ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

ASSESSMENT OF EMPLOYEE ENGAGEMENT TO REALIZE ORGANIZATION'S VISION

AT

ETHIOPIAN ELECTRIC UTILITY

(A Case of Addis Ababa Area)

BY: ASNAKE SIYUM

JUNE, 2015

ADDIS ABABA, ETHIOPIA

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ID NO. - SGS/0113/2006A

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APPROVED BY BOARD OF EXAMINERS

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DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of my advisor, Dr.Tariku Jebena. All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

_____   _____

      Name   Signature & Date

St. Mary's University   June, 2015

ENDORSEMENT

This thesis has been submitted to St. Mary's University, School of Graduate Studies with my approval as a university advisor.

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Advisor   Signature & Date

ACKNOWLEDGEMENTS

Acronyms

EEU: Ethiopian Electric Utility

EE: Employee Engagement

EEPCo: Ethiopian Electric Power Corporation

HR: Human Resource

HRM: Human Resource Management

ICS: Inter Connected System

MW: Mega Watt

OCB: Organizational citizenship Behavior

SCS: Self Connected System

SPSS: Statistical Package for Social Science

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Abstract

Employee engagement has gained popularity over the past twenty years. Advocated positive outcomes of employee engagement make organizations develop the culture of engagement at work as a priority for organization. Although much is written on the subject of employee engagement, little is known about the engagement of employees at the utility organizations. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization. This study has the objective of assessing employee engagement using Gallup model. It also addresses the problems of gaps through the survey done at EEU, Addis Ababa area employees. Methodologically, the research is conducted using descriptive survey method and a mixed approach of data collection used; the sample sizes was 287 employees and were selected using stratified random sampling technique. For qualitative, Process owners were selected for interview through purposive sampling. The data collected through questioners (Gallup Q^{12} & its replication of), Statistical Package for Social Sciences (SPSS) were used for interpretation while the qualitative data were content analyzed for triangulation. The study in EEU shows organizational and employee objectives are not clear and well-discussed between employees and their supervisors, employee engagement doesn't reinforce the alignment. Hence, the research indicates that effectiveness of the current engagement system of the company is negatively affected by the absence of clarity on and alignment between organizational and employee objectives and lack of adequate discussions. Therefore, the company should come up with the concept of employee engagement as a central strategic human resources management issue which requires a separate strategy in maintaining motivated, satisfied, committed, and empowered workforce, decision makers also have to exert maximum effort to achieve their intended objective, as employees are the key for organization's survival, success and so as to improve organizational performance.

Key word: employee engagement.

CHAPTER ONE

INTRODUCTION

In this chapter, topics used as a road map for the remaining parts of the research like; the background of the study, background of the organization, statement of the problem, research questions, objectives of the study, definition key of terms, significance of the study, limitations of study, scope of the study, and organization of the study are discussed.

1.1 Back ground of the Study

The world is in a time when a new economic paradigm — characterized by speed, innovation, short cycle times, quality, and customer satisfaction — is highlighting the importance of intangible assets particularly an engaged human capital. This rapidly changing business environment is increasingly forcing organizations to look for obtaining an engaged work force as unique source to build a sustainable competitive advantage and fulfill their vision. Thus, having an engaged human resource is deemed to be the most important source of competition to win in the market.

In recent days, the idea of Employee Engagement (EE) has captured the hearts and minds of many researchers and practitioners across the globe and there has been a great deal of interest in EE in many of the contemporary organizations. The world's top-performing organizations understand that EE is a force that drives business outcomes. Research shows that engaged employees are more productive employees. They are more profitable, more customer-focused, safer, and more likely to withstand temptations to leave the organization. In the best organizations, EE transcends a human resources initiative — it is the way they do business. Best performing companies know that developing an employee engagement strategy and linking it to the achievement of corporate goals will help them to sustain competition and win in the marketplace where they operate.

Robinson et al. (2004) define employee engagement as "a positive attitude held by the employee towards the organization and its value. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization. The organization must work to develop and nurture engagement, which requires a two-way relationship between employer and employee." In recent times,

organizations have understood well the importance of employee engagement to enhance performance.

Employee Engagement [No] company, small or large, can win over the long run without energized employees who believe in the [firm's] mission and understand how to achieve it. Employees who are engaged in their work and committed to their organizations give companies crucial competitive advantages—including higher productivity and lower employee turnover. That's why you need to take the measure of employee engagement at least once a year through anonymous surveys in which people feel completely safe to speak their minds (Jack and Suzy Welch, 2006, pp. 1, cited in Robert J. Vance).

Thus, the choice of the topic 'Employee Engagement' was not without justification. Presently, the concept of employee engagement is a central Strategic Human resources Management (SHRM) issue which requires a separate strategy in maintaining motivated, satisfied, committed, and empowered workforce. The rationale for studying employee engagement in Ethiopian Electric Utility (EEU) is to investigate the present level of EE within staffs and challenges that EEU is facing in its effort to improve organizational performance through employee engagement so that to put some possible recommendation to overcome the problems.

In general having a well determined and qualified Human Resource (HR) is most essential for all organizations to achieve their intended objective, as employees are the key for organization's survival, success and build sustainable competitive advantage. But the question is how to make them engaged and to know whether they are engaged or not. Hence, organizations have to give more emphasis to the current agenda of EE for achieving their objective. Finally, it is my sincere hope that studying employee engagement at present will provide many new insights, practical applications and areas for future research to be identified in the study which, will encourage for raising new questions, new perspectives, new researches and new practices.

1.2 Background of the Organization

Electric power was introduced to Ethiopian in the late 19th Century, during the regime of Minilik. The first generator was said given to Minilik around the year 1898 to light the palace. In addition to the use of generators ,Minilik got constructed the first hydro power plant on Akaki River in the year 1912 in order to supply power to small factories that had been limited to small factories and was extended to public places and major roads in the vicinity of the palace.

In the year 1948, the new organization called Shewa Electric Power, with limited capacity, managed to increase the power supply not only in Shewa but also in other administrative regions and then, In light of its function, its name was changed to "Ethiopian Electric light and Power "in the year 1955.

After eight months of its establishment, Ethiopian Electric Light and Power was transformed to the "Ethiopian Electric Light and Power Authority" (Charter of the Ethiopian Electric Light and Power).The newly established organization was conferred with the powers and duties of the previous Ethiopian Electric Light and Power. After being in operation for about 55 years in this manner major changes in the objective and structural set up of the organization took place.

Recently, in order to accommodate the changes in Scio-economic environment, the late Ethiopian Electric Power Corporation was transformed into two companies i.e Ethiopian Electric utility and Ethiopian Electric Power by regulation No.302/13 in Dec 9,2013.Accordingly, these two public enterprise were established for indefinite duration and conferred with the powers and duties of the previous Ethiopian Electric Power corporation.

The purpose of EEU is to engage in the business of, transmitting, distributing and selling electrical energy (in accordance with economic and social development policies and priorities of the government) and to carry on any other related activities that would enables to achieve its purpose. Currently, the annual electricity production capacity of the co. is about 2378 MW and the number of customers is about 2.26million. Although the co. has been increasing the number of customers by more than 20% annually, but the service delivery process is below the standard which is partly the result of employee dissatisfaction. Hence, the co. is required to think and work strategically towards employee engagement to improve performance and meet socio-economic development of the country (www.eepco.gov.et).

❖ EEU is a governmental owned organization striving to realize the <u>vision</u> that reads as " Energizing Ethiopia's sustainable growth and enabling it to be the power hub of Africa."

❖ Likewise, the <u>mission</u> of the organization is "To be a world-class utility and contribute towards nation building by ensuring delivery of cost- effective, safe, reliable and high quality power and to enable interconnections across the African Continent for exporting surplus power. EEU shall strive towards achieving international standards of customer care through sustained capacity building, operational and financial excellence, state-of-the-art technologies while ensuring highest standards of corporate governance and Ethics"

1.3. Statement of the Problem

In recent times, Employee Engagement has joined contemporary literatures in HRM and thus has become a critically important ingredient in maintaining affective and behavioral domains of the human side of management. For few decades in the past, a great many studies have been undertaken to develop workable models in measuring employee engagement. Even then, the concept is yet illusive to many academic researchers, practitioners, and consultants. As a result, the term Employee Engagement is defined in as many ways as there are many writers.

Regardless of the divergent views in defining employee engagement and articulating its scope, there have been commonalities among treatments and definitions of different authors. The belief that employee engagement has psychological and behavioral dimensions is core in the study of engagement. Further, the consequences of behavioral aspects in terms of different measures of organizational performance have been a common denominator for different researchers.

Many research works indicated that organizational performances will come as a result of intensive employee engagement and some of them includes like that of employee productivity, profits and profitability, return on investment (ROI), sales volume, cost reduction, quality improvement, efficiency, job satisfaction, commitment, intention to stay in organization, discretionary behavior, organizational pride, advocacy, and other desired qualities of employee behavior within and outside the organization.

Organizations may set very well organized visions, but unless they have committed and engaged employees who perform their task properly, it is very difficult to achieve its vision. In line with our country Growth and Transformation Plan (GTP), EEU has put its vision and for its achievements, its employee's engagement is by far important. Therefore, the research will be conducted with the main purpose of investigating employee engagement in EEU.

It is difficult to conclude that employees of EEU are engaged or not to accomplish the organization's vision unless it will be carried out a study on this issue.

Due to its inefficiency of performance, it was decided to make necessary restructuring of the organization and other strategic initiatives have been conducted. Recently, Ethiopian electric power (EEP) and Ethiopian Electric Utility (EEU) were legally established to provide the power service for the public are replaced by the previous Ethiopian Electric power Corporation. The two organizations have shared the responsibilities and resources of EEPCo proportional to provide the power utility efficiently.EEP is responsible for generating, transmitting and whole selling of energy locally and internationally. In the other hand, Ethiopian Electric Utility (EEU) is responsible for distributing and retailing at domestic for the society.

As per the evaluative training report for the Corporation 2013/2014, the lack skills, engagement, commitment, knowledge and attitude of employees in the Corporation is considered as one of the major reason for the poor performance of EEU. These all indicated some problems and motivated the researcher to conduct study to assess employee engagement to realize its vision so as to identify the major problems and forward suggestions how to improve its employee's engagement.

1.4. Research Question

The major research questions of this study try to address are:

☞ What looks the overall present level of employee engagement in EEU?

☞ To what extent EEU's organizational practices are effective to improve its performance through employee engagement?

☞ What are the challenges that EEU is facing in its effort to improve organizational performance and meet its vision through employee engagement?

1.5 Objective of the Study

1.5.1 General Objective

The general objective of this research is to assess the current level of employee engagement to fulfill the EEU's vision and recommend on the current level of employee engagement.

1.5.2 Specific Objective

The study principally focused on achieving the following specific objectives:

☞ To analyze the level of employee engagement of EEU's staff in general.

☞ To assess challenges in the process of realizing organization vision through employee engagement.

☞ To identify organizational problems that affect the level of employee engagement.

☞ To put some possible recommendations which will help to overcome problems regarding employee engagement?

1.6. Definition of Key Terms

In order to avoid the difficulty in understanding the study, important terms associated with the research are briefly defined as:

Ethiopian Electric Utility (EEU): An organization, which has given the authority to transmit, distribute and sale electricity in Ethiopia.(www.eepco.gov.et).

Vision: Defines where the organization wants to be in the future. It reflects the optimistic view of the organization's future. (Senge, 1990)

Employee Engagement: Engagement is more than simple job satisfaction. It can best be described as a harnessing of one's self to his or her roles at work. In engagement, people express themselves cognitively, physically, and emotionally while performing their work roles (Kahn, 1990).

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

Actively Disengaged: employees aren't just unhappy at work; they're busy acting out their unhappiness. (GlobalWorkplaceReport, 2013)

1.7. Significance of the study

The finding of this study has a paramount importance for the following groups. It provides possible recommendation to the enterprise in effort it would make to take action to enhance its employee's engagement. Moreover, it will serve as a stepping stone for those who are interested to conduct advanced research works in the filed under consideration. Obviously, it also helps to enhance the researcher's knowledge in research practices and in the contemporary employee engagement in organizations especially in public enterprises.

1.8. Scope of the Study

The research focused on assessing employee engagement in Ethiopian Electric Utility, Addis Ababa Area and it is on the psychological and behavioral aspects of employees. Thus, employees working in Ethiopian Electric Utility in Addis Ababa Area were the focus of the study.

1.9. Limitations of the Study

Some factors were found as the limitations of the study. First, lack of time became the main factor in collecting data and referring many relevant documents in- depth for analysis. During the data collection process, some of the employees were busy of their daily routine tasks to fill the questionnaire. Hence, were not willing to answer and finish all the questions in the questionnaire. And also, some respondents were not punctual in returning the questionnaire; these are the limitation of the study. The limitations were overcome by introducing the importance of the research to respondents and by giving some extra time to fill the questionnaires.

1.10. Organization of the study

The study is organized in to five chapters. Chapter one provides a brief background to the study, discusses the research problem, scope, and significant of the study .Chapter two deals with review of related literature of the study. Chapter three presents research methodology to be adopted in the study. The fourth chapter focuses on the presentation, analysis and interpretation of primary and secondary data. Finally, chapter five contains the finding, conclusion and recommendations.

CHAPTER TWO

LITERATURE REVIEW

In this chapter, relevant literatures related to the study topic are reviewed. This involves bringing up the theories and conceptual reviews that are used in the study.

2.1. Relevance of Employee Engagement and Organizational Performance

Employees could prove more effective if their interests and activities align with organizational goals. Gagnon and Michael (2003) maintained that successful implementation of strategic organizational initiatives require employee alignment. Furthermore, Speculand (2006) surmised that a vast majority of organizational strategies fail because of employee ignorance and/or misperception. Alignment ensures that employees clearly comprehend what they can contribute to the organization (Loch, 2008). Additionally, Vlcek (1987) contended that "high turnover is due in part to insufficient personnel standards and ambitious individuals who sometimes contradict company goals" (p. 71).

Macky and Boxall (2008) maintained that managers play a critical role in developing systemic linkages which, in turn, engender high employee involvement. Successful business endeavors require trust that is "built on respect and timely communication, as well as energized leaders and strategic responses that eliminate actions based on panic" (Goodridge, 2009, p. 28).

Ahmed et al. (2010) found that communication assists in "crafting healthier relations between managers and their employees and the entire organization ultimately benefits from this relationship" (p. 107). Communication "affects coordination of effort, job instruction, performance feedback, group effort, motivation of employees, and interpersonal relations " which espouse vibrant organizational climate (Khetarpal,2010).Job-related training assists an employee in becoming adept in his/her realm of responsibility. Recognition, on the other hand, provides an employee with motivation to perform his/her duties well. A recognized employee not only gains respect from his/her peers but also provides them an impetus to excel in their respective tasks. Axtell et al. (2000), Kinsey (2009), Sand et al. (2011), Mahal (2009), and Beattie and Smith (2010) underscore that employee development through

training, encouragement for efforts, and recognition of achievements contribute to value creation for an organization.

Studies have found positive relationship between employee engagement and organizational performance outcomes: employee retention, productivity, profitability, customer loyalty and safety. Researches also indicate that the more engaged employees are, the more likely their employer is to exceed the industry average in its revenue growth.

Employee engagement is found to be higher in double-digit growth companies. Research also indicates that engagement is positively related to customer satisfaction (Coffman, 2000; Ellis and Sorensen, 2007; Towers Perrin Talent Report, 2003; Hewitt Associates, 2004; Heintzman and Marson, 2005; Coffman and Gonzalez-Molina, 2002).

Engaged employee consistently demonstrates three general behaviors which improve organizational performance:

☞ Say-the employee advocates for the organization to co-workers, and refers potential employees and customers

☞ Stay-the employee has an intense desire to be a member of the organization despite opportunities to work elsewhere

☞ Strive-the employee exerts extra time, effort and initiative to contribute to the success of the business (Baumruk and Gorman, 2006)

What will happen to an organization if its employees are disengaged? Employees who are not engaged are likely to be spinning (wasting their effort and talent on tasks that may not matter much), settling (certainly do not show full commitment, not dissatisfied enough to make a break) and splitting (they are not sticking around for things to change in their organization), have far more misgivings about their organization in terms of performance measures such as customer satisfaction (BlessingWhite, 2006; Perrin Report, 2003).

Meere (2005) based on the survey conducted by ISR on 360000 employees from 41 companies in the world's 10 economically strong countries finds that both operating margin and net profit margins reduced over a three year period in companies with low engagement, while these measures increased over the specified period in companies with high levels of engagement.

Financial News, March 2001, as cited by Accord Management Systems (2004), reveals that disengaged employees are more likely to cost their organization. According to the report, Employees who are disengaged:

☞ Miss an average of 3.5 more days per year.

☞ Are less productive.

☞ Cost the US economy $292 to $355 billion per year.

2.2. Employee Engagement and organization's vision

The alignment of the strategic vision to employee productivity is a key contributor to the success of an organization. This alignment encourages and stimulates employees' creativity so that they can perform more effectively to realize the organizational goals and objectives. When this strategic vision is positively aligned ,it results in increased employee productivity, financial gain, higher overall development of the organization. By exceeding average growth and prolonging the competitive advantage, organizations that have a strong vision may achieve higher profits.

Collins and Porras (1994) as well as Peters and Waterman (1982) asserted that the main component of organizational success is a sturdy vision that can influence employee productivity. Aligning the strategic vision refers to a significant practice that facilitates the development of a shared understanding with members to accomplish the main purpose of the organization.

Kotter (1996) commented on the importance of creating and bringing employees together to form strong alliances that support the organization's vision, goals, and objectives. Kotter further stated that failure to engage employees in interdivision collaboration may result in organizational collapse and deviation from the central vision. Kotter and Rathgeber (2005) also asserted that employees who establish meaningful effort feel a sense urgency to achieve the goals and objectives of the organization.

Senge (1990) affirmed that a vision must be aligned with the components that are advantageous to an organization, along with engaged employees, to be successful. Labovitz and Rosansky (1997) suggested that the formulation of effective policies and planning is a strong foundation for long-term organizational success. For the vision to be aligned,

communication of the organization's strategic goals and direction to the employees must be emphasized to ensure organizational success. Nanus (1996) asserted that open communication between and among employees can support the development of organizational loyalty by helping them to understand the progression of the alignment of the organization's vision.

Employees endorse the vision when they participate in its executive formulation and evolution. During the decision-making process, they are more willing to share and participate when their contributions help to establish the vision actualization (Senge, 1990). Creating a work environment that is enriched by a shared vision will enhance employees' development, leading to increased productivity and profits. When employees engage in discussions about the vision, they can voice their opinions, settle conflicts, and reach a consensus. A spectrum of views facilitates the development of an open platform from which different opinions and perspectives can be negotiated. Therefore, collaborative efforts represent the majority of the employees' values and enhance productivity (Nanus, 1992).

2.3. The Concept and Evolution of Employee Engagement

2.3.1 Evolution of Employee Engagement

Most references relate employee engagement to survey houses and consultancies. It is less taken as an academic construct. The concept is relatively new for HRM and appeared in the literatures for nearly two decades (Rafferty, Maben, West and Robinson, 2005; Melcrum Publishing, 2005; Ellis and Sorensen, 2007).

The construct, employee engagement emanates from two concepts that have won academic recognition and have been the subjects of empirical research-Commitment and Organizational Citizen Behavior (OCB) (Robinson, Perryman and Hayday, 2004; Rafferty et al., 2005). Employee engagement has similarities to and overlaps with the above two concepts.

Robinson et al. (2004) state that neither commitment nor OCB reflect sufficiently two aspects of engagement-its two-way nature, and the extent to which engaged employees are expected to have an element of business awareness, even though it appears that engagement overlaps with the two concepts. Rafferty et al (2005) also distinguish employee engagement and the

two prior concepts Commitment and OCB, on the ground that engagement clearly demonstrates that it is a two-way mutual process between the employee and the organization.

To date, there is no single and generally accepted definition for the term employee engagement. This is evident if one looks at the definitions forwarded for the term by three well-known research organizations in human resource area, let alone individual researchers. Below are the definitions:

Perrin's Global Workforce Study (2003) uses the definition "employees' willingness and ability to help their company succeed, largely by providing discretionary effort on a sustainable basis." According to the study, engagement is affected by many factors which involve both emotional and rational factors relating to work and the overall work experience.

Gallup organization defines employee engagement as the involvement with and enthusiasm for work. Gallup as cited by Dernovsek (2008) likens employee engagement to a positive employees' emotional attachment and employees' commitment.

This verdict and definition forwarded by Institute of Employment Studies gives a clear insight that employee engagement is the result of two-way relationship between employer and employee pointing out that there are things to be done by both sides. Furthermore, Fernandez (2007) shows the distinction between job satisfaction, the well-known construct in management, and engagement contending that employee satisfaction is not the same as employee engagement and since managers cannot rely on employee satisfaction to help retain the best and the brightest, employee engagement becomes a critical concept.

Other researchers take job satisfaction as a part of engagement, but it can merely reflect a superficial, transactional relationship that is only as good as the organization's last round of perks and bonuses; Engagement is about passion and commitment-the willingness to invest oneself and expand one's discretionary effort to help the employer succeed, which is beyond simple satisfaction with the employment arrangement or basic loyalty to the employer (BlessingWhite, 2008; Erickson, 2005; Macey and Schnieder ,2008). Therefore, the full engagement equation is obtained by aligning maximum job satisfaction and maximum job contribution. Stephen Young, the executive director of Towers Perrin, also distinguishes between job satisfaction and engagement contending that only engagement (not satisfaction) is the strongest predictor of organizational performance (Human Resources, 2007).

Recent researches also indicate that Employee commitment and OCB are important parts and predictors of employee engagement in that commitment is conceptualized as positive attachment and willingness to exert energy for success of the organization, feeling proud of being a member of that organization and identifying oneself with it and OCB is a behavior observed within the work context that demonstrates itself through taking innovative initiatives proactively seeking opportunities to contribute one's best and going extra mile beyond employment contract. However, these constructs constitute the bigger construct employee engagement and they cannot independently act as a replacement for engagement (Macey and Schneider, 2008; Robinson et al, 2004).

2.3.2 Employee Engagement Drivers and Results

Most drivers that are found to lead to employee engagement are non-financial in their nature. Therefore, any organization who has committed leadership can achieve the desired level of engagement with less cost of doing it. This does not mean that managers should ignore the financial aspect of their employees. In fact, performance should be linked with reward. Nevertheless, this is simply to repeat the old saying of Human Relations Movement which goes "as social being, human resource is not motivated by money alone." As Buckingham and Coffman (2005) said, pay and benefits are equally important to every employee, good or bad. A company's pay should at least be comparable to the market average. However, bringing pay and benefits package up to market levels, which is a sensible first step, will not take a company very far- they are like tickets to the ballpark, -they can get the company into the game, but can't help it win.

Figure 2.1. Employee Engagement Drivers.
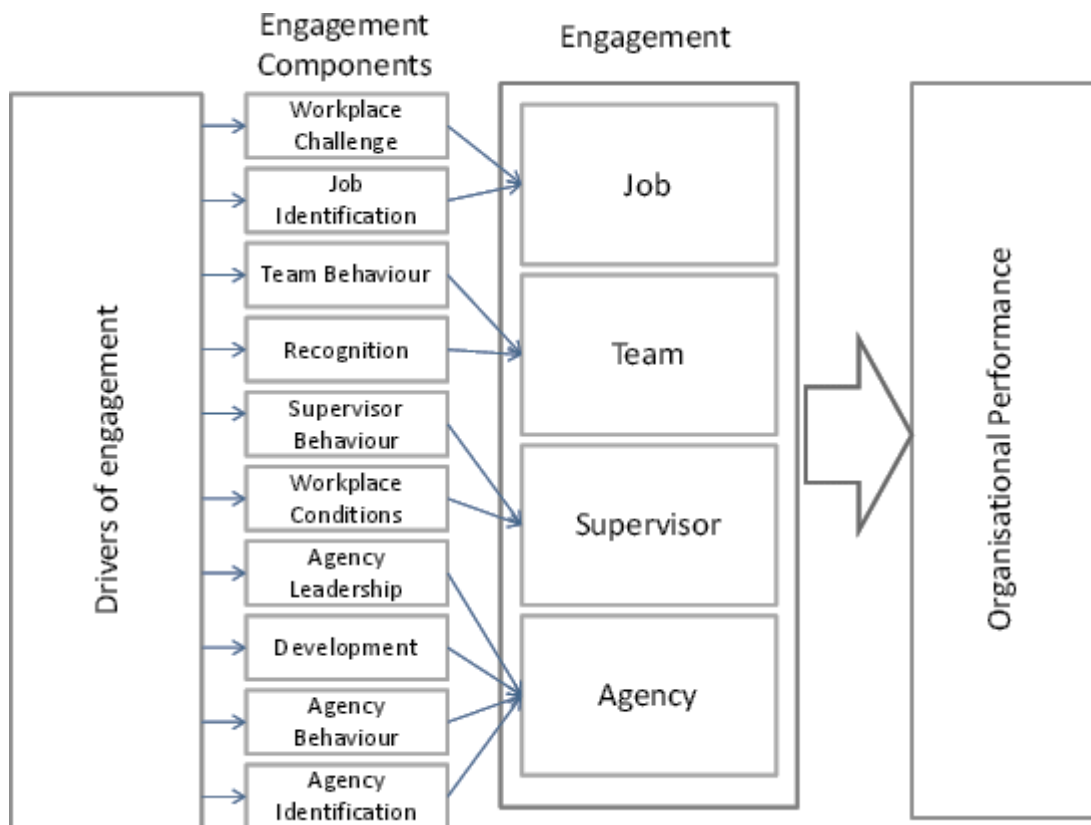
Cotton A.J. 2012, Measuring Employee Engagement in the Australian Public Service, Australian Public Service Commission Staff Research Insights, Canberra.

Figure 2.2. Employee Engagement Drivers Result.
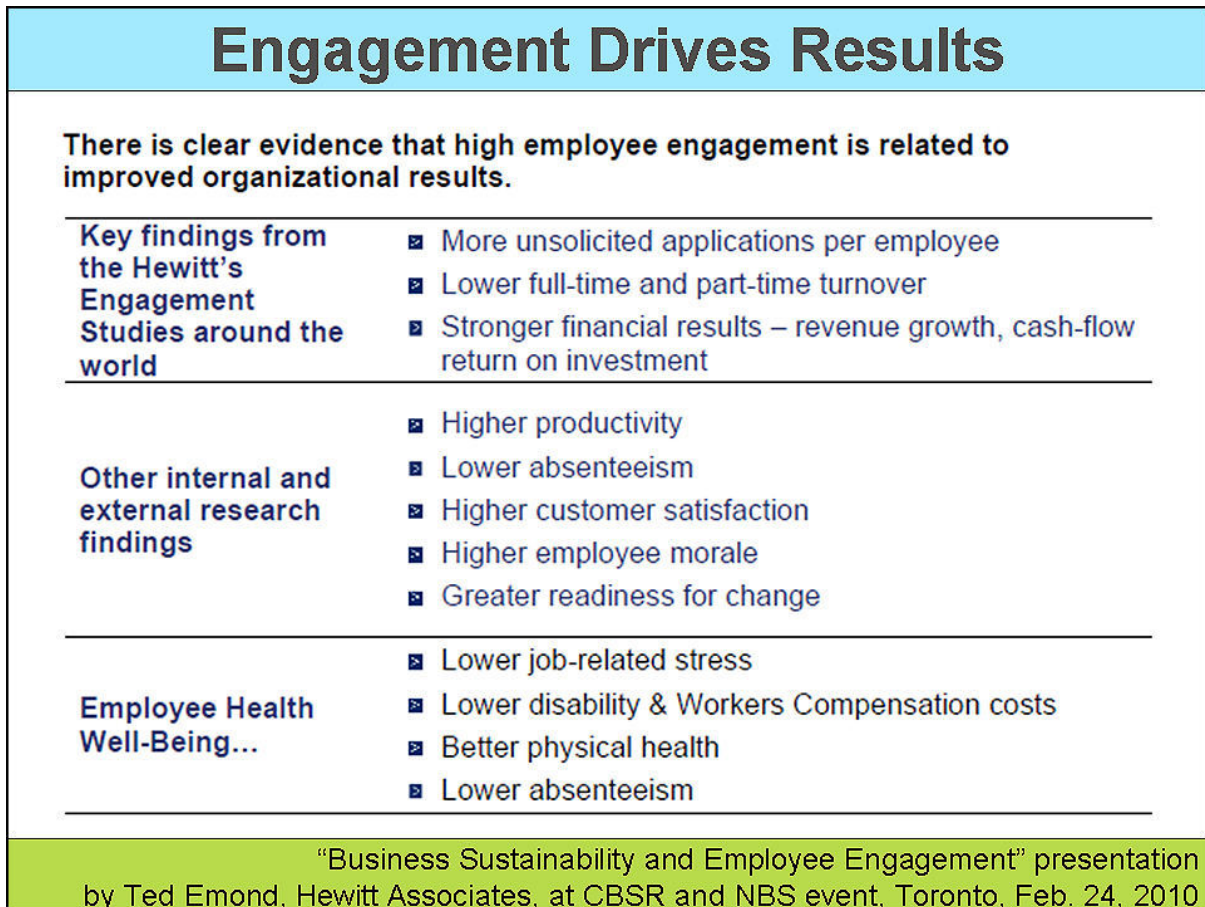
2.3.3 Measuring Employee Engagement

The most consistent message concerning the concept of employee engagement is that it should be measured through the use of a survey. From there, the similarities seem to end. Many names are used for this survey; an engagement survey, an attitude survey, works climate improvement survey, etc. Even more structures and survey questions are recommended concerning the best way to measure employee engagement.

The Gallup study highlights twelve key elements that form the foundation of strong engagement and believes these elements can be accessed through twelve questions (Thackray, 2001). The Institute for Employment Studies (IES) also did a study and found, "twelve attitude statements representing engagement were tested; all were found to 'sit together' reliably, to comprise a single indicator of engagement." But, the IES elements are

not a clear match to those of Gallup and IES also state that a subset of five questions is allowed (Robinson et al, 2004) if twelve questions are unmanageable.

Another measurement example comes from Development Dimensions International (DDI). DDI has their own measure, "E3," which assess three key elements of engagement (individual value, focused work, and interpersonal support) as well as provides a standard measure for employee satisfaction, which they feel is a result or consequence of engaging employees.

Hence, this research was built up on a model which is developed by **Gallup, Inc.**, is an American research-based, global performance-management consulting company. Founded by George Gallup in 1935, the company became famous for its public opinion polls, which were conducted in the United States and other countries. Today, Gallup provides research and strategic consulting to major businesses and organizations around the world focusing on "analytics and advice to help leaders and organizations solve their most pressing problems."

Gallup measures employee engagement based on workers' responses to its Q12 survey, which consists of 12 actionable workplace elements with proven links to performance outcomes. To identify these elements, Gallup spent years conducting thousands of interviews at every level of various organizations, in most industries, and in several countries. Since Gallup finalized the Q12 question wording in the late 1990s, the survey has been administered to more than 25 million employees in 189 different countries and 69 languages.

The reason for utilization of the Gallup Q^{12} employee engagement model for this study is because, "Ethiopia has the vision of being a middle income country by 2020 – 2023" and the EEU has a Vision of "Energizing Ethiopia's sustainable growth and enabling it to be power hub of Africa". Hence, to anticipate whether EEU's vision is realizable or not, using such a model will have a great importance. Besides, as the study is more of an applied (practical)one, it is my belief that the study will serve the EEU's management and its human resource (HR) managers to make sound decisions on how to maintain satisfied and engaged workforce.

In conducting engagement survey, Gallup has found that the manager is the key to an engaged work force. James Clifton, CEO of Gallup organization indicates that employees who have close friendships at work are more engaged workers (Clifton, 2008). Vance (2006)

explains the fact that employee engagement is inextricably linked with employer practices. To shed light on the ways in which employer practices affect job performance and engagement, he presents a job performance model. According to him, Employee engagement is the outcome of personal attributes such as knowledge, skills, abilities, temperament, attitudes and personality, organizational context which includes leadership, physical setting and social setting and HR practices that directly affect the person, process and context components of job performance.

2.4. Empirical Review of Employee Engagement

According to Flade (2003) the proportions of engaged workers for eleven countries: USA - 27%, Canada – 24%, Germany – 12%, Japan – 9%, Great Britain –19%, Chile – 25%, France – 12%, Israel –20%, Australia–18%, New Zealand –23%, and Singapore – 6%.

Gallup Inc. (2005) reported that 12% of Chinese workers and 12% of Thai workers were engaged. World-class organizations have an employee engagement ratio of 9.57, whereas average organizations have an employee engagement ratio of 1.83 (Gallup Inc., 2010).

According to Crabtree (2011) the ratio of engaged to actively disengaged workers in Western Europe is 0.81:1, which is relatively high by global standards, although it falls well below Canada and the U.S., where the ratio is 1.44:1. Crabtree (2011) also reported that the ratio of engaged to actively disengaged workers in Australia and New Zealand almost is 1:1. Alternatively, about 20% of the workforce in Western Europe, Australia, and New Zealand were found to be engaged. In India about 10% of the work forces were engaged (Crabtree, 2011).

Gallup's 2009-2010 global study of employee engagement found that 13% of employees are engaged worldwide, there is considerable variation in engagement levels across different regions of the world, countries, companies, and even among workgroups.

In Australia and New Zealand, 24% of employees are engaged, while 60% are not engaged and 16% are actively disengaged. The resulting ratio of engaged to actively disengaged employees — 1.5-to-1 — is one of the highest among all global regions and similar to results from the U.S. and Canada (1.6-to-1). East Asia has the lowest proportion of engaged

employees in the world, at 6%, which is less than half of the global mean of 13%. The regional finding is driven predominantly by results from China, where 6% of employees are engaged in their jobs.

Despite the country's strong economic growth, only 8% of Indonesian employees are engaged in their jobs, while 15% are actively disengaged. By contrast, employees in the Philippines — another fast-growing economy in Southeast Asia — had the highest level of engagement in the region at 29%, with only 8% actively disengaged.

Among 26 countries and territories in sub-Saharan Africa included in Gallup's 2012 employee study, 19% of respondents overall indicate they work for an employer, the lowest proportion among all global regions. Among employees, 10% are engaged, while 57% are not engaged, and 33% are actively disengaged. Only three countries-Botswana, Nigeria, and South Africa-did the surveys capture enough respondents who worked for an employer to report country-level engagements results. South Africa has one of the highest percentages of actively disengaged employees in the world.

Gallup found the highest levels of active disengagement in the world in the Middle East and North Africa (MENA) region, particularly in Tunisia (54%), Algeria (53%), and Syria (45%). The region's high unemployment rates may be a factor in these results, causing many disengaged workers to remain in their jobs despite their unhappiness at work.

It can therefore be seen that employee engagement varies from nation to nation. The data presented above showed that a vast majority of employees across the global are not engaged. Additionally, nations are a long way from achieving the over 90% employee engagement described as ideal by Gallup Inc. (2010). It could be argued that employees who are not actively engaged are not realizing their full potential. Crabtree (2004) estimated that actively disengaged employees cost the U.S. economy a loss of about $300 billion per year.

2.5. Employee Engagement Strategies

After decades of research into human behaviour in the workplace, unique insights and strategies to help companies worldwide transform the way they do business. To accelerate engagement and optimize growth within organizations, different groups established important

strategies that leaders in any country or region can adopt to maximize the role human behaviour plays in the workplace.

According to Gallup (2013), three (3) strategies to employee engagement are:

- ❖ **Select the Right People:** Gallup has found that, generally speaking, employees' perceptions of their primary manager influence about 70% of their engagement, while coworkers' attitudes and other factors account for the remaining 30%. Thus, once an organization puts the right managers in place, the next step to strategically boosting overall engagement is to select the right employees.

- ❖ **Develop Employees' Strengths**: Gallup found that strengths-based interventions affect retention, productivity, and profitability. Employees who received strengths feedback had turnover rates 14.9% lower than those of their counterparts. Also, business units whose managers received strengths coaching had 12.5% greater productivity than other units. When employees had the opportunity to receive strengths feedback, they outperformed their peers who did not receive the strengths intervention by 7.8% in productivity. Additionally, units whose managers received strengths coaching were 8.9% more profitable than other units.

- ❖ **Enhance Employees' Well-Being:** Gallup found that higher well-being among employees accelerates employee engagement, with engaged, thriving employees having the most positive effect in their workplaces. Organizations that find ways to engage their employees and increase their well-being will reap the financial benefits of higher engagement and find enormous savings in increased productivity and performance and fewer missed workdays, while enhancing employees' overall quality of life.

According to Armstrong (2011), the five (5) strategies to enhance employee engagement are:

- ➢ **The work itself:** create job satisfaction leading to intrinsic motivation and increased engagement.

- ➢ **The work environment:** enabling, supportive and inspirational work environment creates experiences that impact on engagement by influencing how people regard their roles and carry them out.

- ➢ **Leadership:** The degree to which jobs encourage engagement and positive discretionary behaviour very much depends upon the ways in which job holders are led and managed.

- ➢ **Opportunities for personal growth:** The opportunity to grow and develop is a motivating factor that directly impacts on engagement when it is an intrinsic element of the work.

- ➢ **Opportunities to contribute:** Engagement is enhanced if employees have a voice that is listened to. This enables them to feed their ideas and views upwards and feel that they are making a contribution.

Accord Management Systems (2004), in order to have engaged employees in any organization, managers need to look at the following ten points because it is believed that they will cure employee disengagement diseases.

- ✚ **Start it on day one:** Effective recruitment and orientation programs are the first building blocks to be laid on the first day of the new employee.
- ✚ **Start it from the top:** Employee engagement requires leadership commitment through establishing clear mission, vision and values.
- ✚ **Enhance employee engagement through two-way communication:** Managers should promote two-way communication. Employees are not sets of pots to which you pour out your ideas without giving them a chance to have a say on issues that matter to their job and life.
- ✚ **Give satisfactory opportunities for development and advancement:** Encourage independent thinking through giving them more job autonomy.
- ✚ **Ensure that employees have everything they need to do their jobs:** Managers are expected to make sure that employees have all the resources such as physical or material, financial and information resources in order to effectively do their job.
- ✚ **Give employees' appropriate training:** Help employees update themselves increasing their knowledge and skills through giving appropriate trainings.
- ✚ **Have strong feedback system:** Companies should develop a performance management system which holds managers and employees accountable for the level of engagement they have shown.

- **Incentives have a part to play:** Managers should work out both financial and non-financial benefits for employees who show more engagement in their jobs.

- **Build a distinctive corporate culture:** Companies should promote a strong work culture in which the goals and values of managers are aligned across all work sections.

- **Focus on top-performing employees:** high-performing organizations are focusing on engaging their top-performing employees , what high-performing firms are doing is what top-performing employees are asking for and this reduces the turnover of high-performing employees and as a result leads to top business performance.

CHAPTER THREE

RESEARCH DESGIN AND METHODOLOGY

The research design, population, sample size, sampling techniques, data sources, data collection tools and procedure, methods of data analysis, validity and reliability are presented in this chapter.

3.1 Research Design

Research methodology is a blueprint to attain the research objectives and answer research questions adequately. It is a master plan in which the researcher specifies methods and procedures of collecting and analyzing the necessary data including specifying the source of data to be used. In this part, the researcher explained the logic behind the selected methods and techniques to manage the study. A further clarification has given by Kothari (1985) as it is a place where the researcher checks the appropriateness of the data to be collected to solve the intended problems. The choice of research design fundamentally depends on the nature of the problem; the knowledge already available about the problem; and the resources available for the study.

The main objective of this research was to assess employee engagement intensity of EEU. To achieve this objective, descriptive type of research design were employed. Zikmund (2003) indicated that descriptive type of research design helps to depict accurately the characteristics of a particular individual, situation and a group. The research method can considered to be very effective in answering research questions by using both the quantitative and qualitative approach. Therefore, by using both methods it was able to capitalize the strength of quantitative and qualitative approach and remove any biases that exist in a single research approach.

3.2 Population, Sample Size and Sampling Techniques

3.2.1 Target Population

Target population Was defined as the entire group a researcher is interested in. According to Zikmund (2003) the definition of population was identifiable total set of elements of interest being investigated by a researcher. Leedy (1997) also defined that the population can be viewed as a group or individual or object that would illustrate common feature that would be

advantageous to the researcher`s interest. Based on the company's HR database as of March 5, 2015 there are a total of 12,100 permanent employees in EEU; out of them the target population for this research were all permanent employee in different process of Addis Ababa area of EEU; whose number was 1015.

3.2.2 Sample Size

The researcher has to draw conclusions on the basis of a sample and, therefore, sample size determination is an important element in any research, although it is a difficult one. Exact tests to check whether sample size is adequate for the analysis required can be carried out by using statistical methods such as significance tests. To determine the sample size for the study, the researcher used the following a simplified formula to calculate sample sizes. According to Yamane (1967:886), with 95% confidence level and 0.05 sampling error are assumed for the equation.

$$n = \frac{N}{1 + N(e)^2} \qquad = \quad \frac{1015}{1 + 1015(0.05)2} \quad = \quad 287 \text{ employees}$$

Where   n – designates the sample size the research uses.

N - Designates total number of employees of EEU in Addis Ababa area.

e – Designates maximum variability or margin of error 5% (0.05).

1 – Designates the probability of the event occurring.

Table 3.1:- Target Population and Sample of the Study

No.	process	All Staff in different process of Addis Ababa area	Questionnaires to be distributed
1	Generation operation	95	27
2	Energy management	70	20
3	Design Engineering & localization	60	17
4	Distribution	400	113
5	Transmission	80	23
6	Finance & control	110	31
7	HR& service	115	32
8	ICT	45	13
9	Legal service	15	4
10	Audit	25	7
	Total	1015	287

Source: Own Survey, March 5, 2015

Hence, the researcher has taken 287 respondents as sample of the study from the total targeted population. The questionnaires that were distributed for the sample employees have two parts. The first part requests about demographic characteristics and the second focus on questions related to employee engagement and organizational practices.

3.2.3 Sampling Technique

Sampling is the process of selecting a suitable sample for the purpose of determining parameters or characteristics of the whole population. To carry out a study, one might bear in mind what size the sample should be, and whether the size is statistically justified and lastly, what method of sampling is to be used (Leedy, 1997).

The researcher applied proportional stratified random sampling and purposive sampling techniques for the target population in Addis Ababa based on their work processing group to collect primary data through structured questionnaires and interview respectively. EEU offices are structured with process based thinking and there are 10 high level working process offices. Each office has different functions and heterogeneous characteristics in relation to

professional mix, work environment, type of stakeholders and their requirement of employees with various skill, knowledge and abilities. Employees in one process office have different skills requirement from the others because of different nature of the work. This resulted in each office requires their own situations to enhance their employees' engagement intensity.

Therefore, the researcher used these 10 process offices as strata group or subgroup of the population. Respondents were selected from each stratum proportionally by using simple random sampling to distribute questionnaires which were totally 287. The list of each office employees were obtained separately from corporate human resource management information and record office.

3.3 Data Sources

The researcher used both primary and secondary data sources. The primary data was collected through structured questionnaire and interview. The secondary data was collected from relevant documents, newspapers and magazines of the enterprise, policy, procedure, newsletter, website, annual reports and other documents which were linked with employee engagement and also from different literatures in the area.

3.4 Data Collection Tools and Procedure

For this research, structured questionnaire Gallup Q & its replication were designed, distributed and filled by the sample respondents to collect primary data. Because, the questionnaire is usually cheap, easy to administer to a large number of respondents, and normally gets more consistent and reliable results. The structured questionnaire was also employed with five point Likert ranking scale. Further, to collect additional information pertaining to employee engagement, the researcher conducted Semi-structured interview questions with respective process managers. These managers were selected through purposive sampling because the researcher assumed that they were well informed about employee engagement practice in the enterprise. Hence, the interview part was supplementing the study with different perspectives and a comprehensive quality substance.

3.5 Methods of Data Analysis

The data gathered in relation to major objective of the research, to assess the current level of employee engagement to fulfill the EEU's vision, through questionnaires were analyzed, interpreted, presented using descriptive statistics analysis and in the form of charts, diagrams and tables using SPSS (Version 20) software whereas demographic characteristics were summarized using frequencies and percentages on various dimensions of the employee engagement practice. The information obtained from interviewees was mixed with the analysis for further clarity. Initially, this quantitative and qualitative information were handled separately, however, and finally the result was mixed ultimately for illumination and corroboration purpose.

3.6. Validity

According to R. Kothari, (2004), Validity is the most critical criterion and indicates the degree to which an instrument measures what it is supposed to measure. Validity is the extent to which any instrument measures what is intended to measure. Content validity of the survey questionnaire was validated by professionals and the research advisor. The results led to make minor changes in the instrument, which were made prior to administering the survey.

3.7. Reliability

Cronbach's alpha is often used to measure the reliability for a set of two or more constructs where the alpha coefficient values may ranging between 0 and 1 with higher values indicating higher reliability among the indicators. A measuring instrument is reliable if it provides consistent results, (R. Kothari, 2004).

Accordingly, the reliability of the questionnaire used by the present study has been tested by using Cronbach Alpha. As indicated in table 3.2, the SPSS result shows that the questionnaire's reliability is 0.866 Cronbach's Alpha and hence, reliable.

Table 3.2 – Reliability test table (SPSS result)

Case Processing Summary

		N	%
Cases	Valid	14	93.3
	Excluded	1	6.7
	Total	15	100.0

Reliability Statistics

Cronbach's Alpha	N of Items
.866	44

3.8. Ethical Issues

In doing any research, there is an ethical responsibility to do the work honestly and with integrity. The basic principle of ethical research is to preserve and protect the human dignity and rights of all subjects involved in a research project (Leedy and Ormrod, 2013). In this regard, the researcher assured that the respondents' information were confidential and used only for the study purpose. The researcher also committed to report the research findings in a complete and honest manner, without confusing others about the nature of the results. As a general rule, therefore the study was not raising any ethical anxiety.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This chapter focuses on discussing the demographic characteristics of respondents and on presenting, analyzing and interpreting of data collected from the primary and secondary sources. The questionnaire distributed for the sample employees contained two parts. The first part requests demographic characteristics and the second focuses on questions related to employee engagement practices.

4.1. Demographic Profile of Respondents

The background characteristics of respondents as referred to in this section deals with the presentation on the overview and number of respondents who filled the questionnaire and interviewed for the study. This part gave general information about respondents like, gender, age, marital status, educational level, years of experience, monthly salary, and current job category.

Figure 4.1 Genders of Respondents

Gender of the Respondent

- Male
- Female

24%

76%
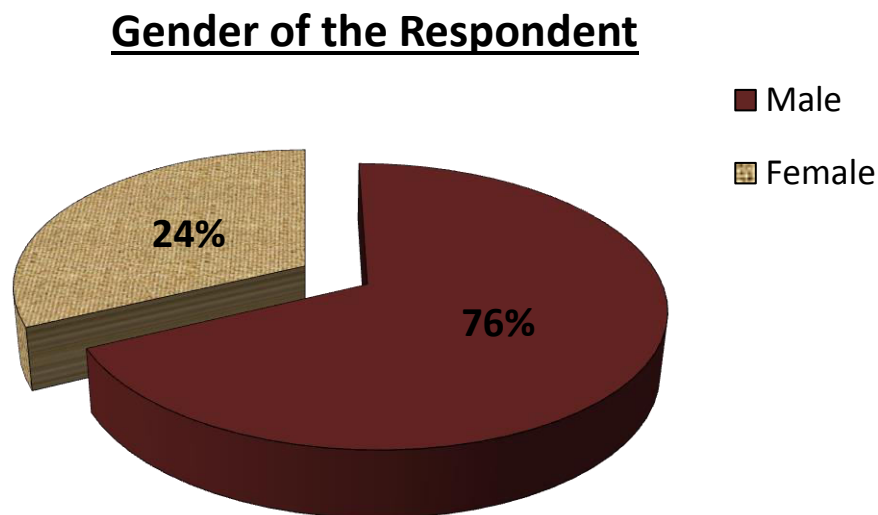
Source: Own Survey, April, 2015

About 76 % of the respondents were male and the remaining 24 % of the respondents are female. From this, it can be easily understood that the respondents' gender distribution has dominated by male. This implies that EEU has to work to increase female employees through affirmative actions.

Figure 4.2 Ages of Respondents

Age of the Respondents
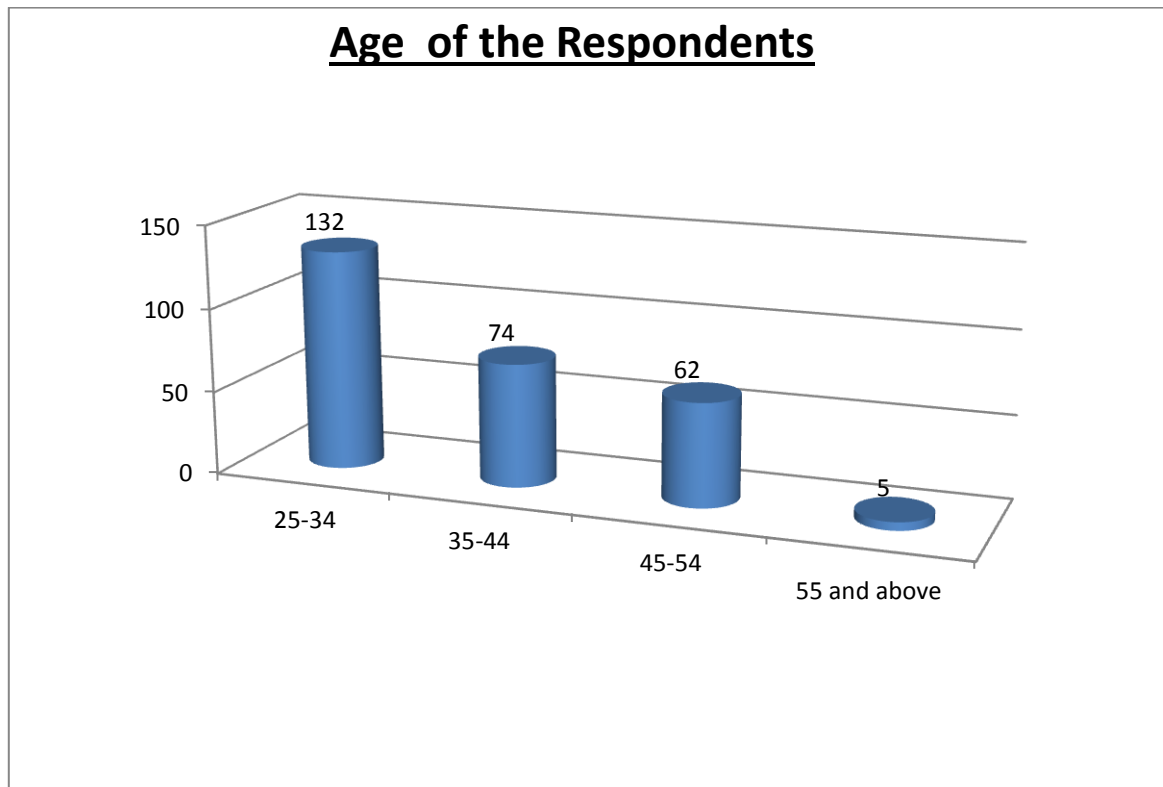
Source: Own Survey, April, 2015

As can be seen from the above figure 4.2 concerning age status, 48% of the respondents are between age 25 and 34 and 27% are between 35 and 44. Furthermore, about 23% of the employees are between age 45 and 54. This indicates that most of the employees are young. In other words, majority of the employees are belongs to the productive age group.

Figure 4.3 Marital Statuses of Respondents

**Marital Status of Respondents**
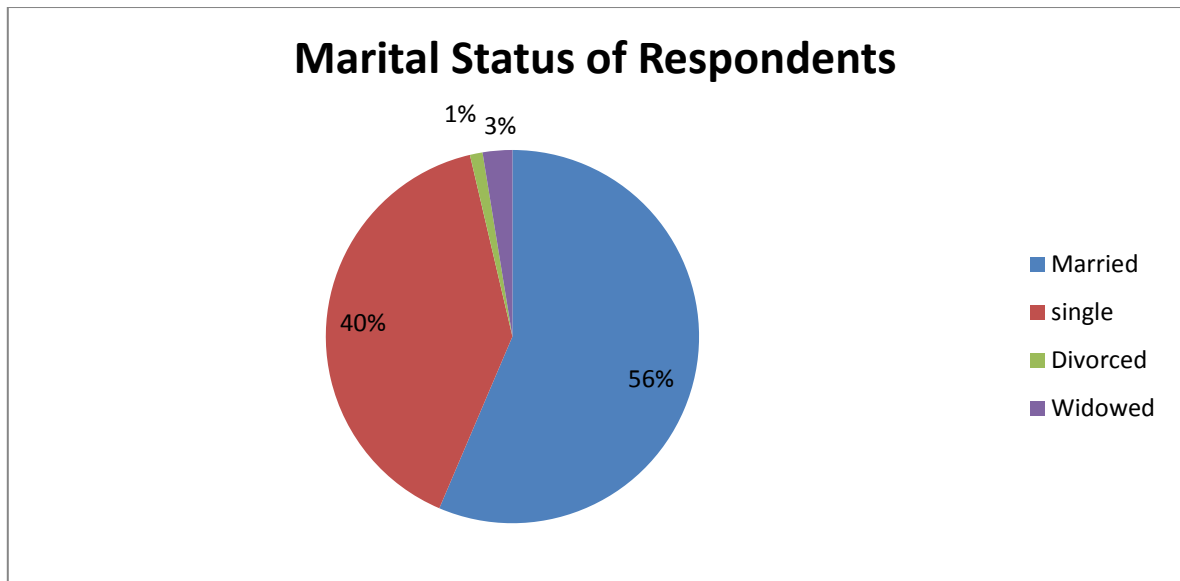
Source: Own Survey, April, 2015

About 56 % of the respondents were married while 40 % of the respondents are single. From this, it can be easily understood that most of the respondents have married. Hence, assumed they will take more responsibility and accountability.

Figure 4.4 Education Levels of Respondents


Educational Qualification
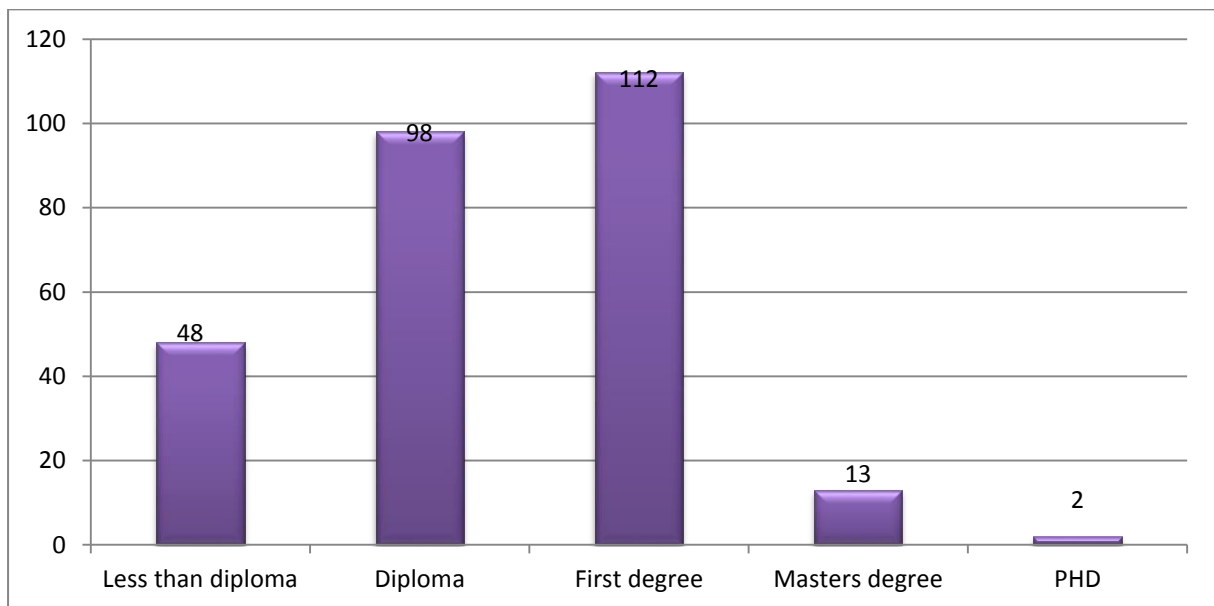
Source: Own Survey, April, 2015

As the above figure portrays, majority of respondents were first degree holders (n=112, 41%) where as 36 % and 17 % of the respondents are diploma and less than diploma respectively. Only (n=2, 0.7%) individual was identified as PhD holder. Hence, most of the respondents were first degree holders and can easily understand about employee engagement, the questionnaire, and able to give appropriate response.

Figure 4.5 Service years of Respondents

Work experience of Respondents
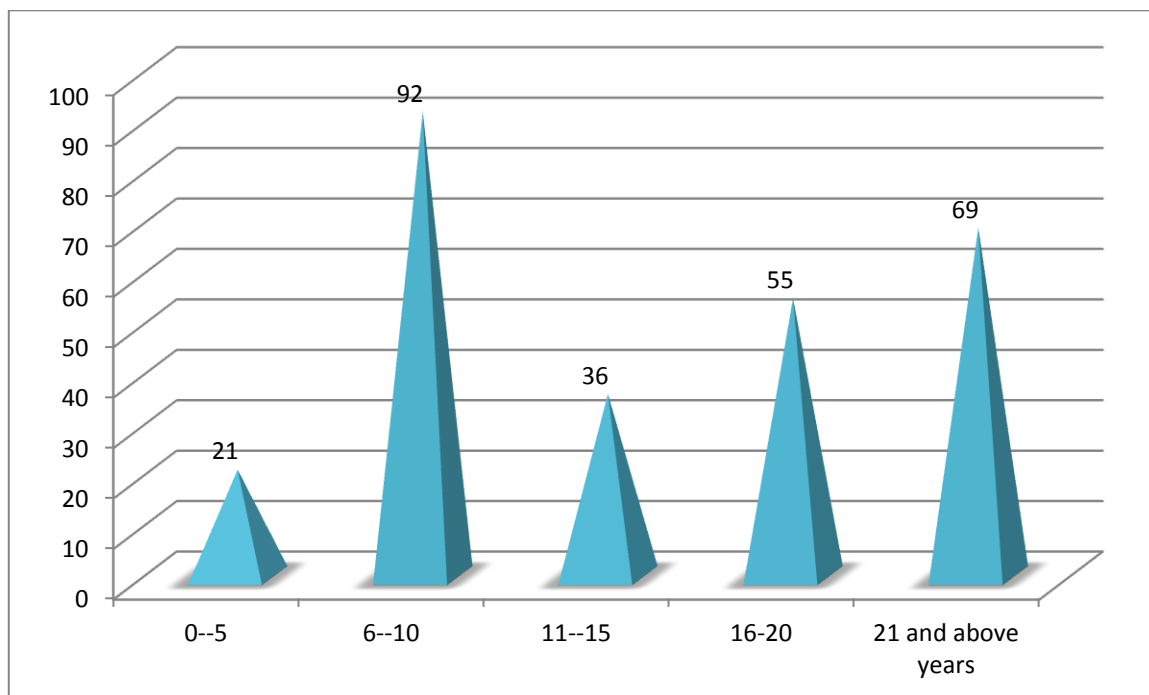
Source: Own Survey, April, 2015

Concerning work experience of the respondents, as illustrated in figure 4.5 the majority of the respondents 92(34 %) have 6 to 10 years of experience and the rest 21 (8 %), 36 (13 %), 55 (20 %) and 69(25 %) have 0 to 5, 11 to15, 16 to 20 and above 21 years of service in the company respectively. In general, almost more 80 % of the respondents were working for more than 5 years, which indicates more experienced and are familiar with the work environment of the company. Hence, Work experience can improves employee's confidence on their jobs.

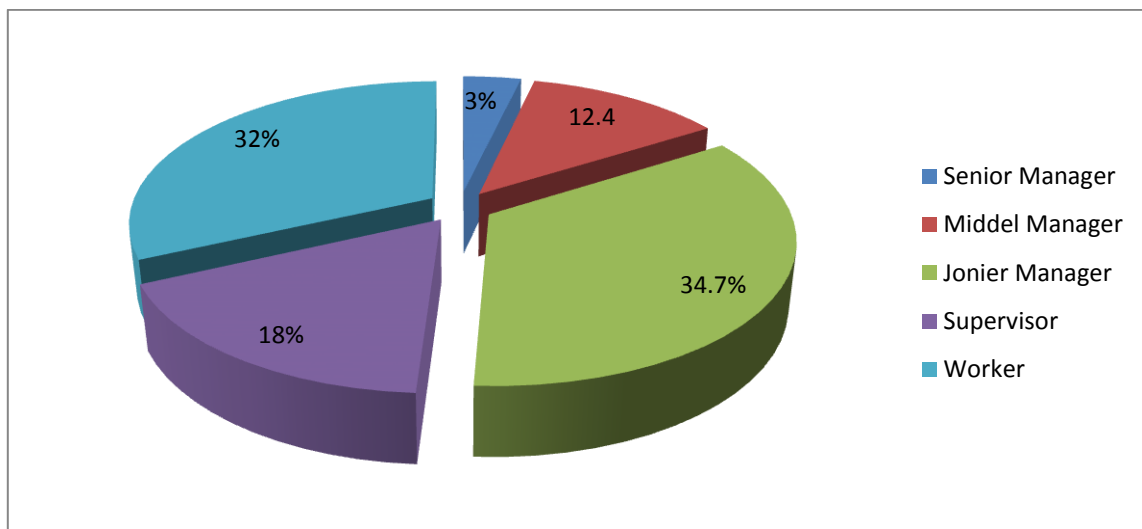Figure 4.6 Monthly salaries of Respondents

Salary of Respondents
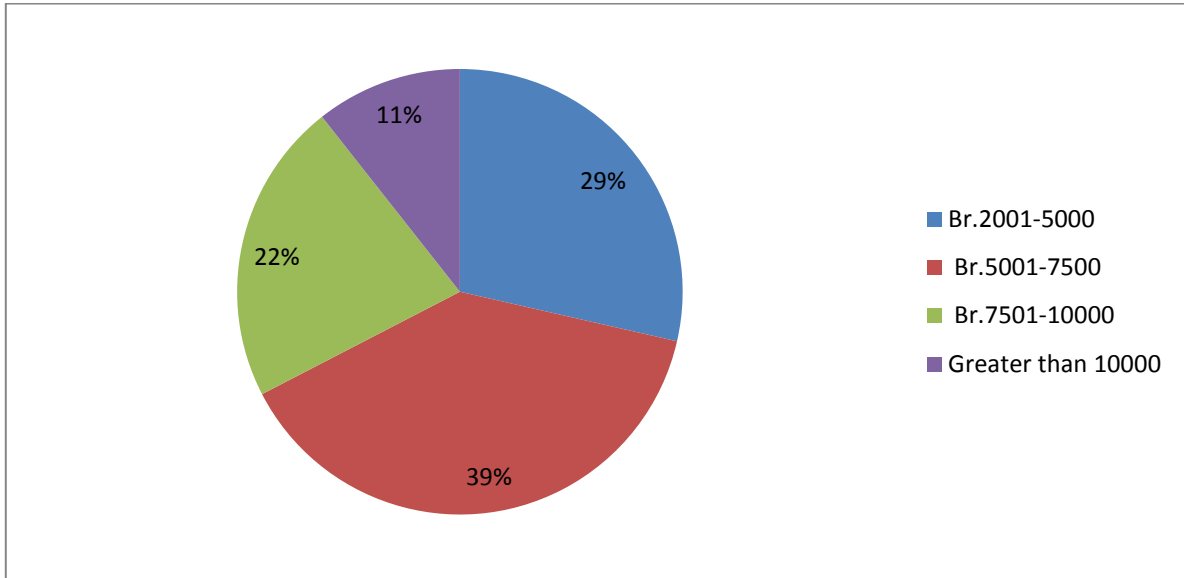
Source: Own Survey, April, 2015

Most of the respondents' monthly salary 39% is within br.5001-7500 and 11% is greater than br.10000.Hence, it is acceptable with current market of the country.

Figure 4.7 Job categories of Respondents

Job category of Respondents

Source: Own Survey, April, 2015

About 34.7% of the respondent's job category is junior manager, 32 % workers, 18 % supervisors, 12.4 % middle managers, 3% senior manager. Hence, for EEU it may be difficult to realize its vision with these junior managers and has to work on hiring highly experienced managers.

4.2. Data Analysis and Discussion

In this section, employee's response to the major issue of the topic " Assessment of employee engagement to realize organizations' vision" was presented in detail. Responses of employees were measured on five point Likert scale with 1= Strongly Disagree; 2= Disagree; 3= Neutral; 4= Agree; and 5 = Strongly Agree. In addition to this, their response was triangulated by interview response of the process owners.

The responses received on each statement are presented in tabular measured in frequency, percentile, mean and standard deviation. As illustrated in table 4.1 bellow out of the distributed 287 questionnaires 273 (95%) were returned filled by the respondent. Therefore, the maximum 'frequency' column total cannot exceed 273 and the maximum 'valid percent' column total cannot exceed 100. The legends on the tables and charts are well defined for easy interpretation.

Table 4.1 Number of Questionnaires Distributed and Returned

No.	process	All Staff in Different process.	Questionnaires Distributed.	Questionnaires Returned.	Returned in (%)
1	Generation operation	95	27	25	93%
2	Energy management	70	20	19	95%
3	Design Engineering	60	17	16	94%
4	Distribution	400	113	1o9	96%
5	Transmission	80	23	22	96%
6	Finance & control	110	31	30	97%
7	HR& service	115	32	29	90%
8	ICT	45	13	12	92%
9	Legal service	15	4	4	100%
10	Audit	25	7	7	100%
	Total	1015	287	273	95%

Source: Own Survey, April, 2015

I. Gallup Q¹² Employee Engagement Survey

Table 4.2 Summary of responses to the Gallup Q¹² EE Survey								
Statements		Str. Disagree	Disagree	Neutral	Agree	Str. Agree	Mean	Std. Deviation
I know what is expected of me at work.	count	19	30	24	141	59	3.699	1.1333
	%	6.9	10.9	9.1	51.5	21.5		
I have the materials and equipment I need to do my work right.	count	53	76	65	58	21	2.699	1.2207
	%	19.3	27.7	23.7	21.2	8		
At work, I have the opportunity to do what I do best every day.	count	22	113	58	39	41	3.41	1.1473
	%	8	41.2	21.2	14.2	15.4		
In the last seven days, I have received recognition or praise for doing good work.	count	28	86	72	64	23	2.882	1.1347
	%	10.2	32	26.3	23.1	8.4		
My supervisor, or someone at work, seems to care about me as a person.	count	30	75	78	67	23	2.919	1.1379
	%	10.9	27.4	28.5	24.5	8.8		
There is someone at work who encourages my development	count	9	26	118	47	73	2.285	1.0841
	%	3.3	9.5	34.2	17.2	26.7		
At work, my opinions seem to count.	count	24	65	90	75	19	3	1.071
	%	8.8	23.8	33	27.5	7		
The mission or purpose of my company makes me feel my job is important	count	33	25	56	117	42	3.402	1.2091
	%	12	9.1	20.8	42.7	15.3		
My associates or fellow employees are committed to doing quality work.	count	52	99	65	52	5	2.483	1.0609
	%	19	36.1	24	19	1.8		
I have a best friend at work	count	70	52	80	68	3	2.567	1.152
	%	25.5	19	29.6	24.8	1.1		
In the last six months, someone at work has talked to me about my progress.	count	81	106	52	26	8	2.172	1.0518
	%	29.6	38.7	19	9.5	3.2		
This last year, I have had opportunities at work to learn and grow.	count	75	97	54	42	5	2.285	1.0841
	%	27.4	35.4	19.7	15.3	2.2		

Source: Own Survey, April, 2015

From the table 4.2 presented above, we can understand that respondents are agreed on the statement "I know what is expected of me at work"(n=141, 51.5%) and "The mission or purpose of my company makes me feel my job is important"(n=117, 24.7%) respectively. Therefore, respondents have understanding of work expectation and job importance to mission.

Others 34.2%, 33%, 29.6% and 28% of the respondents to the statement "There is someone at work who encourages my development", "At work, my opinions seem to count.","I have a best friend at work." And "My supervisor, or someone at work, seems to care about me as a person." respectively are neutral of the agreement, neither too positively nor negatively replied.

On contrary, majority of the respondents were answered disagree to the statements, "I have the materials and equipment I need to do my work right." (n=76, 27.7%)," At work, I have the opportunity to do what I do best every day." (n=113, 41.2%), "In the last seven days, I have received recognition or praise for doing good work." (n=86, 32.0%), "My associates or fellow employees are committed to doing quality work." (n=99, 36.1%), "In the last six months, someone at work has talked to me about my progress." (n=106, 38.7%), and "This last year, I have had opportunities at work to learn and grow." (n=97, 35.4%) the mean and standard deviation values of table 4.3 supported the responses.

The interview from the process owners confirms that there is shortage of budget to buy materials and equipment as required and recognition or praise is not culture in EEU, not create opportunities to learn and grow support this idea.

Kotter (1996) commented on the importance of creating and bringing employees together to form strong alliances that support the organization's vision, goals, and objectives.

However, from the above Gallup survey most of the respondents do not have material and equipment, unable to do their best, not receive recognition/praise, fellow employees are not committed to do quality work, someone at work has not talked to most of the respondents about their progress also not get opportunity to learn and grow, and this implies that employees of EEU are not engaged to their organizational vision and goals.

II.   Vision, Mission and Objectives of EEU

Table 4.3 Summery of response about Vision, Mission and Objectives of EEU								
Statements		Str. Disagree	Disagree	Neutral	Agree	Str. Agree	Mean	Std. Deviation
understanding of vision, mission and goals	count	52	43	98	42	38	3.098	1.3535
	%	19	15.8	35.9	15.4	13.9		
Work contributes to the overall success	count	34	36	111	30	62	3.479	1.3119
	%	12.5	13.2	40.07	11	22.7		
Manager/sup. provides me regular information	count	11	129	74	48	11	3.296	0.94123
	%	4	47.3	27.1	17.6	4		
Doing my job gives me personal satisfaction	count	17	86	33	89	48	3.238	1.2419
	%	6.2	31.5	12.1	32.6	17.6		
Familiar and understanding of values	count	23	56	54	110	29	3.245	1.1481
	%	8.4	20.5	19.8	40	10.6		
Know job relates to Vision, Mission, and Values	count	33	117	56	25	42	3.402	1.2091
	%	12.1	42.9	20.5	9.2	15.4		

Source: Own Survey, April, 2015

As the table illustrates, large number of respondents are neutral with the statement "Understanding of vision, mission and goals of EEU " (98, 35.9 %) and " My work contributes to the overall success "(n=111, 40.07%) and There is confusion on selecting neither agree nor disagree, and 19 % of the respondents also answered strongly disagreed to the understanding of vision, the mean values 3.09 with standard deviation of 1.35 supports mass number of respondents are neutral.

According to Gebauer et al.(2008) line of sight refers individual 's ability to directly connect his /her task with the broader objective of the organization. Senge (1990) affirmed that a vision must be aligned with the components that are advantageous to an organization, along with engaged employees, to be successful. Kotter(1996) further stated that failure to engage employees in interdivision collaboration may result in organizational collapse and deviation from the central vision.

Regarding to the statement "My job gives me personal satisfaction"(n=89, 32%) and "familiarity and understanding of values"(n=110, 40%) are agreed. thus, greater respondents answered positive.

On contrary, majority of the respondents were answered disagree to the statements" Manager/Supervisors provides me regular information about strategy" (n=129, 47%), and" I know how my job relates to Vision, Mission, and Values"(n=117, 42.9%).

According to Wagner and Harter (2006) supervisor is the single strongest influence on employees' engagement in their work and enormous impact on employees' commitment to the team, organization, and the job. The interview from the process owners confirms that they were not facilitate forum for such issues most of the time they discuss about operational works supported the respondents answer.

The above Table infers that most of the respondents do not have a clear understanding of vision, mission and goals of EEU, manager/supervisors do not provides them regular information about strategy and they do not know how their jobs relates to Vision, Mission of the organization. However, Engagement happens when the organization provides them line of sight to the overall vision but respondents do not get these chances. Hence, these lead to disengagement of respondents.

III. Clear understanding of work expectations

Table 4.4 Summary of responses about clear understanding of work expectations

Statements		Str. Disagree	Disagree	Neutral	Agree	Str. Agree	Mean	Std. Deviation
Support colleagues to improve performance.	count	9	26	47	118	73	3.805	1.0409
	%	3.3	9.5	17.2	43.2	26.7		
Trust and confidence in senior leaders.	count	28	86	83	35	41	2.908	1.2046
	%	10.3	31.5	30.4	12.8	15		
I am working to the best of my ability.	count	22	39	113	58	41	3.41	1.1473
	%	8.1	14.3	41.4	21.2	15		
Clear picture of EEU's future growth.	count	22	61	78	78	34	3.15	1.1453
	%	8.1	22.3	28.6	28.6	12.5		
Try my best for continuous improvement.	count	5	15	50	132	71	3.912	0.9072
	%	1.8	5.5	18.3	48.4	26		
Ready to spend extra time and effort.	count	24	47	116	51	35	3.3333	1.16421
	%	8.8	17.2	42.5	18.7	12.8		
Amount of work I am asked to do is reasonable.	count	8	64	78	108	15	3.2125	0.96192
	%	2.9	23.4	28.6	39.6	5.5		

Source: Own Survey, April, 2015

From the figure 4.4 presented above, we can understand that, 31.5% of respondents to the statement of " I have trust and confidence in EEU's senior leaders" become disagreed and the mean values 2.09 with standard deviation of 1.20 supports mass number of respondents.

According to Karsan (2011) strong degree of trust and confidence in senior leaders increases the chances that the employee will pay with organizational engagement, as trust is an important factor in building relationships. But from the respondents on the above table their lack of trust and confidence in their leaders contributes to disengagement to their organization.

In addition, 41.4%, 28.6% and 42.5% of respondents are neutral and absentee to express their idea related to the statements of I am working to the best of my ability, I have a clear picture of EEU's future growth and development and I am ready to spend extra time and effort for EEU beyond the obligations of my job respectively.

The interview from the process owners also support the idea that they did not try to discuss on such issue, Therefore, these indicates the employees of the organization are neither clear understanding of work expectation nor they have a way to rank, rate or count as many of the desired outcome as possible.

V. Employee Recognition and Team Work

Statements		Str. Disagree	Disagree	Neutral	Agree	Str. Agree	Mean	Std. Deviation
Table 4.5 Summery of employee recognition and team Work								
Manager/ Supervisor treat employees fairly.	count	30	75	78	67	23	2.919	1.1379
	%	11	27.5	28.6	24.5	8.4		
EEU provides orientation for employees.	count	41	71	72	69	20	2.838	1.1771
	%	15	26	26.4	25.3	7.3		
I receive useful and constructive feedback.	count	24	84	79	74	12	2.893	1.0395
	%	8.8	30.8	28.9	27.1	4.4		
Good communication between employees	count	24	65	90	75	19	3.00	1.071
	%	8.8	23.8	33	27.5	7		
I regularly receive recognition/praise	count	28	86	72	64	23	2.882	1.1347
	%	10.3	31.5	26.4	23.4	8.4		
Environment in EEU balance work and personal life.	count	27	77	92	69	8	2.831	1.0114
	%	9.9	28.2	33.7	25.3	2.9		

Source: Own Survey, April, 2015

The illustration in the above table reveals, one third of the respondents replied neutral to the statements "manager/ Supervisor treats employees fairly"(n=78,28.6%) ," EEU provides orientation for employees when a new work system is employed"(n=72,26.4%)," There is a good communication between employees working at different levels in EEU"(n=90,33%) and " The environment in EEU supports a balance between work and personal life" (n=92,33.7%). hence, most of the respondents are in the middle of the road.

On the other hand, to the statements " I receive useful and constructive feedback about my performance from my manager/ supervisor"(n=84, 30.8%) and" I regularly receive recognition/praise for doing good work from my manager/supervisor"(n=86, 31.5%)

respondents were disagreed and the descriptive statistics result of the responses, the Gallup Q12 EE test on table 4.2 and the interview from the process owners support the respondents replay.

According to Watson Wyatt Worldwide (2007) effective communication fuels employee engagement about the organization's future and its progress towards goals. Hence, from the respondents, there is no clear communication in different levels of EEU that initiate employees to engage in their work and organization.

Therefore employees of the company are far from team work, feedback, channels of communication across different levels and don't acknowledge good performances or recognition, Hence, they are disengaged.

VI. Employee Opportunity to Improve Skill (Training & Development).

Table 4.6 Summery of employee response opportunity to improve skill (Training & Development).								
Statements		Str. Disagree	Disagree	Neutral	Agree	Str. Agree	Mean	Std. Deviation
There is equitable access for training and education.	count	81	101	52	26	8	2.538	2.86321
	%	29.7	37	19	9.5	2.9		
EEU provides me with opportunities to learn and grow.	count	75	97	54	42	5	2.285	1.08417
	%	27.5	35.5	19.8	15.4	1.8		
I have opportunities for career development.	count	64	97	60	44	8	2.395	1.10026
	%	23.4	35.5	22	16.1	2.9		
The future of EEU is promising.	count	70	52	80	68	3	2.567	1.15204
	%	25.6	19	29.3	24.9	1.1		

Source: Own Survey, April, 2015

As figure 4.6 displays. (n=80,29.3%) of the participants responded neutral to the question" The future of EEU is promising for me to learn and develop myself" but most of the respondent to the equation" There is equitable access for training and education in EEU"(n=101,37%) ,"EEU provides me with opportunities to learn and grow"(n=97,35.5%) and" I have opportunities for career development and this encourages me to stay in EEU"(n=97,35.5) responded disagree the Gallup Q12 EE result on table 4.2 above shows the

same result. The interview from the process owners confirmed that there is shortage of budget to conduct training and development activities.

According to Vazirani (2007) ''an organization should have a proper pay system, provide equal opportunity for growth and advancement to all employees, only a satisfied employee can become an engaged employee, organization with high level of engagement provides employees with opportunities to develop their abilities ,learn new skills ,acquire new knowledge and realize their potential". This implies that EEU is not facilitating training to engage its employees.

Generally, from the respondents the company not facilitates equitable access for training and development as required for its employees to learn and grow and to give their effort to the organization and career development opportunities to encourage and stay long. As a result, they replied negatively the mean value of the respondents 2.5385 with standard deviation 2.86321 support this idea and became reason to respondents' disengagement to their organization.

VII.   Responsibility or Concern for Customers

Table 4.7 Summery of responsibility or concern for customers								
Statements		Str. Disagree	Dis agree	Neutral	Agree	Str. Agree	Mean	Std. Deviation
EEU places emphasis on the quality of the services.	count	52	99	65	52	5	2.483	1.0609
	%	19	36.3	23.8	19	1.8		
EEU maintains high standards of quality.	count	70	78	75	45	5	2.402	1.0942
	%	25.6	28.6	27.5	16.5	1.8		
EEU understands its customers' needs.	count	67	73	73	48	12	2.402	1.0942
	%	24.5	26.7	26.3	17.6	4.4		
EEU is highly focused on satisfying its customers' needs.	count	59	85	83	38	8	2.454	1.067
	%	21.6	31.1	30.4	13.9	2.9		
Customer needs are the top priorities.	count	63	76	75	37	22	2.556	1.2117
	%	23.1	27.8	27.5	13.6	8.1		

Source: Own Survey, April, 2015

As it clearly presented on table 4.7,most of the respondents 36.3%,28.6%,26.7%,31.19 and 27..8% replied that their disagreement with the issue of EEU quality service to its customers, maintenance of high standard quality, understanding its customer needs, customer satisfaction and top priority of its customer needs.

This implies that EEU customer service quality, customer handling and customer satisfaction are questionable and face series challenges. This indicates that its employees are not engaged in their work to achieve their organization vision.

Salanova et al.(2005) states that organizational resource and the level of engagement influence the service climate, engagement is the predictor of service quality, and customer loyalty, service highly depends on the climate in the organization and on how the employees feel at work.

Hence, Ethiopian Electric utility customer service system faced serious problem of customer handling which in turn the result of organizational climate that lead to poor employee engagement. The interview confirms the problems of the customer service in EEU which is said basically due to shortage of construction material, old network distribution line system and employee disengagement supported the respondents.

VIII.   Employee Advocacy.

Table 4.8 Summery of employee advocacy								
Statements		Str. Disagree	Disagree	Neutral	Agree	Str. Agree	Mean	Std. Deviation
I am proud to tell people that I work for EEU.	count	63	85	88	20	17	2.4249	1.1093
	%	23.1	31.1	32.2	7.3	6.2		
Overall, I am satisfied with EEU as a place to work.	count	40	102	74	54	3	2.5531	1.00272
	%	14.7	37.4	27.1	19.8	1.1		
I would recommend EEU to others as a good place to work.	count	16	136	65	48	8	2.619	0.94008
	%	5.9	49.8	23.8	17.6	2.9		
I don't think about looking for a new job in another organization.	count	81	109	55	25	3	2.1209	0.97583
	%	29.7	39.9	20.1	9.2	1.1		

Source: Own Survey, April, 2015

As presented in the above table 4.8, most of the respondents (n=88, 32.2%) replied neither positivity nor negatively responded and they did nor express their feeling related to the statement of proudness to tell people to work for EEU. In the same table, most of the respondents (n=102,37.4%), (n=136,49.80%) and (n=109,39.9%) disagreed with the statement of satisfaction level working in EEU, recommended others as good work place to work and looking for a new job in another organizations respectively.

A research conducted by the Charted Institute of Personnel and Development (2006) states that engaged employees may be advocates of their organization. Firstly, they are willing to promote the organization as an employer. Secondly, they are willing to promote product and service, which allows for free marketing and enhances the public awareness of the organization.

This implies that most of employees in the organization are not proud with their organization and also they do not have recommendations for others to join EEU. In the mean time the employees are looking for a new job in another organization. This means that they are not satisfied with EEU and indicated that not engaged in their organizations mission and vision.

Generally, the analysis from the Gallup survey, mission and vision, and effectiveness of organizational practice clearly shows that the current level employee engagement in EEU from most respondent reply shows employees disengagement to their organization.

CHAPTER FIVE
SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

Based on the results of data analysis and interpretation in the previous chapter the following summary of major findings, conclusions and recommendations are given.

5.1. Summary of Findings

The major findings of the study are:

❒ Gallup survey of most of the respondents replay shows that they do not have material and equipment, unable to do their best, not receive recognition/praise, fellow employees are not committed to do quality work, someone at work has not talked to them about their progress and also not get opportunity to learn and grow, and this implies that employees of EEU are not engaged to their organizational vision and goals.

❒ Most of the respondents replied that they do not have a clear understanding of vision, mission and goals of EEU. In addition, they don't think and understand their job contribution to the mission, vision and goals of the organization.

❒ Based on the detail analysis of the respondents Manager/Supervisors do not provide them regular information about strategy of the organization and they do not have trust and confidence in their senior leaders.

❒ The respondents' analysis indicated that EEU does not have clear communication channels to its employees. In addition, majority of the employees have no clear direction about strategies of their organization and they do not have a regular discussion with their supervisor regarding with their performance.

❒ The analysis has shown that EEU's customer service management, face series challenges. This indicates that employees are not engaged in their work to achieve their organization vision.

❑ It has been shown in the analysis, majority of the respondents have responded the absence of contractive feedback (for poor or good work) and not recognized or praised by their supervisors for their good work.

❑ Based on the respondents replay, EEU has not have well defined strategy and practice of employee training and development program to learn and growth.

❑ Due to less care and attention given to employee's engagement practice by the company like, absence of continuous human resource development, absence of employee engagement strategies, and shortage of required working materials and equipment, employees became less responsive to customers' request.

❑ Based on the analysis, most of the respondents are neither satisfied with EEU as a place to work nor recommend others to join. Therefore, greater employees of EEU are looking for a new job in another organization, hence, they are disengaged.

5.2. Conclusions

The following are the major conclusions drawn from the findings of the study

• Based on the findings, the mission, vision and goals of the organization are not aligned to employee's individual works because of their lack of clear understanding. This means that they are not engaged in their mission and vision.

• It can be understand that employees do not have clear ideas about their strategy of the organization and not have trust and confidence in their senior leaders. This implies that employees lack trust and confidence in their leaders contribute to employees disengagement in their organization.

• Most of the employees in the organization are not proud with their organization and also they do not have recommendations for others to join in EEU. In the mean time the employees are looking for a new job in another organization. This means that they are not satisfied with EEU and indicated that not engaged in their organizations mission and vision.

- Employees of the organization does not have a clear picture of EEU's future growth and development and are not ready to spend extra time and effort for EEU beyond their obligations. Hence, employees are disengaged to the organization mission and vision.

- Concerning recognition and team work, employees of the organization not supported by useful and constructive feedback about their performance, not recognized of good work, they do not have good communication between different work unites hence, information and knowledge are not shared openly within the organization. Therefore, the work environment not support a balance between work and personal life and these result employee disengagement in the organization.

- Employees were not satisfied with the EEU's commitment either in providing training to do their job effectively or support to enhance their educational levels. When employees have negative perception towards EEU's commitment to grow and learn, as one might expect it makes employees to believe that the company is not concerned for their development. Thus, it reduced employees' satisfaction and engagement to their organization.

- Though," customer is top priority "is written in EEU's customer service policy procedure, majority of the respondents replied negatively to the standards and quality of service EEU provides to its customers. Hence, the organization faced series problem in customer service and employee engagement.

5.3. Recommendations

Based on the analysis and interpretation of gathered data the following recommendations are made:-

☞ The organization should have to involve employees during the process setting the vision and mission statement of the organization and also communicate them to make clear understanding of mission and vision statement to realize in their individual works.

☞ Managers and leaders of the organization should communicate the strategy of the organization and also create trust and confidence in their employees.

☞ The organization should formulate and establish development programs, benefit

packages and conducive environment to satisfy employees and courage for their organization mission and vision.

☞ EEU's management and its HR managers have to work on EE programs or strategies, so that able to have, satisfied and engaged work force.

☞ Enhanced organizational communication process between employees and manager should be done by providing a medium of dialogs about organizational topics. By organizing forums or meetings to review organizational vision, plan of future, review progress and introduce programs. This avenue will allow leaders to share ideas and with greater involvement of employees. So that engagement can be generated by open, two way communications and develop trust relationship and personal connection with employees.

☞ Develop an effective recognition/praise program that is being linked to performance and regularly assess a poor/good performer's and take actions by providing necessary contractive feedback, coaching and training. Moreover, make the recognition/praise regularly so that employees are encouraged to engage themselves and other employees follow and do the same.

☞ Provide development and growth opportunities for employees, this will enhance employees' job performance to further develop their existing skills and help to master new ones. Consider also opportunity for career and provide education to develop them so that this will enhance employees' engagement to organizational vision.

☞ EEU should work on delivery of service quality, high standard and better understanding of customer needs, efficiently design the service delivery process, and implementing compensation and benefit packages to its employees, should better allocate its resources to provide better service and ultimately will bring better satisfaction to its customers and employees.

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ST.MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES, MASTER OF BUSINESS ADMINISTRATION
QUESTIONNAIRE TO BE FILLED BY EMPLOYEES

Dear respondent,

I am doing my thesis entitled **"Assessment of Employee Engagement to realize organizations' vision"** in Ethiopian Electric Utility in partial fulfillment of the Requirements for the Degree of Master of Business Administration at St.Mary's University.

This survey questionnaire is prepared in an effort to collect data concerning **Employee Engagement in** EEU. The vital aim of the study is to assess **Employee Engagement** in the enterprise. In this regard, the researcher seeks your honest and enthusiastic cooperation to fill this questionnaire. The information gathered will remain confidential and be used for the intended purpose only.

Please note that:

1. No need of writing your name.

2. Please indicate your answer by putting (✓) mark on the appropriate box.

3. Your cooperation to complete and return the questionnaire is highly appreciated.

Asnake Siyum

Contact address: Mobile: +251911438395

E-mail: geresu1980@yahoo.com

Thank you in advance, for your cooperation!

PART ONE – PERSONAL INFORMATION

1.   Gender   Male ☐   Female ☐

2.   Age   Under 24 ☐   25 – 34 ☐   35 – 44 ☐   45 - 54 ☐   55 and above ☐

3.   Marital Status   Married ☐   Single ☐   Divorced ☐   Widowed ☐

4.   Educational level   Less than Diploma ☐   Diploma ☐

B A Degree ☐   Masters ☐   PhD. ☐

5.   How many years of experience do you have in EEU?

A - 0 - 5 Years ☐   B - 6 - 10 Years ☐

C - 11 - 15 Years ☐   D - 16-20 Years ☐

E - 21 Years and above ☐

6.   Monthly Salary   < 2,000 ☐   2,001 – 5,000 ☐   5,001 – 7,500 ☐

7,501-10,000 ☐   > 10,000 ☐

7.   What is your current job category in EEU?

A – Senior Manager ☐   B –Middle manager ☐

C – Junior manager ☐   D - Supervisor ☐

D – worker

PART TWO - GENERAL INFORMATION.

S№	Questionnaires Related to Employee Engagement	Possible Options				
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I.	**Gallup Q12**					
1.	I know what is expected of me at work.	☐	☐	☐	☐	☐
2.	I have the materials and equipment I need to do my work right.	☐	☐	☐	☐	☐
3.	At work, I have the opportunity to do what I do best every day.	☐	☐	☐	☐	☐
4.	In the last seven days, I have received recognition or praise for doing good work.	☐	☐	☐	☐	☐
5.	My supervisor, or someone at work, seems to care about me as a person.	☐	☐	☐	☐	☐
6.	There is someone at work who encourages my development.	☐	☐	☐	☐	☐
7.	At work, my opinions seem to count.	☐	☐	☐	☐	☐
8.	The mission or purpose of my company makes me feel my job is important	☐	☐	☐	☐	☐
9.	My associates or fellow employees are committed to doing quality work.	☐	☐	☐	☐	☐
10.	I have a best friend at work.	☐	☐	☐	☐	☐
11.	In the last six months, someone at work has talked to me about my progress.	☐	☐	☐	☐	☐
12.	This last year, I have had opportunities at work to learn and grow.	☐	☐	☐	☐	☐
II.	**Vision, Mission and Objectives of EEU**					

13.	I have good understanding of the vision, mission and goals of EEU	☐	☐	☐	☐	☐
14.	I understand how my work contributes to the overall success of the EEU	☐	☐	☐	☐	☐
15.	My supervisor/manager provides me regular information about the strategic goals of EEU	☐	☐	☐	☐	☐
16.	Doing my job gives me personal satisfaction	☐	☐	☐	☐	☐
17.	I am familiar and understand values of EEU	☐	☐	☐	☐	☐
18.	I know how my job relates to the EEU's Vision, Mission, and Values.	☐	☐	☐	☐	☐
III.	**Clear Understanding of work Expectations**					
19.	I support my colleagues to my best ability in improving their job performance.	☐	☐	☐	☐	☐
20.	I have trust and confidence in the EEU's senior leaders	☐	☐	☐	☐	☐
21.	I am working to the best of my ability.	☐	☐	☐	☐	☐
22.	I have a clear picture of EEU's future growth and development.	☐	☐	☐	☐	☐
23.	I try my best for continuous improvement of my performance on the job.	☐	☐	☐	☐	☐
24.	I am ready to spend extra time and effort for EEU beyond the obligations of my job.	☐	☐	☐	☐	☐
25.	The amount of work I am asked to do is reasonable	☐	☐	☐	☐	☐
IV.	**Employee Recognition and Team Work**					
26.	Manager/ Supervisor treat employees fairly.	☐	☐	☐	☐	☐
27.	EEU provides orientation for employees when a new work system is employed	☐	☐	☐	☐	☐
28.	I receive useful and constructive feedback about my performance from my manager/ supervisor.	☐	☐	☐	☐	☐
29.	There is a good communication between employees working at different levels in EEU	☐	☐	☐	☐	☐

No.	Statement				
30.	I regularly receive recognition/praise for doing good work from my manager/supervisor.	☐	☐	☐	☐	☐
31.	The environment in EEU supports a balance between work and personal life.	☐	☐	☐	☐	☐
V.	**Opportunity to Improve Skill (Training & Devt.)**					
32.	There is equitable access for training and education in EEU.	☐	☐	☐	☐	☐
33.	EEU provides me with opportunities to learn and grow in the company.	☐	☐	☐	☐	☐
34.	I have opportunities for career development and this encourages me to stay in EEU.	☐	☐	☐	☐	☐
35.	The future of EEU is promising for me to learn and develop myself.	☐	☐	☐	☐	☐
VI.	**Responsibility or Concern for Customers**					
36.	EEU places emphasis on the quality of the services it provides to customers.	☐	☐	☐	☐	☐
37.	EEU maintains high standards of quality.	☐	☐	☐	☐	☐
38.	EEU understands its customers' needs.	☐	☐	☐	☐	☐
39.	EEU is highly focused on satisfying its customers' needs.	☐	☐	☐	☐	☐
40.	Customer needs are the top priorities in EEU.	☐	☐	☐	☐	☐
VII.	**Employee Advocacy**					
41.	I am proud to tell people that I work for EEU	☐	☐	☐	☐	☐
42.	Overall, I am satisfied with EEU as a place to work	☐	☐	☐	☐	☐
43.	I would recommend EEU to others as a good place to work	☐	☐	☐	☐	☐
44.	I don't think about looking for a new job in another organization.	☐	☐	☐	☐	☐

45. In your opinion, what are the real problems that you observe regarding employee engagement in EEU………………………………………………………………………………..

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46. In your opinion, is there any valuable observation you want to add especially, if there is any point or question that is not raised so far by the researcher, please?

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Many thanks for your Time.

INTERVIEW QUESTIONS

WHICH IS GOING TO BE ANSWERED BY PROCESS OWNERS

1. How is the understanding of employees to vision, mission and goals of the company?

2. Are the vision, mission, and goals communicated to employees? If yes, how?

3. Do have EE programs? If yes explain? If not way?

4. Do you think employees have trust and confidence about their leaders? if yes how?

   if not why?

5. What are the problems to enhance employee performance in EEU?

6. Do you think that EEU gives enough emphasis for Employee engagement practice? If yes how? If not why?

7. How do you tell your employees what is expected from them?

8. Do you present working materials for employees?

9. How do you give the opportunity to employees to do their best?

10. Do you believe employees have a voice in their role and in the business? If you think they do: where do you see those creative freedoms and avenues for sharing ideas? If not, why not?

11. How do you recognize, care and encourage development of employees?

12. How do you care about EEU's customer?