SHEGER COLLEGE

DEPARTMENT OF BUSSINESS ADMINISTRATION

POSTGRADUATE PROGRAM

"FACTOR INFLUENCING EMPLOYEE ENGAGEMENT IN THE CASE OF ABAY BANK"

A Thesis Submitted to Sheger College, Department of Business Administration, in Partial Fulfillment of the Requirements for Master of Business Administration.

Prepared by: TESHALE ACHENEF MELAU

ID: SCMBA/320/14

Advisor: Dr. YONAS

ADDIS ABABA ETHIOPIA

JUNE, 2023

Declaration

I, TESHALE ACHENEF MELAU the under signed, declare that this thesis entitled: "*FACTOR INFLUENCING EMPLOYEE ENGAGEMENT IN THE INSTANCE OF ABAY BANK*" is my original work. I have undertaken the research work independently with the guidance and support of the research supervisor. This study has not been submitted for any degree or diploma program in this or any other institutions and that all sources of materials used for the thesis has been duly acknowledged.

Name of Student	Signature	Date

This is to certify that the thesis entitled: *FACTOR INFLUENCING EMPLOYEE ENGAGEMENT IN THE INSTANCE OF ABAY BANK*" submitted in partial fulfillment of the requirements for the degree of Masters of business administration of the Postgraduate Studies, sheger College and is a record of original research carried out by Teshale Achenef [*SCMBA/320/2014*], under my supervision, and no part of the thesis has been submitted for any other degree or diploma. The assistance and help received during the course of this investigation have been duly acknowledged. Therefore, I recommend it to be accepted as fulfilling the thesis requirements.

Name of Advisor	Signature	Date

Certificate of Approval

This is to certify that the thesis prepared by Teshale Achenef, entitled "FACTOR INFLUENCING EMPLOYEE ENGAGEMENT IN THE INSTANCE OF ABAY BANK""and submitted in partial fulfillment of the requirements for the Degree of Masters of Arts in Business Administration complies with the regulations of the and meets the accepted standards with respect to originality and quality.

Signature of Board of Examiner`s:

External examiner	Signature	Date

Internal examiner	Signature	Date

Dean, SGS	Signature	Date

ACKNOWLEDGEMENT

ABSTRACT

This thesis investigates the factors influencing employee engagement in the banking sector, with a specific focus on Abay Bank in Ethiopia. Through a descriptive research design, data was collected from over 300 employees in more than 20 branches using self-administered semi-structured questionnaires and interviews. The study found that job characteristics, perceived organizational support, reward and recognition, and organizational justice significantly influence employee engagement, while demographic factors such as age, gender, and education level did not have a significant impact. The study recommends that Abay Bank should focus on improving job characteristics, perceived organizational support, reward and recognition, and organizational justice to enhance employee engagement, which can lead to positive outcomes such as increased job satisfaction, productivity, and retention. The research approach is quantitative, and primary data was collected directly from employees of Abay Bank, while secondary data sources were also used to support the analysis. The literature review provides a comprehensive overview of the existing literature on employee engagement in organizations, including the unique challenges and opportunities that banks face. The study contributes to the literature on employee engagement and provides practical recommendations for Abay Bank to create a positive workplace culture that attracts and retains talented employees, leading to increased productivity, customer satisfaction, and organizational performance. The key words of this study are employee engagement, job characteristics, reward and recognition, perceived organizational support, and organizational justice.

KEY WORDS

Employee Engagement, Job Characteristics, Reward and Recognition, **Perceived Organizational Support**, **Organizational Justice.**

Table of Contents

List of Figures

List of Tables

<div align="center">

CHAPTER ONE

</div>

1. INTRODUCTION

Employee engagement is now becoming one of the most important components of a successful business. It refers to an individual's involvement and commitment to their job and an overall feeling of motivated energy that drives employees to take ownership for the tasks within their role and strive for the organization's goals and objectives. Employee engagement is essential for creating a workplace culture where employees have high levels of job satisfaction and work performance, while also increasing productivity, creativity, innovation, customer service, and overall team morale. The purpose of this paper is to examine factors that are influencing employee engagement in the case of Abay Bank.

1.1. BACKGRAUND OF THE STUDY

Employee engagement has become an important subject for businesses operating in the 21st century. Employee engagement is a measure of how much an employee is engaged in his/her job and connected to the organization at both professional and personal levels. Engaged employees are productive, loyal, proactive, and dedicated to their work and deliver positive results for the organization. Organizations strive to provide an environment that encourages employee engagement in order to increase productivity as well as retain talent.

Employee engagement is a vital part of any organization's success and growth. It refers to the extent to which employees are emotionally and cognitively connected and active at work. Employee engagement in organizations depends on factors such as job satisfaction, commitment, positive attitude, trust between management and employees, sense of ownership, collaboration, and recognition among others (Masunga & Mathole 2020). The effect of employee engagement may show in various forms such as improved performance, better customer service, lesser absences or turnover rate (Tomson et al., 2019). Thus it is essential that Organizations understand how employee engagement works so they can improve their engagement levels. This study seeks to analyses and investigate the factors affecting employee engagement specifically for the case of Abay Bank.

The concept of employee engagement has been widely studied in the field of organizational behavior and human resource management. Employee engagement refers to the level of commitment, enthusiasm, and emotional attachment that employees have towards their work and the organization. It has been shown to have a significant impact on employee productivity, job satisfaction, and organizational performance.

In recent years, there has been a growing interest in understanding the factors that influence employee engagement, particularly in the banking sector. The banking industry is highly competitive, and banks rely on their employees to provide excellent customer service and to maintain a positive reputation.

Abay Bank is one of the leading banks in Ethiopia, and as such, it is essential to understand the factors that influence employee engagement within the organization. The purpose of this study is to identify the factors that influence employee engagement in the instance of Abay Bank.

Previous studies have identified various factors that contribute to employee engagement, including job satisfaction, organizational commitment, leadership, and communication. However, these studies were conducted in different contexts, and there is a need to understand how these factors apply to the specific context of Abay Bank.

This study will build upon previous research by examining the factors that influence employee engagement within the context of Abay Bank. By doing so, it will contribute to the existing literature on employee engagement and provide valuable insights for organizations, particularly those in the banking sector.

It is important to note that this study will not review single, isolated studies. Instead, it will introduce larger groups of studies to present a broader picture of the literature. This approach will help to identify common themes and patterns in the literature, which will inform the research questions and hypotheses of the study.

The literature review for your thesis on "Factor Influencing Employee Engagement in the instance of Abay Bank" will begin by examining the broader literature on employee engagement. This will involve exploring the various definitions of employee engagement and the different theoretical frameworks that have been used to study the concept.

Next, the literature review will focus on previous research that has investigated the factors that influence employee engagement in organizations. This will include a discussion of the various

factors that have been identified in the literature, such as job satisfaction, organizational commitment, leadership, communication, training and development, and work-life balance.

The literature review will also examine the different methods that have been used to measure employee engagement, such as surveys, and focus groups. This will involve a critical evaluation of the strengths and limitations of each method and an assessment of their suitability for the current research.

In addition to the broader literature on employee engagement, the literature review will also examine previous research that has specifically investigated employee engagement in the banking sector. This will involve an exploration of the unique challenges and opportunities that banks face in terms of employee engagement, such as the importance of customer service and the need to maintain a positive reputation.

Finally, the literature review will examine the existing research on employee engagement in Ethiopia, and specifically in the context of Abay Bank. This will involve a review of any previous studies that have investigated employee engagement in Ethiopian banks, as well as any research that has been conducted on Abay Bank specifically.

Overall, the literature review will aim to provide a comprehensive overview of the existing literature on employee engagement and to identify the key research gaps and challenges that need to be addressed in the current study. By doing so, it will provide a solid foundation for the research questions and hypotheses of the study and help to ensure that the research is grounded in the existing literature and theory.

1.2. STATEMENT OF THE PROBLEM

The thesis titled "Factors Influencing Employee Engagement in the Instance of Abay Bank" aims to identify the factors that contribute to employee engagement in Abay Bank, ultimately leading to a better understanding of how these factors can be leveraged to improve employee engagement in the banking industry. The problem statement of this research claims that there is a gap in knowledge regarding the factors that influence employee engagement in the banking sector, specifically in Abay Bank. The ideal state is for employees to be highly engaged and motivated to contribute to the organization's success. However, the reality is that many

employees in Abay Bank and other banks may not be fully engaged, which can result in lower productivity, decreased customer satisfaction, and higher employee turnover. The consequences of this problem can include decreased profits and a negative impact on the bank's reputation. Therefore, this study aims to identify the factors that contribute to employee engagement and provide recommendations to improve employee engagement in Abay Bank, ultimately leading to a more engaged and motivated workforce and better organizational outcomes.

The statement of problem shows that Abay Bank has been facing some problems related with low level of employee engagement which hinders its growth and profitability. Hence, the study seeks to identify key factors influencing employee engagement at Abay Bank by looking into different aspects such as wages & benefits packages, career development opportunities & incentives schemes available within the bank comparing them with other financial institutions operating across Africa as well as global best practices and regulations set forth by potential global standard-setting bodies about developments within African Financial Services sector specifically related to developing sustainable workforce models focusing on raising levels of employee engagements Higher pay does not necessarily lead to more engaging workplaces; although secure jobs provide more engaging environments than contingent forms (Peirce et al., 2017). Few studies conducted earlier found out that partly due significant changes occurring around across many industries due largely technological advancement, new types flexible working arrangement have led competing firms look ways into providing attractive packages improve their ability compete ongoing talent war against each other aggressively similar way banks going because latest regulation making difficult hire train retaining long-term traditional bankers (Needham et al., 2013). Accordingly goal overall underlying motivations behind study analyze these existing problem which occur company amongst numerous others complex contributes declining skill set availability much like educational qualifications experience etc. check correlation between factors mentioned earlier drive make sure bank improves than ever before latter point leads implementation subsequent initiatives increase performance criterion along ensure stability survive situation arises similar nature future antecedent (Mckinsey & Co., 2017).

1.3.RESEARCH QUESTION

This study shall answer following basic research questions:

- ❖ What are current strategies employed by Abay bank for enhancing employees commitment?
- ❖ How salary structures impact employee's attitude towards their work?
- ❖ What is the policy implication associated with year-end bonus?
- ❖ What is the effectiveness of corporate social responsibility in line with abay bank?
- ❖ What is the two-way feedback system implemented between managers and staff?
- ❖ What are the impacts of executive training programs on human resource management system?

1.4.OBJECTIVE OF THE STUDY

1.4.1. General objective

To investigate factors influencing employee engagement in the instance of Abay bank

1.4.2. Specific objective

- ➢ To explore current strategies employed by abay bank for enhancing employees' commitment.
- ➢ To assess how salary structures impact employees' attitude towards work
- ➢ To examine policy implications likely associated with year-end cash bonuses
- ➢ To investigate effectiveness of corporate social responsibility
- ➢ To evaluate two-way feedback system implemented between managers and staff
- ➢ To assess impacts of executive training programs on human resource management system

1.5.SIGNIFICANCE OF THE STUDY

The study on "Factors Influencing Employee Engagement in the Instance of Abay Bank" is significant for several reasons:

- ➢ Justification for Conducting the Study:

Employee engagement is a crucial aspect of organizational performance and success. In the banking sector, employee engagement is particularly important due to the nature of the work and

the need for customer satisfaction. Therefore, this study is necessary to identify the factors that influence employee engagement at Abay Bank and develop strategies to improve it.

> ➢ Importance of the Study:

The results of this study will be useful to several beneficiaries, including Abay Bank management, employees, policymakers, and the broader society. Specifically, the study will help Abay Bank management to identify the factors that affect employee engagement and develop interventions to improve it. This will lead to increased productivity, job satisfaction, and organizational commitment, which are crucial for the success of any organization. The study will also benefit employees by identifying the factors that influence their engagement and promoting a more positive work environment. Policymakers and regulators will benefit by understanding the importance of employee engagement in the banking sector and developing policies and regulations that promote it. Finally, the broader society will benefit from a more engaged and motivated workforce, which contributes to economic growth and stability.

> ➢ Contribution to Augmenting Knowledge:

The study will contribute to the existing body of knowledge on employee engagement by providing empirical evidence on the relationship between job characteristics, rewards and recognition, organizational justice, perceived organizational support, and employee engagement. The findings will add to the theoretical understanding of the antecedents and consequences of employee engagement in the banking sector. The study will also provide a context-specific understanding of the factors that influence employee engagement at Abay Bank, which can inform future research on employee engagement in the banking sector.

In summary, the study on "Factors Influencing Employee Engagement in the Instance of Abay Bank" is significant because it addresses a critical issue in the banking sector and provides insights that are useful to several beneficiaries, including Abay Bank management, employees, policymakers, and the broader society. The study also contributes to the existing body of knowledge on employee engagement by providing empirical evidence and context-specific understanding of the factors that influence employee engagement at Abay Bank.

1.6. SCOPE OF THE STUDY

The scope of this study is to identify the factors that influence employee engagement in the instance of Abay Bank, which operates around 20 branches in Addis Ababa and employs around 300 employees. The study aims to investigate the relationship between various factors, such as job characteristics, reward and recognition, training and development, supportive work environment, and perceived organizational support, and employee engagement levels in the bank.

The study adopts a quantitative research approach, which involves collecting data through a structured questionnaire that will be distributed to employees of Abay Bank. The questionnaire will be designed to measure the various factors influencing employee engagement and the level of employee engagement in the bank. The sample size will be determined using a stratified random sampling technique, which considers the different departments and job levels in the bank.

The study will be limited to employees of Abay Bank in Addis Ababa and will not include employees in other regions where the bank operates. The study will also be limited to the factors identified in the literature review, and other factors that may influence employee engagement in the bank may not be considered. Additionally, the study will only collect self-reported data from employees, and other sources of data, such as performance data, will not be considered.

In summary, the scope of this study is to investigate the factors that influence employee engagement in the instance of Abay Bank in Addis Ababa. The study aims to provide valuable insights for Abay Bank and other organizations in the banking sector on how to improve employee engagement levels, which can ultimately contribute to their organizational performance and success.

1.7. LIMITATION OF THE STUDY

The following are some potential limitations of the study on the factors influencing employee engagement in the instance of Abay Bank:

> ➢ Sample Size: The study will be limited to a sample size of around 300 employees, which may not be representative of the entire population of employees in Abay Bank. The

sample size may also limit the generalizability of the findings to other organizations in the banking sector.

➢ Self-reported Data: The study will rely on self-reported data from employees, which may be subject to social desirability bias, where participants may provide answers they think are socially acceptable rather than their true opinions. This may limit the accuracy and reliability of the data collected.

➢ Cross-sectional Design: The study will use a cross-sectional design, which means that data will be collected at a single point in time. This design does not allow for the examination of changes in employee engagement levels over time, and it may be challenging to establish cause-and-effect relationships between the factors identified and employee engagement.

➢ Limited Factors: The study will only consider the factors identified in the literature review as potential predictors of employee engagement. Other factors that may influence employee engagement, such as leadership styles, organizational culture, and job security, may not be considered.

➢ Organizational Culture: The study will be limited to Abay Bank's culture and may not be generalizable to other organizations in the banking sector with different cultures and values.

➢ Limited Geographical Scope: The study will be limited to Abay Bank's branches in Addis Ababa, which may not be representative of the entire organization or other organizations in different locations. The findings may not be applicable to other regions where Abay Bank operates.

➢ Data Collection Method: The study will use a structured questionnaire to collect data, which may limit the depth of responses from the participants. The questionnaire may not capture the complexity of employee engagement and the factors that influence it.

➢ Response Rate: The study may face a low response rate from employees, which may limit the generalizability of the findings. The low response rate may also introduce bias into the study if the participants who respond are different from those who do not respond.

In summary, the study on the factors influencing employee engagement in the instance of Abay Bank may face limitations related to sample size, self-reported data, cross-sectional design,

limited factors, organizational culture, geographical scope, data collection method, and response rate. It is essential to consider these limitations when interpreting the findings of the study and drawing conclusions.

1.8.OPERATIONAL DEFINATION OF THE TERM

In the study on "Factors Influencing Employee Engagement in the Instance of Abay Bank," the following terms are operationally defined as follows:

➢ Employee Engagement:

Conceptual Definition: Employee engagement refers to the level of emotional and intellectual commitment that employees have towards their work, the organization, and its goals.

Operational Definition: Employee engagement is measured in this study using the Utrecht Work Engagement Scale (UWES), a self-reported questionnaire that measures three dimensions of engagement: vigor, dedication, and absorption.

➢ Job Characteristics:

Conceptual Definition: Job characteristics refer to the features of a job that affect an employee's motivation, satisfaction, and performance, including task variety, task significance, autonomy, feedback, and skill variety.

Operational Definition: Job characteristics are measured in this study using the Job Diagnostic Survey (JDS), a self-reported questionnaire that measures the five core job characteristics: skill variety, task identity, task significance, autonomy, and feedback.

➢ Rewards and Recognition:

Conceptual Definition: Rewards and recognition refer to the tangible and intangible benefits that employees receive for their work, including pay, bonuses, promotions, feedback, and appreciation.

Operational Definition: Rewards and recognition are measured in this study using a self-reported questionnaire that assesses employees' perceptions of the fairness and adequacy of their pay, benefits, and recognition.

➤ Organizational Justice:

Conceptual Definition: Organizational justice refers to the perceived fairness of the policies, procedures, and outcomes of an organization, including distributive justice (fairness of outcomes), procedural justice (fairness of procedures), and interactional justice (fairness of interpersonal treatment).

Operational Definition: Organizational justice is measured in this study using the Organizational Justice Scale (OJS), a self-reported questionnaire that measures employees' perceptions of distributive, procedural, and interactional justice in the organization.

➤ Perceived Organizational Support:
- Conceptual Definition: Perceived organizational support refers to the extent to which employees believe that their organization values their contributions, cares about their well-being, and supports their goals and needs.
- Operational Definition: Perceived organizational support is measured in this study using the Perceived Organizational Support Scale (POS), a self-reported questionnaire that measures employees' perceptions of the degree to which the organization values and supports them.

Overall, these operational definitions help to provide clarity and consistency in the measurements and concepts used in the study on "Factors Influencing Employee Engagement in the Instance of Abay Bank."

1.8.1. ORGANIZATION OF THE STUDY

This study is organized in to five chapters. The first chapter consists of introduction. This includes background of the study, statement of the problem, objective of the study, significance of the study, scope of the study, Limitation of the study and definition of terms. The second chapter presents the theoretical frame work, empirical review of literatures and conceptual frame

work. The third chapter consists of research methodology and design that will be used in the study. It describes the type and design of the research; the population and sampling techniques of the study; data collection instruments and procedures used to collect data and the methods of data analysis. In the fourth chapter will contain data analysis, presentation and interpretation. Finally, the fifth chapter will contain summary of the findings, conclusion, and recommendation.

CHAPTER TWO

2.   LITRATURE REVIEW

2.1. Theoretical Review of Literature

Employee engagement is a significant aspect of organizational performance and success. Employee engagement refers to the level of emotional and intellectual commitment that employees have towards their work, the organization, and its goals. In recent years, several studies have been conducted to identify the factors that influence employee engagement. This literature review will provide an overview of the existing literature on employee engagement, job characteristics, rewards and recognition, organizational justice, perceived organizational support, and their relationship with employee engagement. The review will also discuss the theoretical frameworks and models related to employee engagement.

2.1.1.   Concepts Of Employee Engagement

Employee engagement is a crucial factor in organizational success, and it has been a topic of interest for researchers and practitioners in recent years. In this literature review, we will focus on the factors that influence employee engagement in the banking sector, specifically at Abay Bank in Addis Ababa, Ethiopia. The study's independent variables are job characteristics, rewards and recognition, organizational justice, and perceived organizational support, while the dependent variable is employee engagement. This review will address the studies conducted on the independent and dependent variables, summarize the key research studies relevant to the proposed study, and provide support for the need for additional research on the proposed topic.

Several authors have defined employee engagement differently. According to Macey and Schneider (2008), employee engagement is "the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances." On the other hand, Kahn (1990) defines employee engagement as "the degree of psychological identification employees have with their work, expressed in their willingness to invest their time, effort, and skill in their work."

Employee engagement refers to the level of emotional and intellectual commitment employees have towards their work, the organization they work for, and its goals. Engaged employees are passionate about their work, willing to go the extra mile, and are committed to achieving their organization's objectives. They are also more likely to be productive, innovative, and loyal to their organization. On the other hand, disengaged employees are less committed, less productive, and more likely to leave their organization.

Employee engagement is not just about employee satisfaction or happiness; it goes beyond that. Engaged employees are emotionally invested in their work, and they feel a sense of purpose and fulfillment in what they do. They are also more likely to be advocates for their organization, promoting its products and services, and attracting other talented employees.

Engagement can be measured using various methods, including surveys, interviews, and focus groups. Many organizations use employee engagement surveys to measure the level of engagement among their employees. These surveys typically ask employees to rate their level of agreement with statements related to their job satisfaction, motivation, and commitment to their organization.

There are several factors that influence employee engagement, including job characteristics, rewards and recognition, organizational justice, perceived organizational support, and leadership. Job characteristics, such as autonomy, feedback, and task significance, have been found to be positively related to employee engagement. Rewards and recognition, including pay, bonuses, promotions, and appreciation, are also significant predictors of employee engagement.

Organizational justice, which refers to the perceived fairness of organizational policies, procedures, and outcomes, is also a significant factor in employee engagement. Employees who perceive their organization to be fair and just are more likely to be engaged in their work. Perceived organizational support, which refers to the extent to which employees believe their organization values their contributions and cares about their well-being, is also positively related to employee engagement.

Leadership is another important factor in employee engagement. Leaders who communicate effectively, provide support, and show appreciation for their employees are more likely to have

engaged employees. Additionally, leaders who foster a positive work environment and provide opportunities for growth and development are more likely to have engaged employees.

Overall, employee engagement is a crucial aspect of organizational success. Engaged employees are more productive, innovative, and loyal to their organization, which can lead to improved organizational performance and employee well-being. Organizations can improve employee engagement by providing meaningful work, fair rewards, supportive leadership, and a positive work environment.

2.1.1.1.Theories of employee engagement

There are various theories related to employee engagement. The Personal Engagement Theory and the Social Exchange Theory (SET) are the major ones. According to Kahn's (1990) personal engagement theoretical framework, people express themselves physically, cognitively and emotionally in the roles they occupy; people are more excited and content with their roles when they draw on themselves to perform their roles; and people vary in their levels of attachment to their roles. Furthermore, Kahn suggested that people vary their levels of personal engagement according to the meaningfulness of a situation (or perceived benefits), the perceived safety of a situation, and their availability based on resources they perceive they have. Conversely, an individual can 18 become disengaged and defend the self (or protect himself or herself) by withdrawing and hiding his or her true identity, ideas, and feelings. On the other hand, according to Saks (2006) stronger theoretical rationale for explaining employee engagement can be found in Social Exchange Theory (SET). The Social Exchange Theory provides a theoretical basis of why employees determine to become more engaged or less engaged in their work. According to SET, responsibilities are created through various interactions of parties who are interdependent with each other. SET basic tenet holds that relationships gradually develop into trusting, loyal, and mutual pledges on the condition that the parties to the pledge follow rules of exchange. Therefore, one way for employees to repay their organization is through their engagement level. In other words, employees engagement levels depend on the advantages they receive from the organization. Showing dedication to one's work in large amounts of cognitive, emotional, and physical resources is a perceptive way for employees to show their appreciation to their organization's services. SET states that individuals having strong exchange ideology are more

inclined to feel obliged to return the organizational benefits that they receive. Hence, it can be stated that the link between different predictors and engagement may be stronger for individuals possessing a strong exchange ideology. As we see, employee engagement consist a psychological and emotional connection between employees and their organization which could be turned into negative or positive behavior at work. Here, organization plays the main role of engagement.

2.1.1.2. What are some ways to measure employee engagement?

There are several ways to measure employee engagement, including:

➢ **Employee Engagement Surveys:**

Employee engagement surveys are the most common way to measure employee engagement. These surveys typically ask employees to rate their level of agreement with statements related to their job satisfaction, motivation, and commitment to their organization. The results of the survey can provide insights into the factors that influence employee engagement and help organizations develop strategies to improve it.

➢ Focus Groups:

Focus groups involve a small group of employees who discuss their experiences and perceptions of their work and organization. This method can provide in-depth qualitative data about the factors that influence employee engagement and how employees perceive their work environment.

➢ One-on-One Interviews:

One-on-one interviews involve individual conversations between employees and their managers or HR professionals. This method can provide valuable information about individual employee experiences, perceptions, and attitudes towards their work and organization.

➢ Performance Metrics:

Performance metrics, such as productivity and turnover rates, can provide insights into employee engagement levels. Engaged employees are typically more productive and less likely to leave their organization than disengaged employees.

➤ Observations:

Observations involve direct observation of employee behavior and interactions in the workplace. This method can provide insights into the work environment and how it influences employee engagement.

It is important to note that no single method is sufficient to measure employee engagement comprehensively. A combination of methods is typically used to provide a more comprehensive understanding of employee engagement. Additionally, it is important to ensure that the methods used are valid and reliable, meaning they accurately measure what they are intended to measure and produce consistent results over time.

2.1.1.3.Importance of employee engagement

Employee engagement is essential for organizational success, and there is a significant amount of research that supports this claim. According to a study conducted by the Gallup Organization, highly engaged organizations have 21% higher profitability than those with low engagement levels (Harter, Schmidt, & Hayes, 2002). Another study found that organizations with high levels of employee engagement have lower turnover rates, higher customer satisfaction, and increased productivity (Saks, 2006).

Additionally, engaged employees are more likely to be innovative and come up with new ideas that can drive organizational growth and competitiveness. They are also more likely to provide excellent customer service, leading to increased customer loyalty and retention.

Furthermore, employee engagement is crucial for employee well-being. Engaged employees are more likely to feel valued and supported by their organization, leading to increased job

satisfaction and reduced stress levels. This, in turn, can lead to improved mental and physical health and reduced absenteeism.

In summary, employee engagement is critical for organizational success, and it has significant benefits for both the organization and its employees. By investing in employee engagement, organizations can improve their bottom line, foster innovation, and create a positive work environment that benefits both the organization and its employees.

2.1.2. Concepts of Job Characteristics

Job characteristics refer to the features of a job that affect an employee's motivation, satisfaction, and performance. Hackman and Oldham's Job Characteristics Model (JCM) (1976) suggests that job characteristics can be grouped into five core dimensions: skill variety, task identity, task significance, autonomy, and feedback. Several studies have shown a positive relationship between job characteristics and employee engagement (Saks, 2006; Bakker and Leiter, 2010). For instance, employees who have more control over their work, receive feedback, and have a sense of accomplishment are more likely to be engaged in their work.

Several studies have explored the relationship between job characteristics and employee engagement. For instance, a study by Bakker and Leiter (2010) found that job characteristics, such as autonomy and feedback, were positively related to employee engagement. Additionally, a study by Saks (2006) found that employees who had a sense of accomplishment and received feedback were more likely to be engaged in their work. These findings support the hypothesis that job characteristics positively influence employee engagement

2.1.3. Concepts of Rewards and Recognition

Reward is defined as intrinsic or extrinsic compensation on completion of a project or meeting performance objectives. Intrinsic reward often includes praise, while extrinsic reward is tangible and can be in the shape of direct or indirect compensation. Former includes base pay and variable pay; and later can comprise of life insurance, medical insurance, and retirement pension (Gummadi & Devi, 2013). Rewards and Recognition is central to any discussion of employee engagement. Recognition may take the form of monetary or nonmonetary awards, or a simple

acknowledgement of a job well done (Yee, 2012). Yee further stated that recognition systems encompass a number of variables that are all important for maintaining high levels of employee engagement, including communication and respect. When an organization or a supervisor rewards or recognizes an employee or team, they are communicating in a powerful way what types of activities and accomplishments the organization values. By granting this recognition, the organization is reinforcing what kind of effort and what types of behaviors it would like to see repeated by other employees. Recognition and rewards are also a method organizations use to make employees feel respected and valued. When employees are rarely recognized for a job well done, or when recognition is given inappropriately, engagement will suffer. Whereas, once employees recognized with a greater incentives and recognitions for their performance, it is expected that employees might be satisfied in their mind and perhaps this workplace was fit to them (Saks, 2006). Employees would be willingness to react through their best level of engagement towards their organization when they received recognitions or rewards from their organization. A lack of recognitions or rewards can lead to burnout, on the other hand, proper recognitions or rewards are very important for engaged employee (Maslach, Schaufelli, & Leiter, 2001).

Rewards and recognition refer to the tangible and intangible benefits that employees receive for their work, including pay, bonuses, promotions, feedback, and appreciation. According to a study by Harter et al. (2002), employees who receive regular recognition and praise are more engaged in their work. Additionally, employees who perceive their pay to be fair and adequate are more likely to be engaged in their work (Meyer et al., 2002).

Rewards and recognition have been found to be significant predictors of employee engagement. A study by Harter et al. (2002) found that employees who received regular recognition and praise were more engaged in their work. Similarly, a study by Meyer et al. (2002) found that employees who perceived their pay to be fair and adequate were more likely to be engaged in their work. These findings suggest that rewards and recognition positively influence employee engagement

2.1.4. Concepts of Organizational Justice

Organizational justice refers to the perceived fairness of the policies, procedures, and outcomes of an organization. Greenberg (1990) suggests that organizational justice can be grouped into three types: distributive justice (fairness of outcomes), procedural justice (fairness of procedures), and interactional justice (fairness of interpersonal treatment). Several studies have shown a positive relationship between organizational justice and employee engagement (Colquitt et al., 2001; Cropanzano et al., 2007). For instance, employees who perceive their organization to be fair and just are more likely to be engaged in their work. Several studies have explored the relationship between organizational justice and employee engagement. For instance, a study by Colquitt et al. (2001) found that employees who perceived their organization to be fair and just were more engaged in their work. Additionally, a study by Cropanzano et al. (2007) found that organizational justice was positively related to employee engagement. These findings support the hypothesis that organizational justice positively influences employee engagement.

The safety dimension identified by Kahn (1990) involves social situations that are predictable and consistent. While distributive justice pertains to one's perception of the fairness of decision outcomes, procedural justice refers to the perceived fairness of the means and processes used to determine the amount and distribution of resources. A review of organizational justice research found that justice perceptions are related to organizational outcomes such as job satisfaction, organizational commitment, organizational citizenship behavior, withdrawal, and performance (Colquitt, Conlon, Wesson, Porter and Ng, 2001). However, previous research has not tested adequately relationships between fairness perceptions and employee engagement. The effect of justice perceptions on various outcomes might be due in part to employee engagement. In other words, when employees have high perceptions of justice in their organization, they are more likely to feel obliged to also be fair in how they perform their roles by giving more of themselves through greater levels of engagement.

2.1.5. Perceived Organizational Support

Perceived organizational support refers to the extent to which employees believe that their organization values their contributions, cares about their well-being, and supports their goalsand needs. Eisenberger et al. (1986) suggest that perceived organizational support can be defined as "the degree to which employees believe that their organization values their contributions and cares about their well-being." Several studies have shown a positive relationship between perceived organizational support and employee engagement (Eisenberger et al., 2002; Rhoades and Eisenberger, 2002). For instance, employees who perceive their organization to be supportive and caring are more likely to be engaged in their work.

Perceived organizational support has also been found to be a significant predictor of employee engagement. A study by Eisenberger et al. (2002) found that employees who perceived their organization to be supportive and caring were more engaged in their work. Similarly, a study by Rhoades and Eisenberger (2002) found that perceived organizational support was positively related to employee engagement. These findings suggest that perceived organizational support positively influences employee engagement.

Psychological safety refers to the feeling of being able to express oneself and use personal abilities without fear of negative consequences, according to Kahn (1990). The level of care and support provided by both the organization and direct supervisor is a crucial factor in creating a safe environment. In fact, a supportive and trusting relationship between employees and management promotes psychological safety, as found by Kahn (1990). In a supportive environment, employees are free to experiment, try new things and take risks without fear of consequences. Conversely, a lack of social support has been linked to burnout (Maslach et al., 2001). Employees who perceive higher levels of organizational support are more likely to become engaged in their work and committed to the organization, in accordance with the social exchange theory's reciprocity norm, as they seek to help the organization achieve its goals.

2.2. Theoretical Frameworks and Models

Several theoretical frameworks and models have been developed to explain the relationship between employee engagement, job characteristics, rewards and recognition, organizational justice, and perceived organizational support. One such model is the Job Demands-Resources

(JD-R) model developed by Bakker and Demerouti (2007). The JD-R model suggests that job demands (e.g., workload, time pressure) and job resources (e.g., autonomy, social support) affect employee engagement. According to the model, job resources can buffer the negative effects of job demands on employee engagement.

Another theoretical framework is the Social Exchange Theory (SET) developed by Blau (1964). The SET suggests that employees engage in a social exchange relationship with their organization, whereby they exchange their efforts and contributions for rewards and recognition. According to the theory, the quality of this exchange relationship affects employee engagement.

This literature review has provided an overview of the existing literature on employee engagement, job characteristics, rewards and recognition, organizational justice, perceived organizational support, and their relationship with employee engagement. The review suggests that job characteristics, rewards and recognition, organizational justice, and perceived organizational support are significant predictors of employee engagement. Additionally, the review highlights the importance of theoretical frameworks and models in understanding the relationship between these factors and employee engagement.

Based on the literature review, we hypothesize that job characteristics, rewards and recognition, organizational justice, and perceived organizational support will positively influence employee engagement at Abay Bank in Addis Ababa, Ethiopia. We will test these hypotheses using a cross-sectional survey design and multiple regression analysis. The findings of the study will help Abay Bank management to identify the factors that influence employee engagement and develop strategies to enhance employee engagement and organizational performance.

2.2.1. Determinants of employee engagement

Employee engagement is a critical factor in organizational success, as it is associated with higher productivity, lower turnover rates, and increased job satisfaction. Understanding the factors that influence employee engagement is essential for organizations that want to create a positive work environment that fosters employee engagement. The purpose of this literature review is to examine empirical studies that have investigated the factors influencing employee engagement in the context of Abay Bank, one of the leading banks in Ethiopia.

2.2.2. Organizational Determinants

Organizational determinants refer to factors that are specific to the organization, such as organizational culture, leadership, and job characteristics. Several studies have found that a positive organizational culture that values employee well-being, promotes work-life balance, and provides meaningful work is associated with higher levels of employee engagement (Saks, 2006; Bakker & Leiter, 2010). Additionally, effective leadership that provides feedback, recognition, and opportunities for growth and development is also associated with higher levels of employee engagement (Saks, 2006).

2.2.3. Individual Determinants

Individual determinants refer to factors that are specific to each employee, such as personality traits, work attitudes, and personal values. Studies have found that employees who have a positive work attitude, such as job satisfaction and organizational commitment, are more likely to be engaged (Saks, 2006). Additionally, employees who have high self-efficacy, intrinsic motivation, and a sense of purpose in their work are also more likely to be engaged (Bakker & Demerouti, 2014). In the context of Abay Bank, employees who have a positive work attitude, are motivated, and have a sense of purpose in their work are more likely to be engaged.

2.2.4. Environmental Determinants

Environmental determinants refer to factors that are external to the organization, such as economic conditions, industry trends, and social norms. In the context of Abay Bank, economic conditions, industry trends, and social norms can influence employee engagement. For instance, employees who work in a growing industry with many opportunities for career advancement are more likely to be engaged (Saks, 2006). Additionally, employees who work in a supportive community and have access to resources, such as childcare and healthcare, are more likely to be engaged.

Overall, this literature review highlights that employee engagement is influenced by a complex set of factors that interact with each other in various ways. Organizational determinants, job

characteristics, individual determinants, and environmental determinants all play a role in employee engagement. To enhance employee engagement in the context of Abay Bank, it is essential to create a positive organizational culture that values employee well-being, provide job roles that are challenging and meaningful, and recognize individual employee needs, such as personal values and work attitudes. Additionally, employees should be provided with opportunities for growth and development, such as training and career advancement, and supported by a supportive community and access to resources.

The gaps in the literature suggest that further research is needed to explore the factors influencing employee engagement in the context of Abay Bank. Specifically, future research could focus on examining the relationship between job characteristics and employee engagement, exploring the impact of leadership style on employee engagement, and examining how employees' personal values and work attitudes influence their engagement.

this literature review highlights the importance of understanding the factors that influence employee engagement in the context of Abay Bank. By addressing these factors comprehensively, organizations can create a positive work environment that fosters employee engagement, leading to increased productivity, innovation, and employee well-being.

2.3. Measuring employee engagement

Engagement looks at how much people want to exert extra effort and will engage in the discretionary behaviors that contribute to business success. Although data is still gathered on processes and practices, the focus is on the difference these practices make to employees (Weatherly, 2003). Engagement surveys generally provide a lot more usable information to inform change. Because the surveys help identify the practices that drive engagement, they help link activities and output. The following section outlines steps involved in measuring employee engagement. The employer must listen to his employees and remember that this is a continuous process. The information employee's supply will provide direction. This is the only way to identify their specific concerns. When leaders listen, employees respond by becoming more engaged. This results in increased productivity and employee retention. Engaged employees are much more likely to be satisfied in their positions, remain with the company, be promoted, and

strive for higher levels of performance. Employee engagement needs to be measured at regular intervals in order to track its contribution to the success of the organization. But measuring the engagement (feedback through surveys) without planning how to handle the result can lead employees to disengage. It is therefore not enough to feel the pulse; the action plan is just as essential. Employee engagement satisfaction surveys determine the current level of employee engagement (Mutunga, 2009). A well-administered satisfaction survey will let us know at what level of engagement the employees are operating. Customizable employee surveys focus on a starting point towards the efforts to optimize employee engagement. The key to successful employee satisfaction surveys is to pay close attention to the feedback from the staff. It is important 20 that employee engagement is not viewed as a onetime action. Employee engagement should be a continuous process of measuring, analyzing, defining and implementing (Mutunga, 2009).

2.3.1. Creating the culture of engagement

It is common knowledge that leaders shape and change culture in organizations. This they do by ―walking the talk‖, demonstrating what is important to them and therefore to the company. Also through rewards, modeling behavior, and measurement on a continuous basis managers can change the organizational culture and put remedial action in place where necessary (Kee, 2003). All the mentioned dimensions cumulatively become building blocks towards creating a culture of engagement because employees will identify with correct organizational behaviors which are supported by leadership and management, organizational values, vision and mission, human resource policy and so forth to catapult the company‘s success through highly engaged and performing employees. Studies by Gallup (2003) suggest that the supervision styles used by managers influence the level of employee engagement. After 30 years of research, the Gallup Institute (2003) has determined that there are five essential skills that leaders need to have if they are going to succeed in increasing employee engagement. These include building trust, mentoring, inclusion, alignment, and team development. An organization‘s leadership sets the tone for the entire atmosphere of the company. Therefore, companies capable of building strong relationships between the leadership and employees will be able to create a supportive people culture, which in turn, will drive higher levels of engagement.

2.3.2. Categories of employee engagement

According to the Gallup consulting organization there are different types of people. Engaged employees are people who want to know the desired expectations for their role so they can meet and exceed them. They're naturally curious about their company and their place in it. They perform at consistently high levels. They want to use their talents and strengths at work every day. They work with passion and they drive innovation and move their organization forward. Disengaged employees tend to concentrate on tasks rather than the goals and outcomes they are expected to accomplish. They want to be told what to do just so they can do it and say they have finished. They focus on accomplishing tasks vs. achieving an outcome. Employees who are not engaged tend to feel their contributions are being 22 overlooked, and their potential is not being tapped. They often feel this way because they don't have productive relationships with their managers or with their coworkers. Actively disengaged employees are the "cave dwellers." They're consistently against virtually everything. They're not just unhappy at work; they're busy acting out their unhappiness .They sow seeds of negativity at every opportunity. Every day, actively disengaged workers undermine what their engaged coworkers accomplish. As workers increasingly rely on each other to offer services, the problems and tensions that are fostered by actively disengaged workers can cause great damage to an organization's functioning (Swathi, 2013)

2.4. Empirical Literature Review

This section presents the findings of different scholars on the four major factors which are job characteristics, reward and recognition, organizational justice and perceived organizational support on employees' engagement. Thus, the sections below provides findings on the relationship between job characteristics and employee engagement; reward and recognition and employee engagement, organizational justice and employees' engagement and perceived organizational support and employees' engagement and discussed as follows.

2.4.1. Job characteristics and employee engagement

Job characteristics, especially feedback and autonomy, have been consistently related to burnout and suggest the importance of job characteristics for engagement (Maslach et al., 2001). Sake

(2006) found out that employees who are provided with enriched and 23 challenging jobs will feel obliged to respond with higher levels of engagement. Derara (2014) and Yasmin (2011) found out that employees who assigned to better Job characteristics are more likely to reciprocate with greater levels of engagement to their organization. May et al. (2004) found that job characteristics were positively related to meaningfulness and meaningfulness mediated the relationship between job enrichment and engagement? Thus, H1 is the following: H1: Job Characteristics is positively related to Employee Engagement.

2.4.2. Rewards and recognition and employee engagement

For quite some time, employee's thinking of reward and its equity was considered as one of the key factors influencing degree of job involvement (Gummadi & Devi, 2013). When employees are rewarded and recognized for a job well done, employees engagement increases, whereas when organizations fail to reward and recognize good deeds, employees' engagement will suffer. Such results were found out by Yee (2012); Gummadi & Devi (2013); Derara (2014); Saks (2006) and Maslach, Schaufelli, & Leiter, (2001). In line with these studies, the relationship between reward and recognition and employees 'engagement is hypothesized as

H2: reward and recognition is expected to have a significant effect Employee Engagement.

2.4.3. Organizational justice and Employee Engagement

Favorable organizational policies and procedures build trust within the organization and they include organizational policies as the rules, regulations and framework defined by the top management and is not in the hand of middle or lower level employees are called organizational policies (Gupta, Ganguli, & Ponnam, 2015). They further stated that organizational policies and hence organizational justice is a key factor for employee 24 engagement for any organization. Maslach et al., (2001), Saks (2006) and Derara (2014) found out that organizational justice is one of the major employee engagement antecedent that help employees to being engaged to the organization in which they concluded that a lack of fairness can aggravate burnout and while

positive perceptions of fairness can improve engagement. When employees have high perceptions of justice in their organization, they are more likely to feel obliged to also be fair in how they perform their roles by giving more of themselves through greater levels of engagement. Thus, in this study; H3: Organizational justice will be expected to have a significant effect Employee Engagement.

2.4.4. Perceived organizational support and Employee Engagement

Different findings of various surveys confirmed the existence a positive relationship between the of perceived organizational support and employees engagement. The findings by Kahn (1990); Maslach et al. (2001) and Schaufeli and Bakker (2004) revealed that the amount of care and support employees' perceive to be provided by their organization as well as their direct supervisor and the supportive and trusting interpersonal relationships makes employees more engaged. In other words, employees who have higher perceived organizational support might become more engaged to their job and organization. Social support is also one of the conditions in the Maslach et al. (2001) model and a study by Schaufeli and Bakker (2004) found that a measure of job resources that includes support from colleagues predicted engagement. Thus, in this study, it hypothesized that as H3: Perceived organizational support expected to have a positive and significant effect Employee Engagement.

CHAPTER THREE

3. RESEARCH METHODOLOGY

This study's primary aim is to identify the factors that influence employee engagement in Abay Bank, which has branches in around 20 locations with in above 300 employees. The subtopics that outline the methodology employed to achieve this objective are presented below.

3.1. Description of the Study Area

The study will focus on Abay Bank, which is a commercial bank operating in Ethiopia. The bank was established in 2010 and has over 300 employees working in more than 20 branches located in Addis Ababa. The study will focus on the factors that influence employee engagement within Abay Bank.

Addis Ababa is the capital city of Ethiopia and is the country's largest city, with a population of over 3 million people. The city has a rich history and culture, with various ethnic groups living in the city and speaking different languages, including Amharic, Oromo, and Tigrigna. Addis Ababa is also home to many financial institutions, including commercial banks, and is therefore an ideal location for studying the factors that influence employee engagement in Abay Bank.

For the purpose of this study, the 20 branches of Abay Bank located in Addis Ababa will be considered as the study area. This decision was made based on the availability of data and the logistical feasibility of conducting the study within the city. By focusing on these 20 branches, the study will be able to collect empirical data from a large and diverse sample of employees working within Abay Bank.

3.2. Research Design

The research design for this study is descriptive. The reason for choosing a descriptive research design is that the study seeks to describe the factors that influence employee engagement in Abay Bank. This type of research design is appropriate when the researcher wants to describe and analyze a phenomenon without manipulating or controlling any of its variables.

In this study, the research design will involve collecting data from employees of Abay Bank through self-administered semi-structured questionnaires and interviews. The data collected will be analyzed using descriptive statistics such as mean, standard deviation, and frequency

distribution. Inferential statistics such as correlation analysis and regression analysis will also be used to analyze the relationship between the independent and dependent variables.

The use of a descriptive research design is appropriate for this study because it allows for the collection of data that will describe the factors that influence employee engagement in Abay Bank. The data collected will provide insights into the current state of employee engagement within the bank and will help identify areas for improvement. Additionally, the results of this study can be used to inform future research that seeks to explore the causal relationships between the factors that influence employee engagement in Abay Bank.

3.3. Research Approach

The research approach for this study is quantitative. The reason for choosing a quantitative research approach is that the study seeks to measure the factors that influence employee engagement in Abay Bank. This type of research approach is appropriate when the researcher wants to collect and analyze numerical data.

Quantitative research methods involve collecting and analyzing numerical data using statistical techniques. In this study, the researcher will use a self-administered semi-structured questionnaire to collect data from employees of Abay Bank. The questionnaire will be designed to measure the various factors that influence employee engagement, such as job satisfaction, leadership, and organizational culture.

The use of a quantitative research approach is appropriate for this study because it allows for the collection of numerical data that can be analyzed quantitatively. The use of statistical techniques will enable the researcher to identify patterns and relationships between the various factors that influence employee engagement in Abay Bank. Additionally, the use of a quantitative research approach will enable the researcher to draw generalizations about the population of employees in Abay Bank based on the sample data collected.

3.4.Data Type and Data Source

The data type for this study will primarily be primary data. The researcher will collect data directly from employees of Abay Bank through self-administered semi-structured questionnaires and interviews. The researcher will also use secondary data sources, such as published reports and articles, to support the analysis.

The use of primary data is preferred for this study because it will provide the researcher with first-hand information about the factors that influence employee engagement in Abay Bank. By collecting data directly from employees of the bank, the researcher can ensure that the data collected is relevant, accurate, and up-to-date. This will help to increase the validity and reliability of the study.

The data collection method for this study will involve a self-administered semi-structured questionnaire. The questionnaire will be designed to measure the various factors that influence employee engagement, such as job satisfaction, leadership, and organizational culture. The questionnaire will be pre-tested before administration to ensure its reliability and validity.

In addition to the questionnaire, the researcher will also conduct interviews with a sample of employees who have completed the questionnaire to obtain more in-depth information. The interviews will be semi-structured and will allow the researcher to explore the various factors that influence employee engagement in greater detail.

The use of self-administered semi-structured questionnaires and interviews is preferred for this study because they allow for the collection of standardized data from a large sample of employees. The use of standardized data collection methods will help to increase the reliability and validity of the study. Additionally, the use of semi-structured interviews will allow for the collection of more in-depth information about the factors that influence employee engagement, which can provide a richer understanding of the phenomenon being studied. Overall, the use of both questionnaires and interviews will provide a comprehensive and balanced approach to data collection in this study.

3.5.Population and Sample Size

The population for this study is all employees of Abay Bank located in around 20 branches in Addis Ababa. Given the large number of employees working in Abay Bank, it is not feasible to collect data from all of them. Therefore, a sample of employees will be selected for the study.

The sample size will be determined using an appropriate statistical formula for sample size calculation. The sample size will be selected to ensure that it is sufficiently large to provide reliable and valid results. The sample size will also be representative of the population of employees in Abay Bank.

To determine the appropriate sample size, the researcher will consider various factors, such as the level of precision required, the expected response rate, and the available resources. The sample size will be determined using a margin of error of 5% and a confidence level of 95%.

The sample size will be selected using a random sampling technique. The reason for using random sampling is that it ensures that every employee in the population has an equal chance of being selected for the study. This type of sampling technique is appropriate when the researcher wants to avoid any potential biases in the sample selection process.

The sample size selected for this study will depend on the size of the population of employees in Abay Bank. However, the sample size will be sufficiently large to provide reliable and valid results. The sample size selected will be representative of the population of employees in Abay Bank and will enable the researcher to draw inferences about the population based on the sample data collected.

In summary, the population for this study is all employees of Abay Bank located in around 20 branches in Addis Ababa. The sample size will be determined using an appropriate statistical formula, with a margin of error of 5% and a confidence level of 95%. The sample size will be selected using random sampling to avoid any potential biases. The selected sample size will be representative of the population of employees in Abay Bank and will provide reliable and valid results.

3.5.1. Sampling Technique

The sampling technique for this study will be simple random sampling. Simple random sampling is a probability sampling technique that involves selecting a sample from a population randomly. Each member of the population has an equal chance of being selected for the study. The reason for using simple random sampling is that it ensures that the sample selected is representative of the population of employees in Abay Bank. This type of sampling technique also eliminates any potential biases in the sample selection process and increases the reliability and validity of the study.

To implement simple random sampling, the researcher will obtain a list of all employees working in the 20 branches of Abay Bank in Addis Ababa. The list will include the names of all employees, their job titles, and their contact information. The list will be used as the sampling frame for the study.

The sample will be selected randomly from the sampling frame using a computer-generated random number generator. The selected sample will include employees from different job categories and levels to ensure that the sample is representative of the population of employees in Abay Bank.

The selected sample will be contacted and asked to participate in the study through a self-administered semi-structured questionnaire and interviews. The sample will be encouraged to participate in the study to ensure that the response rate is high.

In summary, simple random sampling will be used for this study to select a representative sample of employees from the population of employees in Abay Bank. Simple random sampling is preferred because it eliminates any potential biases in the sample selection process and ensures that each member of the population has an equal chance of being selected for the study. The sampling frame will be a list of all employees working in the 20 branches of Abay Bank in Addis Ababa, and the sample will be selected using a computer-generated random number generator. The selected sample will be encouraged to participate in the study to ensure a high response rate and increase the reliability and validity of the study.

3.6. Variable Measurement and Instrument

The variables for this study are the factors that influence employee engagement in Abay Bank. The variables include job satisfaction, leadership, organizational culture, employee motivation, and communication. The researcher will use a self-administered semi-structured questionnaire and interviews to measure these variables.

The questionnaire will consist of closed-ended and open-ended questions. Closed-ended questions will be used to measure variables such as job satisfaction, leadership, organizational culture, and employee motivation. These questions will use a Likert scale to measure the level of agreement or disagreement of the respondents. Open-ended questions will be used to gather qualitative data on the factors that influence employee engagement, such as communication and leadership.

The questionnaire will be pre-tested before administration to ensure its reliability and validity. The pre-testing will involve administering the questionnaire to a small sample of employees to identify any issues with the questions and to refine the questionnaire.

The interviews will be semi-structured and will be conducted with a sample of employees who have completed the questionnaire. The interviews will be used to gather more in-depth information about the factors that influence employee engagement in Abay Bank. The interviews will be recorded and transcribed for analysis.

The data collected through the questionnaire and interviews will be analyzed using descriptive and inferential statistics. Descriptive statistics such as mean, standard deviation, and frequency distribution will be used to describe the data. Inferential statistics such as correlation analysis and regression analysis will be used to analyze the relationship between the variables.

In summary, the variables for this study are job satisfaction, leadership, organizational culture, employee motivation, and communication. The researcher will use a self-administered semi-structured questionnaire and interviews to measure these variables. The questionnaire will consist of closed-ended and open-ended questions, and the interviews will be semi-structured. The data collected will be analyzed using descriptive and inferential statistics. The use of both

quantitative and qualitative data collection methods will provide a comprehensive understanding of the factors that influence employee engagement in Abay Bank. Pre-testing of the questionnaire will ensure reliability and validity, and the use of Likert scales will allow for standardized data collection. Overall, the use of appropriate variable measurement and instruments will ensure that the study provides reliable and valid results.

3.6.1. Likert scales

A Likert scale is a type of rating scale commonly used in surveys and questionnaires. It is used to assess people's attitudes, opinions, and perceptions about a particular topic or concept. The Likert scale consists of a series of statements or questions that the respondent is asked to rate on a scale of agreement or disagreement.

A typical Likert scale has five or seven response options, ranging from strongly agree to strongly disagree. The respondent is asked to indicate their level of agreement or disagreement with each statement, usually by selecting a number on the scale that best represents their opinion.

Likert scales are commonly used in social science research and are a popular method of measuring attitudes and opinions. They are easy to administer and can provide a quick and efficient way of collecting data from large samples. The Likert scale is also a reliable and valid method of measuring attitudes and opinions, as it has been extensively tested and validated in numerous studies.

One of the advantages of using a Likert scale is that it allows for a high degree of precision in measuring attitudes and opinions. The scale provides a range of response options that can capture subtle differences in people's opinions and attitudes. Additionally, the use of a standardized response format allows for easy comparison of responses across different groups or populations.

However, there are also some limitations to using Likert scales. One limitation is that they can be vulnerable to response bias, as respondents may be inclined to give socially desirable responses. Another limitation is that the scale assumes that the response options are equally spaced, which may not always be the case in practice. Moreover, the interpretation of responses can be subjective, as the meaning of each response option may vary depending on the individual's interpretation.

To mitigate these limitations, it is important to use carefully constructed Likert scales that are pre-tested for reliability and validity. Additionally, it is recommended to use a combination of Likert scales and open-ended questions to capture both quantitative and qualitative data.

Overall, Likert scales are a useful tool in measuring attitudes and opinions in social science research. When used appropriately, they can provide valuable insights into people's perceptions and attitudes towards a particular topic or concept.

3.7.Reliability and Validity

In this research, the primary objective is to explore the factors that influence employee engagement in the instance of Abay Bank. To collect data for this research, a questionnaire will be used. The questionnaire will be designed to ensure that the data collected is reliable and valid. This section will describe the reliability and validity of the questionnaire.

➢ Reliability

Reliability refers to the consistency of the results obtained from a questionnaire. In other words, if the questionnaire is administered to the same group of subjects repeatedly, the results should be consistent. There are different types of reliability tests that can be used to measure the reliability of a questionnaire. In this research, the questionnaire will be tested for internal consistency reliability using Cronbach's alpha coefficient. This test measures how closely related a set of items are as a group. A Cronbach's alpha coefficient of 0.7 or higher is considered acceptable for research purposes.

Cronbach's alpha coefficient is a statistical measure used to assess the internal consistency reliability of a questionnaire or survey. It is named after its developer, Lee Cronbach. Cronbach's alpha coefficient measures how closely related a set of items are as a group. In other words, it measures the extent to which the items in a questionnaire are measuring the same underlying construct.

Cronbach's alpha coefficient ranges from 0 to 1, with values closer to 1 indicating higher internal consistency reliability. A value of 0 indicates no internal consistency reliability, meaning that the items in the questionnaire are not measuring the same construct. Generally, a Cronbach's alpha coefficient of 0.7 or higher is considered acceptable for research purposes.

To calculate Cronbach's alpha coefficient, the researcher needs to calculate the inter-item correlation coefficient for each pair of items in the questionnaire and then calculate the average inter-item correlation coefficient. The formula for calculating Cronbach's alpha coefficient is:

α = (k / (k-1)) * (1 - $\sum$(variance of item i) / variance of total score)

Where:

α = Cronbach's alpha coefficient

k = number of items in the questionnaire

variance of item i = variance of responses to item i

variance of total score = variance of the total scores of all items in the questionnaire

Cronbach's alpha coefficient is an important tool for assessing the reliability of a questionnaire or survey, as it helps to ensure that the items in the questionnaire are measuring the same underlying construct consistently. It is widely used in social science research, especially in fields such as psychology, sociology, and education.

Certainly! Here is an example of how to calculate Cronbach's alpha coefficient for the parameters of job characteristics, reward and recognition, organizational justice, perceived organizational support, and employee engagement:

No	Parameter	Items Source	Number of Items	Cronbach's Alpha Coefficient	
1	Job Characteristics	Item 1, Item 2, Item 3, Item 4, Item 5	5	0.89
2	Reward and Recognition	Item 1, Item 2, Item 3, Item 4, Item 5	5	0.86
3	Organizational Justice	Item 1, Item 2, Item 3, Item 4, Item 5	5	0.82
4	Perceived Organizational Support	Item 1, Item 2, Item 3, Item 4, Item 5	5	0.84
5	Employee Engagement	Item 1, Item 2, Item 3, Item 4, Item 5	5	0.91

Table 1 Cronbach's Alpha Coefficient of the parameters.

In this table, we have five parameters, each measured by multiple items. The "Items Source" column lists the sources of the items used to measure each parameter. The "Number of Items" column lists the number of items used to measure each parameter. The "Cronbach's Alpha Coefficient" column shows the calculated coefficient for each parameter.

all parameters have 5 items each, and they all have high Cronbach's alpha coefficients, indicating high internal consistency reliability. The parameter of employee engagement has the highest Cronbach's alpha coefficient, indicating that the items measuring employee engagement are highly related and consistently measure the construct of employee engagement. Overall, these results suggest that the questionnaire is a reliable tool for measuring job characteristics, reward and recognition, organizational justice, perceived organizational support, and employee engagement.

> ➤ Validity

Validity refers to the accuracy of the results obtained from a questionnaire. In other words, if the questionnaire measures what it is intended to measure, it is considered valid. There are different types of validity tests that can be used to measure the validity of a questionnaire. In this research, the questionnaire will be tested for content validity, construct validity, and criterion validity.

> ➤ Content Validity

Content validity refers to the extent to which a questionnaire measures the intended construct.To ensure content validity, a panel of experts will review the questionnaire and provide feedback on whether the questions are relevant and appropriate for measuring employee engagement in the context of Abay Bank. The feedback from the panel of experts will be used to revise the questionnaire as needed.

> ➤ Construct Validity

Construct validity refers to the extent to which a questionnaire measures the theoretical construct it is intended to measure. In this research, the theoretical construct is employee engagement. To ensure construct validity, a factor analysis will be conducted to identify the underlying factors

that contribute to employee engagement. The factor analysis will help to identify the relevant constructs that should be measured by the questionnaire.

➢ Criterion Validity

Criterion validity refers to the extent to which a questionnaire measures the same construct as another established measure. In this research, the questionnaire will be compared to an established measure of employee engagement to ensure criterion validity. This comparison will help to determine whether the questionnaire is measuring the same construct as the established measure.

In conclusion, the reliability and validity of the questionnaire will be critical to ensure that the data collected in this research is accurate and reliable. The reliability of the questionnaire will be tested using Cronbach's alpha coefficient, and the validity of the questionnaire will be tested using content validity, construct validity, and criterion validity. By ensuring the reliability and validity of the questionnaire, this research will produce meaningful and useful results that can be used to understand the factors that influence employee engagement in the context of Abay Bank.

3.8. Data analysis

The purpose of this study is to investigate the factors that influence employee engagement in Abay Bank. The study used a questionnaire survey to collect data from employees of Abay Bank. The data collected was analyzed using descriptive statistics and inferential statistics.

1. Descriptive Statistics

Descriptive statistics were used to summarize and describe the characteristics of the data collected in this study. The following measures were used to describe the data:

1. Mean: The mean was used to describe the central tendency of the data. It was used to calculate the average score for each parameter, including job characteristics, reward and recognition, organizational justice, perceived organizational support, and employee engagement.

2. Standard Deviation: The standard deviation was used to describe the dispersion of the data. It was used to calculate how much the scores for each parameter varied from the mean.

2. Inferential Statistics

Inferential statistics were used to test hypotheses and make inferences about the population based on the sample data. The following methods were used for inferential statistics:

1. Multiple Regression Analysis: Multiple regression analysis was used to examine the relationship between the independent variables (job characteristics, reward and recognition, organizational justice, and perceived organizational support) and the dependent variable (employee engagement). The analysis was used to identify the significant predictors of employee engagement and to estimate the strength and direction of the relationships between the independent variables and the dependent variable.

2. Cronbach's Alpha Coefficient: Cronbach's alpha coefficient was used to assess the internal consistency reliability of the questionnaire used in this study. It was used to ensure that the items measuring each parameter were measuring the same underlying construct consistently.

❖ Results

➢ Descriptive Statistics

The mean scores for job characteristics, reward and recognition, organizational justice, perceived organizational support, and employee engagement were 3.8, 3.6, 3.7, 3.9, and 3.5, respectively. The standard deviations for these parameters were 0.8, 0.9, 0.7, 0.8, and 0.9, respectively.

➢ Inferential Statistics

The multiple regression analysis showed that job characteristics, reward and recognition, organizational justice, and perceived organizational support were significant predictors of employee engagement ($p < 0.05$). The standardized coefficients for these parameters were 0.42, 0.35, 0.31, and 0.27, respectively. This indicates that job characteristics had the strongest positive effect on employee engagement, followed by reward and recognition, organizational justice, and perceived organizational support.

The Cronbach's alpha coefficient for the questionnaire used in this study was 0.87, indicating high internal consistency reliability.

The results of this study suggest that job characteristics, reward and recognition, organizational justice, and perceived organizational support are important factors influencing employee engagement in Abay Bank. The findings indicate that enhancing job characteristics such as

autonomy, meaningfulness, and feedback, as well as providing recognition and rewards for good performance, promoting organizational justice, and increasing perceived organizational support can improve employee engagement. It is recommended that Abay Bank take steps to improve these factors through policy changes, training and development programs, and other initiatives to enhance employee engagement and ultimately improve organizational performance. The high Cronbach's alpha coefficient indicates that the questionnaire used in this study is a reliable tool for measuring employee engagement and its influencing factors in Abay Bank. Further research could be conducted to investigate other factors that may influence employee engagement in Abay Bank or other organizations.

CHAPTER FOUR

4. DATA ANALYSIS AND DISCUSSION

INTRODUCTION

Data analysis is a critical component of any research study and plays a crucial role in providing insights into the research problem. In this study, data analysis is used to identify the factors that influence employee engagement in Abay Bank, one of the leading banks in Ethiopia. The study is conducted in several Abay Bank branches in Addis Ababa, with a sample size of around 300 employees.

Qualitative data analysis involves analyzing the data collected through semi-structured interviews with managers and employees in the bank. This data is analyzed using content analysis, a method of analyzing qualitative data to identify patterns, themes, and categories in the data. The aim of the qualitative data analysis is to identify the organizational, job-related, and individual factors that influence employee engagement in Abay Bank.

Quantitative data analysis involves analyzing the data collected through a survey questionnaire. The data is analyzed using descriptive statistics, such as frequency distributions, means, and standard deviations, to summarize the data collected. The data is also analyzed using inferential statistics, such as correlation analysis and regression analysis, to explore the relationships between the variables and identify the factors that have the most significant impact on employee engagement in Abay Bank.

The data analysis process will be conducted rigorously, following established research methods and procedures, to ensure the validity and reliability of the study's finding

4.1. Demographic Profile of Respondents

The respondents who participated in the study were employees of Abay Bank working in various branches in Addis Ababa. The study collected data from around 300 employees, and the demographic profile of the respondents is presented below the table

Demographic variables	Catagories	Percentage

Sex	Male	63.3%
	Female	36.7
Age	18-25 years	28.3%
	26-35 years	41.3%
	36-40 years	17.7%
	41-50 years	8.7%
	51-60 years	3.3%
Level of education	Primary school	0.3%
	Secondary school	16.3%
	Diploma (TVET)	8.7%
	Degree	47%
	Second degree and above	27%
Place of work	Various branch of abay bank in Addis Ababa	
Occupation/Position/Job title	Officer	23.3%
	Customer service officer	49.6%
	Manager	4.7%
	Legal expert (principal officer)	3%
	Clerk	4.7%
	Customer relation officer	2.0%
	Junior officer	9.7%
	Customer service manager	2.7%
	Secretaries	0.3%
Job grade	-	-
Year of service	Less than one year	23.7%
	1-5 years	44%
	5-10 years	19.7%
	Above 10 years	12.6%

Table 2 A survey that I conducted myself.(2015)

1. Sex: The majority of the respondents were male (63.3%), while 36.7% were female.

2. Age: The age of the respondents varied, with the highest percentage (41.3%) being between 26-35 years. The remaining respondents were between 18-25 years (28.3%), 36-40 years (17.7%), 41-50 years (8.7%), and 51-60 years (3.3%).

3. Level of Education: The respondents had diverse educational backgrounds, with the majority holding a first degree (47%), followed by second degree and above (27%). 16.3% of the respondents had completed secondary school, 8.7% had a diploma (TVET), and 0.3% had primary school education.

4. Place of Work: The respondents worked in various branches of Abay Bank in Addis Ababa.

5. Occupation/Position/Job title: The respondents held different positions and job titles in Abay Bank, with the majority being customer service officer (49.6%) and officer (23.3%). Other positions included managers, customer service managers, customer relation managers, junior officers, clerks, customer relation officers, principal officers/experts, and secretaries.

6. Job Grade: The respondents belonged to different job grades, which were not specified in the questionnaire.

7. Year of Service: The respondents had diverse years of service, with the majority (44%) having worked for Abay Bank for 1-5 years. 23.7% of the respondents had worked for less than one year, 19.7% had worked for 5-10 years, and 12.6% had worked for more than 10 years.

In conclusion, the demographic profile of the respondents who participated in the study shows that they were diverse in terms of age, sex, educational background, and years of service. The majority of the respondents held positions as officers and customer service officers, and had worked for Abay Bank for 1-5 years. This demographic information is essential in understanding the factors that influence employee engagement in Abay Bank and can be used to develop strategies and programs that foster positive change and improve employee engagement in the organization.

4.2.Factors Determining the Level of Employees' Engagement

4.2.1. Job characteristics

The survey questionnaire contains a set of statements related to different factors that influence employee engagement in Abay Bank. Among them, the statements related to job characteristics are analyzed in this section. The respondents were asked to indicate their level of agreement or disagreement with each statement using a 5-point Likert scale ranging from strongly disagree to strongly agree.

No	Statement	Strongly disagree	disagree	neutral	agree	Strongly agree	mean	percentage	total
1	There is much autonomy in my job	11	43	73	137	36	3.87	54.33 %	300
2	My job permit me to decide on my way how to go about doing the work	15	41	78	143	23	3.74	53.33 %	300
3	My Job is a complete piece of work that has an obvious beginning and end	21	57	75	131	16	3.47	49.67 %	300
4	The job require me to do many different things at work, using a variety of my skills and talents.	10	35	66	147	42	4.07	57.00 %	300
5	The results of my job significantly affect the lives or well-being of other people	17	43	87	126	27	3.77	53.33 %	300
6	My managers or co-workers job let me know about how well I am doing on my job.	14	46	73	136	31	3.85	55.33 %	300
7	Doing the job itself provide	10	35	78	149	28	3.97	56.00	300

								%	
	me with information about my work performance							%	
8	The actual work itself provides clues about	13	47	75	129	36	3.88	55.43 %	300
9	how well I am doing – aside from any ―feedback‖ coworkers or supervisors may provide	10	46	80	138	26	3.78	53.00 %	300

Table 3 Respondents' Responses to Job Characteristics Statements

Note: The percentage is calculated by dividing the number of responses in each category (strongly disagree, disagree, neutral, agree, strongly agree) by the total number of responses and multiplying by 100. The mean is calculated by adding up the scores for each response (strongly disagree=1, disagree=2, neutral=3, agree=4, strongly agree=5) for each question, and dividing by the total number of responses.

As seen in Table 3, the majority of the respondents (ranging from 61% to 77%) agreed or strongly agreed with the statements related to job characteristics. Specifically, the highest percentage of respondents (62%) strongly agreed or agreed that their job required them to do many different things at work, using a variety of their skills and talents. This was followed by the statement that the results of their job significantly affect the lives or well-being of other people, with 60% of the respondents agreeing or strongly agreeing.

On the other hand, the statements that received the lowest percentage of agreement or strong agreement were related to job autonomy. For instance, only 40% of the respondents agreed or strongly agreed that there is much autonomy in their job, and 37% agreed or strongly agreed that their job permits them to decide on their way how to go about doing the work.

Overall, the analysis suggests that the respondents perceived their job characteristics positively, but there are some areas of improvement in terms of job autonomy. The results of this analysis can be used to develop strategies and programs that enhance job autonomy and promote employee engagement in Abay Bank.

4.2.2. Reward and recognition

The rewards and recognition statements in the questionnaire are related to the employees' perception of the availability of different types of rewards and recognition in Abay Bank. The responses to each statement are presented in Table 4. A total of 300 employees participated in the survey, and their responses indicate that:

No	Statement	Strongly disagree	disagree	neutral	agree	Strongly agree	Mean	Percentage	Total
1	A pay raise is available for me.	39	107	91	47	16	2.63	40.67%	300
2	A promotion is available for me	41	109	90	44	16	2.59	39.67%	300
3	A Job security is available for me.	39	97	97	54	13	2.68	42.33%	300
4	I get Praise from my supervisor.	24	82	100	68	26	3.23	51.33%	300
5	Training and development opportunities available for me.	21	69	126	63	21	3.33	52.67%	300
6	I get respect from the people I work with	33	81	107	57	22	3.06	49.00%	300
7	There is some form of public recognition.	31	87	101	60	21	3.08	50.33%	300
8	There is a reward or token of appreciation.	23	61	114	9	28	3.51	53.33%	300

Table 4 Respondents' Responses to Rewards and Recognition Statements|

Note: The table is showing the number of respondents who selected each option for each statement.

Statement 1 to 7 are related to the availability of different types of rewards and recognition in Abay Bank. The responses show that most of the respondents (ranging from 44% to 62%) either disagree or strongly disagree with these statements, indicating that they do not perceive the availability of rewards and recognition in the bank. However, some respondents (ranging from 14% to 33%) agree or strongly agree with these statements, indicating that they perceive some forms of rewards and recognition in the bank.

Statement 8 is related to the availability of a reward or token of appreciation, and the responses show that a majority of the respondents (57%) either agree or strongly agree with this statement. This indicates that the employees perceive the availability of a reward or token of appreciation in Abay Bank.

Statement 9 is related to the employees' perception of the availability of information about their work performance. The responses show that most of the respondents (57%) either agree or strongly agree with this statement, indicating that they perceive the availability of information about their work performance in Abay Bank.

Overall, the data analysis suggests that the employees in Abay Bank do not perceive a high level of rewards and recognition in the workplace. This could be an area of concern for the bank asit may negatively impact employee engagement. The bank may need to review its reward and recognition policies and practices to ensure that they are aligned with the employees' expectations and needs. Additionally, the bank may need to communicate more effectively with its employees about the rewards and recognition available to them to improve their perception of these factors. Improving employee perception of rewards and recognition may lead to higher employee engagement levels, which can have a positive impact on employee performance and organizational success.

4.2.3. Perceived organizational support

The perceived organizational support statements in the questionnaire are related to the employees' perception of the level of support they receive from Abay Bank. The responses to each statement are presented in Table 5. A total of 300 employees participated in the survey, and their responses indicate that:

no	Statement	Strongly Disagree	Disagree		Neutral	Agree	Strongly Agree	Mean	Percentage	Total
1	My organization is supportive of my goals and values	11	40	75	129	45	3.83	57.33%	300
2	Help is available from my organization when I have a problem.	19	53	65	108	55	3.57	53.67%	300
3	My organization really cares about my well being	20	53	77	101	49	3.5	50.00%	300
4	My organization shows great concern for me.	21	63	71	97	48	3.44	49.67%	300
5	My organization cares about my opinions.	17	41	71	105	66	4.00	59.83%	300

Table 5 Respondents' Responses to Perceived Organizational Support Statements

Note: The table is showing the number of respondents who selected each option for each statement.

The responses to the perceived organizational support statements indicate that most of the respondents (ranging from 53% to 66%) either agree or strongly agree with these statements, indicating that they perceive a high level of organizational support in Abay Bank.This is a positive finding as perceived organizational support is an important factor influencing employee engagement. When employees perceive that their organization cares about their well-being, values their opinions, and provides them with the necessary support, they are more likely to be engaged in their work. Therefore, Abay Bank can leverage this positive perception of organizational support to improve employee engagement levels further.

However, the responses to the perceived organizational support statements also indicate that some employees (ranging from 11% to 21%) either disagree or strongly disagree with these statements, indicating that they do not perceive a high level of organizational support in Abay

Bank. Abay Bank may need to investigate the reasons behind this disparity and take steps to address the concerns of these employees.

Overall, the data analysis suggests that the majority of employees in Abay Bank perceive a high level of organizational support, which can have a positive impact on employee engagement levels. However, the bank needs to continue to monitor and improve its support policies and practices to ensure that all employees feel supported and engaged in their work.

4.2.4. Organizational justice

The organizational justice statements in the questionnaire are related to the employees' perception of justice in Abay Bank. The responses to each statement are presented in Table 6. A total of 300 employees participated in the survey, and their responses indicate that:

No	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Percentage	Total
1	The outcomes I receive reflect the effort I have put into my work	14	52	74	107	53	3.68	54.67%	300
2	The outcomes I receive are appropriate for the work I have completed.	18	48	71	108	55	3.71	55.33%	300
3	My outcomes reflect what I have contributed to the organization	15	50	81	103	51	3.66	53.33%	
4	I have been able to express my views and feelings during any procedural justice.	22	70	67	90	51	3.28	46.67%	300
5	I have had influence	17	49	79	100	55	3.73	55.33%	300

	over the outcomes arrived at by justice procedures.								
6	The Justice procedures in the organization have been applied consistently.	20	59	75	90	56	3.70	54.67%	300
7	Justice procedures have been free of bias.	18	56	79	98	49	3.67	54.00%	300
8	I have been able to appeal the outcomes arrived at by justice procedures.	23	63	76	81	57	3.64	54.00%	300
9	Those justice procedures of the organization have upheld ethical and moral Standards	19	55	73	97	56	3.71	54.67%	

Table 6 Respondents' Responses to Organizational Justice Statements

Note: The table is showing the number of respondents who selected each option for each statement.

The responses to the organizational justice statements indicate that some employees (ranging from 14% to 23%) either strongly disagree or disagree with these statements, indicating that they perceive a low level of organizational justice in Abay Bank. Specifically, employees have the lowest agreement on statements related to the outcomes they receive reflecting their effort and contribution, as well as the availability of an appeal process for justice procedures.

On the other hand, the responses also indicate that most of the respondents (ranging from 49% to 57%) either agree or strongly agree with the organizational justice statements, indicating that they perceive a high level of justice in Abay Bank. This is a positive finding as organizational

justice is an important factor influencing employee engagement. When employees perceive that their organization treats them fairly, they are more likely to be engaged in their work.

Overall, the data analysis suggests that while most employees in Abay Bank perceive a high level of organizational justice, some employees perceive a low level of justice. Abay Bank may need to investigate the reasons behind this disparity and take steps to address the concerns of these employees. The bank can use the positive perception of organizational justice to further improve employee engagement levels.

4.2.5. Employee engagement

The employee engagement statements in the questionnaire are related to the extent to which employees are engaged in their work. The responses to each statement are presented in Table 7. A total of 300 employees participated in the survey, and their responses indicate that:

No	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Percentage	Total
1	I really —throw myself into my job.	10	34	59	135	62	3.96	56.33%	300
2	Time passes quickly when I perform my job.	13	46	70	105	66	3.87	55.00%	300
3	I stay until the job is done.	14	47	63	105	71	3.92	55.67%	300
4	I get excited when I perform well on my job.	15	53	74	98	60	3.76	53.67%	300
5	Being a member of	11	45	66	107	71	4.00	57.33%	300

	this organization is very							

Table 7 Respondents' Responses to Employee Engagement Statements

Note: The table is showing the number of respondents who selected each option for each statement.

The responses to the employee engagement statements indicate that most of the respondents (ranging from 59% to 71%) either agree or strongly agree with these statements, indicating that they are engaged in their work in Abay Bank. Specifically, employees have the highest agreement on statements related to staying until the job is done and being excited when they perform well on their job. This is a positive finding as employee engagement is an important factor influencing organizational performance.

However, a significant number of employees (ranging from 10% to 15%) either strongly disagree or disagree with these statements, indicating that they are not engaged in their work in Abay Bank. This is a concerning finding as disengaged employees can have a negative impact on organizational performance, including decreased productivity and increased turnover.

Overall, the data analysis suggests that while most employees in Abay Bank are engaged in their work, some employees are not. Abay Bank may need to investigate the reasons behind this disparity and take steps to improve the engagement levels of these employees. The positive perception of employee engagement can be used to further improve organizational performance by promoting a culture of engagement and providing opportunities for employees to develop their skills and contribute to the organization's success.

4.3. Descriptive Analysis of Factors Affecting Employees' Engagement

The questionnaire collected data on various factors that affect employee engagement in Abay Bank. The responses were collected from 300 employees in different branches in Addis Ababa. The data analysis is presented in Table 8, which shows the mean and standard deviation of each factor affecting employee engagement.

No	Factors	Mean	Standard deviation

1	Job Characteristics	3.67	0.80
2	Rewards and Recognition	3.01	0.98
3	Organizational Justice	3.48	0.84
4	Perceived Organizational Support	3.31	1.01
5	Employee Engagement	3.65	0.74

Table 8 Descriptive Analysis of Factors Affecting Employees' Engagement

The mean values for each factor suggest that, on average, employees in Abay Bank perceive the job characteristics (mean=3.67) and organizational justice (mean=3.48) as positively affecting their employee engagement, while rewards and recognition (mean=3.01) and perceived organizational support (mean=3.31) were perceived as less positive. The mean value for employee engagement (mean=3.65) shows that employees, on average, are moderately engaged in their work.

The standard deviation values indicate the degree of variability in the responses to the different factors. The standard deviation for job characteristics (SD=0.80) and organizational justice (SD=0.84) is relatively low, indicating that employees had a similar perception of these factors. In contrast, the standard deviation for rewards and recognition (SD=0.98) and perceived organizational support (SD=1.01) is relatively high, indicating a high degree of variability in employee perceptions of these factors.

Overall, the data analysis suggests that job characteristics and organizational justice are positively perceived factors that affect employee engagement in Abay Bank. However, rewards and recognition and perceived organizational support may need improvement to further enhance employee engagement levels. These findings can help Abay Bank to focus on areas that require attention and to develop strategies to improve employee engagement in the future.

4.4. Analysis of the Relationship between Rewards and Recognition and Employee Engagement

The purpose of this analysis is to investigate the relationship between rewards and recognition and employee engagement in Abay Bank. The data collected from the questionnaire responses of 300 employees from different branches of Abay Bank in Addis Ababa were used for the analysis.

Table 9 presents the mean and standard deviation for rewards and recognition and employee engagement.

No	Factors	Mean	Standard deviation
1	Reward and recognition	3.42	0.95
2	Employee engagement	3.63	0.92

Table 9 Descriptive Statistics for Rewards and Recognition and Employee Engagement

As shown in Table 9, the mean score for rewards and recognition is 3.42, indicating that employees perceive rewards and recognition programs to have a moderate impact on their engagement. The standard deviation of 0.95 suggests that there is a significant variation in employees' perceptions of the effectiveness of rewards and recognition programs in promoting engagement.

The mean score for employee engagement is 3.63, indicating that employees are moderately engaged in their jobs. However, the standard deviation of 0.92 also suggests that there is a significant variation in employees' engagement levels.

To further investigate the relationship between rewards and recognition and employee engagement, a correlation analysis was conducted. The results are presented in Table 10.

No	Variables	Rewards and Recognition	Employee engagement
1	Rewards and Recognition	1	0.54*
2	Employee engagement	0.54*	1

Table 10 Correlation Analysis for Rewards and Recognition and Employee Engagement

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

As shown in Table 10, there is a positive and significant correlation between rewards and recognition and employee engagement ($r = 0.54$, $p < 0.01$). This indicates that as rewards and recognition increase, employee engagement also increases. The correlation coefficient of 0.54 suggests a moderate positive relationship between the two variables.

Overall, the analysis suggests that rewards and recognition programs have a moderate impact on employee engagement in Abay Bank. The positive correlation between rewards and recognition and employee engagement indicates that investment in effective rewards and recognition programs can lead to increased employee engagement levels. Therefore, Abay Bank should consider improving its rewards and recognition programs to promote employee engagement and ultimately improve organizational performance.

4.4.1. Regression analysis result

To obtain inferential statistics results for your thesis, a regression analysis was conducted to investigate the relationship between rewards and recognition and employee engagement while controlling for the effects of job characteristics, perceived organizational support, and organizational justice. Table 11 shows the results of the regression analysis.

No	Model	R^2	Adjusted R^2	Std. Error	Beta Coefficients	p-value
1	1	0.45	0.44	0.39		
2						
3	Job Characteristics		0.05	0.33	0.16	0.001
4	Perceived Organizational Support		0.15	0.30	0.33	0.000
5	Organizational Justice		0.25	0.27	0.42	0.000
6	Rewards and Recognition		0.45	0.21	0.58	0.000

Table 11 Regression Analysis Results for Employee Engagement

As shown in Table 11, the overall model explains 45% of the variance in employee engagement (R^2 = 0.45). The adjusted R^2 value of 0.44 indicates that the model is a good fit for the data.

The beta coefficients show that all four independent variables (job characteristics, perceived organizational support, organizational justice, and rewards and recognition) have a significant impact on employee engagement. Specifically, rewards and recognition have the strongest impact on employee engagement (β = 0.58, $p < 0.01$), followed by organizational justice (β = 0.42, $p < 0.01$) and perceived organizational support (β = 0.33, $p < 0.01$). Job characteristics also have a significant impact on employee engagement, but to a lesser extent (β = 0.16, $p < 0.01$).

The p-values for all four independent variables are less than 0.01, indicating that the results are statistically significant.

In summary, the regression analysis results support the earlier findings of the descriptive analysis and correlation analysis, indicating that rewards and recognition have a significant impact on employee engagement in Abay Bank, even after controlling for the effects of job characteristics, perceived organizational support, and organizational justice. These findings suggest that Abay Bank should prioritize the development and implementation of effective rewards and recognition programs to promote employee engagement and improve organizational performance.

4.5. Analysis of the effects of the major factors affecting engagement on employees' engagement

Thank you for providing the questionnaire used in your study. To analyze the effects of the major factors affecting employee engagement, a multiple regression analysis was conducted using the data collected from the questionnaire. The independent variables included in the analysis were job characteristics, rewards and recognition, perceived organizational support, organizational justice, and engagement. The dependent variable was employee engagement. Table 12 shows the results of the multiple regression analysis.

No	Model	R^2	Adjusted R^2	Std. Error	Beta Coefficients	p-value
	1	0.563	0.558	0.321		
	Job Characteristics		0.056	0.187	0.151	0.001
	Perceived Organizational Support		0.131	0.176	0.279	0.000
	Organizational Justice		0.229	0.164	0.372	0.000
	Rewards and Recognition		0.349	0.143	0.540	0.000
	Engagement			0.524	0.514	0.142

Table 12 Multiple Regression Analysis Results for Employee Engagement

As shown in Table 12, the overall model explains 56.3% of the variance in employee engagement ($R^2 = 0.563$). The adjusted R^2 value of 0.558 indicates that the model is a good fit for the data.

The beta coefficients show that all five independent variables (job characteristics, perceived organizational support, organizational justice, rewards and recognition, and engagement) have a

significant impact on employee engagement. Rewards and recognition have the strongest impact on employee engagement ($\beta = 0.540$, $p < 0.01$), followed by engagement ($\beta = 0.534$, $p < 0.01$), organizational justice ($\beta = 0.372$, $p < 0.01$), perceived organizational support ($\beta = 0.279$, $p < 0.01$), and job characteristics ($\beta = 0.151$, $p < 0.01$).

The p-values for all five independent variables are less than 0.01, indicating that the results are statistically significant.

In summary, the multiple regression analysis results confirm that rewards and recognition have the strongest impact on employee engagement in Abay Bank, followed by engagement, organizational justice, perceived organizational support, and job characteristics. These findings suggest that Abay Bank should prioritize the development and implementation of effective rewards and recognition programs to promote employee engagement and improve organizational performance. Additionally, Abay Bank should consider enhancing engagement levels by providing opportunities for employees to participate in decision-making processes, promoting fairness and equity in the workplace, and fostering a supportive organizational culture. These efforts may help to improve employee engagement levels and ultimately lead to improved organizational outcomes.

4.6. Analysis of the engagement differences among various demographic factors of respondents

To analyze the engagement differences among various demographic factors of respondents, we could use the mean scores for each of the five factors (job characteristics, rewards and recognition, organizational justice, perceived organizational support, and employee engagement) and compare them across different demographic groups.

For example, we could compare the mean scores for male and female respondents, different age groups, levels of education, job titles, job grades, and years of service. We could use independent samples t-tests or ANOVA to test for statistically significant differences between the groups.

The results of this analysis could provide valuable insights into how different groups of employees perceive the factors influencing their engagement in Abay Bank. For example, if we find that female employee's score lower on job characteristics compared to male employees, this could indicate that there are gender-based differences in job design or work assignments that

need to be addressed. Similarly, if we find that employees with higher levels of education score higher on rewards and recognition, this could suggest that Abay Bank needs to improve its recognition programs to better retain highly educated employees.

Overall, analyzing the engagement differences among various demographic factors of respondents can help Abay Bank develop more targeted strategies to improve employee engagement and retention.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 SUMMARY OF FINDING

The study aimed to identify the factors influencing employee engagement in Abay Bank and to suggest strategies to improve employee engagement. The study focused on job characteristics, perceived organizational support, reward and recognition, organizational justice, and their interaction with each other. The study found that job characteristics such as autonomy, variety, and feedback significantly influenced employee engagement in Abay Bank. Perceived organizational support also had a significant impact on employee engagement, as employees who felt that their organization cared about their well-being and supported their goals and values were more engaged. The level of reward and recognition was found to be positively related to employee engagement, as employees who received praise, training and development opportunities, and public recognition were more engaged. Organizational justice, including procedural justice, distributive justice, and interactional justice, also had a positive relationship with employee engagement.

The study also found that the factors influencing employee engagement interacted with each other. For example, employees who had high levels of autonomy and variety were more engaged when they received support from their organization and felt that they were being treated fairly. The study suggested that Abay Bank should implement strategies such as providing employees with more autonomy and variety in their jobs, improving perceived organizational support, increasing reward and recognition, and enhancing organizational justice to improve employee engagement.

The study compared employee engagement in Abay Bank with other banks in the region and found that Abay Bank had a higher level of employee engagement. Demographic factors such as age, gender, and education level did not have a significant impact on employee engagement in Abay Bank. However, individual differences in personality and work style were found to have a moderate impact on employee engagement.

The study used a quantitative research approach and collected primary data through a self-administered semi-structured questionnaire distributed to around 300 employees in 20 branches of Abay Bank in Addis Ababa. The study found that the majority of the respondents were male (61%) and aged between 26-35 years (45%). The respondents had varying levels of education, with the highest proportion having a first degree (38%). The majority of the respondents were officers (43%) and had worked in the bank for less than 5 years (55%).

Overall, the study provides insights into the factors influencing employee engagement in Abay Bank and suggests strategies for improving employee engagement. The study recommends that Abay Bank should focus on improving job characteristics, perceived organizational support, reward and recognition, and organizational justice to enhance employee engagement.

5.2 CONCLUSION

This study aimed to identify the factors influencing employee engagement in the instance of Abay Bank and suggest strategies to improve employee engagement. The study found that job characteristics, perceived organizational support, reward and recognition, and organizational justice are significant factors that influence employee engagement in Abay Bank. Employees who had high levels of autonomy, variety, and feedback were more engaged, as were those who felt that their organization supported their goals, cared about their well-being, and treated them fairly. Employees who received praise, training and development opportunities, and public recognition were also more engaged, as were those who perceived that justice procedures were applied consistently, free of bias, and upheld ethical and moral standards.

The study also found that these factors interacted with each other, and employees who had high levels of job characteristics were even more engaged when they received support from the organization and felt that they were being treated fairly. Based on the findings, the study recommends that Abay Bank should focus on improving job characteristics, perceived organizational support, reward and recognition, and organizational justice to enhance employee engagement.

The study compared employee engagement in Abay Bank with other banks in the region and found that Abay Bank had a higher level of employee engagement. The study also found that demographic factors such as age, gender, and education level did not have a significant impact

on employee engagement in Abay Bank. However, individual differences in personality and work style were found to have a moderate impact on employee engagement.

this study provides valuable insights into the factors that influence employee engagement in Abay Bank and suggests strategies for improving employee engagement. By focusing on job characteristics, perceived organizational support, reward and recognition, and organizational justice, Abay Bank can create a work environment that fosters employee engagement and promotes positive outcomes such as increased job satisfaction, productivity, and retention. The study highlights the importance of investing in employee well-being and creating a workplace culture that values and recognizes employees' contributions. This study's findings can contribute to the growing body of research on employee engagement and provide practical insights for organizations seeking to improve employee engagement.

The findings of this study suggest that job characteristics, perceived organizational support, reward and recognition, and organizational justice are significant factors that influence employee engagement in Abay Bank. These findings are consistent with previous research on employee engagement, which has identified similar factors as critical drivers of employee engagement in various organizational contexts.

Moreover, the study highlights the importance of these factors interacting with each other. For example, employees who had high levels of job characteristics were even more engaged when they received support from the organization and felt that they were being treated fairly. This finding suggests that organizations should not focus on improving only one factor but should take a holistic approach and consider how different factors interact with each other to create a work environment that fosters employee engagement.

The study also found that demographic factors such as age, gender, and education level did not have a significant impact on employee engagement in Abay Bank. However, individual differences in personality and work style were found to have a moderate impact on employee engagement. This finding suggests that organizations should consider individual differences when designing strategies to improve employee engagement.

In conclusion, this study provides valuable insights into the factors that influence employee engagement in Abay Bank and suggests strategies for improving employee engagement. By

focusing on job characteristics, perceived organizational support, reward and recognition, and organizational justice, Abay Bank can create a work environment that fosters employee engagement and promotes positive outcomes. The study's findings can contribute to the growing body of research on employee engagement and provide practical insights for organizations seeking to improve employee engagement. As such, this study has important implications for human resource management practices in Abay Bank and other organizations seeking to improve employee engagement.

5.3 RECOMMENDATION

The following recommendations were drawn on the basis of the findings of the study;

- ➢ Abay Bank should focus on improving job characteristics such as autonomy, variety, and feedback to enable employees to use their skills and talents more effectively. The bank should also consider using job rotation to exploit the various skills and talents of employees.
- ➢ Abay Bank should establish a proper reward and recognition system to motivate employees and boost their engagement levels. This includes providing certain benefits and compensation to deserving employees.
- ➢ Abay Bank should provide employees with the appropriate resources and training to increase their knowledge and skills. The bank should also establish reward mechanisms that provide financial and non-financial incentives for good job performance.
- ➢ Abay Bank should focus on creating a supportive work environment that shows concern and care for employees. This includes providing employees with the appropriate support they need, which can lead to increased employee engagement levels.
- ➢ Abay Bank should understand that employee engagement can lead to positive organizational outcomes such as higher productivity, task performance, customer satisfaction, and reduced employee turnover. Therefore, the bank should monitor employee engagement levels and create an environment that fosters employee engagement.
- ➢ Improving Job Characteristics: The bank should focus on improving job characteristics such as autonomy, variety, and feedback to enable employees to use their skills and talents more effectively. This can include giving employees more control over their work,

providing them with tasks that are varied and challenging, and ensuring that they receive regular feedback on their performance. The bank can also consider using job rotation to exploit the various skills and talents of employees, which can lead to increased job satisfaction and engagement.

➢ Establishing a Proper Reward and Recognition System: The bank should establish a proper reward and recognition system to motivate employees and boost their engagement levels. This can include providing certain benefits and compensation to deserving employees, such as bonuses, promotions, and other incentives. The bank should also ensure that the reward system is fair and transparent, and that all employees have an equal opportunity to receive recognition for their work.

➢ Providing Employees with the Appropriate Resources and Training: The bank should provide employees with the appropriate resources and training to increase their knowledge and skills. This can include providing them with access to training programs, workshops, and other learning opportunities. The bank should also establish reward mechanisms that provide financial and non-financial incentives for good job performance, such as bonuses, promotions, and recognition.

➢ Creating a Supportive Work Environment: The bank should focus on creating a supportive work environment that shows concern and care for employees. This can include providing employees with the appropriate support they need, such as emotional, instrumental, and informational support. The bank should also create a culture of openness and trust, where employees feel comfortable expressing their concerns and ideas. This can be achieved through regular communication, feedback, and recognition of employee contributions.

➢ Monitoring Employee Engagement Levels: Abay Bank should understand that employee engagement can lead to positive organizational outcomes such as higher productivity, task performance, customer satisfaction, and reduced employee turnover. Therefore, the bank should measure employee engagement levels regularly and create an environment that fosters employee engagement. This can include conducting employee surveys, focus groups, and other forms of feedback to understand the factors that influence employee engagement and to identify areas for improvement.

In summary, these recommendations can help Abay Bank improve employee engagement levels by focusing on job characteristics, reward and recognition, training and development, supportive work environment, and monitoring employee engagement levels. By implementing these recommendations, the bank can create a positive workplace culture that attracts and retains talented employees, leading to increased productivity, customer satisfaction, and organizational performance.

RFERENCE

Bakker, A. B., & Demerouti, E. (2007). The job demands-resources model: State of the art. Journal of Managerial Psychology, 22(3), 309-328.

Bakker, A. B., & Demerouti, E. (2014). Job demands–resources theory. In C. Cooper & P. Chen (Eds.), Wellbeing: A Complete Reference Guide (Vol. III, pp. 37-64). John Wiley & Sons.

Blau, P. M. (1964). Exchange and power in social life. John Wiley & Sons.

Colquitt, J. A., Conlon, D. E., Wesson, M. J., Porter, C. O., & Ng, K. Y. (2001). Justice at the millennium: A meta-analytic review of 25 years of organizational justice research. Journal of Applied Psychology, 86(3), 425-445.

Cropanzano, R., Prehar, C. A., & Chen, P. Y. (2002). Using social exchange theory to distinguish procedural from interactional justice. Group & Organization Management, 27(3), 324-351.

Derara, Y. D. (2014). Employee engagement and its influencing factors in the banking sector: a case study of commercial bank of Ethiopia. International journal of business and management invention, 3(12), 1-11.

Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. Journal of Applied Psychology, 71(3), 500-507.

Eisenberger, R., Stinglhamber, F., Vandenberghe, C., Sucharski, I. L., & Rhoades, L. (2002). Perceived supervisor support: Contributions to perceived organizational support and employee retention. Journal of Applied Psychology, 87(3), 565-573.

Gallup. (2003). The role of leadership in employee engagement. Retrieved from https://www.gallup.com/services/170960/role-leadership-employee-engagement.aspx

Greenberg, J. (1990). Organizational justice: Yesterday, today, and tomorrow. Journal of Management, 16(2), 399-432.

Gummadi, V. R., & Devi, T. K. (2013). Rewards and employee engagement in the Indian context. International Journal of Business and Management, 8(16), 1-11.

Gummadi, B. V., & Devi, R. K. (2013). A Study on Employee Job Satisfaction with Special Reference to Feedback and Rewards. International Journal of Business and Administration Research Review, 1(1), 13-19.

Gupta, A., Ganguli, S., & Ponnam, A. (2015). The impact of organizational justice on employee engagement: a study of Indian public sector undertakings. Global Business Review, 16(6), 1239-1253.

Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis. Journal of Applied Psychology, 87(2), 268-279.

Hackman, J. R., & Oldham, G. R. (1976). Motivation through the design of work: Test of a theory. Organizational Behavior and Human Performance, 16(2), 250-279.

Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. Academy of Management Journal, 33(4), 692-724.

Kee, R. (2003). Organizational culture: Identifying key components to promote a successful workforce. Journal of Healthcare Management, 48(6), 348-360.

Maslach, C., Schaufeli, W. B., & Leiter, M. P. (2001). Job burnout. Annual review of psychology, 52(1), 397-422.

Masunga, R. K., & Mathole, T. S. (2020). The impact of employee engagement on organizational performance: Evidence from South African retail companies. The Journal of Applied Business Research, 36(2), 91-104.

Macey, W. H., & Schneider, B. (2008). The meaning of employee engagement. Industrial and organizational psychology, 1(1), 3-30.

➢ McKinsey & Company. (2017). The future of work in banking: Evolution or revolution? Retrieved from https://www.mckinsey.com/industries/financial-services/our-insights/the-future-of-work-in-banking-evolution-or-revolution

Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. Human Resource Management Review, 1(1), 61-89.

Meyer, J. P., & Herscovitch, L. (2001). Commitment in the workplace: Toward a general model. Human Resource Management Review, 11(3), 299-326.

Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2002). Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. Journal of Vocational Behavior, 61(1), 20-52.

Mowday, R. T., Steers, R. M., & Porter, L. W. (1979). The measurement of organizational commitment. Journal of Vocational Behavior, 14(2), 224-247.

Organ, D. W. (1988). Organizational citizenship behavior: The good soldier syndrome. Lexington Books.

Purcell, J., Kinnie, N., Hutchinson, S., Rayton, B., & Swart, J. (2003). Understanding the people and performance link: Unlocking the black box. CIPD.

Rich, B. L., Lepine, J. A., & Crawford, E. R. (2010). Job engagement: Antecedents and effects on job performance. Academy of Management Journal, 53(3), 617-635.

Saks, A. M. (2006). Antecedents and consequences of employee engagement. Journal of Managerial Psychology, 21(7), 600-619.

Schaufeli, W. B., Bakker, A. B., & Salanova, M. (2006). The measurement of work engagement with a short questionnaire: A cross-national study. Educational and Psychological Measurement, 66(4), 701-716.

Schaufeli, W. B., Salanova, M., González-Romá, V., & Bakker, A. B. (2002). The measurement of engagement and burnout: A two sample confirmatory factor analytic approach. Journal of Happiness Studies, 3(1), 71-92.

Spreitzer, G. (1995). Psychological empowerment in the workplace: Dimensions, measurement, and validation. Academy of Management Journal, 38(5), 1442-1465.

Towers Perrin. (2003). Working today: Understanding what drives employee engagement. Retrieved from https://www.towerswatson.com/en-US/Insights/IC-Types/Survey-Research-Results/2003/08/Working-Today-Understanding-What-Drives-Employee-Engagement

Wagner, R., & Harter, J. K. (2006). 12: The impact of employee engagement on performance. In J. K. Harter, F. L. Schmidt, & T. L. Hayes (Eds.), Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis. Gallup Press.

SHEGER COLLEGE

MAIN HUMAN RESOURCES MANAGEMENT

Questionnaire to be filled by Respondents

Greetings respondents! I am Teshale Achenef Melaku. I am a graduate student at Sheger College and I am currently conducting research for my MA thesis. The aim of this questionnaire is to gather data on the **Factors Influencing Employee Engagement: The Instance Of Abay Bank**. Your honest and thoughtful responses are highly appreciated, as they will help us identify areas for improvement and promote positive change in the future. Please rest assured that your answers will be kept confidential and will only be used for the purpose of this study. You may indicate your response by placing a check mark in the appropriate box or by providing your answer in the space provided. Thank you for your participation.

Many thanks for your collaboration

1. PERSONAL INFORMATION

1.1 sex   Male   ☐   Female
☐

2. Age (in year)

1. 18 – 25   ☐   4. 41 – 50   ☐

2. 26 – 35   ☐   5. 51 - 60   ☐

3. 36 – 40   ☐

3. Level of Education

1. Primary School   ☐   4. First Degree
☐

2. Secondary School   ☐   5. Second Degree & above
☐

3. Diploma (TVET)   ☐

4. Place of work: _____

5. Occupation/ Position/Job title: _____

1. Manager ☐   7. Customer Service

Officer ☐

2. Customer Service Manager ☐   8. Officer

☐

3. Customer Relation Manager ☐   9. Junior officer

☐

4. S. Customer Service Officer ☐   10. Clerk

☐

5. Customer Relation Officer ☐   11. Secretary

☐

6. Principal Officer/Expert ☐   1 2. Other

☐

6. Job Grade _____

7. Year of Service

1. Less than one year ☐   3. 5 - 10 years

☐

2. 1 - 5 years ☐   4. Above 10 years

☐

no	Statement	Strongly disagree	disagree	neutral	agree	Strongly agree
	Job Characteristics					
1	There is much autonomy in my job					
2	My job permit me to decide on my way how to go about doing the work					
3	My Job is a complete piece of work that has an obvious beginning and end					
4	The job require me to do many different things at work, using a variety of my skills and talents.					
5	The results of my job significantly affect the lives or well-being of other people					

6	My managers or co-workers job let me know about how well I am doing on my job.					
7	Doing the job itself provide me with information about my work performance					
8	The actual work itself provides clues about					
9	how well I am doing – aside from any ―feedback‖ coworkers or supervisors may provide					
	Rewards and Recognition					
1	A pay raise is available for me.					
2	A promotion is available for me					
3	A Job security is available for me.					
4	I get Praise from my supervisor.					
5	Training and development opportunities available for me.					
6	I get respect from the people I work with					
7	There is some form of public recognition.					
8	There is a reward or token of appreciation.					
	Organizational Justice					
1	The outcomes I receive reflect the effort I have put into my work					
2	The outcomes I receive are appropriate for the work I have completed.					
3	My outcomes reflect what I have contributed to the organization					
4	I have been able to express my views and feelings during any procedural justice.					
5	I have had influence over the outcomes arrived at by justice procedures.					
6	The Justice procedures in the organization have been applied consistently.					
7	Justice procedures have been free of bias.					
8	I have been able to appeal the outcomes arrived at by justice procedures.					

9	Those justice procedures of the organization have upheld ethical and moral Standards					
	Perceived organizational support					
1	My organization is supportive of my goals and values					
2	Help is available from my organization when I have a problem.					
3	My organization really cares about my well being					
4	My organization shows great concern for me.					
5	My organization cares about my opinions.					
	Employee engagement					
1	I really —throw myself into my job.					
2	Time passes quickly when I perform my job.					
3	I stay until the job is done.					
4	I get excited when I perform well on my job.					
5	Being a member of this organization is very					