends on the intellectual understanding of its employees (Mcshane & Glinow, 2010).

The idea that the employee engagement program is "an HR concern" is the primary cause of its failure. As a result, before they fully examine "engagement's capacities to improve their business, some organizations assume they have used all of its performance levers. Some leaders continually exhibit low engagement, or they plateau and eventually decline, despite repeated efforts to boost scores (Gallup, 1990). However, the way employee engagement programs are implemented at work is probably to blame for the seeming failure of these initiatives. Common errors include being overly complex, using the wrong engagement metrics, and using surveys excessively.

The organization's 2015 half year report states that the turnover rate for employees was 3%, 7 employees or 3%, were on written warning for disciplinary issues, 2 employees were penalized and 2 were dismissed. The yearly performance report for Bureau employees over the course of three years (2012-2014 E.C.) revealed that the performance result for the vast majority of employees was average and below average.

Studies have revealed that there is a link between employee engagement and employee performance. For example, Rushana, et al. (2021) found there is a link between work engagement and performance as well as a link between job meaning and engagement. They further added that improving employees' sense of job significance will raise their engagement in their work, which in turn enhances work performance.

The following limitations are described with regard to the proficiency of skilled human resources, operating systems, and institutional capability that the sector required, per Ethiopian tourism policy (2009): The type, quantity, and quality of human resources available in the sector and those required for new deployments are constrained. It is difficult to find the highly skilled and moderately skilled labor force that is necessary for the sector's growth. These limitations show that the industry lacks both methods that increase employee

engagement, such as: good leadership, a caring culture, regular feedback, recognition, as well as employees who have ability, and experience needed to accomplish the job or task.

Therefore, from this, the researcher understands that the presence of high employee engagement is crucial for the employee's as well as the organization's performance. Hence, for the OCTB to achieve its goals and objectives, it needs to have a high level of employee engagement. However, the organization's employee engagement status has not been researched yet. In order to take the required measures to enhance employees' contributions towards their organization's productivity, it needs to know the prevailing status of the engagement level of its workforce. Therefore, these situations prompted the researcher to assess the employee engagement level of OCTB and forward possible solutions.

1.3 Basic Research Questions

1. What is the level of employee engagement in OCTB?
2. What are the factors affecting employee engagement in the organization?
3. How do managers apply employee engagement practices in order to enhance employees' contributions to the organization's success?

1.4. Objectives of the Study

1.4.1. General Objective of the Study

The main objective of the study was to assess the employee's engagement in the case of OCTB.

1.4.2. Specific Objectives

1. To assess the employees engagement level in OCTB.
2. Identify factors affecting employees' engagement in the organization.
3. To determine how managers apply employee engagement to enhance the contributions of employees towards the organization's success.

1.5. Significance of the Study

Studying employee engagement OCTB would enhance the employee engagement awareness and understanding of HR professionals. Moreover, assessing employee engagement in OCTB helps to get insight regarding its strengths and weaknesses, and come up with developing mechanism to improve engagement level of its workforce. Besides, the survey tool employed in this study can also be utilized as a springboard for creating a knowledgeable tool to conduct routine reviews of employee engagement in OCTB. Moreover, it can be used as a reference for other researchers in the area of employee engagement.

1.6. Scope/Delimitation of the Study

This study was limited to assessing the employee engagement in the case of Oromia Culture and Tourism Bureau. Due to shortage of time, resources, and current conditions of the country, the study limits itself only OCTB head office, OCC, and IOS which are found in Addis Ababa. In addition to this, the study excluded employees with less than two years of working experience as they lack adequate understanding of the employee engagement system and practice of the organization

There are different measurements to measure employee engagement level such as Gallup Workplace audit (Gallup,2016),Utrecht Work Engagement Scale (Schaufeli, Salanova,Gonzalez-Roma, and Bakker,2002).However, for this study to measure employee engagement level Gallup workplace audit that uses twelve factors (expectations, materials and equipment, opportunity to do, recognition, care, opportunity for development, mission/purpose clarity, opinions count, coworkers' commitment to quality, best friend, progress, learn and grow) was used. The tool have chosen because according to Harter,Schmidt, Killham and Asplund (2006) it uses measures that are actionable/changeable at the supervisor or manager level, the 12 items are the result of extensive study that has been undertaken for more than 30 years and the tool helps to create meaningful change in the workplace.

The survey design strategy was the only aspect of methodology that was covered. Structured questionnaires and management-specific interview questions were used to collect data for an explanatory survey. The data was then analyzed using SPSS version 22 and displayed as tables, figures, and graphs.

1.7. Operational Definition of Key Terms

Employee Engagement: harnessing of one's self to his or her roles at work (Kahn, 1990).

Employee Engagement Level: the level of enthusiasm and dedication a worker feels toward their job (Khan, 1990)

Disengagement: In disengagement, people withdraw and defend themselves physically, cognitively, or emotionally while performing their work roles (Kahn, 1990).

Employee expectation: the assumptions, anticipations, and behavior that employees expect their employers to take (Gallup, 2016).

Employee recognition: act of showing appreciation and acknowledgement for employees for contributions to the business that links to the company's purpose (Armstrong,2008).

Organizational mission: a brief, broad statement about an organization's goals.

Progress: the act of moving toward in career.

1.8. Organization of the Study

There were five chapters in the study. The background of the study, statement of the problem, objectives, significance, scope, and organization of the paper are all included in the first chapter. Chapter two covered the review of theoretical, conceptual, and empirical literature as well as the conceptual framework of the study. The research methodology was the subject of the third chapter. Presentations, analysis, and data interpretation are all covered in detail in Chapter four. Chapter five includes the major findings of the study, conclusions, recommendations, limitations of the study, and areas for future research.

Chapter Two

Review of Related Literatures

2.1. Introduction

This chapter includes review of conceptual and empirical literatures on the subject under study. Theoretical/conceptual review includes definitions, evolutions, categories, theories and models, fundamentals, characteristics, importance, and components of employee engagement. The empirical review discussed about the review and analysis of studies done on employee engagement locally and internationally.

2.2. Conceptual Review

2.2.1 Definition of Employee Engagement

One of the first individuals to use the term "employee engagement" was Kahn (1990), who described it as "the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances." The word "employee engagement" is now frequently used and understood in the majority of commercial organizations. However, rather than being based on theory and empirical research, the majority of the literature on employee engagement is found in publications written for practitioners and is based on actual practice (ibid).

According to Robinson et al. (2004) EE has grown in popularity despite the topic receiving relatively little academic and empirical inquiry. Employee engagement thus appears to be what some may refer to as "old wine in a new bottle." Sanchez (2007) defines employee engagement as "the outcome of how employees view their work, leadership of their companies, the recognition and awards they receive, and the communication ethos of the firm." Cook (2008) asserts, however, that "employee engagement" is "personified by the passion and energy employees have to give of their best to the organization to serve the client." It all comes down to how willing and capable the employees are to provide consistent, independent effort to support the success of their firm.

According to Cook (2008), employee engagement is a desired situation that has an organizational goal and signifies passion, dedication, enthusiasm, involvement, concentrated energy, and effort, thus it contains both.

It is the amount of free time a worker is willing to devote to the organization, according to Sak (2006). Similar to this, Cook (2008) noted that "staff engagement is distinguished by a commitment to the organization, faith in what they stand for, and a readiness to go farther."

Employee engagement according to Society for Human Resource Management (SHRM, 2014), defined as "a workplace condition, workers' attitudes toward their work, their behavior at work, and how they see people around them". Buckingham and Coffman (1999) defined the term engagement as "having qualified people in the correct positions, together with motivated managers who are dedicated to promoting employee engagement."

2.2.2. Evolution of Employee Engagement

According to Schaufeli, W.B. (2013), two convergent phenomena were responsible for the development of engagement at the beginning of 20st century. These include (1) the expanding role of human resources and employees' psychological involvement in the workplace; and (2) the growing interest of scientists in the positive psychological states. The theory's foundational elements demonstrate how it evolved from earlier ideas in human resource management.

In 1990, the term "engagement" first appeared in an academic journal according to the literature. This was made feasible by a 1990 paper from the Institute of Employment Studies (IES) called "From People to Profits, the HR link to the service-profit chain," which showed how adjustments in worker attitudes and behavior might improve sales performance and client retention. The relevance of engagement for both HR and company performance was established by the strong correlation between engagement and performance, which was supported by substantial research.

Contrary to popular belief, engagement is not something that managers or organizations "do" to their workers; rather, it is a mental, emotional, and physical state that workers contribute to. Although managers and leaders cannot directly affect how others choose to participate, it is clear that their behavior, the work atmosphere they create, the support and motivation they give to their teams, and the trust they nurture are all vital.

Although there have been numerous studies on employee involvement over the past ten years, according to the literature and research, there are still questions concerning its definition, measurement, and philosophical underpinnings. It is also challenging to draw linkages between the factors that influence employee engagement and its results.

Researchers and practitioners are developing new forms and methods of employee engagement as interest in it quickly increases. According to the available literature, Kahn

(1990) was the pioneering researcher who created the idea of job engagement. He linked participation to the satisfaction of three psychological needs, namely psychological safety, psychological availability, and psychological meaningfulness. Personal engagement and disengagement are impacted by these factors. Schaufeli and Beker (2003) developed a method to gauge employee engagement in comparison to burnout. Through their thorough investigation, they discovered that the Job Demands-Resources model can be used to explain how vigor, devotion, and absorption are indicators of engagement that can be measured using the UWES, a reliable and accurate self-report questionnaire.

2.2.3. Employee Engagement Categories

The Gallup Consulting Organization (The Gallup Organization, 2004): categorized engagement in to three these are, engaged, not engaged, and actively disengaged.

Engaged

Employees who are "engaged" are more committed to the organization. They truly want to know more about their organization and how they fit in. They consistently perform better work. They want to use their advantages and skills on a daily basis. They give it their all, promote creativity and advance their business. They are less inclined to quit the company.

Not-Engaged

Employees who are not engaged focus more on their job rather than the objectives that intended to achieve. They want to be taught what to accomplish simply so they may finish it and claim completion. They focus on completing their duties rather than obtaining the intended result. They focus on finishing tasks rather than achieving a result. Employees who are not engaged always feel that their company is not utilizing the most of their potential and that their efforts are being undervalued.

Actively Dis-engaged

People who are "actively disengaged" at work "consistently oppose nearly everything." They are acting out their unhappiness at work. They disseminate negativity if they have the chance to do so. Actively disengaged employees undermine the efforts of engaged coworkers every day. The problems and conflicts that actively disengaged workers create can seriously affect an organization's capacity to perform as workers depend more and more on one another to produce goods and services. They drive up the cost of the company through poor quality, unsatisfied clients, and lost opportunities.

2.2.4. Factors Influencing Engagement

Research cited by Incomes Data Services (IDS) (2007) has identified two key elements that have to be present if genuine engagement is to exist. The first is the rational aspect, which relates to employees' understanding of their role, where it fits in the wider organization and how it aligns with business objectives. The second is the emotional aspect, which has to do with how people feel about the organization, whether their work gives them a sense of personal accomplishment and how they relate to their manager. Armstrong, M. (2008) Identified the following factors that influence employee engagement:

- (a) **The work itself:** the work itself can create job satisfaction leading to intrinsic motivation and increased engagement. The factors involved are interesting and challenging work, responsibility (feeling that the work is important and having control over one's own resources), autonomy (freedom to act), scope to use and develop skills and abilities, the availability of the resources required to carry out the work, and opportunities for advancement.
- (b) **The work environment:** an enabling, supportive and inspirational work environment creates experiences that impact on engagement by influencing how people regard their Employee engagement strategy. An enabling environment will create the conditions that encourage high-performance and effective discretionary behaviour. These include work processes, equipment and facilities, and the physical conditions in which people work. A supportive environment will be one in which proper attention is paid to achieving a satisfactory work–life balance, emotional demands are not excessive, attention is paid to providing healthy and safe working conditions, job security is a major consideration and personal growth needs are taken into consideration.
- (c) **Human resource practices:** It is also directly influenced by its work and HR practices. As Purcell (2001) points out, the way HR practices are experienced by employees is affected by organizational values and operational strategies, such as staffing policies or hours of work, as well as the way they are implemented.
- (d) **Leadership:** The degree to which jobs encourage engagement and positive discretionary behavior very much depends upon the ways in which job holders are led and managed. Managers and team leaders often have considerable discretion on how jobs are designed, how they allocate work and how much they delegate and provide autonomy. They can spell out the significance of the work people do. They can give them the opportunity to achieve and develop, and provide feedback that recognizes their contribution. Opportunities for personal growth most people want to get on.

- (e) **The opportunity to contribute grow and develop** is a motivating factor that directly impacts on engagement when it is an intrinsic element of the work.
- (f) **Opportunities to contribute:** Engagement is enhanced if employees have a voice that is listened to. This enables them to feed their ideas and views upwards and feel that they are making a contribution

2.2.5. Theories Explaining Employee engagement

Theories below were applied to explain employee engagement

a) William Kahn's Theory of Employee Engagement

Psychologist William Kahn was one of the first experts to use the phrase "employee engagement," The harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances." is how the phrase is defined.

Even though Kahn's work was published in 1990, the idea's origins can be traced back to the early development of team building. Elton Mayo, a researcher at the time, discovered that factors like concern from higher management, more comfortable physical surroundings, and social relationships with coworkers had an impact on a worker's attitude and motivation, which in turn enhanced productivity and employee retention rates. Kahn's study focuses on developing workplace settings where employees can be "whole selves" while at work. Meaningfulness, safety, and availability were recognized by the study as three essential factors that affect whether an employee can meaningfully connect with the corporate purpose, company culture, and daily tasks of the function.

Khan also discussed the mental, emotional, and physical aspects of involvement. In other words, by their actions and attitudes, employees can exhibit varying degrees of commitment. Examples include their level of daily activity, their confidence in carrying out their regular tasks, their creative contributions and decision-making, their regard for the business, and their loyalty. William Kahn contributed to a deeper knowledge of employee engagement and their needs through his work.

b) Social Exchange Theory

Saks (2006: 603) believed that social exchange theory offered a solid theoretical justification for engagement. According to the social exchange theory, responsibilities are produced as a result of a series of interactions between parties that are mutually interdependent. A core tenet of social exchange theory holds that connections gradually

develop into trusted, durable, and mutually beneficial commitments as long as the parties respect particular "rules of trade. These [rules] typically entail laws of reciprocity or repayment whereby one party's actions trigger another party's response or actions. He claimed that getting involved is one way that people may give back to the organization. In other words, employees will choose to engage to varying degrees based on the resources supplied by their business. This is in line with Robinson et al. (2004) concept of engagement as a two-way connection between the employer and the employee.

Balain and Sparrow (2009: 16) came to the following conclusion: "We need to incorporate the notion in a well-founded theory to comprehend what genuinely generates engagement and what it causes in turn." The social exchange theory, which views feelings of loyalty, dedication, and discretionary effort as all being kinds of social reciprocation by employees to a good employer, is the one that is thought to be most appropriate.

c) Goal Setting Theory

In this theory a key element of employee engagement is goal setting. Employees should not only be happy with their current working environment, but also be excited and upbeat about the future. One motivating factor is the desire for advancement. Although everyone wants to get better, they need a push and a clear vision. All team members should be aware of their respective tasks and have a common purpose in order to perform at their best and be successful. Several resources offer advice and instructions for forming objectives, but there are also many professional articles that explain why goals are essential for motivation. One of the most well-known theories of goal-setting is the one put forth by psychologist Edwin Locke. This theory lists five conditions for goals (clarity, challenge, commitment, and feedback & task complexity).

Another recommended practice is to give employees incentives to meet the goal. Although prizes can be effective performance drivers, rewards in the form of money are not the only ones. Giving a goal's significance and justification can leave a lasting impression. Instead than being the sole responsibility of the manager or the team, goal-setting is a collaborative process in which all stakeholders imagine and work together to achieve shared objective. Setting goals is a crucial part of motivating and gratifying employees. The team will be more motivated to commit to the outcome and invest in the company's success when they understand the mission of the firm and create a clear plan of action together.

2.2.6. Employee Engagement Models

Many academics have developed strategies to increase employee engagement by using various models to comprehend the level of employee engagement. The following models are well-known and widely used approaches to understand and assess employee engagement.

a) Gallup Model of Engagement

According to Gallup model, there are three levels of engagement: actively involved, engaged, and not engaged. This paradigm states that actively disengaged workers are frequently unhappy and spread discontent throughout the workplace. They have a negative mindset and spread rumors that motivate other employees to leave their employment. They need to fight off competitors in order to rise to the top or the next level in the role. Employees that are engaged at work are motivated, dedicated, contribute original ideas, have a connection to the company, and are excited about their jobs. Employees who are not engaged depend on instructions and do not take initiative in their work.

b) Hewitt Model of Employee Engagement

According to the Hewitt model of EE, factors that affect employee engagement were divided into the following six categories: work, people, opportunities, compensation, procedures, and quality of life. There are many opportunities to include sustainability in the six dimensions and to inspire all employees to participate in both their daily work and personal lives. No matter what each person's position and responsibilities inside the firm are, sustainability is a natural fit for all, from rewards to opportunities, quality of life issues to business methods. Employee satisfaction in each of the factors that influence employee engagement is also measured by the employee engagement survey. Most importantly, the survey's findings can show how these characteristics have an impact on overall involvement (so-called impact analysis). Instead of necessarily concentrating on the region with the lowest satisfaction, businesses might concentrate on the areas with the greatest opportunity for engagement (Hewitt, 2015).

c) X model of Employee Engagement

The X model states that full engagement occurs at the point where an individual can contribute the most to the organization while also experiencing the most personal fulfillment. They draw attention to two distinct "strategies" that interact to create the "X model." (1) The company as a whole pursuing its notion of success: In order for an organization to achieve success, it requires individuals to work together in order to perform at their highest level. Increased employee engagement means increased contributions towards achieving the organization's goals. (2) Individuals who are pursuing their own

definitions of success: each employee has their own goals in terms of their career aspirations, ethos, and need for work-life balance. It's the individuals who are all looking for work that works for them and satisfies them personally.

d) Schmidt Model of Employee Engagement

The Schmidt Model of Employee Engagement is predicated on the notion that carefully selecting and retaining workers who best fit the company culture is the best method to raise employee engagement. If this approach is to generate the desired results, a lot of attention must be paid to the organization's recruitment phase; in particular, care must be given to find the most qualified candidates for the position. This kind of employee engagement approach is most appropriate for companies that place a great importance on fostering a specific workplace culture, which includes a secure setting and a network of friendly coworkers.

2.2.7. Fundamentals of Employee Engagement

Employee engagement is a workplace strategy that creates the ideal environment for each person of an organization to give their all each and every day, devoted to their organization's aims and values, driven to support organizational success, and with an improved feeling of their own well-being. "This is about how we foster an environment where employees can contribute more of their talent and potential," David Macleod (nd).

In order to increase employee performance, it is important to create a work environment where employees feel appreciated and aligned with the company. This culture will encourage employees to give their all in their job for the organization. Therefore, it goes without saying that workers are the foundation of a flourishing business. The ladder of success that the business climbs is made up of a healthy, happy, and engaged staff. Many modern businesses provide their employees with a variety of amenities and flexibility that was unthinkable just a few decades ago. However, employee engagement goes beyond that. The foundation of employee engagement is trust, faith, acknowledgment, and equity in the workplace. Sabanpreet M. (2021).

2.2.8. Characteristics of Engaged Employees

According to Kathleen (2020) the followings are characteristics of engaged employees:

- Employees who are emotionally and physically open to new and challenging jobs are engaged employees.
- They are planning ahead and thinking creatively; they are coming up with fresh ideas to enhance their work and the workplace environment.

- Employees who are highly engaged are eager to take on both big and little leadership responsibilities. They might be eager to take charge of a brand-new project, oversee a group of people, or serve as department's point person. That's because they possess the motivation and confidence to take on these leadership responsibilities.
- Working relationships are maintained through communication. Proactively discussing daily activities and company-wide issues with their peers and management is a trait of engaged workers. When they are present, engaged workers are more likely to generate more.
- They have a clear awareness of how their role fits into the organization's goals and have the independence and expertise necessary to perform their duties effectively.
- They enjoy going to work because they know they are doing more than just pushing pencils, which makes them eager to arrive each day.
- Engaged staff members are more concerned with the success of their team as a whole than just their own professional advancement. Because there is more collaboration and less competition, the workplace is both more productive and enjoyable.
- The seeking of opportunities to advance one's abilities and career path is one of the key behaviors of engaged workers.
- They desire to challenge themselves to learn new things and develop; they are not happy to stay in their position indefinitely without changing as long as the reason for change is made clear, this makes them more change-adaptive. Even if it occasionally seems awkward, they are not scared to grow and learn new things in the world that is changing so quickly now, this ability to adapt is extremely valuable.

2.2.9. Components of Employee Engagement

A culture of trust, loyalty, and improved work ethics is created by effective employee engagement. It is determined by how actively a worker contributes to the success of their firm. According to Dutta S. (2022), the following essential elements of employee engagement should be followed in order to obtain high levels of engagement in the workplace.

To make employees feel like they are a part of the company, the first element of EE is improving communication. This requires giving employees the freedom to express their thoughts and make their own judgments. This can only occur when people are allowed to communicate with both leaders and their peers. Strong communication fosters a sense of community among workers, and this interaction gives their work significance. Additionally, it increases mutual trust and fosters ties between coworkers, particularly with leaders (ibid).

Every employee should feel significant and respected, so when an organization decides to reward those that put in extra effort on the job, those employees will be motivated to work more to meet their goals. A crucial component of EE is promoting workplace wellbeing. Employees spend the bulk of their waking hours at work; So it seems to reason that their excessive weariness and stress would have an effect on their health and wellbeing. Physical and mental illnesses are unavoidable. Stress, anxiety, sadness, backaches, muscle discomfort, and other conditions affect workers. Therefore, it is the responsibility of the company to offer a healthcare system that considers an employee's overall well-being (ibid) .

Development on the personal and professional levels is crucial to EE. According to a Randstad research (nd), 30 percent of workers quit their employment because they don't have demanding work. Employees leave an organization when they believe their expectations upon joining were not met moreover, younger workers. Roles and responsibilities are a crucial part of orientation and onboarding program that are well specified. When obligations are precisely and explicitly specified in advance, there is no room for misunderstandings or uncertainty. One of the essential elements of employee engagement is feedback. According to studies, highly engaged workers get feedback at least once every week! Performance and productivity are enhanced by feedback and review (ibid).

Another element of EE is the workplace environment. As businesses move toward creating personalized workspaces and new working arrangements like gig workers and remote employees become more common, workplaces are changing. Employee productivity is increased, stress levels are decreased, and employees are motivated to work more.

2.3. Empirical Review

Under empirical review, different studies that have been conducted in the areas of employee engagement have been discussed, and findings and gaps observed have been described.

Research conducted by Rushana, Sung-wan, and Sukbong (2021) on work engagement among public employees: Antecedents & consequences examined the connection between job significance, work engagement, and performance, as well as testing for a potential mediating role for work engagement in this relationship. The study's findings support a link between work engagement and performance as well as a link between job meaning and engagement.

It also revealed that improving employees' sense of job significance will raise their engagement in their work, which in turn enhances work performance. For this reason, it is critical that public sector firms foster their employees' sense of job significance. Accordingly, this can be accomplished by employing strategies like (1) directing workers' attention to tasks

that inspire them to realize themselves; (2) involving workers in decision-making that increases the impact and utility of their work, including job redesign; (3) and fostering social connections between workers and clients in the public sector (Jo et al., 2018; Martela and Pessi, 2018).

The study's findings also imply that task interdependence can boost employee engagement. When routine duties could result in poor job meaning, managers can assign assignments that call for interdependent teamwork to boost employee engagement. It revealed that high interconnectedness can help organizations deal with low meaningfulness, and vice versa. This study also demonstrated the control that managers have over leader-member exchange (LMX), in contrast to other limitations in the public sector. Supervisors that practice high-quality LMX invest more time, direct information, emotional support, and intrinsic benefits like empowerment in their staff.

Finally, the study showed that public organizations are strongly urged to foster welcoming environments where staff members support one another. The value of supportive connections among coworkers as a crucial workplace resource for accomplishing goals and fostering engagement at work was highlighted by Schaufeli & Bakker (2004). The study showed that workplace engagement tends to increase when employees have positive relationships with their coworkers and feel comfortable sharing their genuine selves with them.

Schrita Osbome & Mohammad (2017), concentrated on workplace engagement tactics. The case study's objective was to look into the communication strategies used by several business executives to include their personnel. The target group consisted of four Jackson, Mississippi-based communication business leaders who had at least a year of successful employee engagement. In this study the self-determination theory served as the study's theoretical cornerstone. Semi-structured interviews were undertaken, and the company's archived records were gathered.

According to the case study, effective leaders have an effect on their team members' engagement. If business executives want to boost or maintain their company' profitability, they must work hard to engage people. According to the study's findings, employees are more engaged when leaders and subordinates have close working ties. According to the study's findings, managers' and employees' interactions are essential for encouraging employee engagement, which raises organizational profitability.

According to the study, communication company leaders must understand the significance of autonomy, intrinsic rewards, and influence in order to promote employee engagement

(Bolman & Deal, 2014). According to the research's conclusions, companies tend to hire workers who are eager to participate in their work, which raises employee engagement and boosts profitability. As a result, when individuals lack motivation to accomplish their duties, the company is less effective because job performance is immediately impacted. Higher levels of staff engagement were observed by leaders who implemented employee engagement techniques (Blattner & Walter, 2015); greater customer satisfaction, productivity, and profit were also noticed (Bowen, 2016); and decreased levels of employee accidents and turnovers were also observed (Barrick et al., 2014). According to the study's findings, managers who keep an eye on the common causes of employee disengagement might offer insightful comments to raise morale.

This research revealed three key themes: (a) rewards and recognition; (b) employee empowerment; and (c) developing a relationship between leaders and subordinates. According to the study, company executives that include these three concepts into their leadership style would be able to help their organizations grow. The findings demonstrated the need of putting into practice successful employee engagement initiatives for organizational success. This study indicated that leaders who need to design strategies that improve employee engagement must understand how to listen, be fair, have respect for others, establish trust, and have the concern of the workers.

The study conducted by Brid (2015), which investigated factors affecting employee engagement in a failing outsourcing company in Dublin, Ireland, could increase our knowledge of employee engagement. Leadership, communication, organizational support, learning and development, and the working environment are the five elements covered in the study. The study findings revealed that respondents put a high value on feeling safe in the workplace, which they achieved by developing excellent working connections with their line manager and peers without worrying about the ramifications during the downturn. Along with having both upward and downward communication between leadership and employees, the study discovered that opportunities for advancement were another critical component in affecting engagement levels.

According to Abubaker's (2002) study, which focused on three primary ideas, including empowering leaders' behavior, high performance work practices (HPWP), and the potential impact of factors affecting employee engagement in Malaysia's banking sector. The study's findings described that empowering leadership behaviors such as demonstrating care, engaging in participatory decision-making, setting a good example, training, and communication have an impact on employee engagement. When a leader expresses care,

employees are significantly more engaged. Employee engagement in Malaysia's financial sector is greatly impacted by empowered leadership behavior.

According to Gallup's (2013) State of the global workplace research, which included data from 142 countries, only 13% of employees globally engaged actively at work, and this indicated that 180 million workers in the studied countries, or around 1 in 8 workers, are likely to be psychologically devoted to their occupations and making positive contributions to their companies. The study of Gallup revealed that, 63%, of workers are "not engaged," which means they lack motivation and are less inclined to devote their free time to achieving company objectives. Also, 24% of workers are "actively disengaged," which means they are dissatisfied, unproductive, and likely to criticize their coworkers. This roughly amounts to 900 million disengaged workers worldwide when the study was conducted.

The study found that low levels of engagement among global workers in many regions of the world continue to hinder increases in economic output and improvements in living standards. According to Gallup's (2016) research, the majority of actively disengaged workers are found in the United States and Canada (29%). Businesses that want to adjust to the quickly shifting its economic conditions must learn how to achieve high productivity at workplaces and expand their customer bases across extensive range of social, cultural, and economic situations, regardless of country or industry.

Derara (2014) conducted a study in CBE that focused on examining the factors that influence employee engagement in Ethiopia's human services sector. The study's findings revealed that there were no differences in engagement scores between men and women based on education level or number of years working for the organization. In CBE, job characteristics, rewards and recognition, organizational justice, and perceived organizational support were factors that significantly affected employee engagement. However, several of the variables that would have had a substantial impact on determining employee engagement at Commercial Bank of Ethiopia were left out by Derara (2014). These elements might include the workplace environment, internal locus of control, and perceived supervisor support (Ibid). This researcher attempts to investigate their impact on EE for the instance in question by taking these into account as relevant factors.

2.4. Conceptual Framework of the Study

The conceptual framework of the study was established based on the review of related literatures. According to Gallup (1985), twelve factors were identified that determine employee engagement level: expectations, materials and equipment, opportunity to do,

recognition, care, opportunity for development, mission/purpose clarity, opinions count, coworkers commitment to quality, having best friends in the workplace, opportunity for progress, and opportunity to learn and grow. It described each of these factors as follows:

Team members must believe that their work somehow advances their professional or personal development in order to be fully engaged. It's a sign of a great workplace when team members are given the chance to pursue educational opportunities that address their personal growth, whether that means enrolling them in formal programs or simply helping them locate new experiences.

Workgroups that receive high marks and typically excel at setting and maintaining clear quality standards for their members. As a result, team members are capable of appropriately assessing both their own and their teammates' performance. Clear standards communication improves accountability, fosters coworker trust, and allows them to discover innovative ways to help one another grow.

Mission /purpose clarity measures a major source of inspiration for team members: the conviction that their company upholds principles they also hold dear. Effective workplaces foster that feeling by, among other things, continuously outlining the organization's overarching mission and the specific ways that each team member helps the mission be accomplished. Humans enjoy feeling like members of a group. Although individual success is wonderful, we are more inclined to stick with something if we feel like we are a part of something bigger than ourselves.

Getting someone promoted is not the definition of "development." It does not imply that everyone on the team get what they desire. It entails assisting people in locating positions that leverage their particular skill sets, expertise, and talents—their natural strengths. Previous Gallup research has found that workgroups that score highly on this particular issue tend to draw out what was left in rather than add what was missing, and they constantly provide feedback.

Workplaces that performed well in this area relied on quick, specific, predictable, regular forms of acknowledgment. They are recognized for encouraging a culture of abundant praise and acknowledgment where everyone is aware of how others prefer to be acknowledged.

People who feel comfortable at work are more likely to try new things, criticize authority figures, exchange knowledge, and encourage one another. They are also more likely to give

their manager and organization the benefit of the doubt. If team members do not feel valued, none of this can occur. Great workplaces are held together by relationships. (Gallup, 1985).

These factors had to be combined into six in order to simplify the analysis procedure based on their relationships or similarities. The following is how the conceptual framework is shown.

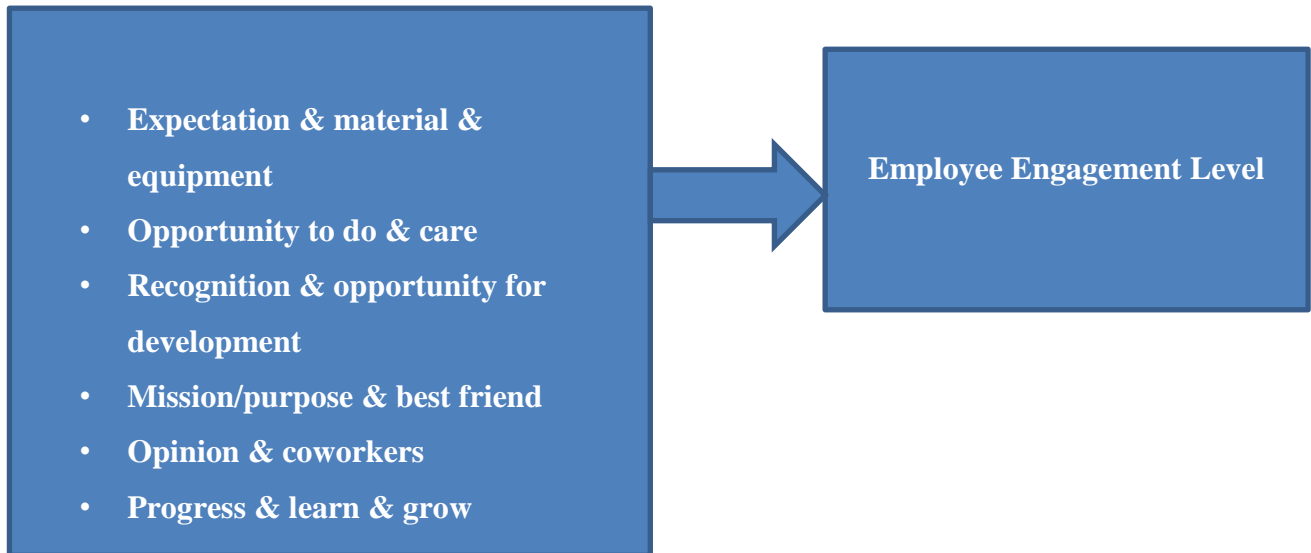


Figure 2.1: Conceptual Model of the Study

Source: Gallup (1985)

Chapter Three

Research Methodology

3.1. Introduction

The methodology of the study consists of the research approach, research strategy, techniques & procedures: population of the study, sample size and sampling techniques, data source and collecting tools, data analysis methods, validity & reliability, and ethical issues.

3.2. Research Design

A survey research strategy was used in this research among the various designs. This study employed both descriptive and explanatory survey research designs.

Additionally, as proposed by Saunders et al. (2009), survey design enables the researcher to give potential explanations, identify specific relationships between variables, and establish models of relationships. Survey designs have a better advantage over other designs as they permit the researcher collection of data from population economical way, according to Saunders *et al.* (2009). The goal of this study is to collect the most accurate data from the population using both descriptive and inferential statistics. Thus, it was determined that the survey design was suitable for this study.

3.3. Research Approach

For this study in order to meet the research objectives and answer the research questions, a mixed research approach was employed (Quantitative and qualitative). The quantitative approach aids in gathering data in quantitative form, allowing for the formal and strict use of quantitative analysis. A Qualitative strategy on the other hand is concerned with subjective assessment of attitudes, opinions and behavior (Kothari,2004).For this study in order to meet the research objectives and answer the research questions mixed research approach were employed to investigate job engagement level and its factors, as quantitative technique helps to explore ,present, describe and examine relationships and trends with in data and also helps to collect results in numerical and standardized data (Saunders,LewisandThorhill,2009).

Research methodology might be either inductive or deductive. In this study deductive method was used. Regarding research philosophy, pragmatism was chosen as the preferable philosophical viewpoint for this study since it has lately acquired acceptance in the corporate world (Saunders, Lewis, and Thornhill, 2007).

3.4. Description of Study Variables

To examine employee engagement level in the OCTB, the study was focused on 12 variables which were categorized into six based on Gallup category, (expectations & materials and equipment, opportunity to do & care, recognition & opportunity for development, mission/purpose & best friend at work, opinion count & coworkers commitment to quality, progress & learn and grow). These variables are independent variables. Employee engagement level is dependent variable. These variables were used to measure employee engagement level and factors affecting engagement in the organization.

3.5. Overview of the Study Area

This study was conducted in Oromia Culture and Tourism Bureau including its branches, Oromo cultural center and Institute of Oromo study which are both located in Addis Ababa city Administration, Kirkos sub-city. The organization's goal is to research, protect, enhance, and promote the region's cultural diversity and top tourist destinations. These goals could be achieved through involving organization's workforces effectively because, productive employees are more engaged.

It has been evidenced that companies who employed engagement program as see greater profitability, increased retention rates, and stronger employee wellness. So that examining employee engagement and striving to raise its level is very crucial for the organization. To do so employee engagement levels inside the organization must be examined, along with the factors that influence them.

3.6. Population, Sample Size, and Sampling Techniques

3.6.1. Target Population of the Study

Population is the entire set of the people, events, or intriguing things that the researcher wants to investigate. While the entire group of variables that the researcher wants to draw conclusions about is the target population. All 242 employees of the Oromia Culture and Tourism Bureau, Oromo Cultural Center, and Institute of Oromo Study employees and 8 managers of both organizations were target population.

3.6.2. Sampling Techniques and Sample Size

Because employees from OCTB, OCC, and IOS must be represented in the sample in order for the population to be representative, stratified random sampling is the appropriate sampling technique.

Simple random sampling was used as the sample approach in accordance with the survey plan. To select the sample from population lottery method was used. Out of the total

population of 242 employees of OCTB and its two branches, a sample of 151 respondents was selected. To determine the sample size for employees, this study employed Solvin's (1967) formula:

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

Where n= number of samples, N=total population, and e = error tolerance i.e. 0.05

The sample size was distributed proportionally to each sector based on the number of employees in each organization, because the study includes the Bureau and the two branches that report to it, and a sample was selected from each sector using simple random sampling.

Table: 3. 1. Sample size and its distribution

No.	Organization	Population	Proportion in %	Sample size
1	OCTB	90	38	57
2	OCC	105	43	65
3	OSRI	47	19	29
	Total	242	100	151

Source: own source

3.7. Data Sources, Types, and Instruments

The main data sources were information acquired from OCTB, OCC, and IOS employees through questionnaires and interviews with managers. This study employed Primary data types. Primary data was gathered from employees using questionnaires, and open ended interview questions were used for those employees in managerial positions.

Therefore, a survey tool created by Gallup (1985) was used to measure employee engagement. It has 12 questions which were merged into six and six response possibilities (strongly disagree, moderately disagree, slightly disagree, slightly agree, moderately agree, and strongly agree). The six components of the instrument are: (expectations & materials and equipment, opportunity to do & care recognition & opportunity for development, mission/purpose & best friend at work, opinion count & coworker's commitment to quality, progress & learn and grow). Everything is expressed positively. And in accordance with Gallup (1985), these six variables are thought to effectively measure the level of employee engagement.

3.8. Data Collection Procedures

Data from the chosen target population was gathered using structured questionnaire. Through the HR personnel at each sector, the researcher has chosen respondents using the stratified random sampling technique.

3.9. Methods of Data Analysis and Interpretation

The information acquired by the questionnaire was analyzed quantitatively. Quantitative analysis was used to know the engagement levels & the factor affecting employee engagements in OCTB.

Data obtained through structured questionnaires were entered in SPSS version 22 to conduct descriptive and inferential analysis. The mean, frequency, percentage, and standard deviation were used in descriptive analysis. In inferential statistics, correlation analysis was used to assess the significance of relationships between variables and qualitative data was analyzed through narration and description.

3.10. Reliability and Validity of the Instrument

Reliability of the Instrument

Response to the questionnaire were measured using six point Likert scales (strongly disagree, moderately disagree, slightly disagree, slightly agree, moderately agree and strongly agree) all items were worded positively so there were no reverse scoring. Earlier studies using this scale have shown adequate reliability of 0.91 (Harter, Schmidt, Killham & Asplund (2016). And the reliability coefficient alpha for employee engagement survey instrument in this study was 0.789 and the details are presented in table 3.2 below.

Table 3.2. Reliability Test result

s/n	Variables	No. Items	Cronbach's Alpha Value
1	Expectation & material & equipment	4	0.700
2	Opportunity to do & care	6	0.782
3	Recognition & opportunity for development	7	0.755
4	Mission/purpose & best friend	4	0.833
5	Opinion count & co-workers	6	0.868

	commitment		
6	Progress & learn & grow	6	0.816
7	Employee engagement	5	0.766
	Average	38	0.789

Source: Own Survey result, 2023

Table 3.2. Above shows that the Cronbach's coefficient alpha of the employee engagement questionnaire in the current study. According to Zikmund *et al*, (2009) scales with a coefficient α between 0.80 and 0.95 are considered to have very good reliability, scales with a coefficient between 0.70 and 0.80 are considered to have good reliability coefficient α value between 0.60 and 0.70 indicates fair reliability and scale with a coefficient α below 0.6, is believed to have poor reliability. As the data on table 3.2. shows coefficient α for employee engagement for this study was 0.789. Thus, based on Zikmund *et al*, (2009) reliability criteria it can be said the instrument used in this study to measure employee engagement has good reliability.

Validity of the Instrument

For this study, face and content validity have been used to ensure the instrument's validity. In addition, a literature review was done to see if there was agreement among experts and academics who confirmed the validity of the instrument. Senior HR professionals were consulted to check the validity of the instrument, and they confirmed that the survey instruments were measuring what they were meant to measure. Above all, my advisor gave feedback in the process of crafting the data collection instruments.

3.11. Ethical Considerations

The student researcher followed a few steps to keep the study's ethical component intact. These include the following: 1) respondents were asked for their consent before being allowed to participate in the study; 2) the data gathered from study participants was used solely for study purposes; 3) the respondents' privacy and confidentiality were highly respected and ensured; and 4) the researcher duly acknowledged the sources of theoretical and empirical literature.

Chapter Four

Data Presentation, Analysis, and Interpretation

4.1 Introduction

This study aimed at assessing the employee engagement in the case of OCTB. As a result, the presentation, analysis, and interpretation of data gathered through questionnaires and interviews, were covered in this chapter.

4.2. Response Rate

There were 151 questionnaires given in all, 131 of which were completed and returned, or 86.75%. In addition, of the total of eight management members, five volunteered to participate in the interview discussion.

4.3. Demographic Background of Respondents

This section of the study addresses the profiles of the respondents, which are provided below, in terms of gender, age, educational attainment, work experience, and location of employment.

Table 4.1. Respondents Profile

Variables	Categories	Frequency	Percentage	Valid percent	Cumulative percent
Gender	Valid	Male	86	65.65	65.65
		Female	45	34.35	34.35
		Total	131	100	100.0
Age	Valid	<25	3	2.3	2.3
		25-35	50	38.2	38.2
		36-45	39	29.8	29.8
		46-50	26	19.8	19.8
		>50	13	9.9	9.9
		Total	131	100.0	100
Education	Valid	< Grade 12	8	6.1	6.1
		Grade 12	3	2.3	2.3
		Diploma	26	19.8	19.8
		First Degree	60	45.8	45.8
		Master's degree	33	25.2	25.2
		PhD	1	.08	.8
		Total	131	100	100

Experience	Valid	<2	1	.8	.8	.8
		2-5	17	13	13	13.7
		6-10	44	33.6	33.6	47.3
		>10	69	52.7	52.7	100
		Total	131	100	100	
Work place of respondent	Valid	OCTB	53	40.5	40.5	40.5
		OCC	55	42	42	82.4
		IOS	23	17.5	17.5	100
		Total	131	100	100	

Source: Survey result April, 2023

According to the above table, of all the employee responders, 65.6% were men and 34.4% were women. This demonstrates that there are more men than women in the population. In terms of respondents' ages, 2.3% were under 25 years old, 38.2% were in the 25–35 age range, 29.8% were in the 36–45 age range, 19.8% were in the 46–50 age range, and 9.9% were over 50 years old. This suggests that the sample populations are largely young. According to the data, we can conclude that the majority of the Oromia Culture and Tourism Bureau's staff members is young people with the potential to lead their organization.

Concerning the educational status of employee respondents, first-degree holders make up 45.8% of respondents, followed by second-degree holders (25.2%) and diploma holders (19.8%). 2.3% of the respondents are in Grade 12, while the remainder, 6.1%, are under that grade level, and 0.8% have a PhD. In total, 71% of respondents had a first degree or above on average. This demonstrates that the majority of employees are graduates, and the organization either employs graduates or encourages existing employees to further their education. As a result, there is a chance to comprehend and raise organizational engagement levels.

When we see the work experience of employee respondents, 52.7 % have more than 10 years' service within the organization, 33.6% have 6–10 years, 13 % have 2–5 years, and those who have less than 2 years are 0.8%. This implies that the majority of employees at OCTB are senior experts. Regarding the work place of respondents, 55 (42%) came from OCC, while 53 (40.5%) and 23 (17.5%) came from OCTB and IOS, respectively. According to this finding, the distribution of responses was in line with the population share that the organizations had.

4.4. Descriptive Analysis of Employee Engagement in OCTB

In this study, employee engagement was the aggregated score of the six factors used to measure employee engagement, which are: expectation and material and equipment, opportunity to do and care, recognition and opportunity for development, mission/purpose

and best friend, opinion count and co-workers commitment, and progress and learning and grow.

Thus, the mean indicates to what extent the sample group averagely agrees or disagrees with the different statements. The lower the mean, the more the respondents disagree with the statements. The higher the mean, the more the respondents agree with the statement. On the other hand, the standard deviation shows the variability of an observed response from a single sample. Marczyk, Dematteo, and Festinger (2005).

Given the employee engagement survey tool used for this study uses 6-point Likert scale ranging from agree-disagree response choices (strongly disagree, moderately disagree, slightly disagree, slightly agree, moderately agree and strongly agree), it is logical to assume that agreement with positively- worded items represent agreement that there is employee engagement whereas disagreement with positive-worded items represents disagreement that there is employee engagement/perception of disengagement. For each of factors of employee engagement, as well as for the six-item total score, a mean of 4 or more represents agreement/perception of the existence of employee engagement, whereas mean score of 3 or less represents disagreement/perception of lack of employee engagement and a mean score between 3 and 4 are ambivalence. However, for mean scores below 3.4 the significant majority of responses(in %) fail among the disagree range(i.e.,1,2,3) and for mean scores of above 3.4 the significant majority of responses(in %) fail among the agree range(i.e.,4,5,6). Thus, for this study mean score of ≤ 3.4 shows low engagement and a mean score $>3.4-4$ shows moderate engagement, and a mean score $>4 - 6$ implies high level of employee engagement.

For this purpose, mean and standard deviations were used to describe the responses of respondents regarding the employee engagement of OCTB. In addition, the interview data was used to triangulate or cross-check the responses from different perspectives.

Table 4.4.1. Employees' Perception of Expectation and materials & equipment

Items	N	Minimum	Maximum	Mean	Std. Deviation
What's expected from employees is clearly stated in my organization.	131	1.00	6.00	3.9313	1.19093
My manager defines & discusses the explicit & implicit expectation for each employee.	131	1.00	6.00	3.6412	1.35912
My supervisor knows what tools really I need to do my job correctly.	131	1.00	6.00	3.5878	1.29419
I have access to computer programs and systems that enable me to do my job well.	131	1.00	6.00	3.4198	1.54897
Valid N (list wise)	131				
Aggregate result				3.6450	1.39321

Source: Survey result April 2023

As seen in the table above, expectations and materials and equipment have a relative moderate mean score with a mean of 3.6450 and an SD of 1.39321. This implies that employees were moderately satisfied with the expectations and supply of material and equipment by their organization. According to Gallup's (1985) work-place audit, expectation refers to defining and clarifying the outcomes that are to be achieved by each employee. This means that knowing what is expected at work contributes to respondents' engagement by clarifying the specific outcome expected of each and reducing role ambiguity. Getting employees what they need to do their work is vital in demonstrating to employees that they are important and their work is valid, it added. The results of the management interviews also

show that supplying staff with the tools and supplies they need to execute their jobs is not a problem.

Table 4.4.2. Employees' Perception on Opportunity to Do & Care

Items	N	Minimum	Maximum	Mean	Standard Deviation
I'm aware of what keeps me from being as effective as I would like to be.	131	1.00	6.00	3.0458	1.24569
I am kept well informed about the changes in the organization that affect my job	131	1.00	6.00	2.6641	1.23170
I'm happy with my work.	131	1.00	6.00	3.4733	1.29691
I know who cares most about my success at work.	131	1.00	6.00	2.9313	1.15153
My supervisor always cares me & my job	131	1.00	6.00	3.4504	1.78977
I express appreciation for my co-worker's help, collaboration and contribution.	131	1.00	6.00	2.6336	1.78112
Valid N (list wise)	131				
Aggregate result				3.0330	1.41612

Source: Own Survey result, 2023

Opportunities to do and care were evaluated using six measuring items, as given in Table 4.2.2. The average mean value was determined to be 3.03, which is low. This implies a deficiency, which makes it clear that the organization under consideration doesn't encourage employees to give their all and takes little care of them. In line with this study, the Gallup Q12 workplace audit described that Applying one's abilities and knowledge to one's work is what it means to know what one's employees do best and have the opportunity to achieve one's best every day.

Table 4.4.3. Employees' Perception of Recognition & Opportunity for Development

Items	N	Minimum	Maximum	Mean	Std. Deviation
Workplace recognition motivates & makes me feel valued for the work I do.	131	1.00	6.00	3.0000	1.52920
I know what type of recognition motivates me.	131	1.00	6.00	2.9771	1.46480
My organization recognizes and reward top performers.	131	1.00	6.00	3.6107	1.58635
I know which development opportunities most helping me in pursuing my goals	131	1.00	6.00	2.9542	1.52851
My current works is challenging me and aid my development	131	1.00	6.00	3.7405	1.46018
My job provides me the chance of personal growth & development.	131	1.00	6.00	3.1985	1.45401
My organization offer training opportunities and program that support my development	131	1.00	6.00	3.5878	1.85998
Valid N (list wise)	131				
Aggregate result				3.2955	1.55472

Source: Own Survey result, 2023

In this study, seven measuring items were used to evaluate recognition and opportunity for development, as stated in Table 4.2.3 above. In view of that, the mean score is 3.2955 and the SD is 1.55472, which is below the average. This indicated that most of respondents were not happy with recognition and opportunity for development mechanisms. The interview data also revealed a lack of employee recognition and rewards, as well as a lack of clearly defined paths for employee advancement, as the most important variables that affect employee engagement, which supports the aforementioned finding.

Table 4.4.4. Employees' Perception of Mission and Best Friend

Items	N	Minimum	Maximum	Mean	Std. Deviation
I get regular information about the mission & the goals of this organization.	131	1.00	6.00	3.1069	1.68364
My Organization's mission & purpose are clear & aligned with my experience.	131	1.00	6.00	2.3130	1.63182
Having trusting relationship at work can boost my engagement.	131	1.00	6.00	2.8397	1.65862
I frequently talked with my staff about how to foster a helpful and encouraging work atmosphere.	131	1.00	6.00	3.3206	1.40476
Valid N (list wise)	131				
Aggregate result				2.8951	1.59471

Source: Own Survey result, 2023

Four measuring items were used in this study to evaluate the mission and best friend at work, as stated in Table 4.2.4 above. Consequently, the results found an average mean score value of 2.8951 and a standard deviation of 1.59471. This indicates that quite a number of respondents were confused about the purposes of organizations and the advantages of having a best friend at work. Moreover, employees lack regular access to strategy information from managers and supervisors, and they are unaware of how their responsibilities relate to the organization's mission.

Table 4.4.5. Employees' Perception of Opinion Count & Co-Workers Commitment

Items	N	Minimum	Maximum	Mean	Std. Deviation
I am comfortable sharing my opinion at work	131	1.00	5.00	2.2061	1.02069
I receive feedbacks that help me to improve my performance.	131	1.00	5.00	1.7252	.86872
I frequently take part in decision-making at my organization	131	1.00	6.00	1.8015	1.04086
My co-workers have mutual trust & respect for each other's efforts & results.	131	1.00	6.00	2.1908	1.20329
We often talk about what quality looks like as a team.	131	1.00	6.00	2.2443	1.28357
In the past six months, someone at work has talked to me about my progress.	131	1.00	6.00	2.1298	1.32082
Valid N (list wise)	131				
Aggregate result				2.0496	1.12299

Source: Survey result, April 2023

As a result, an aggregate mean of 2.0496 and a SD of 1.12299 were found. As shown in Table 4.2.5 above, opinion count and co-worker commitments were measured and the result indicates the organization's understudies have a limitation on valuing the opinion of employees in overall organizational matters. In relation to this, there is a lack of commitment and dedication among teams towards the success of organizations. In line with this study, Gallup described that a sense of being heard, seen, and valued is a crucial component of employee engagement and clear standards. And it was also stated that communication improves accountability, fosters co-worker trust, and allows them to discover innovative ways to help one another grow. In the same way the study by Schrits, Obsome, and Mohammoud (2017) revealed that effective leaders have an effect on their team members' engagement. If business executives want to boost or maintain their company's profitability, they must work hard to engage people. The study's findings also revealed that employees are more engaged when leaders and subordinates have close working ties. The study suggests that the relationship between managers and staff members is crucial for fostering employee engagement, which in turn boosts organizational productivity.

When management asked if they have regular discussions with employees regarding engagement, the organization's management stated that they don't. They also stated that a lack of management-employee communication, a delay in the employee appraisal, and timely feedback were factors that affected employee engagement in their organization.

4.4.6. Employees' Perception on Progress & Learning and Grow

Items	N	Minimum	Maximum	Mean	Std. Deviation
In OCTB, there is a clear path for career advancement.	131	1.00	6.00	2.1908	1.14431
My organization conduct performance appraisal timely and gives each employee feedback.	131	1.00	6.00	2.4351	1.27761
I enquire about my performance from my management and co-workers.	131	1.00	6.00	2.5802	.99965
My manager knows my goal.	131	1.00	6.00	2.8473	1.54159
My organization encourages me to learn new skills to do my job in a better way.	131	1.00	6.00	2.6412	1.33629
I am knowledgeable of the skills I must acquire to perform my job more effectively.	131	1.00	6.00	2.6260	1.38306
Valid N (list wise)	131				
Aggregate result				2.5534	1.28042

Source: Survey result, 2023

As the above table demonstrates, progress and learning and grow were assessed with six items. The results showed that the mean score was 2.55 and the standard deviation was 1.28042, which indicates that OCTB has limitations in providing progress & learning and development for its employees. This is in contrast with Zhu and Sung (2022), who state that learning and development are one of the biggest impacts of employee engagement because they boost employee confidence. Contrary to the study result revealed above, the study conducted by Faisal M. (2013) that focuses on connecting training and development with employee engagement shows that training has been a critical dilemma to decide due to different factors for every organization for a very long time. And the study revealed that employee engagement as a representative of any strength includes efforts, obligations, and

aspirations towards not only the employee’s personal growth but the macro organization’s objectives. As a narrative, employee training serves as a learning experience and enhances productivity for a permanent transformation in employee behavior. It also portrays employee development as a strategic approach that focuses on future-oriented growth that includes higher positions with a large pool of responsibilities. It was also revealed that training is primary connected with the improvement and up gradation of the skill and knowledge of the employee behavior at large to improve current and future job performance.

The outcome of the management interview revealed that there were several issues, including a failure to ensure that each employee received an equal benefit, improper use of the legal benefits offered to workers, and a refusal to permit employees to be promoted in line with the rules.

Table 4.4.7. Employees’ Perception on Employee Engagement in OCTB

Items	N	Minimum	Maximum	Mean	Std. Deviation
I rarely think about looking for job at another company	131	1.00	5.00	2.2366	1.14913
I am proud to work for my organization	131	1.00	5.00	2.2137	1.10250
I would recommend my organization as a place to work	131	1.00	6.00	2.4580	1.19138
My manager is a great role model for employees	131	1.00	6.00	2.3206	1.11815
Most of the systems and processes in my organization support me getting my work done effectively.	131	1.00	6.00	2.2748	1.35903
Valid N (list wise)	131				
Aggregate result				2.3007	1.84038

Source: Own Survey result, 2023

Five statements were used to gauge the degree of employee engagement at OCTB, as shown in the table above. The outcome reveals an average mean of 2.30 and a standard deviation of 1.84 as a result. This suggests that there is a low level of employee involvement within the company. In this case, Gallup (1990) identified three levels of employee engagement: actively engaged, not engaged, and actively disengaged. Thus, based on this category, the employee engagement level of OCTB is categorized as not engaged.

Regarding this, the interview data revealed that the organization's management lacks a sufficient understanding of the concept and expressed a low application of EE practices, such as the lack of systems to engage employees, the lack of recognition and motivation, and the poor communication and feedback systems. The management interview results show that the organization's employee engagement practices were poorly understood and implemented.

4.5. Correlation Analysis Result

The study conducted correlation analysis to test the strength of the relationship or association between the independent variables and dependent variables as well as the correlation among the independent variables. The measure of the relationship or association between two continuous numeric variables is correlation, according to Kothari (2004).

Table 4.5. 1. Correlation analysis

ITEM		EXPEC TATION	OPPOR TUNITY	RECOGIN ITION	MISSION	OPINION	CAREER	EMPLOYEE .ENGAGEM ENT
EXPECTATION	Pearson Correlation	1	.986**	.784**	.822**	.697**	.693**	.886**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000
	N	131	131	131	131	131	131	131
OPPORTUNITY	Pearson Correlation	.986**	1	.776**	.813**	.690**	.681**	.879**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000
	N	131	131	131	131	131	131	131
RECOGNITION	Pearson Correlation	.784**	.776**	1	.916**	.739**	.730**	.800**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000
	N	131	131	131	131	131	131	131
MISSION	Pearson Correlation	.822**	.813**	.916**	1	.722**	.728**	.806**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000
	N	131	131	131	131	131	131	131
OPINION	Pearson Correlation	.697**	.690**	.739**	.722**	1	.893**	.830**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000
	N	131	131	131	131	131	131	131
PROGRESS	Pearson Correlation	.693**	.681**	.730**	.728**	.893**	1	.827**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000
	N	131	131	131	131	131	131	131
EE	Pearson Correlation	.886**	.879**	.800**	.806**	.830**	.827**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	
	N	131	131	131	131	131	131	131

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

* Correlation is significant at the 0.05 level (2-tailed).\

Source: Survey result, 2023

All research constructs were positively correlated and judged to be significant at p 0.05, as shown in table 4.3.1 above. Additionally, there was a positive correlation between the independent variables and the dependent variable (employee’s engagement).

4.6. Diagnosis Analysis

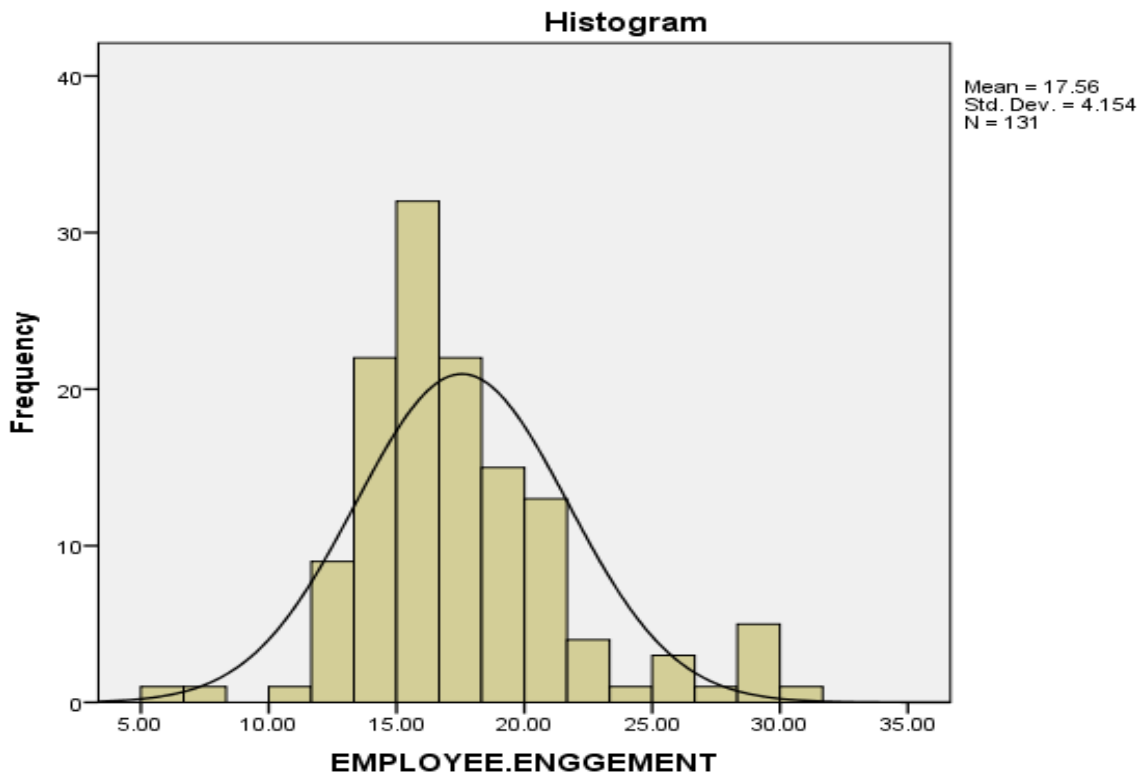
4.6.1. Normality Test

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	Df	Sig.
EMPLOYEE.ENGGEMENT	.125	131	.000	.926	131	.000

a. Lilliefors Significance Correction
Source: Own Survey result, 2023

If a population has a normal distribution, a normality test determines whether a sample of data is representative of that group. Usually, it is done to check the dispersion of the research's data. The result is displayed in table 4.4.1.1. It was shown that the p value has $p > 0.05$ significance level.

Figure: 2. Normality curve Histogram



Source: SPSS output, 2023

Field (2009) stated that the normal distribution takes the shape of a symmetric bell-shaped curve. Thus,, as it's seen in the figure above (figure 1), the data in this study is normally distributed.

Figure: 3 normally distributed errors



Source: - Survey result, 2023

As the above figure reveals, the points in this plot reflect the observed residuals, and the straight line represents a normal distribution. In this plot, the dots are closely plotted to the straight line, a slight withdrawal from normality, and no severe cases were seen. It is possible to presume that the model is reliable and that it can be applied to the entire population.

4.6.2. Multi- Collinearity Test

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.579	.943		2.734	.007		
	EXPECTATION	.119	.091	.139	1.310	.193	.148	4.769
	OPPORTUNITY	.257	.101	.272	2.543	.012	.146	5.872
	RECOGNITION	.269	.088	.293	3.068	.003	.182	5.493
	MISSION	.239	.087	.263	2.755	.007	.182	5.488
	OPINION	.012	.063	.010	.189	.850	.644	2.552
	PROGRESS	.001	.044	.001	.012	.991	.616	2.622

a. Dependent Variable: EMPLOYEE.ENGAGEMENT

Source: Own Survey result, 2023

In a multiple regression analysis, multicollinearity describes the relationship between the independent variables. In light of this, it is recommended to avoid independent variables with high correlation (Anderson, Sweeney, and Williams, 2011). Hair et al. (1999) determined that the maximum tolerable level of VIF (variable inflation factors) is less than 10. They added that value greater than 10 clearly shows multicollinearity. Therefore, the value of VIF, as the above table indicated that less than 10, falling within the permissible range.

4.7. Regression Analysis

Table: 4.7.1. Multiple Regression analysis result.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.941a	.885	.879	1.44491

a. Predictors: (Constant), CAREER, OPPORTUNITY, RECOGNITION, OPINION, MISSION, EXPECTATION

Source: Own Survey result, 2023

As it's revealed in the above table, the R^2 value of the model is 0.885 which indicate that 88.5% of dependent variable explained by independent variable. So that 11.5% of variance was explained by other factors,

Table: 4.7.2. Summary of Regression Coefficient

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.300	.546		2.381	.019
EXPECTATION	.390	.190	.391	2.048	.043
OPPORTUNITY	.154	.177	.161	.868	.387
RECOGNITION	.073	.068	.085	1.070	.287
MISSION	-.039	.080	-.041	-.489	.626
OPINION	.195	.065	.212	2.978	.003
PROGRESS	.204	.064	.225	3.179	.002

a. Dependent Variable: EMPLOYEE.ENGAGEMENT

Source: Survey result, 2023

As explained in the above table: 4.4.3., the coefficient value indicates that keeping other variables constant, one-degree changes in employee expectations and material and equipment factors cause a variance of 39.1% degree of importance about an employee's engagement. The result is consistent with Mihret Kiros (2019), who found that expectation has a significant positive effect. And that 22.5% of employees' progress & learning and grow are explained by their engagement.

Table: 4.7.3. Mann-Whitney U test of gender staff on employee engagement

Ranks				
	Respondent' category	N	Mean Rank	Sum of Ranks
EMPLOYEE.ENGAGEMENT	Male	86	67.69	5821.50
	Female	45	62.77	2824.50
	Total	131		

Source: Own Survey result, 2023

As the above table shows, the mean score of males is 67.69% where as those females is 62.77% which implies that there is slight difference between the male and female employees regarding their engagement level.

Table 4.74. Test Statistics

	EMPLOYEE.ENGAGEMENT
Mann-Whitney U	1789.500
Wilcoxon W	2824.500
Z	-.706
Asymp. Sig. (2-tailed)	.480

a. Grouping Variable: sex of respondent

Source: Survey result, 2023

Chapter Five

Summary of Findings, Conclusions, and Recommendations

5.1. Introduction

This chapter covers an overview of the key findings, conclusions, recommendations, limitations, and future research directions.

5.2. Summary of Major Findings

Assessing the employee engagement in Oromia Culture and Tourism Bureau was the research's overarching goal. The main research questions were: (1) what is the employees' engagement level in the Oromia Culture and Tourism Bureau? (2) What are the factors affecting employee engagement in the organization? (3) How do managers and leaders utilize and apply the best practices of employee engagement?

A survey questionnaire created by Gallup (1985) was used to gather information on employee engagement. The questionnaire has 12 items: expectation, materials and equipment, opportunity, recognition, care, development, mission and purpose, opinions count, co-worker's commitment to quality, best friend, progress and feedback, and learn and grow. For this study, the 12 items were categorized to six based on Gallup categorization (expectation & materials and equipment; opportunity to do and care; recognition and opportunity for development; mission/purpose & best friend; opinion & co-workers commitment and learning and grow). The findings of the study summarized and presented as follows:

- About 64.65% of employee respondents were male, whereas female account 34.35%).
- From the total respondents, 38.2% of them were found between the age group of 25–35 (38.2%) and the age group of 36–45 (29.8%). It demonstrates that the younger generation rules them.
- About 45.8% of employee respondents were first degree holders.
- In addition, the majority of responders (52.7%) had more than 10 years of experience working for the organization.

- The result of the descriptive analysis indicated that the employee engagement level of the organization (mean =2.91) is below average, or that there is a low employee engagement in the Oromia Culture and Tourism Bureau.
- Low communication, feedback, and recognition practices were noted in the descriptive analysis and management interview, which suggests that there is little scope for development in the level of employee engagement.
- Employee engagement is positively correlated with the factor variables, according to the study analysis's Pearson coefficients, which is significant at the 0.01 level.
- The R^2 value of the model is 0.885 which indicate that 88.5% of dependent variable explained by independent variable (expectation and materials & equipment, opportunity to do and care, recognition and opportunity for development, mission and best friend, opinion count and coworkers' commitment, and progress and learning & grow) and 11.5% of variance was explained by other factors.
- The study's findings also demonstrate that among the six factors of employee engagement, employees are more likely to feel or accept that expectations are clear. i.e., the outcomes that are expected to be achieved by each employee have been identified; additionally they feel the organization has the necessary tools and resources for them to carry out their duties.
- The result for opportunity to do and care reveals a mean of 3.033, indicating low engagement, which means that employees believe they do not have the opportunity to accomplish what they do best and that the organization does not give them the proper care.
- Recognition and opportunity for development have a mean of 3.296, which is low and suggests that the organization does not recognize and reward employees' accomplishments and does not collaborate with its employees to develop, improve, and teach them new skills.
- Employees' understanding of the organization's mission/purpose showed a mean of 2.895, which is inadequate. This result showed that employees did not believe their jobs or the organization's goals were important. The results also showed low dedication, poor

communication, and a lack of experience at work, which also had an effect on other outcomes.

- Regarding co-workers' commitment to quality, the results indicate poor collaboration among team members, which in turn hinders them from contributing their potential positively to the organization.
- There is very little or no participation of employees and co-workers' dedication to quality, which has a mean of 2.049. This result showed a low degree of positive feedback, the employees' lack of opportunity to express their opinions and ideas, and their minimal or non-existent involvement in decision-making.
- A low degree of co-worker commitment suggested that there was no teamwork, which negatively impacted the organization's productivity. A low level of commitment to their work also did not positively contribute to the organization.
- The average score for progress & learning and grow was (mean = 2.553, SD = 1.2299), which indicates a low level of engagement and suggests that no career discussions have taken place. This implies that the organization does not support the team in doing this, and then employees won't be more involved, stay longer, and be more productive.
- Management interview results show that the organization's employee engagement practices were poorly understood and implemented.

5.3. Conclusions of the Study

According to the study's findings, the following conclusions were made:

In light of the data examined, employee engagement level in the Oromia Culture and Tourism Bureau was less than average (poor). Moreover, there is a lack of interest, which demonstrates that organization employees were not giving their jobs their full attention, which is related to low physical and emotional presence and a lack of role performance.

While employees' perceptions of expectations & materials and equipment were generally moderate, indicating that they were only moderately satisfied with what their organization offered in terms of expectations and materials and equipment, the outcome of the management interview supports the claim that all of the workers had access to the supplies they needed to do their jobs.

The result of opportunity to do and care was minimal, it suggests a deficiency, which makes it obvious that the company does not push people to contribute all they have and barely cares for them.

Employee perceptions of recognition and opportunities for growth were poor. This demonstrates that recognition is one of the most important factors in employee engagement; employees were dissatisfied with the organization's practices for rewarding employees and providing opportunities for growth.

The employee's view of mission and purpose clarity and best friend at work was poor. This indicates that most of respondents were confused about the purpose of organizations and the advantages of having a best friend at work.

Employee perceptions on opinion count and coworkers commitment to quality were low. Low employee view of the value of their opinions and their teammates' dedication to quality. This shows that the organization's administration does not value employee opinions in all organizational matters and that there is a lack of teamwork and passion for the organization's success.

Employees' perception of progress & learning and growth is low, which suggests that the majority of respondents feel there are gaps in this issue. Management also confirms that it failed to ensure that every employee received an equal benefit, misused legal benefits provided to employees, and refused to allow employees to be promoted in accordance with the rules.

5.4. Recommendations of the Study

The following recommendations were made in light of the data and conclusions reached:

- The organization needs to give everyone a chance to express their thoughts, promote direct, truthful communication, work on availing more opportunities to employees to enable them to connect with co-workers, ensure role fit for individuals.
- Participating employees in decision-making encourages individual development by facilitating opportunities for employees to acquire knowledge, skills, and abilities that improve their ability to meet job requirements and customer expectations.

- OCTB needs to develop the mechanism of feedback, improve the quality of relationships between employees and their immediate managers, and develop a system and culture that recognize or praise a good work environment.
- Employee engagement in OCTB influenced by opportunity to do and opportunity for development, mission clarity, and learning and grow, supervisory support, communication and feedback, recognition and reward, positive work environment. Therefore, the organization must use these factors as a benchmark and take decisive action to promote employee engagement through continual learning, improvement, and action.
- Management should execute employee engagement practices and must have a defined strategy in order to improve employee engagement effectively.
- Finally, OCTB is advised to continuously assess the engagement level of its workforce, and find ways to enhance it significantly.

5.5. Limitations and Areas of Further study

5.5.1. Limitations of the Study

The employees found at the Bureau level were the only ones studied; those found at the zonal, city administration, and woreda levels were not included. Due to the small sample size, no generalization of this conclusion is possible at all levels.

5.4.2. Suggestion for Further Study

The objective of this study is to examine the scope of employee engagement at OCTB as well as the factors affecting engagement. Only a small sample size was used to analyze the aforementioned objectives, making it impossible to represent all employees working at all levels. To anticipate the level of employee engagement at all offices reporting to the Bureau, further study should be carried out using representative samples.

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APPENDICES

Appendix-1: Structured questionnaires for employees

Dear respondents: The purpose of the questionnaire is to collect information in order to examine employee engagement levels and factors affecting engagement in OCTB.

Therefore, I politely ask that you complete this questionnaire honestly and voluntarily, with the assurance that the information will only be used for academic purpose (for partial fulfillment of MA in HRM). Please adhere to the guidelines and respond to all questions. Your responses will be kept completely private. You don't have to reveal who you are. You can call 0911455849 or email: seifusolomon76@gmail.com.for any inquiry or explanation you need.

Thank you for your participation and valuable time.

Part I: Demographic Information

A. Sex: male Female

B. Age

1.<25

2.25-35

3.36- 45

4.>45

C. Education (highest level of your achievement)

1. Below 12 grade

2.12 grade complete

3. Diploma/TEVT level

4. First degree

5. MA/MSC

6. PhD

D. How long have you been working in your organization?

<2 years

2-5 years

6-10 years

>10 years

E. Please indicate your work place

OCTB OCC OSRI

Part II. Employee engagement level survey questions

Instruction: Please indicate the extent to which you agree with the statements mentioned below by making tick mark “√” symbol in the space provided based on the following description.

1 = Strongly Disagree;

2 = Moderately Disagree

3 = slightly disagree

4 = Slightly Agree

5 = moderately agree

6 = Strongly Agree

No.	Items	Strongly disagree (1)	Moderately Disagree (2)	Slightly disagree (3)	Slightly Agree (4)	Moderately agree (5)	Strongly agree (6)
1	Expectation & material and equipment.						
1.1.	What’s expected from employees is clearly stated in my organization.						
1.2.	My manager defines & discusses the explicit & implicit expectation for each employee.						
1.3.	My supervisor knows what tools really I need to do my job correctly.						
1.4.	I have access to computer programs and systems that enable me to do my job well.						
2	opportunity to do & care						
2.1.	I'm aware of what keeps me from being as effective as I would like to be.						

2.2.	I am kept well informed about the changes in the organization that affect my job						
2.3.	I'm happy with my work.						
2.4.	I know who cares most about my success at work.						
2.5.	My supervisor always cares me & my job.						
2.6.	I express appreciation for my coworker's help, collaboration and contribution.						
3	Recognition & Opportunity for development.						
3.1.	Workplace recognition motivates & makes me feel valued for the work I do.						
3.2.	I know what type of recognition motivates me.						
3.3.	My organization recognizes and reward top performers						
3.4.	I know which development opportunities most helping me in pursuing my goals.						
3.5.	My current <i>works</i> is challenging me and aid my development.						
3.6.	My job provides me the chance of personal growth & development.						
3.7.	My organization offer training opportunities and program that support my development.						
4	Mission / purpose and best friend at work.						
4.1.	I get regular information about the mission & the goals of this organization						
4.2.	My Organization's mission & purpose are clear & aligned with my experience.						
4.3.	Having trusting relationship at work can boost my engagement.						
4.4.	I frequently talked with my staff about how to foster a helpful and encouraging work						

	atmosphere.						
5	Opinion count Coworkers commitment.						
5.1.	I am comfortable sharing my opinion at work						
5.2.	I receive feedbacks that help me to improve my performance.						
5.3.	I frequently take part in decision-making at my organization.						
5.4.	My coworkers have mutual trust & respect for each other's efforts & results.						
5.5.	We often talk about what quality looks like as a team.						
5.6.	In the last six months, someone at work has talked to me about my progress.						
6	Progress & learning & grow.						
6.1.	In my organization, there is a clear path for career advancement.						
6.2.	My organization conduct performance appraisal timely and gives each employee feedback.						
6.3.	I enquire about my performance from my management and coworkers.						
6.4.	My manager knows my goal.						
6.5.	My organization encourages me to learn new skills to do my job in a better way.						
6.6.	I am aware of the skills I must acquire to perform my job more effectively.						
	Employee Engagement						
1	I rarely think about looking for job at another company						
2	I am proud to work for my organization						
3	I would recommend my organization as a place to						

	work						
4	My manager is a great role model for employees						
5	Most of the systems and processes in my organization support me getting my work done effectively.						

Appendix 2: Managers Interview Guide

Dear respondent;

This interview guideline is prepared to collect data on employees Engagement at OCTB. I would like to promise you that the whole information given by the respondent is used for assessment purpose only. Hence, your kindly participation with the research in giving the necessary information will make the research reliable.

1. Are you familiar with the concept of employee engagement? Can you explain what it is and why it is important?
2. What factors most impact on your employees' level of engagement at work each day now?
3. Do you have regular discussion with your employees how to create an engaging culture?
4. Does the organization have employee engagement policy/other tools to engage employees?
5. How would you go about creating a positive work environment that encourages employee engagement?
6. Have you a plan to improve your employee engagement levels within the next year. What strategies would you use to do this?

Thank you in advance for your cooperation.