

GSJ: Volume 13, Issue 1, January 2025, Online: ISSN 2320-9186

www.globalscientificjournal.com



**LUNAR INTERNATIONAL COLLEGE
SCHOOL OF BUSINESS**

DEPARTMENT OF BUSINESS ADMINISTRATION

**FACTORS THAT INFLUENCE EMPLOYEE ENGAGEMENT IN
ETHIOPIAN ELECTRIC POWER**

By: Amante Nagasa (GSR/0002/14)

Advisor: Buzeye Zegeye (Ph.D)

**A Thesis submitted to school of Business in partial fulfillment of the
requirement for the Award of Masters in Business Administration of Lunar
International College**

July 2023

Addis Ababa, Ethiopia

Declaration


I, Amante Nagasa, registration number GSR/0002/14, do here declare that this Thesis is my original work and that it has not been submitted partially; or in full, by any other person for an award of degree in any other College/ University/ Institution.

Submitted by:

Full Name: Amante Nagasa Signature:  Date: 22/07/2023

Approved by:

This Thesis has been submitted for examination with my approval.

Name of Advisor: Dr. Buzeye Zegeye Signature:  Date: 22/07/2023

© GSJ


Approval

The undersigned certify that they have read and hereby recommend to Lunar International College to accept The Thesis submitted by Amante Nagasa and entitled Factors That Influence Employee Engagement in Ethiopian Electric Power in partial fulfillment of the requirements for the award of Master's Degree in Business Administration.

Submitted by:

Full Name: Amante Nagasa Signature:  Date: 22/07/2023

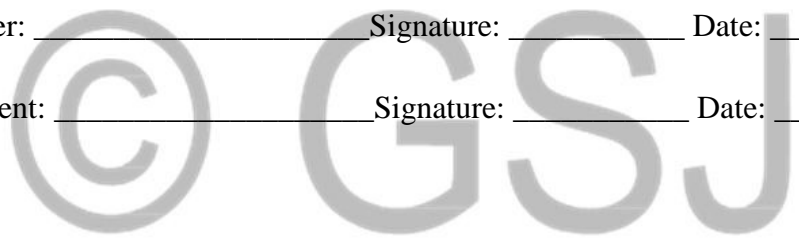
Approved by:

Supervisor/Advisor: Dr. Buzeye Zegeye Signature:  Date: 22/07/2023

Internal Examiner: _____ Signature: _____ Date: _____

External Examiner: _____ Signature: _____ Date: _____

Head of Department: _____ Signature: _____ Date: _____



Acknowledgment

First, I am deeply thankful to my advisor Dr. Buzeye Zegeye for his guidance and constructive comments throughout the process of this research work. I am indebted to him.

I extend my gratitude to Mr. Biruk Sisay, head of the department of Business Administration for his support and encouragement. I would also like to thank Lunar International College for providing suitable schedule for this research.

Finally, I would like to express my love and gratitude to my family and friends, for continued support and encouragement throughout my academic journey.



Table of Contents

Declaration	i
Approval	ii
Acknowledgment	iii
List of Tables	vii
List of Figure.....	viii
Abbreviations	ix
Abstract	x
CHAPTER ONE	1
INTRODUCTION	1
1.1. Background of the study	1
1.2. Statement of the problem	3
1.3. Objective of the study	5
1.3.1. General objective	5
1.3.2. Specific objectives	5
1.4. Research questions	5
1.5. Hypotheses of the study	6
1.6. Scope of the study	6
1.7. Significance of the study	6
1.8. Limitations of the study.....	7
1.9. Definition of key terms and concepts.....	8
1.10. Organization of the study	9
CHAPTER TWO	10
REVIEW OF RELATED LITERATURES.....	10
2.1 Introduction	10
2.2 Theoretical literature	10
2.2.1. Employee Engagement	10
2.2.2. Models of Employee Engagement	12
2.2.2.1. Kahn’s employee engagement model	12
2.2.2.2. Robinson, Perryman and Hayday model.....	12
2.2.2.3. Saks model	13

2.2.3.	Drivers of Employee Engagement	14
2.2.3.1.	Job characteristics	15
2.2.3.2.	Training and development.....	16
2.2.3.3.	Performance appraisal	16
2.2.3.4.	Salary and benefit.....	17
2.2.3.5.	Employee relationship with manager	18
2.3.	Empirical literatures	18
2.4.	Conceptual framework	21
CHAPTER THREE		22
RESEARCH METHODOLOGY		22
3.1.	Introduction	22
3.2.	Research design and approach	22
3.3.	Types and sources of data	22
3.4.	Study population, sampling method and sampling size	23
3.5.	Methods of data collection	24
3.6.	Methods of data analysis	24
3.7.	Validity and reliability test.....	24
3.8.	Ethical considerations	25
CHAPTER FOUR.....		27
PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS		27
4.1.	Introduction	27
4.2.	Response rate.....	27
4.3.	Profile of respondents.....	27
4.3.1.	Gender of respondents	27
4.3.2.	Age of respondents	28
4.3.3.	Education level of respondents	28
4.3.4.	Service year of respondents	29
4.4.	Analysis of data.....	29
4.4.1.	Descriptive analysis	29
4.4.2.	Inferential analysis	36
4.5.	Discussion and interpretation of results	43

CHAPTER FIVE	46
SUMMARY OF MAJOR FINDINGS, CONCLUSION AND RECOMMENDATIONS	46
5.1. Introduction	46
5.2. Summary of major findings.....	46
5.3. Conclusion.....	46
5.4. Recommendation.....	47
References.....	49
Appendix 1: Questionnaire	56



List of Tables

Table 1: Empirical literature reviews.....	19
Table 2: Target population and sample size of the study.....	23
Table 3: Alpha value for each section of questionnaire.....	25
Table 4: Gender distribution of respondents.....	27
Table 5: Age of respondents	28
Table 6: Education level of respondents.....	28
Table 7: Service year of respondents	29
Table 8: Descriptive statistics for job characteristics	30
Table 9: Descriptive statistics for training and development.....	31
Table 10: Descriptive statistics for performance appraisal.....	32
Table 11: Descriptive statistics for salary and benefits	33
Table 12: Descriptive statistics for employee's relationship with manager.....	34
Table 13: Descriptive statistics for employee engagement.....	35
Table 14: Correlation analysis	37
Table 15: Multicollinearity test.....	39
Table 16: Model summary	41
Table 17: Analysis of variance (ANOVA)	41
Table 18: Beta coefficient.....	42
Table 19: Answers of research questions.....	43
Table 20: Summary of hypothesis testing.....	45

List of Figure

Figure 1: Robinson et al. employee engagement drivers	13
Figure 2: Saks's model of the antecedents and consequences of employee engagement	14
Figure 3: Conceptual framework of the study	21
Figure 4: Normality test	39
Figure 5: Linearity relationship test.....	40

© GSJ

Abbreviations

ANOVA	Analysis of variance
CIPD	Chartered Institute of Personnel and Development
EE	Employee Engagement
EEA	Ethiopian Electric Authority
EELPA	Ethiopian Electric Light and Power Authority
EEP	Ethiopian Electric Power
EEPCO	Ethiopian Electric Power Corporation
EEU	Ethiopian Electric Utility
EPS	Earnings per Share
HR	Human Resource
HRM	Human Resource Management
IES	Institute for Employment Studies
JD-R	Job Demand- Resource
SET	Social Exchange Theory
SPSS	Statistical Package for Social Science
US	United State
VIR	Variance Inflation Factor

Abstract

The main purpose of this study is to investigate factors affecting employee engagement in Ethiopian Electric Power and to determine the effect of the five variables namely job characteristics, training and development, performance appraisal, salary and benefit, and employee relations with manager on employee engagement. The primary data were collected using self-administered questionnaire, for which 278 Ethiopian electric power head office and national load dispatch center employees responded properly. The collected data was analyzed using descriptive, correlation and multiple linear regressions using Statistical package for social science version 26 software. The descriptive analysis result showed that job characteristics, training and development, performance appraisal, salary and benefit, and employee relations with manager have less mean value which indicates most respondent's disagreement with statements provided. Further, the total mean value of employee engagement is 2.78 which shows that Ethiopian electric power employees are disengaged. In addition the finding from correlation analysis indicates that all independent variables have positive relationship with employee engagement and also significant value. Also based on the multiple linear regression analysis, the study found that job characteristics, training and development, performance appraisal, salary and benefit, and employee relations with manager have significant effect on employee engagement. Moreover, the study confirmed the applicability of social exchange theory. The findings of this study provided helpful knowledge and direction for future researchers on the scope of the studies. Finally, based on the study findings the researcher forwarded some recommendations such as the scope of the study to be broadened geographically and conceptually.

Keywords: *Employee engagement, Job characteristics, training and development and performance appraisal*

CHAPTER ONE

INTRODUCTION

1.1. Background of the study

Employee engagement is fundamental concept of Human resource that describes the relationship between organizations and employees in level of employee's enthusiasm and dedication to achieve organization's strategic goal. In the modern business environment employee engagement got the focus of business organizations and academic researchers. Carnegie (2012) argued that nowadays employee engagement seems to be more essential than ever in organizational success and creating competitive advantage. Saks (2006) also argued as employee engagement has taken a fundamental role on organizational effectiveness in recent years. That is why the researchers have been focusing on employee engagement from time to time. Different scholars define Employee engagement in different ways.

For instance, Kahn (1990, 694) first introduced the term employee engagement in his research and defined it as "harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances". According to Macey and Schneider (2008), employee engagement is a desirable condition. It has an organizational purpose, and connotes involvement, commitment, passion, enthusiasm, focused effort, and energy, so it has both attitudinal and behavioral components. Ababneh (2015, 20) suggested that employee engagement is "a multidimensional construct that refers to passionate, energetic, enthusiastic, persistent, focused, and emotionally positive individuals who have their personal attributes, along with their cognitive and affective evaluations of job and organizational situations, to direct their task performance towards reaching the organizational objectives". Wellins and Concelman (2005) further said that Employee engagement is "the illusive force that motivates employees to higher (or lower) levels of performance." It was argued that the productivity and efficiency of organizations is typically the result of the available human resources (Kim, 2005). Nevertheless, having equipped and qualified HR is nothing unless they are fully engaged in their job and organization (Gallup, 2013). In the literature, many authors argued that to engage employee it is essential to determine the factors affecting employee engagement. There are many organizational factors or drivers that

influence employee engagement and these factors needs to be considered carefully by the organizations. In order to create an environment for employee satisfaction and engagement, it is vitally important to know which factors most affect employee engagement (Heartfield, 2012).

The organization must take proper steps to identify factors influencing the level of employee engagement at work place to flourish the business. As suggested by most consulting firms the cost of not addressing engagement is tremendous. A 2013 Gallup report (Crabtree, 2013) on US employees showed that 70 percent of workers are not engaged or actively disengaged, placing the annual estimated loss in U.S. business productivity at \$450- \$550 billion. Besides, a study by Tower Watson on 50 firms over a period of one year found there was an increase of 19% in operating income and about 28% earnings per share (EPS) with the result of high employee engagement. Reciprocally, organizations with low level of engagement among employees experienced about 32 % drop in operating income and 11 % decline in EPS (McConnell, 2011). Hence, Organizations must spend time, money, and energy on programs, processes, and factors that will have a positive impact on employee engagement.

There are number of employee engagement determinants in organizations. According to Saks (2006), employee engagement factors include job characteristics, perceived supervisor support, recognition and reward, perceived organizational support and procedural justice. In addition to that Joshi and Sodhi (2011) also listed six factors like job content, monetary benefit, work-life balance, top management-employee relations, scope for advancement and career growth, and team work. The factors affecting employee engagement may vary from organizations to organizations. In Ethiopia, studies on employee engagement have been conducted in various sectors but, there are limited studies on employee engagement within Ethiopian Electric Power. Therefore, the researcher proposed to study factors influencing employee engagement of Ethiopian Electric Power. This research discusses five factors affecting employee engagement of Ethiopian Electric Power, namely job characteristics, training and development, performance appraisal, salary and benefit, and employee relationship with manager.

Ethiopian Electric Power is an Ethiopian electrical power industry and state-owned electric producer. It is engaged in development, investment, construction, operation, and management of power plants, power generation and power transmission. The company is a main key in the Ethiopian energy sector. Ethiopian Electric Power owns and operates the Ethiopian national

power grid with all high voltage power transmission lines above 66 kV including all attached electrical substations and almost all power plants within the national power. Ethiopian Electric power was founded in 1955 as Ethiopian Electric Light and Power Authority (EELPA), which bundled all Ethiopian activities around electricity in a single organization. In 1996, EELPA was split into the Ethiopian Electric Authority (EEA), taking over all regulating activities of company and Ethiopian Electric Power Corporation (EEPCo), bundling all activities from power generation to household delivery. In 2013, EEPCo was again split up into two companies, Ethiopian Electric Utility (EEU) and Ethiopian Electric Power (EEP) was formed by Council of [Minister Regulation No.302/2013 (EEP, 2023).

1.2. Statement of the problem

Now days, the focus of organizations towards employee engagement is increasing in order to increase productivity and efficiency of their employee. In this view, Kim (2005) suggested that organizations need to have employees who are vigorous, dedicated and immersed so as to provide the basic services to its citizens with efficiency, fairness and effectiveness. So, building an engaged workforce is crucial for organizations in order to compete and survive in the global knowledge-based economy. Despite its importance, employee engagement is falling from time to time as revealed by researchers. To illustrate, it has been reported that employee engagement is on the decline and there is a deepening disengagement among employees today (Bates, 2004).

Similarly, survey of hundreds of companies by Gallup study in 2019 in United State showed that 52% of workers were not engaged, 35% were engaged and 13% were actively disengaged which leads to too much billion dollars per year (Jim, 2020). In the same way another Gallup research revealed in late 2016, only 13% of employees around the world are engaged, that means that means they are involved in enthusiastic about and committed to their work and work place (Annamarie&Jim, 2016). Consequently, the issue of employee engagement is becoming the challenge of every organization. As indicated by Masresha (2018) the public financial enterprise Agency undertaken survey and reported the level of employee satisfaction and productivity in Ethiopian Insurance Company was about 38% which indicate as it is remaining low. This problem is due to poor employee engagement since employee engagement affects organizational performance. In support of this the research done on Ethiopian nine federal government

organizations found that as there is positive and significant relationship between employee engagement and organizations performance (Assefa & Manjit, 2021).

Ethiopian Electric Power is also facing a problem of employee engagement. For instance, the research done on EEP at Dire dawa district revealed that as the performance of employee is poor and also declining from time to time due to absence of focus from organization on affecting factors (Gutu, 2019). Further, the author recommended the organization to focus on satisfying employees through different methods which lead to employee engagement. Hence, EEP had undertaken many actions to solve from its root. In view of this, Ethiopian Electric Power outsourced its human resource management and operation parts for foreign company few years ago to improve its efficiency and solve its tackling issues. Likewise, EEP performed restructuring and salary scale improvement. But, the issue of employee engagement is still unresolved.

The research and development department of Ethiopian Electric Power identified the five major issues of the organization this year, and the employee engagement problem is one out of them (EEP, 2023). The department announced the research topics and is seeking researchers to undertake the research and come up with the solutions to the problem identified. In fact, employee engagement is considered to be the most powerful factor to measure a company's strength and orientation towards greater performance. Employee engagement concerns the degree to which individuals make full use of their cognitive, emotional, and physical resources to perform role-related work. Most of the time organizations get so stuck focusing on engagement that they forget to take a step back to understand what causes engagement to begin with. Thus, to solve the problem it needs to assess and determine the factor that influence employee engagement.

Organizations that desire to improve their performance must be concerned about internal issues related to employee engagement. Despite employee engagement being an important ingredient to employee productivity, there is limited research that has been conducted on the subject matter in relation to Ethiopian Electric Power. Therefore, to solve this issue it warrants research to be done on this topic. The researcher investigates the factors influencing employee engagement throughout the study.

1.3. Objective of the study

The research objective consists of general objective and specific objective.

1.3.1. General objective

The main objective of this study is to investigate the factors that influence employee engagement in Ethiopian Electric Power.

1.3.2. Specific objectives

Through the study the researcher addresses the following specific objectives:

- ✓ To investigate how job characteristics affect employee engagement
- ✓ To investigate how training and development affect employee engagement
- ✓ To investigate how performance appraisal affect employee engagement
- ✓ To investigate how salary and benefits affect employee engagement
- ✓ To investigate how employee's relationship with manager affect employee engagement
- ✓ To assess the engagement level of EEP employees

1.4. Research questions

The study will focus on answering the following basic research questions:

1. Does a job characteristic significantly affect employee engagement?
2. Does training and development significantly affect employee engagement?
3. Does Performance appraisal significantly affect employee engagement?
4. Does salary and benefit significantly affect employee engagement?
5. Does employee's relationship with manager significantly affect employee engagement?

1.5. Hypotheses of the study

For this study the following research hypotheses are developed:

H1: Job characteristics significantly affect employee engagement

H2: Training and development significantly affect employee engagement

H3: Performance appraisal significantly affects employee engagement

H4: Salary and benefits significantly affect employee engagement

H5: Employee's relations with manager significantly affect employee engagement

1.6. Scope of the study

Different researchers and authors have proposed number of factors influencing employee engagement (Gagnon and Judd, 2004; Saks, 2006; Joshi and Sodhi, 2011; Sakovska, 2012). Even if it is difficult to address all factors, this study focused to address five factors influencing employee engagement according to Ethiopian Electric power context. Those five factors include job characteristics, training and development, performance appraisal, salary and benefit, and employee relationship with manager. These variables are selected based on Robinson and his colleague's model, Saks model, and IES model of employee engagement.

Due to constraint of time and budget of data collection the researcher delimited to collect data from Ethiopian Electric power head office and National load dispatch center in Addis Ababa. Methodologically, the study limited to use self-administered questionnaire data collection method to fasten data collection time. Further, the study deployed explanatory and descriptive research design to facilitate detailed description and analysis of variables under study.

1.7. Significance of the study

More than ever, employee engagement is strategic business objective because engaged employee lead to long-term employee retention, faster strategic goal achievement, increase productivity, increase customer satisfaction, and improve organization revenue. For service organization like EEP the engagement of employee is fundamental. EEP perform bulk power sale for internal and external customer (i.e. Djibouti, Kenya and Sudan). By being state monopoly in generating electric power and providing for external and internal it is a must to have highly engaged

employee. Furthermore, the quality of energy generation and consumption has positive and significant impact on economic growth. Consequently, EEP is back bone for our country's development continuity. However, if the organizations employee is disengaged it does not affect the organization itself only but it affect the whole country and neighboring country as well. Therefore, to engage EEP's employee it needs to determine the factors affecting their engagement. To do so this study is conducted by researcher and in addition this study helps future researchers as an input for their further study. As well as, the output of the study will benefit EEP by providing a conceptual framework and describing the drivers that impacts employee engagement and provide the appropriate strategy to address the lack of engagement.

1.8. Limitations of the study

While the study makes a number of important contributions, as with any research, the study suffers from certain limitations. The data were collected from only Addis Ababa (head office and National load dispatch center), limiting the study to specific geographical location. But, it would be better if it have included some remote generations and substations to get more representative result. The researcher limited to few employee engagement factors even though there are many engagement factors. The other limitations of the study were the employee's unwillingness provides honest response and unpunctuality in returning questionnaire even if the importance and anonymity of the study was explained to them. Therefore, to achieve more accurate and general result the future study must overcome such limitations as much as possible.

1.9. Definition of key terms and concepts

No	Terms and Concepts	Definitions
1	Employee engagement	The degree to which people employ and express themselves physically, cognitively and emotionally during role performance (Kahn,1990).
2	Job characteristics	Task characteristics that provide challenging work, variety, allow the use of different skills, personal discretion, and the opportunity to make important contributions (Kahn, 1990).
3	Training and development	The ability to learn and to apply new knowledge increases meaningfulness for employee, which in turn positively influences engagement (Sakovska, 2012). It also raises the ability of workers to perform better, there by contributing to productivity enhancement
4	Performance appraisal	Systematic and periodic process of evaluating an individual's work performance as per the established requirement of the job. It is measure of employee's strength and weaknesses for future development potentials.
5	Salary and benefit	The amount of reward (financial benefit) that a worker expects from the job.
6	Employee relationship with manager	The consideration a manager has for his/her subordinates feelings, well-being, and contributions are important predictors of job satisfaction and engagement (Gagnon and Judd, 2004). It is a healthy relation between subordinates and manager.
7	Ethiopian Electric Power	Ethiopian electrical power industry and state-owned electric producer. It is engaged in development, investment, construction, operation, and management of power plants, power generation and power transmission. The company is a main key in the Ethiopian energy sector. (Ethiopian Electric Power, 2021)

1.10. Organization of the study

This study is organized into five chapters. The first chapter covers background of the study, statement of the problem, general and specific objective of the study, hypothesis of the study, scope of the study, significance of the study, definition of key terms and concepts used in the study. The second chapter deals with literature review of related studies on employee engagement and conceptual frame work of the study. Whereas, the third chapter of the research elaborates research methodology which comprises research design and approach, data type and source, sampling method, sample size, data collection method and its analysis, and ethical consideration and clearance. The fourth chapter discusses presentation, analysis and interpretation of data. Finally, chapter five contains finding, conclusion and recommendations.



CHAPTER TWO

REVIEW OF RELATED LITERATURES

2.1 Introduction

This chapter elaborates the review of different researchers study done on the topic of employee engagement and it also discusses the clear linkage of theoretical and empirical study of different scholars. Besides, the conceptual frame work of the study is discussed under this chapter.

2.2 Theoretical literature

2.2.1. Employee Engagement

Primarily, employee engagement has been defined by Kahn (1990) as people in the company who works by demonstrating themselves with high physical, cognitive, and emotional immersion. Firstly, the physical dimensions of employee engagement include the energy generated by employees to accomplish their working tasks. Secondly, the cognitive aspects of employee engagement focus on employees with respect to organizational values, other employees, and working conditions. Thirdly, the emotional factor expresses how employees feel towards all of these three aspects which explains either they have a positive or negative attitude towards their work, superiors and organization as a whole. Gallup Organization also defined employee engagement as an individual's involvement and satisfaction as well as enthusiasm for work (Harter, Schmidt and Hayes, 2002). Luthans and Peterson (2002) as well suggest that engaged employee is one who work in the organization with a good sense of mind tend to carry out their work by achieving the organization's aims and goals.

In similar way to Kahn's above review, Saks (2006) explains that employee engagement as a distinct and unique construct consisting of cognitive, emotional, and behavioral components that are associated with individual role performance. Besides that, Saks (2006) established a simple theoretical approach that can be used to grip a thorough understanding of employee engagement, which is the Theory of Social Exchange (SET). SET is the way through which an individual can compensate his or her organization by examining his or her level of engagement. In view of this the Saks believe employees may want to respond to various resources that organizations provide them with. Subsequently, burn out may result if the organization fails to provide the resources; it is likely that employees may withdraw and disengage themselves from their work (Hakanen,

Bakker, Schaufeli, 2006). Further, CIPD (2013) defined employee engagement as an umbrella concept which captures various means and can elicit extra effort from employees. In other ways, Bakker and Schaufeli (2008) demonstrated that employee engagement is a behavioral situation in which employees show a strong belief in the organizational achievement by meeting the expectations to exceed the requirements of the working tasks. Again, employee engagement is a specific concept that encompasses different forms of engagement, such as engagement traits, psychological state of engagement, and engagement behavioral. All of these terms have different meanings in such as proactive personality is a trait of engagement, participation is a psychological state of engagement, and behavior of organizational citizenship is behavioral engagement (Macey & Schneider, 2008). In a similar vein, Sanneh and Taj (2015) justified that employee engagement can be described as how workers are fully committed to performing their work physically, emotionally, and cognitively. Other than that, Shahid (2019) also clarified that employee engagement refers to the communication and transmission between employer and employees with creating the trust of team members in the organizational culture.

What's more, employee engagement is a key organizational concept which has strong effect on both individual and organizational performance (Khan, 1992; Harter, Schmidt, & Hayes 2002; Markos and Sridevi, 2010). In contemporary organization it is widely known that employee engagement is the greatest desirable issue since the engaged employee believed to enhance survival and success of their organizations (Robinson, Perryman, and Hayday, 2004; Gallup, 2013; Rees, Alfes and Gatenby, 2013). Now day's organizations need engaged employees with energy, self-confidence and passion to their task (Bakker & Schaufeli, 2008), because engaged employees are the life force of their organizations (Gallup, 2013). Due to this reason the idea of employee engagement got attention of many practitioners and researchers in the globe (Andrew and Sofian, 2012). Eventually, to solve the employee engagement issue the researchers focused on determining the factors influencing employee engagement from different perspective.

2.2.2. Models of Employee Engagement

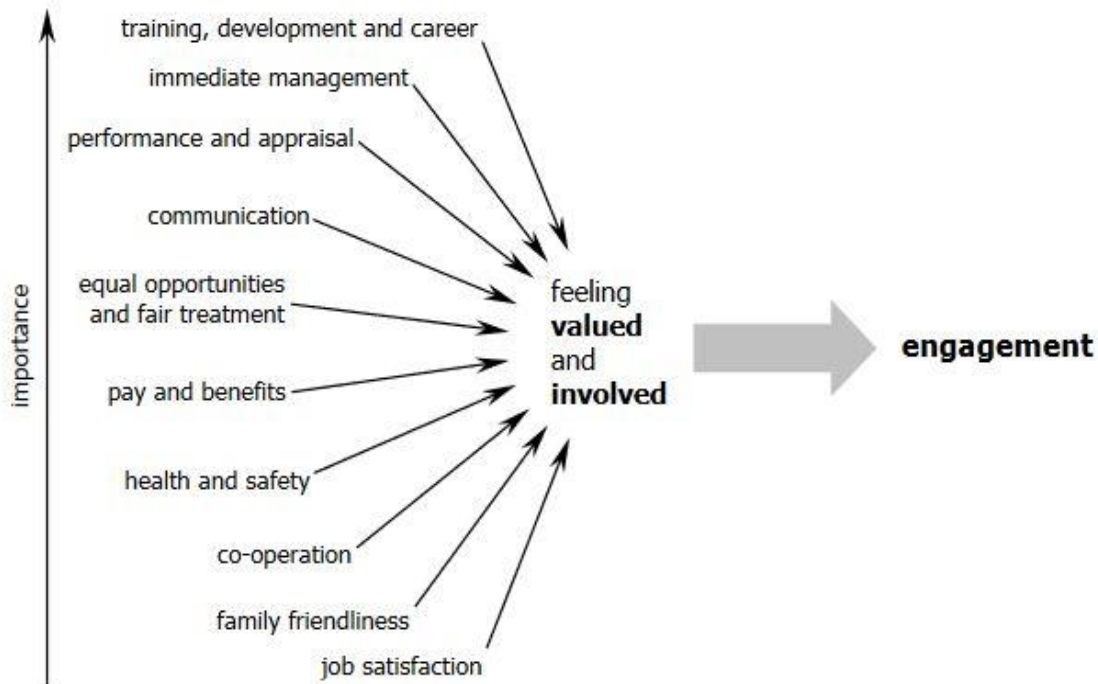
The concept of employee engagement has been given critical attention by different researchers and organizations throughout time to understand in depth. Researchers like Saks, Robinsons and others developed different kinds of models on employee engagement to elaborate from different perspectives.

2.2.2.1. Kahn's employee engagement model

William Kahn expounded the theory of employee engagement in his work psychological conditions of personal engagement and disengagement (Kahn, 1990). He is the first researcher to use the term employee engagement. Kahn collected data from the summer camp counselor and member of an architecture firm about their engagement and disengagement at work. By analyzing the collected data he found three psychological conditions related with engagement and disengagement. These three psychological conditions are meaningfulness, safety and availability. He further argued that the three conditions together shape the how people inhabits their role. In other words, employees engage themselves when they experience greater amount of psychological meaningfulness, safety and availability in their work role.

2.2.2.2. Robinson, Perryman and Hayday model

Robinson et al (2004) described their employee engagement model in the research work entitled drivers of employee engagement. They described employee engagement as two way relationship between employer and employee; organizations must work to engage the employee who in turn has a choice about the level of engagement to offer the employer. Further, they suggested employee engagement as a positive attitude held by the employee towards the organization and its values. In addition, an engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization. According to this model the organization must work to nurture, maintain and grow their employee's engagement. This model believed as a sense of feeling valued and involved is the strongest drivers of employee engagement. What's more authors suggested as many of engagement drivers are common to all organizations, regardless of sector. This model linked feeling valued and involved with many components which leads to engagement and developed as below;



Source: IES, 2003

Figure 1: Robinson et al. employee engagement drivers

2.2.2.3. Saks model

Alan M. Saks presented his employee engagement model in the research work entitled antecedents and consequences of employee engagement (Saks, 2006). Saks explained his employee engagement model based on the social exchange theory (SET). According to SET obligations are generated through a series of interactions between two parties in the state of reciprocal interdependence. Further, Saks believes as rules of exchange involve reciprocal or repayment rules such that the actions of one party lead to a response or actions by the other party and hence employees repay their organization through their level of engagement. This level employees engagement vary based on the resources they receive from their organization. When employees satisfied with the resource they receive from their organizations they feel obliged and bring oneself fully into work within greater amount of cognitive, emotional, and physical resource. Moreover, Saks developed model to show the interdependence of antecedents, employee engagement and consequences throughout his research.



Figure 2: Saks's model of the antecedents and consequences of employee engagement

To sum up, Saks believed and explained the foundation for explaining employee engagement found in social exchange theory. Because, according to SET the relationships change overtime into trusting, loyal and mutual commitments as long as both parties accept the rule of exchange.

2.2.3. Drivers of Employee Engagement

Employee engagement is not something the managers or organizations do to their employee; instead, it is mental, emotional and physical state and something that employees give as reviewed from literatures. In other word even though they cannot directly control the employee's engagement, the work environment they create, treatment they give, how they encourage, and other activities they performs are very essential for engagement. Employee engagement is defined as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication and absorption (Schaufeli, Salanova & Gonzalez, 2002). Further, Bakker, Demerouti & Xanthopoulou (2007) defined Vigor as high levels of energy and mental resilience while working; Dedication as being strongly involved in one's work, and experiencing a sense of significance and enthusiasm whereas Absorption as being fully concentrated and happily engrossed in one's work. As Robinson (2006), employee engagement can be attained through the creation of an organizational environment where positive emotions such as involvement and pride are encouraged, resulting in improved organizational performance, lower employee turnover and better health.

In past research various independent variables having connection with employee engagement have been explored. For instance, Anitha (2014) unveiled that factors affecting employee engagement, which includes career development, employee relationship, training, leadership, team and compensation. In the same way, (Robertson-Smith & Markwick, 2009) suggested

seven drivers of engagement namely, the nature of the work undertaken, work that has transparent meaning and purpose, development opportunities, receiving timely recognition and rewards, building respectful and assertive relationships, having open two-way communication systems and inspiring leadership.

As many literatures show most of employee engagement drivers are non-financial in their nature. But, this does not mean that financial aspects are not drivers. As matter of fact, employee should be linked with monetary reward. It is believed that pay and benefits are equally important to every employee, good or bad. In addition, the model developed by Robinson et al. (2004) describes the drivers of employee engagement by including; training, development and career, performance appraisal, pay and benefit, immediate management, equal opportunity and fair treatment, communication, co-operation, family friendliness, and job satisfaction. Moreover, Saks (2006) identified factors like job satisfaction, training and development, reward and recognition, and assertive relationship with peers and supervisors have been taken as antecedents that impact directly the state of engagement of employees. Having all the above literatures in mind the researcher focused on specific factors those mainly aimed for this studies.

2.2.3.1. Job characteristics

The occupation-specific work psychological models including the JD-R Model underline the need of focusing on job characteristics that are relevant to the employee's engagement, in order to capture the particularity of the respective work setting (Xanthopoulou, Bakker, Demerouti & Schaufeli, 2009). Job characteristics that provide challenging work, variety, allow the use of different skills, personal discretion, and the opportunity to make important contributions (Kahn, 1990). Kahn further stated as job characteristics leads to psychological meaningfulness. Where, Psychological meaningfulness involves a sense of return on investments of the self-in role performances (Kahn, 1990).

Job characteristics have five cores according to Hackman & Oldham's (1980) model namely, skill variety, task identity, task significance, autonomy, and feedback. Skill variety refers to the degree to which the work requires different activities, skills and talent of employee for successful completion; task identity is degree to which the job includes a "whole" identifiable piece of work that is carried out from start to finish and that results in a visible outcome; task significance is defined as the degree to which the job has a substantial impact on the lives of other people and

the employee's belief of doing something important in their organization or society; whereas autonomy is the extent of individual freedom and pleasure in the work place which leads to feeling of greater responsibility, and feedback refers the information employee receives about their work performance. Briefly, Kahn (1992) suggested as Jobs that are high on the core job characteristics enable individuals to be more engaged. Moreover the model by (Maslach et al, 2001) also suggests the importance of job characteristics for employee engagement. As well as, Kagure, Guyo and Romanus (2014) also briefly discussed the significant relationship between job characteristics and EE.

2.2.3.2. Training and development

Training and development give advantages to individuals, teams, organizations and communities by providing economic development for nation in abroad sense (Aguinis and Krager, 2009). The authors also believe training and development are crucial to bring the best from the employees. As suggested by Cherry (2016) training and development are essential drivers of employee engagement and satisfaction. Moreover, Anitha (2014) indicated clearly as training and career development positively impacts the employee engagement. In the same way Shuck and Wollard (2010) have also indicated the positive relationship between learning opportunities and employee engagement. Anitha further recommended as it should be part of organizational policy. In addition, Sussman (2006) described that the biggest factor for employee satisfaction and engagement is the amount of training and development provided by the companies. Besides, (Chadha, 2018) generalized as training is very important in improving the outcome of employee in the service sector.

2.2.3.3. Performance appraisal

Performance appraisal is the management of employee performance and one of the HRM practices that influence employee engagement in organizations. According to Sang (2015), performance appraisal measure, monitor and enhance the performance of employee that contributes to overall organizational performance. Further, Armstrong and Taylor (2014) defined as systematic processes involving the agreement of performance expectations and the review of how those expectations have been met. Similarly, according to Dessler (2013) performance appraisal is evaluating employee's current and/or past performance relative to performance standard.

The authors believed as performance appraisal process involves three steps namely setting work standards, assessing the employee's actual performance relative to those standards, and providing feedback to the employee with the aim of helping him or her to eliminate performance deficiencies or to continue to perform above. In view of that it serves as a factor to boost the morale of individual working for the organization when adequately rewarded based on performance. Nevertheless, the employee's perception is important in arriving at the point of whether or not the process of performance appraisal is procedurally correct, ethical and fair (Hughes, 2019). Consequently, this has several outcomes such as organization performance, employee commitment, employee job satisfaction, employee effectiveness, employee turnover intention, and employee engagement among others. Hughes (2019) further suggested the employees' perception of performance appraisal system being unfair and/ or unethical with poor or lack of performance appraisal feedback decreases employee engagement level and increases rate of employee turnover.

2.2.3.4. Salary and benefit

Salary and benefit are essential determinants of employee engagement as demonstrated throughout previous studies. As depicted by Saks (2006), employees are more likely to engage themselves at work to the extent that they perceive a greater amount of rewards and recognition for their role performances. Furthermore, the role of pay or salary in attracting and retaining employee at work has been recognized for many decades and it is also very important in present competitive, economic environment where strategic compensation planning is needed (Jackson & Schuler, 2006). In order to retain the most talented workers, companies need to provide attractive and equitable pay, since employees expect a certain level of monetary rewards for their organizational contribution, and pay constitutes a quantitative measure of an employee's worth. Thereby, employee salary and benefits packages have become an important part of the total organizational expenses. Likewise, the institute of employee studies research indicated pays and benefit as main drivers of employee engagement as cited by Robinson, Perryman & Hayday (2004). Also as indicated by DeCenzo & Robbins (2010), employee benefits accounts 40% of organizational expenses in average. Similarly, the U.S. Chamber of commerce concluded that employee benefits are one of the greatest challenges in business today in attracting and retaining quality employees (U.S. Chamber of Commerce, 2008).

2.2.3.5. Employee relationship with manager

Employee engagement is exchange process nurture over time which involves reciprocity of socio emotional benefits that can have behavioral, cognitive, and emotional consequences (Teoh, Coyne, Devonish, Leather, & Zarola, 2016). It is discussed by researchers as harmonious employee relations have significant impact in increasing the employee performance. Dupre and Day (2007), indicated as the employee relationship with their manager is an important determinants of employee satisfaction and engagement.

The manager's behaviors at work have dramatic impact on employee's perception of the work environment. Manager's behavior is described as supportive behavior and unsupportive behavior (Teoh et al. 2016). Managers with supportive behavior address personal and professional needs of employee; thereby, employees become engaged. Whereas, managers with non-supportive behavior are those abusive and deviant that leads employee to be disengaged. Managers address employee relationship through positive emotion expression and good relation (Islam & Tariq, 2018). Eventually, the employee's good relation with managers encourages employees to be engaged with their job and feel at home. Moreover, when employees feel at home in doing their job creates a positive psychological attitude to the organization which is inevitable in promoting employee engagement level at work (Macey & Schneider, 2008).

2.3. Empirical literatures

Previously many scholars, researchers and consulting organizations have done studies on different factors influencing the employee engagement. The findings of some empirical studies from researchers and consulting organizations are briefly discussed in tabular format as below. Further, the table shows the analysis of studies done at global, African and Ethiopian context.

Table 1: Empirical literature reviews

No	Authors	Research Title	Year	Country	Sample	Findings
1	Anitha	Determinants of Employee Engagement and their impact on employee performance	2014	India	383	There is significant relationship between Employee Engagement and working environment, leadership, team and co-worker relationship, training and career development
2	Shaheen, Fais Bin and Abdul Rahman	Employee Engagement on employee relations with supervisor and Employee relationship in developing economy	2017	Bangladesh	392	Employee relation with supervisor have influence on Employee performance and Employee Engagement
3	Hilda M	A correlational study of Manager-Employee relationship, Employee reward and Employee Engagement	2020	USA	31	Manager-Employee relationship and reward increases Employee Engagement
4	Kagure, Guyo and Romanus	Relationship between Job characteristics and Employee Engagement among state corporations in Kenya	2014	Kenya	434	Job characteristics have positive significant relationship with Employee Engagement
5	Samuel and Maureen	Determinants of Employee Engagement in the Banking industry; Kenya cooperative Bank	2014	Kenya	214	PMS, personal development & growth opportunities, and workplace remuneration has positive influence on Employee Engagement

No	Authors	Research Title	Year	Country	Sample	Findings
6	Ajibola, Mukulu & Orwa	Performance appraisal as determinants of Employee work Engagement	2019	Nigeria	393	There is positive relationship between performance appraisal and Employee Engagement
7	Masresha T	Drivers of Employee Engagement in case of Ethiopian Insurance corporation	2018	Ethiopia	230	There is strong relationship between training, development & career opportunity, Immediate management, performance appraisal, equal opportunity & fair treatment, nature of job and Employee Engagement
8	Gezahagn A	Determinant of Employee Engagement in Banking industry in Ethiopia; the case of Bank of Abyssinia	2019	Ethiopia	190	Job characteristics, leadership style, and reward & recognition have a strong positive relationship with Employee Engagement.
9	Ketema F	Assessment of Employee satisfaction and Engagement in CBE west Addis Ababa district	2020	Ethiopia	185	There is positive relationship between Employee Engagement and Job characteristics, working environment, salary & benefits, relationship with immediate supervisor, PMS, training, promotion, service quality

2.4. Conceptual framework

Based on the overall related literature reviews the conceptual framework of the study is developed as below. The researcher developed the framework specifically based on the work of Robinson et al. (2004) and Saks (2006) model of employee engagement. For this study the five factors identified include; job characteristic, training and development, performance appraisal, salary and benefit, and employee relation with manager. This model is tested in Ethiopian Electric Power.

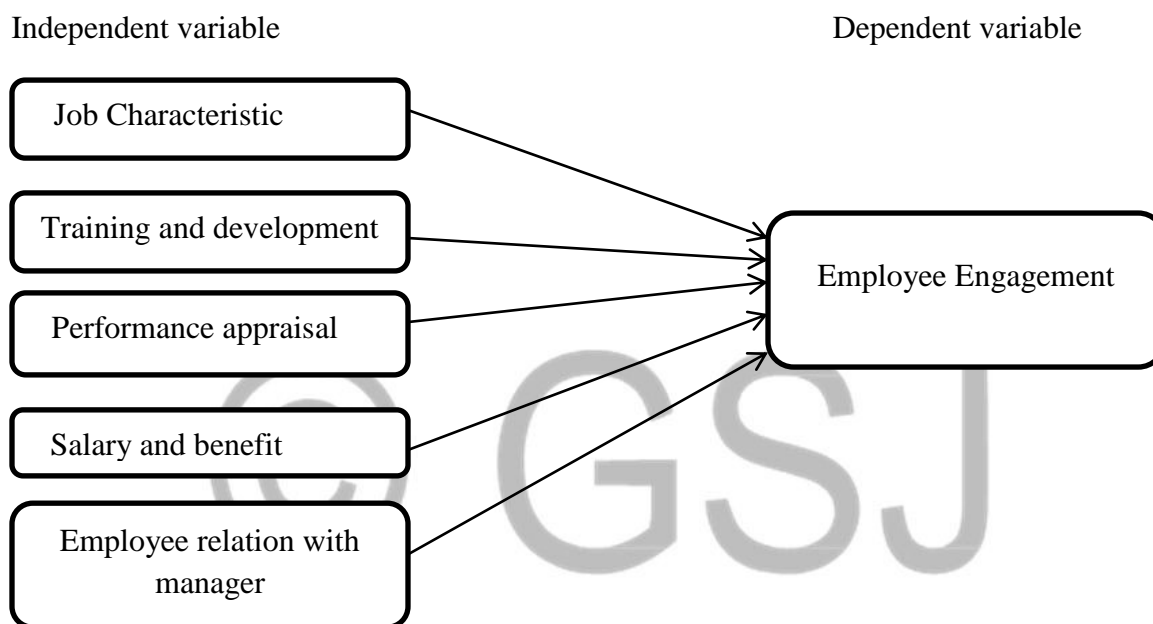


Figure 3: Conceptual framework of the study (source: Robinson et al. (2004) and Saks (2006))

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

This chapter is organized to discuss research design and approach, data type and source, study population, sampling method, sampling size, data collection method, data analysis method, and ethical consideration and clearance step by step.

3.2. Research design and approach

This research adopted both descriptive and explanatory research design. Based on the objective of the study, the researcher used these types of research design. Here descriptive research is used to get detailed current information or real-life situation about the independent variables with respect to employee engagement. The researchers also have no control or effect on the variables of the study. In addition, the explanatory is undergone to test and report the relationship between the dependent variable and independent variables. Also, explanatory enables to distinguish between dependent and independent variables. Thereby, the research adopted both research designs to facilitate detailed description and analysis of variables under study, and presented their relationship with employee engagement without manipulation.

The research approach used for this study is quantitative approach. The quantitative approach is preferred because the aim of researcher is to determine factors influencing employee engagement. Moreover, the researcher used quantitative approach since it is used to connect dependent variable with independent variables and allow researcher to test hypothesis using statistics of data analysis.

3.3. Types and sources of data

The data type researcher used for this study is quantitative data because it is quick and easy to collect. In addition, quantitative data is less susceptible to bias, which makes it easier to draw reliable and generalized conclusions. It can also be used to test hypotheses and to establish causal relationships. Further, the researcher used primary data source collected from Ethiopian Electric Power employee through questionnaires for this research.

3.4. Study population, sampling method and sampling size

The selected target population of the study is EEP permanent employee’s working in head office and National load dispatch center at different job positions. As of February 27, 2023 data Ethiopian Electric Power has 7283 permanent employees based on company’s HR database. Out of all permanent employees 1004 works at head office and 111 works at national load dispatch center. The total population for this research will be 1115 permanent employee in general. The researcher excluded the contract employee since they may alter the research result. Furthermore, the target population proposed for this study is selected by considering data access, cost effectiveness, and data collection time for the researcher.

The sampling method employed for this study is probability sampling method specifically simple random sampling method. The researcher selected this method to give equal chances of inclusion in the sample and to drive unbiased estimation of population’s characteristics. Besides, to determine the sampling size from both head office and national load dispatch center the researcher preferred to use Yamane’s formula (1967). This formula is used to calculate sample size with 95% confidence level and 0.05 sampling error according to Yamane.

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

Where n is the sample size of research

N is the population size of the research

e is the sample error which is 0.05

Table 2: Target population and sample size of the study

No	Target population	Population size	Sample size	Remark
1	Head office	1004	286	Found at Mexico, Addis Ababa
2	National load dispatch center	111	87	Found at Gerji, Addis Ababa
Total		1115	373	Sample size of the research

Source: own survey, 2023

3.5. Methods of data collection

The data collection method researcher used for this study is self-administered questionnaire employed with five points Likert ranking scale which was filled by sample respondents. The researcher selected this self-administered questionnaire method by considering its cost effectiveness, reliability and consistence, and it is easy to administer large number of respondents. Further, the reason of choosing Likert scale is to make the questionnaire interesting for respondents and to ensure maximum response rate.

For this research, the original data was collected from all selected respondents firstly by asking their permission in the research and simultaneously they are informed the anonymity, confidentiality and ethical principles the researcher preserve during the study. Following that the researcher distributed the questionnaires with hardcopy to respondents. Subsequently, the researcher followed the respondents to give effective guidance incase needed and based on time schedule collected the questionnaires from respondents.

3.6. Methods of data analysis

For this research, the researcher used descriptive statistics like frequency distribution, mean and standard deviation to analysis the data that was collected from respondents. In addition, to describe the strength and direction of relationship between dependent and independent variables the researcher used correlation analysis. Further, multiple regression analysis was used to test relationship between dependent and independent variables. Because, according to Hilda (2020), multiple linear regression analysis is used to examine the relationship between one dependent variable and several independent variables. In addition, Hilda also argued as multiple linear regression analysis is used to evaluate how independent variable is related dependent variables. Besides, Statistical Package for Social Science (SPSS) software version 26 was used to organize and run the collected data.

3.7. Validity and reliability test

Validity and reliability are essential to ensure and keep minimum measurement error while doing research. Validity is concerned with the meaningfulness of research components whether they are measuring what they are intended to measure. Further, it refers to the extent to which the measurement exactly reflects the real meaning of the concept under consideration. For this

research the researcher ensured internal and external validity as per the academic advisors advices prior to the data collection.

Furthermore, the reliability checking is indispensable from validity for the sufficient measurement of the research. Reliability is the extent to which the variables are consistent in what it is intended to measure. To ensure reliability, the researcher used Cronbach’s alpha coefficient since, it is used to evaluate the confidentiality through the inner consistency of the questionnaires.

Table 3: Alpha value for each section of questionnaire

No	Variables of the study	Number of items	Alpha (α) value
1	Job characteristics	7	0.842
2	Training and development	5	0.888
3	Performance appraisal	5	0.878
4	Salary and benefits	4	0.867
5	Employee’s relationship with manager	7	0.902
6	Employee engagement	17	0.858

Source: SPSS output, 2023

By computing the Cronbatch alpha value using SPSS the reliability was checked and all the research components are reliable having Cronbatch alph greater than 0.842 for all as indicated in the above table 3.

3.8. Ethical considerations

Ethical consideration is very important while conducting any research. According to Bhandari (2022) researcher should always pay attention to several ethical consideration that includes voluntary, informed consent, anonymity, confidentiality, absence potential harm, and result communication. In support of this, Jenny & Karsten (2018) elaborated as it is important to identify the participants are kept confidential or anonymous and the assurance extend beyond protecting their name to also include the avoidance self-identifying statement and information. Furthermore, Anonymity and confidentiality are the important step in protecting the participants from potential harm (Fleming & Zegwaard, 2018).

To fulfill ethical standards for the research, the researcher has taken different considerations into account. For instance, the researcher guaranteed that as respondent's information is treated confidentially and used only for this research purpose. Further, the researcher also treated the respondents with respect and courtesy. As Bhandari (2021) argued maintaining mutual relations is prerequisite for building trust with respondents and to obtain honest response in order to reach research goal. Moreover, to insure all ethical consideration for the research, the researcher taken letters of cooperation from the school to case company and started data collection process by obtaining the permission of Lunar International College.



CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

4.1. Introduction

This chapter discusses the data presentation, analysis and interpretation of collected data. The demographics of respondents also addressed in this chapter. Data is analyzed by using descriptive statistics, correlation analysis and regression analysis. Further, the facts discovered throughout the study are presented under this section. The research shows results of the study with the support of SPSS version 26.

4.2. Response rate

The total questionnaires distributed for the respondents were 373 and out of it 324 returned. Among those returned 46 responses are found to be incomplete, multiple response, as well as returned with one response for all questions and thus dropped. In this way, a total of 278 responses are used for the analysis and this indicates that the overall attended response rate of the study is 74.53 percent. Therefore, the data analysis in the following sections of this chapter is based on the response of 278 respondents.

4.3. Profile of respondents

This part shows the general background of the respondents such as gender, age, level of education, and years of service or experience of respondents.

4.3.1. Gender of respondents

Table 4: Gender distribution of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	94	32.2	33.8	33.8
	Male	184	63.0	66.2	100.0
	Total	278	95.2	100.0	

Source: SPSS output of own survey, 2023

According to the collected data 94 respondents are female and 184 respondents are male out of 278 total respondents. This means 32.2 percent of respondents are female and 66.2 percent of

respondents are male, which indicates that respondent’s gender distributions were dominated by males. To elaborate in clear ways the above table 4 is used.

4.3.2. Age of respondents

Table 5: Age of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 25	10	3.4	3.6	3.6
	25-30	93	31.8	33.5	37.1
	31-35	103	35.3	37.1	74.1
	36-40	43	14.7	15.5	89.6
	Above 41	29	9.9	10.4	100.0
	Total	278	95.2	100.0	

Source: SPSS output of own survey, 2023

As indicated in the tables 5 above the 3.6 percent of respondent’s age are less than 25, 33.5 percent of respondents are in range of 25-30 years, 37.1 percent of respondents are in range of 31-35 years, 15.5 percent of respondents are in range of 36-40 years, and 10.4 percent of respondents are above 41 years. From this result we can conclude that majority of EEP employees are between 25 to 35 ages which indicates productive age group.

4.3.3. Education level of respondents

Table 6: Education level of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	17	5.8	6.1	6.1
	Degree	213	72.9	76.6	82.7
	Masters	44	15.1	15.8	98.6
	PhD	3	1.0	1.1	99.6
	Other	1	0.3	0.4	100.0
	Total	278	95.2	100.0	

Source: SPSS output of own survey, 2023

Concerning the education level of respondents, 6.1 percent of employees are diploma holders, 76.6 percent of employees are degree holders, 15.8 percent of employees are Master’s degree

holders, 1.1 percent of employees are PhD holders and 0.4 percent of employees are professional certificate holders. This shows that majorities of EEP employees are first degree holders. The table 6 above shows the education level respondents.

4.3.4. Service year of respondents

Table 7: Service year of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than one year	24	8.2	8.6	8.6
	1-5	76	26.0	27.3	36.0
	5-10	107	36.6	38.5	74.5
	Above 10	71	24.3	25.5	100.0
	Total	278	95.2	100.0	

Source: SPSS output of own survey, 2023

Regarding service year of respondents, 8.6 percent of respondents have served EEP less than one year, 27.3 percent of respondents served EEP between 1-5 years, 38.5 percent of respondents served EEP between 5-10 years, and 25.5 percent of respondents served EEP for more than ten years. As portrayed in the table 7 above most of the respondents have been working in EEP for service years ranging between 5 to 10 years.

4.4. Analysis of data

4.4.1. Descriptive analysis

Here in this section collected data is analyzed using statistical data analyze tools like maximum, minimum, mean and standard deviation. To show the analysis of each variable, the researcher used table form independently for each variable. The interpretations of the analysis are based on the grand mean values of the variables. Mean score of Likert scale indicates the attitude of the respondents and mean score of 3 in Likert scale represents neutral attitude, mean score of less than 3 represents negative attitude, and mean score of greater than 3 represents positive attitude (Anthony & Purity, 2021). Further, according to Anthony & Purity (2021), the range of interpreting the Likert scale mean score is given as follow; mean score between 1.0 and 2.4

shows negative attitude, mean score between 2.5 and 3.4 shows neutral attitude, and mean score between 3.5 and 5.0 shows positive attitude.

4.4.1.1. Analysis for job characteristics

The descriptive statistics for job characteristics is shown in the table below based on response of respondents five point Likert scale.

Table 8: Descriptive statistics for job characteristics

Statements	N	Minimum	Maximum	Mean	Std. Deviation
There is much autonomy in my job	278	1	5	2.33	1.053
My job permit me to decide on my way how to go about doing the work	278	1	5	2.57	.935
There is much variety in my job	278	1	5	2.54	.902
The job require me to do many different things at work using a variety of my skill and talents	278	1	5	2.58	1.005
Manager or coworker let me know how well I am doing on my job	278	1	5	2.63	.916
Doing the job by itself provide me with information about my work performance	278	1	5	2.73	.964
The actual work itself provide clues how well I am doing	278	1	5	2.74	.946
Total mean 2.59					

Source: SPSS output of own survey, 2023

As indicated in the above table 8, most of respondents have neutral attitude on the job characteristics of Ethiopian Electric Power. The mean value for each seven statement used to measure job characteristic is between 2.5 and 3.4 except for the first question. Further, the analysis shows as the overall mean score is 2.59 (SD=0.674) which is below 3 which indicates the negative perception of employee for job characteristics of EEP.

4.4.1.2. Analysis for training and development

The descriptive statistics for training and development is shown in the table below based on response of respondents five point Likert scale.

Table 9: Descriptive statistics for training and development

Statements	N	Minimum	Maximum	Mean	Std. Deviation
There is equitable access for training and development in EEP	278	1	5	2.11	.872
EEP provides me with opportunities to learn and grow in the company	278	1	5	2.41	.925
I am given adequate training to do my current job	278	1	5	2.34	.900
I have many opportunities for career development and this encourages me to stay in EEP	278	1	5	2.32	.913
The future of EEP is promising for me to learn and develop my self	278	1	5	2.45	.944
Total mean 2.33					

Source: SPSS output of own survey, 2023

From the above table 9 the total mean score of training and development is 2.33 (SD=0.702) which can be considered as low mean. This indicates the majority of respondents have negative attitude toward training and development in EEP. Generally, the respondents had the negative attitude in the majority of the statements.

4.4.1.3. Analysis for performance appraisal

The descriptive statistics for performance appraisal is shown in the table below based on response of respondents five point Likert scale.

Table 10: Descriptive statistics for performance appraisal

Statements	N	Minimum	Maximum	Mean	Std. Deviation
I am give regular feedback on my performance by my manager	278	1	5	2.59	.937
My manager takes performance appraisal seriously	278	1	5	2.63	.936
Performance appraisal is free from subjectivity in EEP	278	1	5	2.47	.906
The criteria set to measure performance of employee are clear	278	1	5	2.42	.862
The performance appraisal system contributes to diligence in my work	278	1	5	2.40	.881
Total mean 2.50					

Source: SPSS output of own survey, 2023

The above table 10 illustrates that the total mean score for performance appraisal is low mean score with 2.50 (SD=0.68). The mean score of each statement used to measure performance appraisal is also low as depicted in the table. Since the overall mean score for performance appraisal is below 3, the EEP employee's attitude towards performance appraisal is negative at all.

4.4.1.4. Analysis for salary and benefits

The descriptive statistics for salary and benefits is shown in the table below based on response of respondents five point Likert scale.

Table 11: Descriptive statistics for salary and benefits

Statements	N	Minimum	Maximum	Mean	Std. Deviation
I am satisfied with my salary	278	1	5	2.04	1.026
I am happy with benefit packages offered	278	1	5	2.08	.941
EEP pays competitive salary compared with similar organization	278	1	5	2.42	1.016
EEP offers competitive benefits compared with similar organization	278	1	5	2.23	.981
Total mean 2.194					

Source: SPSS output of own survey, 2023

As the table illustrates, the overall mean score for salary and benefits is 2.194 (SD=0.792) which is very low. In addition each statement mean score is less than 3 which indicates the majority of respondents are strongly disagree with statements provided to measure variable and they have negative perception towards salary and benefit of EEP. From the five independent variables, salary and benefits mean score is with the smallest mean score value as the analysis shows.

4.4.1.5. Analysis for employee’s relationship with manager

The descriptive statistics for employee’s relationship with manager is shown in the table below based on response of respondents five point Likert scale.

Table 12: Descriptive statistics for employee's relationship with manager

Statements	N	Minimum	Maximum	Mean	Std. Deviation
My manager makes me feel free to talk with him/her	278	1	5	2.62	1.061
My manager really understand my job problems	278	1	5	2.60	.974
My manager encourages me to let him/her know when things are going wrong on the job	278	1	5	2.62	.938
My manager makes it easy to do my best work	278	1	5	2.61	.879
I have a good working relationship with my manager	278	1	5	2.64	1.002
My manager encourages me to apply new abilities and skill on my daily work	278	1	5	2.62	.918
When I have a question or need help my manager is available	278	1	5	2.72	.888
Total mean 2.631					

Source: SPSS output of own survey, 2023

The above table depicts, the total mean score of employee’s relationship with manager is 2.631 (SD=0.706). As the analysis output shows the total mean score value is less than 3 and this indicates that the negative attitude of respondent’s towards their relationship with their manager.

4.4.1.6. Analysis for employee engagement

The descriptive statistics for employee engagement is shown in the table below based on response of respondents five point Likert scale.

Table 13: Descriptive statistics for employee engagement

Statements	N	Minimum	Maximum	Mean	Std. Deviation
I find my work full of meaning and purpose	278	1	5	3.60	1.134
I feel strong and vigorous when I am working	278	0	5	2.47	1.053
I am enthusiastic about my job	278	1	5	2.84	1.113
My job inspires me to do my best	278	1	5	2.72	1.120
At my work, I feel bursting with energy	278	1	5	2.59	1.245
I feel happy when I am working intensely	278	1	5	3.40	1.053
I am proud of the work that I do	278	1	5	2.76	1.070
My job is challenging to me	278	1	5	2.30	.988
I get carried away when I am working	278	1	5	2.77	.979
I am physically energized when I am at work	278	1	5	3.14	1.038
Time passes quickly when I am at work	278	1	5	2.16	1.011
When I am working, I forget everything else around me	278	1	5	2.23	1.099

Statements	N	Minimum	Maximum	Mean	Std. Deviation
When I get up in the morning I feel like going to work	278	1	5	2.85	1.121
I can continue working for long periods of time	278	1	5	2.73	1.138
At my job, I am very mentally resilient	278	1	5	3.00	1.018
I find it difficult to detach myself from my job	278	1	5	2.72	1.021
I always persevere at my job, even when things do not go well	278	1	5	2.98	1.047
Total mean 2.78					

Source: SPSS output of own survey, 2023

The above table shows that the total mean score for employee engagement is 2.78 (SD=0.595) which can be considered as low mean score. This indicates that as most of respondents have no good attitude towards employee engagement in EEP as the mean score indicates. The employee engagement mean score between 2 and 3 are categorized as not engaged employees (Damodar, 2020). Those based on the mean score the EEP employees are not engaged.

4.4.2. Inferential analysis

4.4.2.1. Correlation analysis

To investigate the direction of relationship between dependent and independent variables, Pearson correlation analysis was applied. Table 14 below shows the correlation analysis output of the research and it also indicates the direction (positive or negative) and the strength of the relationship between variables.

Table 14: Correlation analysis

		JCH	TAD	PA	SAB	ERM	EE
Job characteristics (JCH)	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	278					
Training and development (TAD)	Pearson Correlation	.782**	1				
	Sig. (2-tailed)	.000					
	N	278	278				
Performance appraisal (PA)	Pearson Correlation	.760**	.788**	1			
	Sig. (2-tailed)	.000	.000				
	N	278	278	278			
Salary and benefit(SB)	Pearson Correlation	.742**	.795**	.713**	1		
	Sig. (2-tailed)	.000	.000	.000			
	N	278	278	278	278		
Employee relationship with manager (ERM)	Pearson Correlation	.814**	.757**	.740**	.735**	1	
	Sig. (2-tailed)	.000	.000	.000	.000		
	N	278	278	278	278	278	
Employee engagement (EE)	Pearson Correlation	.835**	.810**	.785**	.783**	.805**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	278	278	278	278	278	278
**. Correlation is significant at the 0.01 level (2-tailed).							

Source: SPSS output of own survey, 2023

As shown above job characteristics correlate with employee engagement ($r=0.835$, $p<0.01$). Similarly, training and development correlates with employee engagement ($r=0.81$, $p<0.01$). Again, performance appraisal correlates with employee engagement ($r=0.785$, $p<0.01$). Also, salary and benefits correlates with employee engagement ($r=0.783$, $p<0.01$). Lastly, employee's relationship with manager correlates with employee engagement ($r=0.805$, $p<0.01$). Therefore, from the output of correlation analysis, all independent variables have positive relationship with employee engagement and all of them have significant relationship with employee engagement as well.

Furthermore, job characteristics correlate with training and development ($r=0.782$, $p<0.01$). Again, job characteristics correlates with performance appraisal ($r=0.760$, $p<0.01$). Also, job characteristics correlates with salary and benefits ($r=0.742$, $p<0.01$). Lastly, job characteristics correlates with employee's relationship with manager ($r=0.814$, $p<0.01$). Generally, the relationship between independent variables and dependent variable are positive and significant, and the relationships between each independent variable are positive and strong as well.

4.4.2.2. Multiple regression analysis

To examine the relationship between dependent and independent variables, the standard multiple linear regression $\alpha=0.05$ (two-tailed) was used. The dependent variable of the research is employee engagement. The independent variables are job characteristics, training and development, performance appraisal, salary and benefits, and employee's relationship with manager. The output of this multiple linear regression measures the statistical significance effect of each independent variable on the dependent variable. Before performing multiple linear regression analysis it is good to consider number of assumptions about the data.

Assumption 1: Multicollinearity test

Multicollinearity refers to the relationship between independent variables. It is assumption that applies in multiple linear regressions to check the existence of very high correlation between independent variables of the study (Burns & Burns, 2008). The researcher checked multicollinearity with tolerance and variance inflation factor (VIF). According to Burns and Burns (2008), VIF value has to be less than 10 to say there is no multicollinearity issue. Field (2009), suggested as the independent variable's tolerance value has to be greater than 0.1 while

checking multicollinearity. Therefore, to check multicollinearity assumption the researcher displayed the below table.

Table 15: Multicollinearity test

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Job characteristics	.253	3.946
	Training and development	.242	4.133
	Performance appraisal	.311	3.216
	Salary and benefit	.315	3.179
	Employee relationship with manager	.279	3.587

a. Dependent Variable: Employee Engagement

Source: SPSS output of own survey, 2023

From the above all the independent variables tolerance value are greater than 0.1 and the VIF values are less than 5. Hence, there is no multicollinearity problem in this study.

Assumption 2: Normality test

Normality test is also very important to check normal distribution of independent variables. To check normality the researcher used normal probability plot as shown below.

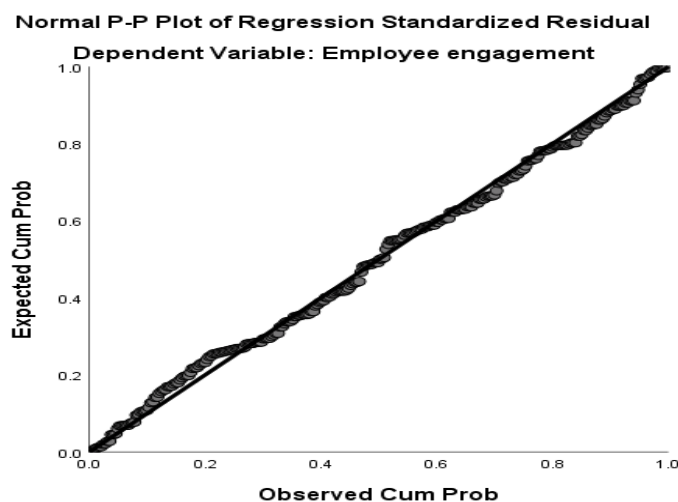


Figure 4: Normality test

From the above SPSS output figure Normal Plot (P-P) of the Regression Standardized Residual, the points are lies in a straight diagonal line from bottom left to top right. This indicates that no major deviation from normality.

Assumption 3: Linearity test

The linearity test checks the relationships between dependent and independent variables of the study as depicted in the below scatter plot.

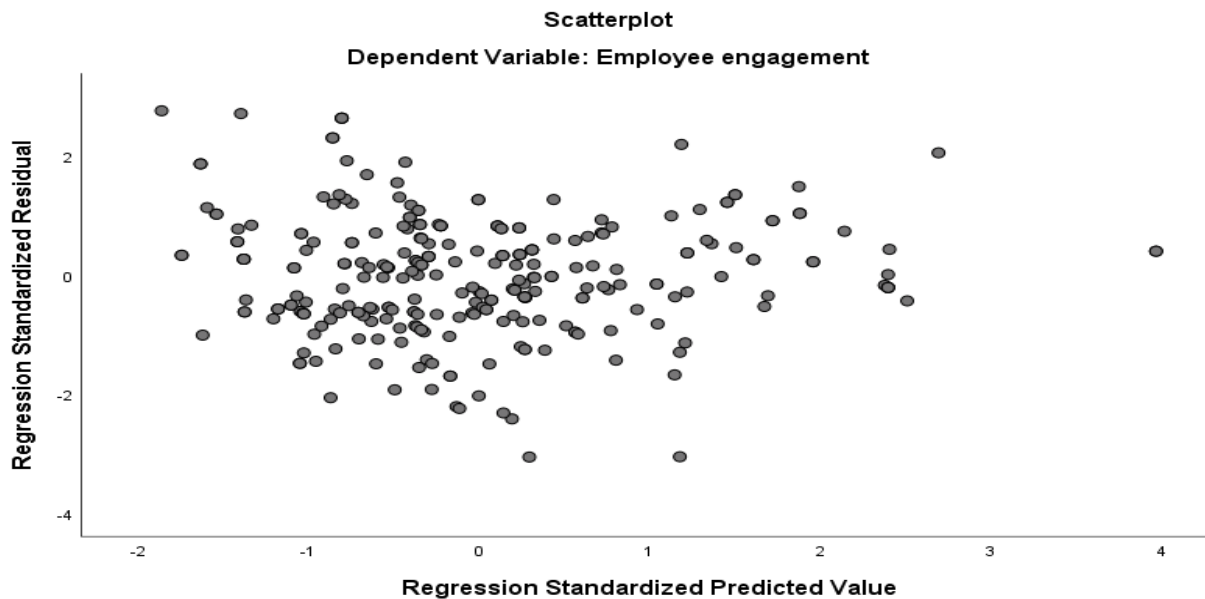


Figure 5: Linearity relationship test

As depicted in the SPSS output of scatter plot above, there is linear relationship between dependent variable and independent variables of the study based on the visual inspection of scatter plot.

After testing the basic assumptions of multiple linear regressions, now it is possible to perform multiple linear regression analysis to test the hypothesis of the study. The model summary of analysis is shown in the table below.

Table 16: Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.895 ^a	.800	.797	.26830
a. Predictors: (Constant), Employee relationship with manager, Salary and benefit, Performance appraisal , Job characteristics , Training and development				

Source: SPSS output of own survey, 2023

The table 16 above shows that R is 0.895, R square is 0.800 and adjusted R square is 0.797 which indicates that 80 percent variance in the employee engagement is explained by five independent variables. The result also indicates that models Std. Error of the Estimate 0.2683 percent. Thus, to check significance of the model the study conducted Analysis of variance (ANOVA). The table below shows Analysis of variance.

Table 17: Analysis of variance (ANOVA)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	78.432	5	15.686	217.919	.000 ^b
	Residual	19.579	272	.072		
	Total	98.012	277			
a. Dependent Variable: Employee engagement						
b. Predictors: (Constant), Employee relationship with manager, Salary and benefit, Performance appraisal , Job characteristics , Training and development						

Source: SPSS output of own survey, 2023

The above ANOVA table 17 point out that as the regression model used is significant with P-value of 0.000 which is less than 0.05. This indicates that the model used to explain the relationship between independent and dependent variable is highly significant. Hence, the result signifies that all factors job characteristics, training and development, performance appraisal, salary and benefits, and employee relationship with manager explain employee engagement significantly.

Again by taking the above findings into account, it is good to identify the contribution of each independent variable on dependent variable. For this purpose the table 18 of Beta coefficient below is depicted and it shows how each independent variable affects the dependent variable.

Table 18: Beta coefficient

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.710	.069		10.324	.000
	Job characteristics	.264	.047	.300	5.568	.000
	Training and development	.142	.047	.168	3.052	.003
	Performance appraisal	.143	.043	.163	3.354	.001
	Salary and benefit	.133	.036	.177	3.654	.000
	Employee relationship with manager	.154	.043	.183	3.571	.000
a. Dependent Variable: Employee engagement						

Source: SPSS output of own survey, 2023

From the table 18 regression analysis result, the increase in job characteristics, training and development, performance appraisal, salary and benefit, and employee relationship with manager by one unit would increase employee engagement by 0.264, 0.142, 0.143, 0.133, and 0.154 units respectively. Again, from table above the Beta coefficient are positive indicating the direction of relationship between dependent variable and independent variables. The Beta value of job characteristics, training and development, performance appraisal, salary and benefit, and employee's relationship with manager are positive which implies that the increase in these five dependent variables leads increase in employee engagement. What is more, all the significant level for each independent variable is below 0.05 which is acceptable p-value. Therefore, both

independent variables and dependent variable move together in the same direction by having significant and positive relationship.

Hence, the above analysis provides full information to answer the research questions discussed in the chapter one. Hence the researcher answered the research questions as described in the table below by taking into account the analysis result.

Table 19: Answers of research questions

No	Research questions	Answers
1	Does a job characteristic significantly affect employee engagement?	Yes
2	Does training and development significantly affect employee engagement?	Yes
3	Does Performance appraisal significantly affect employee engagement?	Yes
4	Does salary and benefit significantly affect employee engagement?	Yes
5	Does employee's relationship with manager significantly affect employee engagement?	Yes

Source: own, 2023

4.5. Discussion and interpretation of results

The main purpose of this study is to investigate relationship between job characteristics, training and development, performance appraisal, salary and benefit, employee's relation with manager and employee engagement. The researcher used standard multiple linear regression to identify relationships and to test the proposed hypothesis. The hypotheses testing are performed to inquire the statistical significance effect of the five factors on employee engagement. Based on finding from multiple linear regression depicted in table 18, the test of hypotheses are performed.

Hypothesis 1:

H1: Job characteristics significantly affect employee engagement

From the above table 18, the p-value for the job characteristics is 0.000 which is less than 0.05 and Beta value=0.264. This shows that job characteristics have statistically significant effect on employee engagement. Further, the value implies one unit increase in job characteristics leads level of employee engagement to be increased by 26.4 percent. Thus, based on the analysis, the hypothesis 1 is accepted.

Hypothesis 2:

H2: Training and development significantly affect employee engagement.

As the above table 18 shows, the p-value for training and development is 0.003 which is less than 0.05 and Beta value of 0.142. The value implies one unit increase in training and development leads 14.2 percent increase in the level of employee engagement, which indicates the statistically significant effect of training and development on employee engagement. Therefore, based on the analysis, the hypothesis 2 is accepted.

Hypothesis 3:

H3: Performance appraisal significantly affects employee engagement.

As depicted in the table 18 above, performance appraisal has p-value= 0.001 which is less than 0.05 and Beta value of 0.142. This value indicates that performance appraisal has statistically significant effect on employee engagement. Hence, based on the analysis, the hypothesis 3 is accepted.

Hypothesis 4:

H4: Salary and benefits significantly affect employee engagement

The above regression result depicted in table 18 indicates that p-value for salary and benefit is 0.00 ($p < 0.05$) and Beta value=0.133. This shows that salary and benefit have statistically significant effect on employee engagement. Further, the value implies one unit increase in salary and development leads level of employee engagement to be increased by 13.3 percent. Thus, based on the analysis, hypothesis 4 is accepted.

Hypothesis 5:

H5: Employee's relations with manager significantly affect employee engagement

As the table 18 above shows, employee's relation with manager has p-value= 0.000 which is less than 0.05 and Beta value=0.154. The value implies one unit increase in employee's relation with manager leads 15.4 percent increase in the level of employee engagement, which indicates the statistically significant effect of employee's relation with manager on employee engagement. Therefore, based on the analysis, the hypothesis 5 is accepted.

To summarize the hypothesis test, the researcher depicted in the table form as shown below.

Table 20: Summary of hypothesis testing

Hypothesis	Regression weight	Beta coefficient	P-value	Hypothesis supported	Test result
H1	Job characteristics \longrightarrow EE	0.264	0.000	Yes	Accepted
H2	Training and development \longrightarrow EE	0.142	0.003	Yes	Accepted
H3	Performance appraisal \longrightarrow EE	0.143	0.001	Yes	Accepted
H4	Salary and benefit \longrightarrow EE	0.133	0.000	Yes	Accepted
H5	Employee's relation with manager \longrightarrow EE	0.154	0.000	Yes	Accepted

Source: own, 2023



CHAPTER FIVE

SUMMARY OF MAJOR FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1. Introduction

This chapter deals with summary of major findings, conclusion and recommendation for the future studies in the area of employee engagement. The chapter mainly focuses on showing findings of study aligning with research objectives.

5.2. Summary of major findings

The objective of this study was to investigate the factors that influence employee engagement in Ethiopian Electric Power. For this research 373 questionnaires were distributed for the respondents and 278 questionnaires were collected with 74.53 percent response rate. Out of 278 respondents, 66.2 percent are male and 33.8 percent are female. Further, 76.6 percent of respondents have above first degree at all and 64 percent of respondents have more than five years of work experience in Ethiopian Electric Power. The correlation result also shows that all independent variables have positive relationship with employee engagement. All of the five variables have strong significant relationship with employee engagement based on the collected data analysis result.

Based on the regression analysis of collected data from the respondent's job characteristics, training and development, performance appraisal, salary and benefit, and employee relationship with manager have statistically significant effect on employee engagement and the data analysis indicated that a single unit increase in the each independent variables leads to increase in the level of employees' engagement. In addition, the ANOVA test result shows that the model used is statistically significant with p-value of 0.000. Moreover, the summary of model shows that R square is 0.80 which indicates that 80 percent variance in the employee engagement is explained by the linear combination of all independent variables and it is also statistically significant.

5.3. Conclusion

The primary purpose of this study is to investigate factors that influence employee engagement in Ethiopian Electric Power. The analysis of the study shows that most of the EEP employees are

not satisfied with job characteristics, training and development, performance appraisal, salary and benefits, and employee relationship with manager in the organization as the total mean of each variable indicated. The study demonstrated as all variables under the studies are the factors that influence employee engagement and important variable in predicting Ethiopian Electric power employee engagement. Similarly, the study shows employee engagement has low total mean value of 2.78, which indicates EEP employee's disengagement. Hence, EEP needs to review its policy concerning job characteristics, training and development, performance appraisal, salary and benefits, and employee relationship with manager in order to increase employee engagement level.

Furthermore, the study revealed as job characteristics, training and development, performance appraisal, salary and benefit, and employee's relationship with manager are positive, which implies that the increase in these five factors leads increase in employee engagement based on the Beta value from regression analysis. Other than that, the finding also supports many previous studies on the direction of relationship between independent variables and employee engagement. In addition, the outcome the study confirms the applicability of Social exchange theory (SET), which foundation of this study. Lastly, the finding also provides valuable information human resource management of EEP to improve their employee's engagement.

5.4. Recommendation

Based on the research findings there are many recommendations to be forwarded by the researcher. The researcher recommends the future study to broaden the scope of the study geographically and to include different independent variables for further understanding of employee engagement factors. The organization needs to review and analysis its monetary compensation such as salary and benefit packages in order to engage employees. It is also recommended for the organizations to focus on non-monetary incentives in order to employees. Ethiopian Electric Power performs generation, transmission and operation of electricity, hence to make the outcome of research more general it is recommended to include generation, substation and various regions of Ethiopian electric power under the study.

In addition, as the finding shows the mean value of job characteristics, training and development, performance appraisal, and salary and benefit, and employee relationship with manager are low. Therefore, the organization must focus on these variables to increase employee's engagement

level. To ensure employees full engagement, the top managers should take necessary steps by understanding the social exchange theory (SET).

Further, the mean score of employee engagement is less; hence, the future studies needs to identify other factors other than those included under this study. In this regard, the theoretical frame work needs to incorporate other determinants like work environment, health and safety, communication, rewards and promotion, equal opportunity and fair treatment, and work-life balance effect on employee engagement. The researcher also highly recommends future studies to use multiple data collection methods like in-depth interview, focused group discussion and others. Last but not least, the future studies better to use longitudinal study to get more accurate and reliable result.



References

- Ababneh, O. (2015). The Meaning and Measurement of Employee Engagement: A Review of the Literature, 15(1), 1-35.
- Aguinis, H. & Kraeger, K. (2009). Benefits of Training and Development for Individuals and Teams, Organizations, and Society. *Annual Review of Psychology*, 60, 451-474.
- Ajibola, K.S., Mukulu, E. & Orwa, G. O. (2019) Performance Appraisal as Determinant Of Employee Work Engagement: Evidence from Nigeria Manufacturing Firms. *International Journal of Human Resources and Procurement* 8 (2), 45 – 58.
- Armstrong, M. & Taylor, S. (2014). *Armstrong's Handbook of Human Resource Management Practice* (13th Ed.). London
- Andrew, C. & Sofian, S. (2012). Individual Factors and Work Outcomes of Employee.
- Anitha, J. (2014). Determinants of employee engagement and their impact on employee performance. *International Journal of Productivity and Performance Management*, 63(3), 308-323.
- Annamarie, M & Jim, H. (2016). The Worldwide Employee Engagement Crisis. Retrieved on 27May,2023 from <https://allenvisioninc.com/wpcontent/uploads/2023/02/TheWorldwideEmployeeEngagementCrisisGallup.pdf>
- Anthony, M. & Purity, S. (2021). How to conduct Likert scale analysis. Retrieved 17 July, 2023 from <https://www.kenpro.org/how-to-conduct-likert-scale-analysis/>
- Assefa T.T. & Manjit S. Employee engagement and its effect on performance of government organizations in Ethiopia. *Turkish online journal of qualitative inquire*. 12(6), 7002-7012.

- Bakker, A.B., Hakanen, J.J., Demerouti, E. & Xanthopoulou, D. (2007). Job resources boost work engagement, particularly when job demands are high. *Journal of Psychology* 99 (2), 274-84.
- Bakker, A.B. & Schaufeli, W.B. (2008). Positive organizational behavior: Engaged employees in flourishing organizations. *Journal of Organizational Behavior* 29, 147- 154.
- Bates, S. (2004). Getting engaged, *Human resource magazine* 49 (2), 44-51.
- Bhandari, P. (2021, April 19). Ethical consideration in research, type and examples. Retrieved 19 April 2022, from Scribber website: <https://www.scribbr.com/methodology/research-ethics/>
- Chadha, D. (2018). A Study of training and development Practices in Service Sector in relation to employee engagement across Delhi and NCR. *International journal of human resource, development and management* 8(1), 1- 11.
- Cherry, K. (2016, March 7). What is self-determination theory? Retrieved 7 March 2023, from Kelly website: <https://www.kelly.co.za/?s=what+self+determination/>
- Crabtree. (2013). Worldwide, 13% of employees are engaged at work. Retrieved from Gallup website: <http://www.gallup.com/poll/165269/worldwide-employees-engaged-work.aspx>
- Dale, C. (2012). What drives employee engagement and why it matters? Retrieved 28 February 2023, from Dale Carnegie website: https://www.dalecarnegie.ca/wp-content/files/remote/What_Drives_Employee_Engagement.pdf
- Damodar, N. (2020). Employee Engagement Level and Its Key Determinants: a Study in the Context of Nepalese Media Sector. Retrieved 13 May 2023, from <https://doi.org/10.3126/batuk.v6i1.32631>
- DeCenzo, D. A. and Robbins, S. P. (2010). *Fundamentals of Human Resource Management* (10th ed.). Hoboken. John Wiley & Sons Inc.

- Dessler, G. (2013). *Human Resource Management* (15th ed.). New York, NY: Pearson.
- Dupre, K. E. & Day, A.L. (2007). The Effect of Supportive Management and Job Quality on the Turnover Intentions and Health of Military Personnel. *Human Resource Management* 46.
- EEP. (2023, February 28). Call for research proposal and seminars. Retrieved 28 February 2023, from EEP website: <https://www.eep.com.et/en/research-devt/call-for-research-proposals-and-seminars/>
- Gagnon, M. and Judd, H. M. 2004. Outcomes of perceived supervisor support for wood production employees. *Forest Products Journal* 54.
- Gallup (2013). *State of the global workplace: employee engagement insights for business leaders worldwide*. Gallup Inc.
- Gezahagn, A. (2019). *Determinant of Employee Engagement in banking industry in Ethiopia; the case of Bank of Abyssinia*. Addis Ababa University.
- Gutu, A. (2020). Assessment of motivational factors that affect employee performance in the case of EEPCO Eastern region Dire Dawa district. *Global scientific journals*. 8(10)
- Hakanen, J., Arnold, B. & Wilmar B. S. (2006). Burnout and work engagement among teachers. *Journal of School Psychology*
- 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
- Heartfield, S. M. (2012, July 25). *Keys to Employee Satisfaction: What You Can Do to Increase Employee Satisfaction*. Retrieved 25 July 2013, from human resources website: <http://humanresources.about.com/od/employee>

- Heckman, J.R. & Oldham, G.R. (1980). *Work redesign*. Reading, MA: Addison-Wesley:
Department of Psychology. 33 Kirkland St. Harvard University Cambridge, MA 02138
- Hilda, M. C. (2020). *A correlational study of Manager-Employee relationship, Employee reward and Employee Engagement*. Walden University, USA.
- Hughes, C. (2019). *Ethical and Legal Issues in Human Resource Development: Evolving roles and emerging trends*. Switzerland: Palgrave Macmillan
- Islam, T. & Tariq, J. (2018). Learning organizational environment and extra-role behaviors: The mediating role of employee engagement. *Journal of Management Development* 37, 258–270.
- Jackson, S. and Schuler, R. (2006). *Managing Human Resources through Strategic Partnerships* (9th ed.), Mason, OH: South-Western.
- Jenny, F & Karsten, E.Z. (2018). Methodologies, methods and ethical considerations for conducting research in work-integrated learning. *International journal of work-integrated learning, special issue*, 2018, 19(3), 205-213
- Jim, H. (2020). 4 Factors Driving Record-High Employee Engagement in U.S. Retrieved on 27 May, 2023 from <https://www.gallup.com/workplace/284180/factors-driving-record-high-employee-engagement.aspx?version=print>
- Joshi, R. J. & Sodhi, J. S. (2011). Drivers of employee engagement in Indian organizations. *Indian Journal of Industrial Relations* 162-182.
- Kagure, F.M., Guyo, W. & Romanus, O. (2014). Relationship between Job Characteristics and Employee Engagement among State Corporations in Kenya, *International Journal of Innovative Research and Studies*, 3(5).

- Kahn, W.A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33, 692-724.
- Kahn, W.A. (1992). To be full there: psychological presence at work. *Human Relations*, 45.
- Ketema, F. (2020). Assessment of Employee satisfaction and Engagement in Commercial Bank of Ethiopia; west Addis Ababa district. St. Mary University.
- Kim, H.J., Shin, K.H. & Swanger, N. (2008). Burnout and engagement: a comparative analysis using the Big Five personality dimensions. Article in Press.
- Kim, S. (2005). Individual-Level Factors and Organizational Performance in Government Organizations. *Journal of Public Administration Research and Theory*, 15(2), 245-261.
- Luthans, F. & Peterson, S. (2002). Employee engagement and manager self-efficacy. *Journal of Management Development* 21(5), 376-387.
- Macey, W.H. & Schneider, B. (2008). The Meaning of Employee Engagement. *Industrial and Organizational Psychology*, 1 (2008), 3-30.
- Markos & Sridevi (2010). Employee Engagement: The Key to Improving Performance. *International Journal of Business and Management*, 5 (12), 89 – 96.
- Maslach, C., Schaufelli, W.B. and Leiter, M.P. (2001). Job burnout. *Annual Review of Psychology*, 52, 397-422.
- Masresha, T. (2018). Drivers of Employee Engagement in case of Ethiopian Insurance. . School of Commerce, Addis Ababa University.
- McConnell. (2011). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis. *Journal of Applied Psychology*, 87(2), 268-279.
- Proceedings-Social and Behavioral Sciences, 40, 498-508.

- Rees, C., Alfes, K. and Gatenby, M. (2013). Employee voice and engagement: connections and consequences. *The International Journal of Human Resource Management* 24(14), 2780-2798.
- Robertson, G. S. & Markwick, C. (2009). Employee engagement: A review of current thinking. Retrieved from <https://www.employmentstudies.co.uk/system/files/resources/files/469.pdf>
- Robinson, I. (2006). *Human Resource Management in Organisations*. London, CIPD
- Sakovska, M. (2012). *Importance of Employee Engagement in Business Environment*. Aarhus University.
- Saks, M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21 (7), 600–619.
- Samuel, O. M & Maureen, J. K. (2014). Determinants of Employee Engagement in the Banking industry in Kenya; Case of Kenya cooperative Bank. *Journal of Human Resources Management and Labor Studies*, 2 (2), 187-200.
- Sang, H. W. (2015). *The relationship between human resource management practices and labour productivity in state corporations in Kenya (PhD Thesis)*. Jomo Kenyatta University of Agriculture and Technology, Kenya
- Sanneh, L. & A.Taj, S. (2015). Employee Engagement in the Public Sector: A Case Study of Western Africa. *International Journal of Human Resource Studies*.
- Schaufeli, W., Salanova, M., Gonzalez-Roma, V. & Bakker, A. (2002). The Measurement of Engagement and Burnout: A Two Sample Confirmatory Factor Analytic Approach. *Journal of Happiness Studies*, 3, 71-92.
- Shaheen, A., Fais Bin, A. & Abdul Rahman J. (2017). Employee Engagement on Employee Relations with Supervisor and Employee Performance Relationship in Developing

Economy: Critical Analysis with PLS-SEM. *Saudi Journal of Business and Management Studies*, 2 (4A), 389-398.

Shahid, A. (2019). The Employee Engagement Framework: High Impact Drivers and Outcomes. *Journal of Management Research*. 11(2).

Shuck, B. & Wollard, K. (2010). Employee engagement and HRD: A seminal review of the foundations. *Human Resource Development Review* 9, 89-110.

Sussman, L. R. (2006). Responses to the decision. *Journal of Communication*, 34.

Teoh, K. R., Coyne, I., Devonish, D., Leather, P. & Zarola, A. (2016). The interaction between supportive and unsupportive manager behaviors on employee work attitudes. *Personnel Review* 45, 1386–1402.

U.S. Chamber of Commerce (2008). *Employee Benefits Study*, Washington, D.C.: U.S. Chamber of Commerce.

Wellins, R. & Concelman, J. (2005). *Creating a culture for engagement, Workforce Performance Solutions*. Retrieved on 22 May, 2023 from WPSmag website:

http://www.ddiworld.com/pdf/wps_engagement_ar.pdf

Appendix 1: Questionnaire
LUNAR INTERNATIONAL COLLEGE
SCHOOL OF BUSINESS
RESEARCH QUESTIONNAIRE

Research topic: Factors that Influence Employee Engagement in Ethiopian Electric Power

Student Name: Amante Nagasa

Phone no: +251932958782

Email: amantenagasa@gmail.com

Dear respondents,

I am currently pursuing Masters of Business Administration in Lunar International College. As part of the requirement in completion of the MA in MBA program, I am undertaking a research entitled “**Factors that Influence Employee Engagement in Ethiopian Electric Power**”

This questionnaire is designed to gather information for academic purpose only. Your participation is entirely voluntary and the questionnaire is completely anonymous. For the success of the study your honest response is paramount. I would like to express my gratitude in advance for your willingness to fill this academic questionnaire by taking your precious time.

For any clarification you can contact me via email and phone.

Please note that:

1. No need of writing your name
2. Your cooperation to complete and return the questionnaire is appreciated

With respect,

Amante Nagasa

Part I: General demographic information

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

1. Gender

Male Female

2. Age

Less than 25 25-30 31-35
 36-40 Above 41

3. Level of education

Diploma Degree Masters
 PhD Other state here _____

4. Years of service in Ethiopian Electric Power

Less than one year 1-5 years 5-10 years Above 10 years

Part II: Factors (drivers) of Employee engagement

Instruction: Please indicate your answer by putting (√) mark on the appropriate box to show your level of agreement with each statement.

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	There is much variety in my job					
4	The job require me to do many different things at work, using a variety of my skill and talents					
5	Manager or coworker let me know how well I am doing on my job					
6	Doing the job by itself provide me with information about my work performance					

7	The actual work itself provide clues how well I am doing					
Training and development						
1	There is equitable access for training and development in EEP					
2	EEP provides me with opportunities to learn and grow in the company					
3	I am given adequate training to do my current job					
4	I have many opportunities for career development and this encourages me to stay in EEP					
5	The future of EEP is promising for me to learn and develop my self					
Performance appraisal						
1	I am given regular feedback on my performance by my manager					
2	My manager takes performance appraisal seriously					
3	Performance appraisal is free from subjectivity in EEP					
4	The criteria set to measure performance of employee are clear					
5	The performance appraisal system contributes to diligence in my job					
Salary and benefits						
1	I am satisfied with my salary					
2	I am happy with benefit packages offered					
3	EEP pays competitive salary compared with similar organization					

4	EEP offers competitive benefits compared with similar organization					
Employee's relationship with manager						
1	My manager makes me feel free to talk with him/her					
2	My manager really understand my job problems					
3	My manager encourages me to let him/her know when things are going wrong on the job					
4	My manager makes it easy to do my best work					
5	I have a good working relationship with my manager					
6	My manager encourages me to apply new abilities and skill on my daily work					
7	When I have a question or need help my manager is available					
Employee engagement						
1	I find my work full of meaning and purpose					
2	I feel strong and vigorous when I am working					
3	I am enthusiastic about my job					
4	My job inspires me to do my best					
5	At my work, I feel bursting with energy					
6	I feel happy when I am working intensely					

7	I am proud of the work that I do					
8	My job is challenging to me					
9	I get carried away when I am working					
10	I am physically energized when I am at work					
11	Time passes quickly when I am at work					
12	When I am working, I forget everything else around me					
13	When I get up in the morning I feel like going to work					
14	I can continue working for long periods of time					
15	At my job, I am very mentally resilient					
16	I find it difficult to detach myself from my job					
17	I always persevere at my job, even when things do not go well					

If you have any additional comment or suggestion

Your efforts are greatly appreciated!