



**ST.MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES**

**DETERMINANTS OF EMPLOYEES ENGAGEMENT:THE CASE OF
ETHIOPIAN POSTAL SERVICE ENTERPRISE**

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ID NO. SGS/0048/2009A**

**JUNE, 2018
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**A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY, SCHOOL OF
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**ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES
FACULTY OF BUSINESS AND ECONOMICS**

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DECLARATION

I, the undersigned, declare that this thesis entitled “determinants of employee engagement Ethiopian Postal Service Enterprise” is my original work, prepared under the guidance of the research advisor. 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.

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June, 2018

ENDORSEMENT

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

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June, 2018

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LIST OF ACRONYMS

BSU	Basic Sampling Unit
EE	Employee Engagement
CBE	Commercial Bank of Ethiopia
CPFO	Competition from Other Options
EPSE	Ethiopian Postal Service Enterprise
FI	Family Issues
GO	Growth Opportunities
ISAES	Intellectual, Social, Affective Engagement Scale
JC	Job Characteristics
JDR	Job Demands Resources
OCB	Organizational Citizenship Behavior
OJ	Organizational Justice
PDM	Participation in Decision Making
POS	Perceived Organizational Support
PVFJ	Personal Values For Job
QLS	Quality of Leadership
RR	Reward & Recognition
SET	Social Exchange Theory
SO	Social Obligation
SPSS	Statistical Package for Social Sciences

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Abstract

The main objective of this study is to evaluate determinants of work-lives & non work- lives on employee's engagement. It is descriptive and explanatory research and was used both quantitative & qualitative research approach .The target population of the study was both permanent professional & non-permanent non-professional employees of the company. A sample size of 27 6out of 900 employees was taken. The relevant data was collected through survey questionnaire with sampling technique for distributing the survey questionnaires. The response rate for the study was 81.15 % of the distributed questionnaire. The data was analyzed mainly by using descriptive statistics, correlation and regression analysis and the proposed hypothesis were tested and only three hypothesis were accepted & significant. Major finding of the study prevailed that growth opportunities and personal values for job determinants on employee's engagement were positive and significant. Whereas competition from other options is negative and significant. Job characteristics, reward & recognition, perceived organizational support, quality of leadership, family issues were positive and insignificant with individual t-test. Similarly organizational justice, participation in decision making, social obligation and religiosity determinants were negative and insignificant on employee's engagement .Overall position of employees' engagement in the company found at medium (moderately) or average level. The multiple regression models explain 28.8% of the variance in the dependent variable (employee's engagement) is accounted for by the independent variables (growth opportunities, competition from other options and personal values for job). The regression model tells us that three of the independent variables are significant determinant of employee's engagement with the standardized beta coefficient significance levels of 0.002, 0.047, and 0.008 respectively. And the other variables are insignificant determinants of employee's engagement.

Key words: work – Employee's engagement, multiple regressions Analysis, Ethiopian Postal Service Enterprise. Addis Ababa.

CHAPTER ONE

1. INTRODUCTION

This introductory chapter is proposed to provide information concerning an overview of the study. It contains background of the study, statements of the problems and research questions, objectives, significance of the study.

1.1. Background of the study

The origin of postal services dates back to the middle Ages and was developed from the medieval system of royal messengers whom employed to carry government documents from one place to another. In most countries, the postal service developed in the 18th century when different means of transport such as mules, horses, camels and stage-caches were used to carry mail. In some Middle-Eastern countries even falcons were specially trained to carry written messages from one place to another. The first railway mails were carried in Europe in 1830. The establishment of the Universal Postal Union (UPU) in 1875 is what greatly promoted international mail services.

Prior to the establishment of the postal service in Ethiopia on March 9, 1894 following an imperial edict, correspondence was conducted through messengers known as ‘melektegnas or postegnas’. These tough individuals travelled great distances, often on foot, overcoming rough landscape and weathering hostile climate. They endured the pangs of hunger and thirst and carried their letters over their heads, on cleft sticks (which later became the symbol of the post office still today) until they reached their destination. Ethiopian Postal Service was established nearly two decades after the birth of UPU. The second half of the 19th century in Ethiopia was characterized by the establishment and consolidation of the empire state under the protection of Emperor Menelik. Menelik found in the postal service, like the telephone and the telegraph, a vital means of exchanging information, first for political and administrative purposes and later on for public correspondence.

It was in this way that Emperor Menelik entrusted the organization of the first postal service to Mr. Alfred Ilg, a Swiss engineer who is also credited with initiating the construction of the Djibouti - Addis Ababa railway line and, along with it, the installation of the first telegraph and telephone lines in the country. In 1908, seven French experts were brought to Ethiopia to oversee the establishment of what was then known as the Ethiopian Ministry of Posts,

Telegraphs, and Telephones, as a single institution. Around the same time, Swiss postal experts arrived and started training local personnel.

The construction of the Djibouti - Addis Ababa train made it possible for letters, parcels and merchandise, which were previously transported on camel back. This was a crucial factor that greatly improved the pace and efficiency of the postal service while it laid the basis for the international exchange of mail. Then Ethiopia became a member of the Universal Postal Union in 1908.

The first Ethiopian stamps were printed in Paris in 1894 and sold in Harar , Dire Dawa, Entoto, and Addis Ababa in 1895. The first souvenir sheet called "province Block", was designed and engraved by M. Eugene Mousson, the eminent French philatelic artist. They were seven denominations. Four of the stamps showed an effigy of Menelik II wearing his golden crown and the others picture of a Lion. When Ethiopia became a member of the Universal Postal Union in 1908, the occasion had been commemorated with the issuance of a new set of stamps that were also used for international mail until 1919.

In between the death of Minilik , 1913 and the coronation of Teferi Mokonen as Emperor Haile selassie, in 1930 witnessed the slow but steady improvement of Ethiopian post. Until the Italian invasion of the country in 1936, the General Post Office and two branch offices were established in Addis Ababa. There were also Thirty-six post offices opened throughout the empire. The expansion of postal services was subsequently detained by the Italian fascist invasion. The occupying forces destroyed the offices in the regions with the exception of those in Harar, Dire Dawa and Addis Ababa. They had attempted to re-orient the Ethiopian Postal Service to meet their own needs.

Following the defeat of the Italian fascist forces and the restoration of Ethiopian independence in 1941, everything had to start from scratch again. The Ministry of Posts, Telegraphs and Telephones was established in order to expedite the reconstruction of the country's war-ravaged telecommunication system. The postal and telecommunication offices were separated in 1953 and the task of restoring the postal services and the regular mail and postal organization continued briskly until the issuance of the postal proclamation in 1966.

The proclamation providing for the establishment of the post office, also known as proclamation No. 240 of 1966, laid the administrative infra-structure for the improvement,

expansion and modernization of the postal system. Under the proclamation, the post office was organized as an independent department of the Ministry of Posts, Telegraphs and Telephones.

The post office was granted autonomy and was headed by a Director General. The Director General in turn discharged his duties under the supervision of Minister. The general administration and financial execution of the post office was directed from the postal headquarters in Addis Ababa. There were 12 postal districts each headed by a Head Postmaster, co-ordinate and directed by the Postal Services Division at the Headquarters.

According to the proclamation, “The Ethiopian postal Service has the right to operate the transport of postal articles and the performance of all services incidental thereto, including, without limitation, receiving, collecting, dispatching and delivering postal articles, the acceptance and remittance of limited sums of money by means of postal and money orders, the management and control of postal packets and parcels, the maintenance and operation of philatelic and related services as well as carrying out agency services.

The construction of the General Post Office building in 1969 provided adequate space for the introduction of new areas of postal services. The postal museum (which is located in GPO ground floor) also built after 7 years of the general post office.

With an area of 1.1 million sq.km and a population of 95 million, Ethiopia has at present over 1,200 post offices. Out of these 1016 Permanent post offices, and over 170,000 post boxes. It is estimated that one post office is serving 79,116 inhabitants while one private box serves 558 people.

In the result of opportunities and challenges, Ethiopian postal service establishes EMS (express mail service) in 1989. The introduction of EMS has made the Ethiopian Postal Service competitive in the express delivery market. Today Ethiopian postal service is under the implementation of business process reengineering (BSC), which had been study for 24 months. Due to this the structure become process and customer oriented. The managers and the employees are doing their best to accomplish the needs of their customers. Currently Ethiopian postal service rend services like; letter post service, parcel post service, Financial service, Express mail service, Philatelic service, Agency service, Sim and voucher cards whole seal and retail, Transport, services (post Bus),Post box Service, Advertisement services through post boxes (direct advertisement), Postal museum, Logistic Service, Door to Door acceptance and delivery Service.

Now days, Postal sector plays a vibrant role for overall economic development of primary and industrial sectors leading to create a linkage of mail circulation or to out sourcing input sources i.e. (transmission of parcel, express mails & fragile) to any Private business unit, governmental & Non-governmental companies by integrating their business activities. The employees in Postal sectors take painful effort to deliver services for multiple needs of its customers. In most countries postal industry were aged enough. Ethiopia still now monopolized government owns, but some few years back multinational and domestic couriers are emerging in postal industry in our country; the entry of private curriers laid foundation stone and passed a mile journey from its start.

EPSE, monopolized government own postal service Company in Ethiopia, established in 1886 and Pioneer to introduce traditional postal mail in the country at middle age. It has 1285 branches stretched across the country and 56 branches in Addis Ababa as of December 15, 2017. Beside it has a plan to open branches abroad in long run and. It plays a great role by facilitating the economic activities & economic growth /development of the country. Finally, EPSE combines a wide capital base with more than 2,000 talented and committed employees and currently it has more than 2000 credit customers serving in different business units, who are served in financial business, parcel, letter, express mail & home to home acceptance & delivery services. Its vision is Realizing the creation internationally competitive Ethiopian Postal Service that plays indispensable role towards our country's sustainable Development by the year 2025 and its mission is creating inter-relationship among citizens and citizens as well as intra-relationship with the outside world through delivering quality and economical postal service. (<http://www.ethipostal.com/>accessed on December, 2017)

To make a change Ethiopian Postal Service company must be better on people oriented environment, work relation & employee engagement, So top management has be aware and get deeply involved.

Finally, any government or non-governmental organization in Ethiopia must create a good working environment to improve the employee engagement to build on physically powerful leadership intense customer focus, strong strategic direction and as well as unbiased compensation packages and transparency to increase the employee engagement and to reduce turn over ,burn out and brain drain. Most organizations as well as their management invested on the workforces and employees throughout the design core job characteristics , supportive management and so on because employers known that employees would be one of the main resource for the organization to be survived.

1.2. Statement of the Problem

In this 21st century the external environment for business activities are in dynamic mood in affecting the existing market situation and the globe became one village, hence the global economic has been important implications for the relationship among employees and employers and therefore for employee engagement. In any service or manufacturing industries they are facing continual inflated and insufficiency resources, increasing international competition, customer request for high quality, high labor price have encouraged organization to restructure them for greater profit on their equity.

As stated on the study conducted in USA, in every major corporation in the world is paying attention to employee engagement (Dick 2011). He outlines there are good reasons for this. Engaged employees are more productive, provide better customer service, have less absenteeism, and he reached that there are less likely to quit than their disengaged counterparts. In addition to his view the reviewer persuaded us to navigate and look other available studies that support his findings. Here are a few:

- Northwestern University found that organizations with engaged employees have customers who use their products more, and increased customer usage leads to higher levels of customer satisfaction. (Cozzani and Oakley n.d.)
- Engaged organizations are 52% more profitable than their disengaged counterparts. (MacLeod and Clarke 2009)
- McKinsey & Company, in a global study of successful organizational transformations, identified co-creation, collaboration, and employee engagement as key success indicators. McKinsey & Company (2010), Restructuring in some company means reducing in layer of management and staff Corace, (2007). Even though restructuring can help organization to compete, these changes have broken the expectation of reciprocity and the traditional psychological employment “contract” Corace, (2007). Employees realize that they are not able to work for single employers until they retire Tessema (2014).

For this reason employees have felt less commitment to their employers with reduced expectations of reciprocity Corace, (2007). Consultant studies reveal that an estimated 14-30% of the employees are engaged in running the business Schwartz et al., (2007). To further emphasize how widespread this problem is and how critical it can be, consider the Gallup study Kim et al. (2008) in which hundreds of companies were surveyed. Results from their surveys showed that 54% of workers were not engaged and 17% were actively disengaged.

Besides, more recently employee engagement has become an area of focus within organizations for the purpose of retention as a means of avoiding expensive employee replacement costs resulting from staff who voluntarily quit their jobs. According to SHRM (Society of Human Resource Management) the cost of replacing one \$8 per hour employee can exceed \$3,500, which gives companies a strong financial incentive to maintain their existing staff members through strong employee engagement practices Tessema (2014).

Moreover, ineffective it is costly to managing turnover as it not only includes the expenses related through the hiring and providing employees training but also included the cost of intangible like leaving of the talented employees, experiences or expertise staffs from the organization is hardly to be verified.

Even though the highlight on engagement development and burn out in recent years, scholars are still divergent in their views regarding what employee engagement is, how to get it, and its form and appearance when achieved Yasmin, (2011). Because regarding the work live factors (Job characteristics, Rewards and recognition, Perceived Organizational support, and organizational justice) and demographic profiles (gender, years of services and education level) that predict EE in human services not similar results have noted in most of previous EE surveys and the literature is unclear as to which variables are the strongest predictors Tessema (2014).

If empirical research evidence of how importance employee engagement can be, studies from the determinants of employee engagement on the opposite condition, and unexpectedly little academic and empirical research has been conducted on determinants of employee engagement and a large portion of it comes from the business management community which conducted in manufacturing industries, Coffman & Gonzalez-Molina,(2002; Balain, 2009; Kim et al., 2008; Saks, 2006) If academic studies do not satisfactorily identified key drivers of employee engagement special in human services staff from workers in other industries Corace, (2007; Schwartz et al., (2007; Yasmin,2011). Then, to settle this argument, more research that focuses specifically on the determinants of employee engagement in human services occupations is necessary. cited Tessema (2014).

Empirical data are essential, so experts can better understand main drivers of employee engagement and use what they learn about it to develop administrative involvements and alternative tactics or strategies that adoptive engagement for human services workers.

Investigation of the occurrence and factors of employee engagement in any service or manufacturing organizations are essential to know the existing situation of employee & employer relationships and their organizational development indirectly. In comparison with other studies, there are many studies of employee engagement even in developed regions.

As the business organization significance of employee engagement, few studies have been conducted in Ethiopia and the most studies conducted on engagement of employee are in developed regions. Like all other government owned developmental enterprise service provider institutions, Ethiopian Postal Service Enterprise faced many challenges in employee engagement as my knowledge in EPSE by this title there is no as such study conducted before, but a few years back there has been a start of survey on employee satisfaction conducted periodically twice a year and only it devoted to showing the overall organizational level of employee satisfaction rather than how each employees engaged or disengaged towards their works and what are those factors or impacts on employees to have an outcome positively or negatively engaged in EPSE.

Another study the researcher found that which was conducted on Commercial Bank of Ethiopia(CBE) and quite similar to my topic therefore, as the finding of this paper the study was only conducted how the work live factors & employee level of demographic profiles has impact on EE , Tessema (2014) and he was finalized the demographic profiles with only 4 working-lives factors incorporate in his study as the determinants of employee engagement in line with this researcher's gap my research paper was incorporate on 7 work-lives factors 4 of were addressed by previous researcher JC, RR, POS and OJ. Additional to that, in this study I tried to show or add more internal factors and what the rest other determinants of employee engagements 'around i.e. external factors which were not already shown by Tessema, i.e. none-work lives factors like, religiosity, CFOO, FI, PVJ & SO are among determinants of employee engagement, which discussed about further in this paper.

Here is to the best of researcher's knowledge there is difference or the gap in previous study this is what the researcher was trying to fulfill the gap by addressing the untouched factors or incorporate the non-work lives variables, which was outside the quoted researcher scope of study by trying to assess & evaluate what are those work live & non-work live factors affecting / determine employee engagement in EPSE and difference in demographic profiles might be predict EE , nowadays among the employees who work in the EPSE Head quarter, Addis Abeba & Arada zone post office. By availing the necessary information in order to support Postal service management & similar service provider organizations, who

enables to understand and stand-in the positive state of employee's engagement in their organization. Often engaged workforce may provide a safeguard against the costly effects of disengagement and stress, turnover and may prove to be a critical element in achieving successful organizational development / outcomes as well as for their individual clients in highly competitive scenario. So in this study I was asses and evaluate factors determining employee engagement in EPSE.

1.3. Research questions

The study primarily aimed to answer, the existing factors /determinants/ of employee engagement and position of employee engagement and more specifically to answer the following basic research questions.

- 1) What is the level of differences in employee engagement due to different demographic profile of employees?
- 2) What are the factors/determine/ affecting employee engagement in EPSE?
- 3) What position of employee engagement in EPSE?

1.4. Objectives of the study

1.4.1. General objective of the study

The study intended to assess determinants of employees' engagement of EPSE.

1.4.2. Specific objectives of the study

- 1) To analyze whether demographic profile of employees leads to differences in employee engagement level.
- 2) To evaluate the factors that affect Employees engagement
- 3) To identify the position of employee engagement in EPSE

1.5. Significance of the research

- This study significantly help the future researchers who are willing to conduct study on this topic.
- This study provide guidance to the employer EPSE how to hire and manage the new& existed employees.
- This research also be helpful for management and other decision making bodies.
- This study useful for policy makers and development practioners.

- Current research helpful for Ethiopian postal employees.
- The study may serve as a spring board for researchers to conduct further study in this area. Last but not least is it serving as a partial fulfillment of the Master's Degree in Business Administration? `

1.6. Assumptions and Scope of the study

A major assumption of this study was that all participants would be answering the survey questions truthfully. Anecdotal /subjective/ comments from participants in the pilot study were noted that the instrument was simple and took only minutes to complete. For that reason, it assumed that a significant number of those surveys would respond. Additionally, it was assumed that the various branches of those selected Post offices operating in a similar manner with respect to strategies, policies and practices despite the fact that they are located in geographical areas that span the state.

1.6.1. Assumptions

Various authors and researchers have proposed drivers of EE, which include a wide range of factors khan (1990) it is difficult to best conceptualize factors influencing EE. This study however, was focused only on main 5 non-work live determinates of EE (family issues, social obligations, religiosity, completion from other options and personal values) and 7 work lives factors (Job characteristics, Rewards and recognition, Perception of Organizational justice, growth opportunities, perceived organizational support, quality of leadership, and participation in decision making) and some demography variables (age, gender, year of service and education level) of based on A.khan (1990) and Saks (2006) model.

1.6.2. Scope of the study

The researcher believed that it was be appropriate to conduct the study in the large scale however; Ethiopian Postal service Enterprise is the only largest monopolized domestic postal service in Ethiopia having more than 1200 branches starched across the country. Therefore the study also was delimited itself to EPSE Head quarter, Addis Ababa & Arada zone post offices those exists in Addis Ababa, it does not focus on branches out of the selected branches in Addis & regional branches post offices the study was focus on employees those of the above selected Head quarter & selected zones in Addis Ababa, Ethiopian Postal Service Enterprise have insight on determinate of EE on Post office employees and take remedial measurement.

1.7. Organization of the paper

This project has four chapters. The first chapter is deal with background information; background of the organization, statement of the problem, objective of the study, significance of the study, scope and limitation of the study. The second chapter is deal with review of literature. The third chapter is discussing analysis of the data gathered. The fourth chapter presents finding and analyze the data. The last chapter will make recommend and conclusion.

CHAPTER TWO

2. LITRETURE REVIEW

This chapter was addressed the literature related to Concepts and operational definition, theoretical and empirical review, and the development of the theoretical framework to be tested in the study.

2.1. Concepts and operational definition of employee engagement

2.2.1. Concepts of employee engagement

In the academic literature, a number of definitions have been provided. Now a days employee engagement become a controversy word in it's concept definition & many views reflected by different authors, practioners and journal, article publications. Y.Anuradha.Iddogoda (2016) mention that as they identified there is many theoretical & empirical gaps in the knowledge with the definition or concept of employee engagement and as they noted that first authors of employee engagement A.Khan (1990) he is defined "employee engagement" as the "harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively and emotionally during role performances"). In this academic literature, he defined that" Personal disengagement refers to the uncoupling of selves from work roles; in disengagement, people withdraw and defend themselves physically, cognitively, or emotionally during role performances". Thus, according to A. khan (1990,1992) engagement means to be psychologically present when occupying and performing an organizational role. Also they noted May et al. (2004) their study is built on *ethnographic* work of Kahn (1990). It is a field study. May et al., (2004) found the results from the revised theoretical framework which shown that all three psychological conditions of khans revealed significant positive relations with employee engagement.

P. Rothbord (2001) has conducted a survey with 790 employees and in his study he developed a model of engagement in the multiple roles of work and family. He examined two competing arguments about the effects of engaging in multiple roles, depletion and enrichment, and integrate them by identifying the type of emotional response to a role, negative or positive, as a critical contrasting assumption held by these two perspectives. Moreover, he was representing depletion and enrichment as complex multistep processes that include multiple constructs, such as engagement and emotion. His study jointly examines

both the depleting and enriching processes that link engagement in one role to engagement in another, using structural equation modeling. Findings from a survey of 790 employees reveal evidence for both depletion and enrichment as well as gender differences. Specifically, depletion existed only for women and only in the work-to-family direction. Men experienced enrichment from work to family, while women experienced enrichment from family to work. Overall, more linkages were found between work and family for woman than men.

P.Rothbord (2001) also he defines engagement as psychological presence but goes further to state that it involves two critical components: attention and absorption.

Attention refers to “cognitive availability and the amount of time one spends thinking about a role” while absorption “means being engrossed in a role and refers to the intensity of one’s focus on a role.”

Another approach to work engagement is advocated by Schaufeli and colleagues, who define it as: ‘a positive, fulfilling, work related state of mind that is characterized by vigor, dedication, and absorption’ Schaufeli, (2017), whereby vigor refers to high levels of energy and mental resilience while working, the willingness to invest effort in one’s work, and persistence even in the face of difficulties; dedication refers to being strongly involved in one’s work, and experiencing a sense of significance, enthusiasm, inspiration, pride, and challenge; and absorption refers to being fully concentrated and happily engrossed in one’s work, whereby time passes quickly and one has difficulties with detaching oneself from work. Rather than referring to the work role, this alternative conceptualization of engagement refers to the work activities the employee performs.

Thomas (2006) according to his observation in many ways, the engagement concept is just now reaching the second stage of development. Contradictions still exist regarding the proper definition of engagement, and the unique contribution of engagement is still questionable. Successively, there is disagreement regarding the appropriate method of operationalizing and measuring employee engagement. At the same time, though, researchers have begun investigating engagement within more complex moderated and mediated relationships, and the number of peer-reviewed publications and presentations that incorporate engagement is accelerating. In his study further he develops the engagement construct by offering a comprehensive review of available research, and attempting to reconcile equivocal findings. While the upcoming review critically examines existing work and identifies areas of

disagreement among results, it remains sympathetic to the endeavors of scholars who are attempting to develop this new concept. As with any young construct, prior to final judgment being passed on the quality and Contributions of individual studies or the overall usefulness of the construct, the research stream should be allowed time for maturation and for arguments to be refined and adjusted.

Employee engagement has become a widely used and popular term Robinson D. et al., (2004). However, most of what has been written about employee engagement can be found in practitioner journals where it has its basis in practice rather than theory and empirical research. As noted by Robinson et al., (2004), there has been surprisingly little academic and empirical research on a topic that has become so popular. As a result, employee engagement has the appearance of being somewhat faddish or what some might call, “old wine in a new bottle.” To make matters worse, employee engagement has been defined in many different ways and the definitions and measures often sound like other better known and established constructs like organizational commitment and organizational citizenship behavior Robinson D. et al., (2004). Most often it has been defined as emotional and intellectual commitment to the organization or the amount of discretionary effort exhibited by employees in their jobs Frank et al., (2004).

Therefore analyzing both academic and practitioner understandings of employee engagement could add to the knowledge of how employee engagement is understood as well as whether or not employee engagement is a meaningful concept and warrants further academic research to strengthen its theoretical foundations and practical application.

2.2.2. Operational definition

Employee engagement has been defined differently by different researchers as well as human resources practitioner and scholars. Each definition reflects the author’s specific Conceptualization of the construct.

Kahn,(1990) he found that if employees are engaged committed themselves physically, cognitively & emotionally in the various roles they performs. If employees are disengaged they may choose to withdraw & disengage from their work roles & work tasks.

Kahn’s identification of the three psychological conditions that shape how people perform their roles - meaningfulness, safety, and availability now serves as a framework for the study of employee engagement.

Current author Schaufeli et.al., (2002) Employee Engagement is defined as the level of commitment, involvement and passion as a 'positive, fulfilling work related state of mind that is characterized by vigor, dedication and absorption.

3. Theoretical literature

3.2. Theoretical background

Saks (2006) stronger theoretical rationale for explaining employee engagement can be found in Social Exchange Theory (SET). The Social Exchange theory provides a theoretical basis of why employees determine to become more engaged or less engaged in their work. According to SET, The Social Exchange Theory (SET) has become an instrumental theory in research regarding relationships at the workplace. The application of the SET to workplace relationships is based on the premise that certain antecedents at the workplace generate social exchange relationships (Cropanzano, Byrne, Bobocel, & Rupp, 2001). The initial drive for this exchange relationship is emanates from the fair treatment of employees by employers leading to effective exuberant work behavior and attitudes. Blau (1964) model of Social Exchange Theory provides a feasible theoretical background in explaining such social exchange relationships at the workplace.

The Social Exchange Theory is founded on the idea that human behavior or social interaction is an exchange process involving tangible and intangible costs and rewards (Homans, 1961). The social exchange theory assumes that even though the benefits exchanged need not be tangible, these benefits exchanged between the parties involved in this mutually interdependent relationship are valued by the recipients. This implies that the incentives offered by the employer are valued by employees while the employer in return values the reciprocal contributions made by employee. However, this assurance of value is not guaranteed because individuals in the relationship might differ over their evaluation of what is valuable and the perceived mutuality of the intentions and benefits (Francis & Reddington , 2011). Hence, what is important to elicit a beneficial response is congruence between the organizational and individual employee values Rich, Lepine & Crawford (2010).

Employee involvement with their work and organization is one critical work attitude that employees resort to in response to the treatment by their organization. That is to say that, employees will choose to involve themselves in varying degrees in their organization and work in response to the quantum and quality of resources they receive from the organization

Saks, (2006). According to the SET, when the actions of the employer and management are perceived as benevolent and advance the wellbeing of employees, this will foster a sense of obligation for employees to reciprocate the goodwill received. In this regard, employees are likely to bring themselves fully into their work roles and devoting greater amounts of cognitive, emotional and physical resources in their work. Saks (2006).

Thus, one way for employees to repay their organization is through their engagement level. In other words, employee's engagement levels depend on the advantages they receive from the organization. Showing dedication to one's work in large amounts of cognitive, emotional, and physical resources is a perceptive way for employees to show their appreciation to their organization's services. SET states that individuals having strong exchange ideology are more inclined to feel obliged to return the organizational benefits that they receive.

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

3.3. Definition of Employee Engagement

According to Saks finding there is a few definitions of engagement in used, including the employees who work for its making sure the energies and interests are aligned with the organization's goals, releases unrestricted effort and delivers the aspirations of the organization by create an emotional relationship with employees. When talk about commitment is referred on how the employee's engage towards their organization. Engagement also about the unlimited effort an employee is geared up to put in, it has three levels: Is it the workplace that they prefer to work and willingness to stay, will they plan to go for the extra mile with the organization? There is always a interlinking between the determinants of employee engagement in the organization Saks (2006).

“Employee Engagement” in most of the researcher's article and journal works it says that it has a sense of a positive attitude thought by the employees towards the organization and its values. So according to this finding any organization should thus recognize employees, more than any other variable, as powerful contributors to a company's competitive position.

The term, employee engagement is described in different ways by different authors. In view of some authors, employee engagement refers to the commitment and passion of employees towards their duties in an organization and it is all about how employees really feel about their organization? Do they have that sense of pride of belonging? Will they recommend their best friend to work in their organization? Will they allow their children to work with this organization after graduate?

Here is some similarity description to what a product or service customer might be feeling towards a specific organization logo or “brand-name”. If those customers who feel good about a particular “brand”, like what they perceive, use the product make them feel proud or good using it, the product works well. Then, they tend to buy or continue to use more of those products. They might even tell their friends about the products and the company.

3.4. Conceptualized Determinants of employee engagement

While there is little empirical research on the factors that predict employee engagement, it is possible to identify a number of potential drivers from Saks (2006) and Maslach et al., (2001) model. The literature is unclear as to which variables are the strongest predictors. Therefore, variables for this study were chosen by reviewing the limited data that are available regarding employee engagement.

3.4. 1. Demographic variables

A) Gender

Naval (2014) In Indian context gender differences have also been found to determine level of one’s engagement with one’s work place. Male employee is supposed to experience enrichment from work to family while on the other part female employees is found to experience depletion from work to family. Further women workers experience enrichment from family to work, men workers experience no links from family to work Rothbard (1999). There is conflicting views regarding which one (male or female) is more engaged with the organization. Gallup’s US research found that women tend to find more fulfillments in their jobs and as a result of which fairer sex is more engaged than men Johnson (2004). Same researcher did not find any significant difference in employee engagement level when research is conducted among Thai employees. Kapoor and Anthony (2013) concluded that male employees of manufacturing are relatively highly engaged with workplace than female employees of same sector. Service sector hailed with higher female engagement than male

employees. In this background the present paper tends to find out gender based engagement variations in Indian organizations. In examining whether or not men will score higher on the instrument used in this study, gender will be compared to the participant's total score on the engagement scale. There for: there might be levels of difference between genders in describing the overall engagement level of EPSE employees.

B) Employee Work experience

Another personal factor like employees 'experience with the present organization is also supposed to impact employees' engagement. It has also been found that the longer employees stay with an organization, the less engaged they become (Ferguson, 2007; Truss et al., 2006). In other words the experience and engagement are found to have inverse relationship with each other. The finding highlights the importance of engagement and also the need of ensuring employees are engaged in the long term in what they do. The findings of the 2006 CIPD survey on engagement confirm this also (Truss et al., 2006). The findings emphasize the importance of continually advancing the understanding of engagement in the workplace. Swaminathan and Ananth (2011) also supported difference based on experience of the employee. But according to Perrin (2003) worker engagement is a continuous process that never ends and an organization needs to provide meaningful and emotionally enriching work experience to their worker for maintenance of high employee engagement. And thus experience or stay of employee has no bearing on engagement of Workforce. Therefore, an individual's "years of service" to the EPSE will examine in this study to see if participants' scores do indeed decline over the course of their career. There for: this variable might have impacts on engagement across employees having different years of work experience in the current organization in predicting the overall engagement level of EPSE employees.

C) Educational qualification

Many researchers have often considered educational qualification as a possible predictive factor in levels of engagement for human services employees. Blue collar workers were less engaged than educators Schaufeliet et al.,(2006). In another side Different educational qualification categories like diploma, bachelor's degree, master's degree and doctorate degree of employees do not play a significant role in predicting overall Employee engagement levels Schaufeli et al., (2006) similar results have been noted in engagement surveys. Engagement did not seem to differ systematically among educational

qualification categories Swatee, (2009). Corace (2007) here is also Similar sort of conflicts views are obtained when employee engagement is studied in relation with educational qualifications of the employees. A class of scholars negated any correlation between the two while other class echoed the definite association between the two Swaminathan and Ananth (2011) stated that a graduate employee is equally engaged with the organization as an employee with Post graduate or any other professional degree. But survey conducted by Dale Carneige Training found graduate employees to be most engaged followed by post graduate and under graduate being least engaged. Therefore: there might be a relationship b/n educational qualification of employees & overall engagement levels of EPSE employees.

D) Age of employee

Corace (2007) according to him age of the employees is also considered as an important paradigm of individual difference and hence employee engagement. Milner et al.(2011) explored employee engagement in five groups of employees categorized on the basis of age. The study examined differences in employee engagement among groups as: emerging adults (less than 24 yrs), settling-in adults (25-39), prime-working years (40-54), approaching retirement (55-65), and retirement eligible (66 and older). They found that employee engagement keeps on increasing with age of the employee. Overall, the retirement eligible group reported the highest average engagement while the emerging adults reported the lowest average engagement. Constructs of employee engagement differs with age. Supervisor support and recognition, schedule satisfaction (flexibility and autonomy in one's work schedule), and job clarity were significant predictors of employee engagement for all age groups. Specifically, supervisor support and recognition had the largest effect on employee engagement for the two older groups, approaching retirement and retirement-eligible. Therefore: there might be a relationship b/n age categories of employees & overall engagement levels of EPSE employees.

3.4.1.2. Work lives /internal / factors

A) Job characteristics.

Amanda,Shantz et al., (2013) leading theorists in the employee engagement literature have emphasized the role of job design in fostering employee engagement. As they noticed for instance, Kahn's (1990) theory of engagement is rooted in Hackman and Oldham's (1980) proposal that characteristics of jobs drive people's attitudes and behaviors. A.Khan, (1990) suggested that work contexts create conditions in which individuals can personally engage

with their work. In an ethnographic study, he found that when people were doing work that was challenging and varied, they were more likely to be engaged. Bakker and Demerouti's (2007) Job-Demands-Resources (JDR) Model also emphasizes the role of job design in generating engagement. Specifically, the model states that physical, social, or organizational aspects of the job can be a source of engagement for people. This is because job resources reduce the evil effects of excessive work demands, adoptive the achievement of goals, and stimulate personal growth and learning Bakker and Demerouti (2007). There is some empirical work that has linked job design and engagement; however, these studies have some limitations that the present study attempts to address.

According to A.khan (1990, 1992) in describing psychological meaningfulness can be achieved from task characteristics that provide challenging work, variety, allow the use of different skills, personal discretion, and the opportunity to make important contributions. This is based on Hackman and Oldham's (1980) job characteristics model and in particular, the five core job characteristics (i.e. skill variety, task identity, task significance, autonomy, and feedback). In fact, job characteristics, especially feedback and autonomy, have been consistently related to burnout Maslach et al., (2001). From a SET perspective, one can argue that employees who are provided with enriched and challenging jobs will feel obliged to respond with higher levels of engagement. Therefore based on this literature, the following hypothesis is drawn for testing.

H2: Job characteristic has positive effect on employees' engagement

B) Rewards and recognition

A.Khan (1990) reported that people vary in their engagement as a function of their perceptions of the benefits they receive from a role. Furthermore, a sense of return on investments can come from external rewards and recognition in addition to meaningful work. Therefore, one might expect that employees' will be more likely to engage themselves at work to the extent that they perceive a greater amount of rewards and recognition for their role performances. Maslach et al., (2001) have also suggested that while a lack of rewards and recognition can lead to burnout, appropriate recognition and reward is important for engagement. In terms of SET (Saks, 2006 #3), it says when employees receive rewards and recognition from their organization; they will feel obliged to respond with higher levels of engagement. Therefore based on this literature, the following hypothesis is drawn for testing.

H2. Rewards and recognition has positive effect on employees' engagement

C) Organizational Justice.

A lack of fairness can accentuate burnout, while a positive perception of fairness can improve engagement Maslach et al., (2001). A number of studies (G. Bies, 1987; Greenberg, 1989, 1990; Sheppard et al., 1992; Folger, 1993) show that when employees believe organizational decisions and managerial actions are unfair their outcome will be in reverse of their expectation. The safety dimension identified by A.khan, (1990) involves social situations that are predictable and consistent. While distributive justice pertains to one's perception of the fairness of decision outcomes, procedural justice refers to the perceived fairness of the means and processes used to determine the amount and distribution of resources Colquitt, (2001; Rhoades et al., 2001). A review of organizational justice research found that justice perceptions are related to organizational outcomes such as job satisfaction, organizational commitment, organizational citizenship behavior, withdrawal, and performance Colquitt et al., (2001). However, previous research has not tested adequately relationships between fairness perceptions and employee engagement. The effect of justice perceptions on various outcomes might be due in part to employee engagement. In other words, when employees have high perceptions of justice in their organization, they are more likely to feel obliged to also be fair in how they perform their roles by giving more of themselves through greater levels of engagement. Therefore based on this literature, the following hypothesis is drawn for testing.

H1: Organizational justice has positive effect on employees' engagement

D) Quality of leader ship

A good leader can also increase engagement through the way that he interacts with his team. If leaders keep their distance and manage through a command-and-control style, they will have a negative effect. Whereas a leader who is open and close to his team—where the team feels they are working **with** the leader rather than **for** the leader—will instill significantly more engagement in his team. The better your team understand the goals, the approach, and the reasoning, the more engaged they will be. If they are unsure of the what, why, and how, then it's very difficult to engage. Therefore based on this literature, the following hypothesis is drawn for testing.

H1. Quality of leader ship has positive effect on employees' engagement

E) Participation in decision making

Another way to increase engagement is to escalate employee involvement in the decision-making process. As the saying goes, "No involvement, no commitment." If people feel as though they had a part in the decisions, they will feel more involved in the project. Their thinking shifts: Now, it is their project rather than something that has been predetermined, and they have no chance of shaping. Therefore based on this literature, the following hypothesis is drawn for testing.

H1. Participation in decision making has positive effect on employees' engagement

F) Growth opportunities

Y.Anuradha. Iddogoda, (2016) Workers are motivated by challenging and rewarding work. When an employee gets stuck in a position with limited upward mobility, her/his level of engagement in that role can wane. Opportunities for professional growth and skill development causes employees to stay engaged. Ambitious employees also feel compelled to stay active in development when they know higher-level positions with greater responsibilities lie in wait. If employees feel as though ideas, input and productive work get rewarded in an organization, they are more likely to focus on these objectives. Therefore based on this literature, the following hypothesis is drawn for testing.

H1. Growth opportunities has positive effect on employees' engagement

3.4.1.3. None-work lives / external/ factors

A) Family issues and Social Obligations / work-life balance/

Y.Anuradha.Iddogoda, (2016) Company workers are people who are affected by human emotions. In some cases, employees get pulled emotionally into family situations that distract from full engagement in work. If a worker is managing the health of an ailing parent, for instance, that employee may struggle to commit the time, energy and effort to perform optimally at work.

That's the core problem. When we only try to understand and affect what happens at work, we ignore the most basic tenet of person-organization fit: employees bring their whole selves to work. What happens after the workday may be just as important as what happens during it.

To better learn how to measure this, exaqueo developed what we call the Whole Self Model and applied it to ethnographic research we were already doing for a number of different clients. Specifically he used interviewing and focus groups to find out whether many of the roots causes of engagement are actually found outside the workplace. The answer? A resounding “yes.”

In addition to the “work” part of engagement, we broadened our data set to include three additional components to round out the whole self: the internal self, the external self, and relationships. Each involves a different, specific question:

Work: What preferences and patterns do employees exhibit in performance, engagement, and job satisfaction?

Relationships: What people and relationships most influence employees inside and outside of work?

Internal self: What are the values that govern the lives and decisions of employees?

External self: Where do employees expend their energy outside of work?

As you might expect, employees don’t always commingle work and life. In fact, we found a strong correlation between increased age and an increased desire to keep work and life separate. Most Gen Xers and Baby Boomers are anxious to finish work for the day and focus on their home lives and families.

We also found that the behaviors and values employees cultivated outside work had an intense impact on how they behaved at work. When employees pulled into their driveways at the end of a commute, the events and activities that happened next governed their behaviors the following day. Therefore: Family issues have effect in employee engagement. Therefore based on this literature, the following hypothesis is drawn for testing.

H1. Family issues has positive effect on employees’ engagement

B). Social Obligations

Y.Anuradha.Iddogoda, (2016) Some employees also view work as a 40-hour-a-week commitment and want to put no further time and energy into the job. In such cases, employees clock out at the end of the day and move on to hobbies or social activities. Interesting work may inspire greater buy in. Therefore based on this literature, the following hypothesis is drawn for testing.

H1: Social Obligations has positive effect on employees' engagement

C). Competition from Other Options

Y.Anuradha.Iddogoda (2016) Competing career options or access to better-paying jobs are among common external factors that mitigate engagement. When employees aren't convinced a company and position are optimal, they may keep one eye open for greener grass. Employees also may get distracted with second jobs or other outside endeavors. Some employees have jobs or freelance gigs on the side that may distract from full commitment to a full-time employer and position. Plenty of opportunities, a positive culture and fair compensation protect against employees exploring external opportunities. Therefore based on this literature, the following hypothesis is drawn for testing.

H1: Competition from Other Options s has positive effect on employees' engagement

D) Religiosity

Novia et al., (2015) In Islam, religiosity is to use The Holy Qur'an as the main wellspring of wisdom for leaders and its employees. Farooq Kathwarai, chief executive officer of Ethan Allen Interiors recognized that The Qur'an has had a real impact on his business decisions and activities Hage (2013). In Islam, leaders are responsible and entrusted to meet their obligations to God as the Supreme Power and to discharge their obligations towards their followers Faris and Parry, (2011). As Muslims, that obligation also applies to all levels of employees, socially or individually. For instance, the obligation of Muslims to realize that the main purpose of work is to worship Allah and to obtain His blessings in all aspects of life, in the world and in the hereafter. This awareness will lead to positive emotional needs for a Muslim to engage well in their tasks. Therefore, it implies that religiosity have a great correlation with work engagement Therefore: religiosity has relation with employee engagement. Therefore based on this literature, the following hypothesis is drawn for testing.

H1. Religiosity has positive effect on employees' engagement

E) Personal value for job

The research conducted in India revealed that the differences in health and personal values might have an impact on employee engagement level. There are differences in value as some people work to live', while others 'live to work' Truss et. al (2006), Naval, (2014) There for: personal value that employee have for his job is expected to impact on employee engagement. Therefore based on this literature, the following hypothesis is drawn for testing.

H1. Personal value for job has positive effect on employees' engagement

3.4. Empirical reviews

Soane et al., (2012) Build on A. Khan (1990) Psychological conditions of personal engagement and disengagement at work theory and develop a model of engagement that has three requirements: a work-role focus, activation and positive affect. The model was operationalized in a new measure: the Intellectual, Social, Affective Engagement Scale (ISA Engagement Scale) comprising three facets: intellectual, social and affective engagement Amin (2016). This results indicated positive associations with three theoretically and empirically important outcomes: task performance, organizational citizenship behavior (OCB) and turnover intentions.

3.5. Theoretical and Conceptual Framework of the study

Based on the overall review of related literatures and the theoretical framework, the following conceptual model in which this specific study was governed & developed. The model used in the current study offers a unique effect of work life & non-work life determinants which can lead to employee engagement. This model was tested in the EPSE.

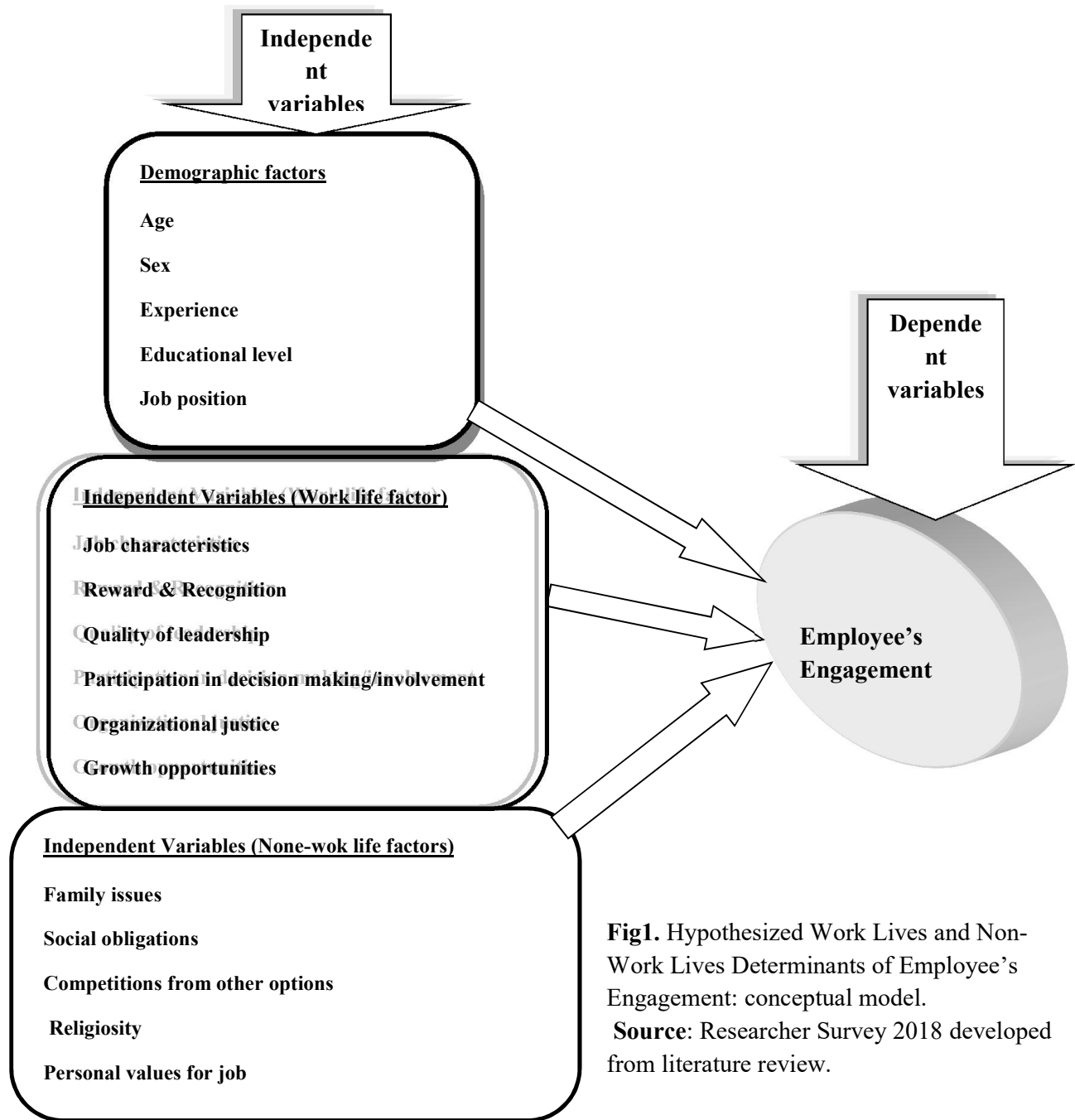


Fig1. Hypothesized Work Lives and Non-Work Lives Determinants of Employee's Engagement: conceptual model.

Source: Researcher Survey 2018 developed from literature review.

Research Hypotheses

- Job characteristic has significant positive effect on employee's engagement.
- Reward and recognition has significant positive effect on employee's engagement.
- Organizational justice has significant positive effect on employee's engagement.
- Perceived organization support has significant positive effect on employee's engagement.
- Quality of leader ship has significant positive effect on employee's engagement
- Participation in decision making has significant positive effect on employee engagement.
- Growth opportunities have significant positive effect on employee's engagement.
- Family issues has significant has significant positive effect on employee's engagement.
- Social Obligations has significant positive effect on employee's engagement
- Competition from Other Options has significant positive effect on employee's engagement.
- Religiosity has significant positive effect on employee's engagement.
- Personal value for job has significant positive effect on employee's engagement.

CHAPTER THREE

3. RESEARCH METHODOLOGY

In this chapter the practical method used in order to answer the research questions and fulfill the purpose of the research presented. Also it provides an overview of the research study, and model specification, a description of the instrument used for data gathering, target population, sampling procedure, and unit of analysis, sources of data, and methods of data analysis, presentation and interpretation.

3.1. Research Design

Polity and Beck (2003) describe a research design as the overall plan for obtaining answers to the questions being studied and for handling some of the difficulties encountered during the research process.

In this study, the researcher adopted a Casual research. According to Brannon (1992) Casual research is referred as the research design where the major emphasis is on deciding a cause and effect relationship. In fact, the causal relationship could be due to other factors specifically when dealing with perceptions and attitudes of people. In the causal-comparative research, the researcher examines how the dependent variables are affected by the independent variables and involves cause and effect relationships between the variables. The design focuses on two or more categories with the independent variables as compared to the dependent variable (Vogt, 1999).

The research strategy for this study was the Cross-sectional field survey method because data was collected at one point of time during a period of two months to assess the relationship between independent variables and employee Engagement in Ethiopian Postal Service Enterprise. In addition the studies were also corelational in design because there is intended to establish the relationship between dependent and independent variable of the study. Correlational research aims to ascertain if there is a significant association between two variables Reid (1987). A survey is a method of collecting data in which people are asked to answer a number of questions (usually in the form of a questionnaire). The reliability of a survey's results depends on whether the sample of people from which the information has been collected is free from bias and sufficiently large. According to O'Leary, (2004) the major advantages of questionnaires are that they can be administered to groups of people simultaneously, and they are less costly and less time-consuming than other measuring

instruments. For this study, survey research method was chosen where the questionnaire used to collect the information.

3.2. Research Approach

The researcher not only selects a qualitative, quantitative, or mixed methods study to conduct; the inquirer also decides on a type of study within these three choices. Research designs are types of inquiry within qualitative, quantitative, and mixed methods approaches that provide specific direction for procedures in a research design B.Anol (2012).

To achieve the aforementioned objectives, the study adopted Descriptive research and Explanatory or analytical research approaches were conducted a purely descriptive / quantitative/ & explanatory research approach, where it can be use of a questionnaire provided predominantly descriptive and qualified data. Descriptive / quantitative/ method is study involving analysis of data and information that are descriptive in nature and qualified Sekaran (2003).

Quantitative and qualitative approaches were used to come across the main objectives of the study and to go through all research questions and hypothesis. (Paul D Leedy 1993) define quantitative research as a formal, objective, systematic process to describe and test relationships and examine cause and effect interactions among variables in this kind of a research, it is used to answer questions on relationships within measurable variables with an intention to explain, predict and control phenomena. Quantitative research deals with numerical data or data that can be transformed into numbers. It shows the relationship of variables involved in the research through cause-and-effect fashion. If a strong relationship between or among variables is found, it can be established that the cause-and-effect relationship is highly probable. (Psychology Notes HQ) The qualitative method presents a descriptive and non-numerical approach to collect the information in order to present understanding of the phenomenon (Brue's L Berg, 2004). (Eare Babbie, 2012) argues that the qualitative method is an active and flexible method that can study subtle nuances in the attitudes and behaviors for investigating the social processes over time.

3.3. Population of the Study

The population of the study consisted of employees of Ethiopian Postal Service Enterprise and the target population for this study consists a total of 900 professional & Clerical staff of EPSE working in Head quarter(office) 533, Addis Abeba zone post offices 224 and 125 Arada zone post offices; those are almost professional, operational and senior staffs. Quite often, it was selected only a few items from the population for the study purposes. The samples were drawn from a population of 900 existing permanent & non- permanent employees at Head quarter, Addis Ababa zone & Arada zone post offices in Addis Ababa.

3.4. Sampling Frame and Sampling Technique

The sampling frame can be defined as set of source materials / list/ from which the sample is selected. The definition also encompasses the purpose of sampling frames, which is to provide a means for choosing the particular members of the target population that are to be includes in the survey. However, sampling location is a place where a research is conducted or/and a place where information is acquired. In this research, source materials consisted of all professional & Clerical staff of EPSE working in Headquarter office, Addis Ababa & Arada zone post offices those of who included were permanent & temporary junior and senior staffs. Sampling location is Head quarter, Addis Ababa zone, Arada zone post offices. Due to limitedness in capacity, the study couldn't address the entire population of permanent & non-permanent employees of Ethiopia Postal service Enterprise rather represent a sample. For this study systematic sampling technique (SRS) was used. Taro Yamane (1967:886) sample size determination formula is conducted to know the actual sample size from the entire population by using a simplified formula for Proportions $n = \frac{N}{1 + e^2N}$, Yamane sample calculation is a way to determine the sample size for a study. It is the most ideal method to use when the only thing you know about the underlying population you are sampling from is its size. The Yamane sample size states that:

$$nY = \frac{N}{1 + Ne^2},$$

Where, nY, is your Yamane sample size,

N, is your underlying population size and e, is determined from the confidence you are seeking from your study. That is, if you want to be 95% (confidence level) sure about the results of your study then $e=0.05$, or margin of error.

Then for this study the preliminary survey undertaken by the researcher was collected from the human resource transaction office of EPSE indicates that currently there are in total 529

are permanent & 371 non-permanent employees working at the Head quarter office , Addis Ababa and Arada zone post offices. The types of sampling mentioned earlier was systematic random sampling technique (SRS) to distribute questionnaire to those of permanent & non-permanent staff at Head quarter , Addiss Ababa & Arada zone post offices .

As indicated in the article “Taro Yemane sample size calculation techniques” has published a formula for determining sample size. For determining needed sample size when population size known is the following;

$$n = N / (1 + e^2 / N)$$

n = the required sample size

N = the population size. (900)

e = the degree of accuracy expressed as a margin of error (.05).

$$n = 900 / (1 + (0.05)^2 / 900)$$

$$n = 900 / 1 + 0.0025 / 900$$

$$n = 900 / 1 + 3.2375$$

$$n = 900 / 4.2375$$

$$n = 276.93$$

$$n = \sim \underline{276}$$

Therefore, the researcher used the above formula by considering sampling technique to minimize sampling error and determine the sample size and the result of the equation was 276.93 and approximately 276 representative samples was taken from 900 population size for the questionnaire survey.

Then after obtained the actual sample size the researcher was select the first nth sample individual by conducting lottery method / random number and the rest sample individuals were selected using systematic sampling method.

([https:// research- methodology.net/sampling /probability–sampling/](https://research-methodology.net/sampling/probability-sampling/)) In systematic sampling every Nth member of population is selected to be included in the study. It is a probability sampling method. It has been stated that “with systematic sampling, every Kth item is selected to produce a sample of size n from a population size of N. Systematic sampling requires an approximated frame for a priori but not the full list. As it is the case with any other sampling method, you will have to obtain confirmation from your thesis supervisor about your choice of systematic sampling, total size of population, size of your sample group and the value of N sample fraction before starting collecting the primary data.

(Sampling Methods and Sample Size Calculation for the SMART Methodology June 2012), Systematic Random Sampling is based on selection of units situated at a certain predetermined interval called the sampling interval. It is applicable for small scale surveys (approximately 1000 to 5000 basic sampling unit (BSU)) and one of its main advantages is that it can also be used without having a list of basic sampling units.

Advantages: Easy to implement, Maximum dispersion of sample units throughout the population, requires minimum knowledge of the population, used without having a list of basic sampling units.

Disadvantages: Less protection from possible biases, Can be imprecise and inefficient relative to other designs if the population being sampled is heterogeneous

How it is implemented: Choose a starting point at random, Select samples at uniform intervals thereafter:

1-in-k systematic sample

Most commonly, a systematic sample is obtained by randomly selecting 1 unit from the first k units in the population and every k^{th} element thereafter. This approach is called a 1-in- k systematic sample with a random start. To choose k so that a sample of appropriate size is selected, calculate:

$K(\text{Sampling Interval}) = \text{Number of units in population} / \text{Number of sample units required}$

Accordingly, I was planned to choose 276 samples from a population of 900 employees, $k = 900/276 = 3$, so this design would be a 1-in-3 systematic sample. After calculating your sampling interval, you are ready to select your first BSU. Choose a random number 3 between 1 and the sampling interval you calculated. ([https:// research-methodology.net/sampling /probability-sampling/](https://research-methodology.net/sampling/probability-sampling/)) noted that the first sample has to be chosen in a random manner. It is important to select the first sample randomly to ensure probability sampling aspect of the systematic sampling. To choose the 2nd BSU, add the sampling interval to the number of the 1st BSU, by adding the sampling interval to the number found for the previous BSU is continuing until the last ($n^{\text{th}} + \text{sampling Interval}$) members of sample group are chosen among the population.

3.5. Source of Data

The necessary data for this study was collected from both primary and secondary sources. The primary data was collected through questionnaires which contained closed & open ended

questions related to the subject matter. The secondary data mainly collected from relevant documents of Enterprise Human Resources & Development work process in addition to this from enterprise reports, newspapers, periodic publications & magazines that were related to the study. When necessary, materials were downloaded from websites.

3.5.1. Data Gathering Instrument

Mainly For this study my data gathering instruments were a Questionnaires and Observation guide. And for the content of Questionnaires some of them were developed by the researcher because of new independent variables that was the researcher tried to incorporate in this study and the rest was adoption with modification from previous research papers conducted by Tessmma (2014) and from 100+ employee engagement survey questions. The questions were designed & translated by simple Amharic to reduce misunderstanding and uncertainties on the questions by the respondents. This questionnaire consisted of three parts, section one is general information, In section two, it consists of questions of seven Work-lives determinants of Employee Engagement & five None work- lives determinant of employee engagement where the seven work-lives variables are Job characteristics, Rewards and recognition, Perceived Organizational support, and organizational justice, Quality of leader ship, Participation in decision making, Growth opportunities & five None work-lives variables are Family issues, Social Obligations, Competition from Other Options, Religiosity & Personal value for job . And section three it consists of questions of three components of psychological engagement including cognitive, emotional and physical. The questions were formed in a five point Likert scale such as 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree which allows respondents to indicate level of agreement with the statement provided. It was lead to a better understanding towards the Antecedents of Employee Engagement of EPSE. The researcher personally approached the organization and explained to the employee about the purpose of the study.

The researcher decided to use these tools because; questionnaires were help in gathering basic data from large number of respondent with fewer amounts of time on the other hand interviews that gives the advantage of collecting detailed information from small number of respondents and it helps the researcher how take in to account how the target population feels and think about the problem.

The questionnaire was prepared to addresses respondent's demographic profile, educational background and work experience and other mentioned /drivers / determinants of employee engagement in EPSE. As well as respondent's opinion on Employee engagement practice, to

know existing position of employee's engagement in post office was presented. Respondent's level of agreement on position of engagement towards their job and lastly major achievements on employee engagement enhancement.

3.6. Pilot Testing

In the way that to reduce the possibility of getting the answer wrong, attention need to be paid to two particular issues: reliability and validity (Saunders, 2003).

3.6.1. Validity

Validity defined as the extent to which data collection method or methods accurately measure what they intended to measure (Saunders 2003). Numbers of different steps were taken to ensure the validity of the study:

- ✓ Data was collected from respondents who fulfill the require qualification like those who are permanent & non-permanent staffs of EPSE working in the selected post offices in Addis Ababa. So, the researcher believes the data will collect from the reliable sources.
- ✓ Questions were made based on literature review and frame of reference to ensure the validity of the result;
- ✓ The questionnaire was evaluated by expert who has a long year experience in EPSE. And based on his /her comments re-arrangement and modification was made.

3.6.2. Reliability

According to Saunders, (2003) reliability refers to the degree to which data collection method or methods will yield consistent findings (J. Briony, 2006). SPSS software offers "Reliability Analysis Statistics": among the models of reliability, Alpha (Cronbach) was used in this study.

In conclusion the real difference between reliability and validity is mostly a matter of definition. Reliability estimates the consistency/uniformity/ of your measurement, or more simply the degree to which an instrument measures the same way each time it is used in under the same conditions with the same subjects. Validity, on the other hand, involves the degree to which you are measuring what you are supposed to, more simply, the accuracy of your measurement. It is my belief that validity is more important than reliability because if an instrument does not accurately measure what it is supposed to, there is no reason to use it even if it measures consistently (reliably).

It is always desirable to pilot-test the data collection instruments before they are finally used for the study purposes at least using a convenience sample (Kothari, 2004). Such pre-testing may uncover ambiguity, lack of clarity or biases in question wording which should be eliminated before administering to the intended sample eventually to get high response rate (Bhattacharjee, 2012). To assure this rule, the researcher has distributed 10 questionnaires for conveniently selected respondents. Sekaran (2003) believed that pilot testing involves the use of a small number of respondents to test the appropriateness and comprehensiveness of questions. Thus, in the pilot-test, pilot respondents were asked to comment on substance of questions against objectives of the study, length of the instrument, format, wording, item redundancy and word sequencing. Among 10 pilot-testing questionnaires, 7 of them (70%) were returned with relevant comments. Thus, based on which the questionnaire was significantly revised by the researcher on the aspects of wording and content of items. Once the revision is completed, it is distributed to the intended respondent for final data collection.

According to Sekaran (2003), reliabilities less than 0.6 are considered to be poor, those in the 0.7 range to be acceptable and those over 0.8 are good. The reliability coefficient closer to 1 is better. Therefore, cronbach's alpha coefficient of the pilot study was calculated as 0.703 and for the final survey it is 0.71 overall. The scale consistency of the independent variables-are describes below the Table 1.

Table 1: Cronbach's Alpha coefficient for each section of Questionnaires

A	Independent variables	No. Items	Alpha Value
I	Work –lives factors		
1	Job characteristics	5	0.77
2	Rewards and Recognition	10	0.86
3	Organization justice	6	0.83
4	Perceived organizational support	4	0.78
5	Quality of leader ship	7	0.94
6	Participation in decision making	3	0.84
7	Growth opportunities	4	0.81
II	None Work –lives factors		
1	Family issues i.e. work-life balance)	3	0.79
2	Social Obligations (i.e. work-life balance)	1	Single variable/question
3	Competition from Other Options	2	0.85
4	Religiosity	3	0.76
5	Personal value for job	2	0.67- acceptable
B	Dependent variable		
	Employee engagement	7	0.71

3.7. Model Specification

Multiple linear regression models are reasonably the most important and extensively used multivariate statistical techniques in most relationship studies that involve ratio/interval variables. This model uses when there is two or more independent variables to predict the value of one dependent variable. The model is chosen to be used in this study owing to its suitability to analyze the causal relationship between dependent and independent variables. The model can be specified as:

Model (1) $y = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_{12}x_1x_2 + \beta_{11}x_1^2 + \beta_{22}x_2^2 + \dots$ second order linear model. The multiple linear regression models have two orders. However, because of its simplicity and suitability with the empirical data that was collected, the study was adopted to use the second order model.

Where:

Y = the dependent variable

β_0 = the constant term/intercept

x_1, x_2, \dots, x_k = the independent variables

$\beta_1, \beta_2, \dots, \beta_k$ = the slope coefficient of continuous variable

e = Random error/ residual term

3.8. Data Presentation and Analysis Technique

After the primary and secondary data gathering procedures were completed the responses of informants / respondents were presented and analyzed both quantitatively and qualitatively the analysis part start from simple description statistics of the data using mean, frequencies, mode, range, tables, graphs, percentiles & Proceed to apply advanced inferential statistical techniques were used i.e. Correlation test, multiple regressions, F-test using SPSS version 20 Software. The data was presented and analyzed in a way to produced important information that can answer basic research questions, ensure objectives of the study and also show future implications of the study.

3.9. Ethical Considerations

In order to follow the ethical and legal standards of scientific investigation, the study was conducted after approval of saint Marry University School of Graduate Studies review board, Ethiopian Postal Service Departments of Human resource & organizational development review board and after obtaining permission letter from work process of communication.

Information sheet was given to communication work process before the data collection starts. Questionnaires were distributed to EPSE employees who were willing to fill up the questionnaire. The purpose of distributing the questionnaire was clearly indicated on the questionnaire. In the study process the name of employees were coded to protect the confidentiality of employees i.e. respondents were kept confidential. The conclusion reaches and the recommendations given were not biased and purely based on the data collected and the feedbacks received from the respondents.

CHAPTER- FOUR

4. DATA ANALYSIS AND INTERPRETATION

As indicated in the preceding chapters, this research study attempted to evaluate the Determinants of employee engagement in Ethiopian Postal Service Enterprise. A total of 276 questionnaires were distributed to employees and (n = 224) completed and submitted the survey, an overall response rate of (81.15 %), it was considered robust by Nunnally (1978). This chapter deals with the discussion and analysis of the findings. On the collected data by using relative statistical techniques which is mentioned in chapter three. And it addressed the research question raised in the first chapter and test the hypothesis formulated relative to literatures in chapter two .The first parts of this chapter .i.e. 4.1 deals about respondents' demographic characteristics. The second sections of this chapter deals with the main part of the chapter which is tried to analyze the data collected using the structured questions.

4.1. Demographic Characteristics of the Respondents'

This section provides a summary of the demographic characteristics i.e. work experience, age, gender, education, position, types of staff, and religion of the respondents. The largest portion (43 %) of the respondents are staying in the post office ranging from 1-5 years followed by 18.8%, 15.2%, 13.5% and 9.4 % with the period of 6-10, 16-20 , 11-15 and the staying years more than >20 years. Here is the respondent's work experience that means how long each employee has been working in the post office till now.

Table 2: Employee work experience Vs Gender , Cross tabulation

			Sex of employee		Total
			M	F	
Employee years of worked for the post office	1-5 years	Total	33	63	96
		years of worked for the post office	34.40%	65.60%	100%
		Sex of employee	32.00%	52.50%	43%
		Total	14.80%	28.30%	43%
	6-10 years	Total	22	20	42
		years of worked for the post office	52.40%	47.60%	100%
		Sex of employee	21.40%	16.70%	18.80%
		Total	9.90%	9.00%	18.80%
	11-15 years	Total	15	15	30
		years of worked for the post office	50.00%	50.00%	100%
		Sex of employee	14.60%	12.50%	13.50%
		Total	6.70%	6.70%	13.50%
	16-20 years	Total	19	15	34
		years of worked for the post office	55.90%	44.10%	100%
		Sex of employee	18.40%	12.50%	15.20%
		Total	8.50%	6.70%	15.20%
	>20 years	Total	14	7	21
		years of worked for the post office	66.70%	33.30%	100%
		Sex of employee	13.60%	5.80%	9.40%
		Total	6.30%	3.10%	9.40%
Total	Total	103	120	223	
	years of worked for the post office	46.20%	53.80%	100%	
	Sex of employee	100%	100%	100%	
	Total	46.20%	53.80%	100%	

Source: - Survey questionnaire 2018

When we see the age composition of the respondents work experience in the post office the major proportion from 1-5 years,(43 %) of this respondents are from both sex groups male 33(14.8%) and female 63 (28.3%) while when we examine the lowest portion of work experience in the post office employees who have more than 20 years , (9.4 %) from this portion of the respondents, 14 (6.3%) of male and 7 (3.1%) of female respondents were found.

Table 3: Age group of employee Vs Gender, Cross tabulation

			Sex of employee		Total
			M	F	
Age group of employee	18-29 years	Total	30	61	91
		Sex of employee	29.1%	50.8%	40.8%
		Total	13.5%	27.4%	40.8%
	30-39 years	Total	35	34	69
		Sex of employee	34.0%	28.3%	30.9%
		Total	15.7%	15.2%	30.9%
	40-49 years	Total	20	11	31
		Sex of employee	19.4%	9.2%	13.9%
		Total	9.0%	4.9%	13.9%
	50-59 years	Total	16	14	30
		Sex of employee	15.5%	11.7%	13.5%
		Total	7.2%	6.3%	13.5%
	≥60 years	Total	2	0	2
		Sex of employee	1.9%	0.0%	.9%
		Total	.9%	0.0%	.9%
Total	Grand Total	103	120	223	
	Sex of employee	100.0%	100.0%	100.0%	
	Total	46.2%	53.8%	100.0%	

Source: survey questionnaires 2018

Table 4: The highest level of education employee completed Vs Gender, Cross tabulation

		Sex of employee		Total	
		M	F		
The highest level of education employee completed	<= 9th grade	Total	0	1	1
		Sex of employee	0.0%	.8%	.5%
		Total	0.0%	.5%	.5%
	High School completed	Total	4	8	12
		Sex of employee	3.9%	6.7%	5.4%
		Total	1.8%	3.6%	5.4%
	10+ 2, 10+3	Total	6	4	10
		Sex of employee	5.9%	3.3%	4.5%
		Total	2.7%	1.8%	4.5%
	College diploma	Total	20	54	74
		Sex of employee	19.6%	45.0%	33.3%
		Total	9.0%	24.3%	33.3%
	Undergraduate Degree	Total	69	48	117
		Sex of employee	67.6%	40.0%	52.7%
		Total	31.1%	21.6%	52.7%
	Graduate Degree and above	Total	3	5	8
		Sex of employee	2.9%	4.2%	3.6%
		Total	1.4%	2.3%	3.6%
	Total	Total	102	120	222
		Sex of employee	100.0%	100.0%	100.0%
		Total	45.9%	54.1%	100.0%

Source: survey questionnaires 2018

Regarding to respondents educational level the majority (52.7 percent) of the respondents are first degree holders followed by diploma holders (33.3 percent) , graduate degree holders and above (3.6 percent) , (5.4 percent) High School completed , grade 10+ 2 and 10+3 (4.5

percent) and lastly the smallest group was (0.5 percent) 9th grade & below was scored from both gender,

Table 5: Employee job title Vs Gender, Cross tabulation

			Sex of employee		Total
			M	F	
Employee job title	Employee coordinator	Sum	15	11	26
		Sex of employee	15.0%	9.2%	11.8%
		of Total	6.8%	5.0%	11.8%
	Clerk	Sum	36	68	104
		Sex of employee	36.0%	56.7%	47.3%
		Total	16.4%	30.9%	47.3%
	Senior Expert	Sum	20	5	25
		Sex of employee	20.0%	4.2%	11.4%
		Total	9.1%	2.3%	11.4%
	Expert	Sum	26	21	47
		Sex of employee	26.0%	17.5%	21.4%
		Total	11.8%	9.5%	21.4%
	Secretary	Sum	2	15	17
		Sex of employee	2.0%	12.5%	7.7%
		Total	.9%	6.8%	7.7%
	drivers / others	Sum	1	0	1
		Sex of employee	1.0%	0.0%	.5%
		Total	.5%	0.0%	.5%
	Total	Grand Sum	100	120	220
		Sex of employee	100%	100%	100%
		Total	45.5%	54.5%	100%

Source: survey questionnaires 2018

Concerning to respondents job title the majority (47.3 percent) of the respondents are Clerk followed by expert position (21.4 percent), senior expert (11.4percent) employee coordinator, secretary (7.7percent) and lastly the smallest group was (0.5percent) who were drivers and other groups of employees.

Table 6: Religion of employees Vs Gender, Cross tabulation

			Sex of employee		Total
			M	F	
Religion of employee	Muslim	Sum	1	11	12
		Sex of employee	1.0%	9.2%	5.4%
		Total	.4%	4.9%	5.4%
	Orthodox Christian	Sum	94	97	191
		Sex of employee	91.3%	80.8%	85.7%
		Total	42.2%	43.5%	85.7%
	protestant	Sum	7	12	19
		Sex of employee	6.8%	10.0%	8.5%
		Total	3.1%	5.4%	8.5%
	Apostle	Sum	1	0	1
		Sex of employee	1.0%	0.0%	.4%
		Total	.4%	0.0%	.4%
Total	Grand total	103	120	223	
	Sex of employee	100%	100%	100%	
	Total	46.2%	53.8%	100%	

Source: survey questionnaires 2018

As regards to respondent's religion majority (85.7 percent) of the respondents are Orthodox Christian followed by protestant (8.5percent), Muslim (5.4 percent) and lastly the smallest group was (0.4percent) who's their religion group was apostle.

4.2. Analysis of collected Data

4.2.1. Descriptive Analysis

A Likert Scale is a type of rating scale used to measure attitudes or opinions. With this scale, respondents are asked to rate items on a level of agreement. In this descriptive analysis, the measuring instrument used to calculate Job characteristics, Rewards and Recognition, Organization justice, Perceived organizational support, Quality of leadership, Participation in decision-making, Growth opportunities, Family issues, Social Obligations (i.e. work-life balance), Competition from Other Options, Religiosity, Personal value for job factors as well as the level of employee's engagement are scaled 1 to 5. 1=strongly disagree, 2=disagree, 3=neutral, 4=agree and 5=strongly agree. Accordingly, a factor takes its average for the questions under it with no decimal point. Despite the fact that to summarize the narrative outcomes, the researcher used criterion-referenced definitions for rating scales to describe the collected data.

Table 7: Criterion – referenced scale definitions

Mean rating	Respondents level of agreement	Description of respondent agreement level
1.00 - 1.49	Strongly disagree	Very low
1.50 - 2.49	Disagree	Low
2.50 - 3.49	Neutral	Medium
3.50 - 4.49	Agree	High
4.50 - 5.00	Strongly agree	Very high

Here noted as "3" means "neither agree nor disagree, while value "4" means "agree". Hence, if value 3 is recorded as any of the subsequent measurement, it means that level is neither high nor low, or in other words it is in "average or medium level". If a value of (4) is obtained, it means a "high" level. Similarly, value one (1) and five (5) mean "very low" level and "very high" level respectively while value two (2) mean "low" level. Based on the above table, the researcher discussed the findings of the descriptive statistics of determinants of employee engagement by providing criterion-referenced definitions of each Criterion – referenced scale.

Table 8: Mean score result summary according to Criterion – referenced scale definitions.

Variables	R&RCO	PDM	OJ	EE	POS	GO	QLS	SO	PVFJ	JC	FI	CFOO	RLIGISTY
Meanscore	2.39	2.69	2.81	2.83	2.91	3.02	3.06	3.29	3.44	3.55	3.6	3.91	3.92
Degree of agreement	DA	N	N	N	N	N	N	N	N	A	A	A	A
Description	L	M	M	M	M	M	M	M	M	H	H	H	H

The average summary of independent & dependent variables is illustrate in table 4.7 below .the average mean of the respondents from, JC, R&RCO, OJ, POS, QLS ,PDM, GO, FI, SO, CFOO, RLIGISTY, PVFJ and EE are, 3.55, 2.39, 2.81, 2.91, 3.06, 2.69, 3.02, 3.60, 3.29, 3.91, 3.92, 3.44 and 2.83, respectively towards “ employee engagement” as earlier mentioned criterion- referred definitions (Table 4.6) the mean of JC, FI ,CFOO and RLIGISTY shown as high, this implies that the response for those individual question were scored/respond to agree. Respondents on PDM, OJ, EE, POS, GO, QLS, SO and PVFJ had shown the all mean shown as medium, though the response for individual questions ranges from strongly disagree to strongly agree or very low to very high. And the last respondents from R&RCO has mean of 2.39 which is considered as low. When we observed the respondent’s mean on the dependent variables –Employee’s engagement: almost 58.3% of the independent variables are considered as medium level means and the rest 33.3 % are considered as high, and 8.3% from R&R (2.39) mean of respondents at low level of agreement. The grand or cumulative mean score of the dependent variable EE is 2.83 this implies that in general it has got the neutral level of agreement and it showed that current position of EPSE employee engagement level is moderately satisfactory & employees are moderately engaged on their work roles & work tasks.

4.3. Inferential statistics

Inferential statistics, unlike descriptive statistics, is the attempt to apply the conclusions that have been obtained from one experimental study to more general populations. This means inferential statistics tries to answer questions about populations and samples that have not been tested in the given experiment. It's persuasive to assume that descriptive statistics alone signals the end of an experiment, or to fail to draw a distinction between the results of descriptive statistical tests and your analysis. Statistics are powerful tools, but it's the analysis provided afterwards by inferential statistics that explicitly makes claims about what those results mean, why, and in what context. Remember that inference involves moving focus from smaller and more specific to larger and more general. Siddharth Kalla, et al., (Jan 15, 2010).

Inferential analysis uses statistical tests to see whether a pattern we observe is due to chance or due to the program or intervention effects. Research often uses inferential analysis to determine if there is a relationship between an intervention and an outcome as well as the strength of that relationship. (Developed in collaboration with The United States Department of Agriculture's National Institute of Food and Agriculture through a cooperative agreement with The University of Minnesota.).

So as inferential statistics are all about statistical procedures and it is the end to reach on conclusion about associations between the interests variables of the study. And they are designed to test hypotheses. To the extent that one of the objectives of the research is to explore whether the seven work -lives & five none-work lives variables of employee engagement namely job characteristic, reward & recognition, organizational justice, perceived organizational support, quality of leadership, participation in decision making, growth option and family issues, social obligation, competition from other options religiosity and personal values for job are significantly determine on employee 's engagement in the case of EPSE, here the researcher tried to undertook hypothesis testing using correlation & regression analysis to illustrate conclusion in the study area.

4.3.1. Correlation analysis

Correlation is another way of assessing the relationship between variables. To be more precise, it measures the extent of correspondence between the ordering of two random variables. There is a large amount of resemblance between regression and correlation but for their methods of interpretation of the relationship. A scatter diagram is a fantastic help when

trying to describe the type of relationship existing between two variables. Measuring correlation we make use of the linear product-moment correlation coefficient, also known as Pearson's correlation coefficient, to express the strength of the relationship. This coefficient is generally used when variables are of quantitative nature, that is, ratio or interval scale variables. Pearson's correlation coefficient is denoted by r. Pearson moment correlation chen (1198) provides the following guidelines on the strength of the relationship of variables.

We can categorize the type of correlation by considering as one variable increases what happens to the other variable: Positive correlation – the other variable has a tendency to also increase; Negative correlation – the other variable has a tendency to decrease; No correlation – the other variable does not tend to either increase or decrease.

Smaller ($r=0.01 - 0.29$)

Medium ($r=0.30 - 0.49$)

Large ($r=0.5 - 1.0$)

The following correlation tests are made to assertion whether or not exist relationship b/n independent & dependent variables.

Table -9 Correlation value of Dependent variable with each Independent variables	
Correlations between	Pearson Correlation values
Job characteristics Vs Employees' engagement	.361**
Reward & Recognition Vs Employee's engagement	.367**
Organizational Justices Employee's engagement	.337**
Perceived Organizational support Vs Employee's engagement	.419**
Quality of Leadership Vs Employee's engagement	.381**
Participation in decision making Vs Employee's engagement	.342**
Growth opportunities Vs Employee's engagement	.464**
Family issue Vs Employees' engagement	.324**
Social obligation Vs Employee's engagement	0.055
Competition from other options Vs Employee's engagement	-.159*
Religiosity Vs Employees' engagement	0.019
Personal values for job Vs Employee's engagement	.218**

*. Correlation is significant at the 0.05 level (2-tailed), Only CFOO & Religiosity

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

Source: survey questionnaire, 2018

As we summarized From Table 9 correlation result b/n Dependent & Independent variables are as follows;

Correlation result showed that JC has a moderately significant positive determinant/factor on EE i.e $r=.361^{**}$ at a significant level of 0.01).

Correlation result b/n EE vs RR, showed that RR has a moderately significant positive determinant/factor on EE i.e $r=.367^{**}$ at a significant level of 0.01).

Correlation result b/n EE vs OJ, OJ has a moderately significant positive determinant/factor on EE i.e $r=.337^{**}$ at a significant level of 0.01).

Correlation b/n EE vs POS, POS has a moderately significant positive determinant/factor on EE i.e $r=.337^{**}$ at a significant level of 0.01).

Correlation b/n EE vs QLS, QLS has a moderately significant positive determinant/factor on EE i.e $r=.381^{**}$ at a significant level of 0.01).

Correlation b/n EE vs PDM, PDM has a moderately significant positive determinant/factor on EE i.e $r=.342^{**}$ at a significant level of 0.01).

Correlation b/n EE vs GO, GO has a significant positive determinant/factor on EE i.e $r=.464^{**}$ at a significant level of 0.01).

Correlation b/n EE vs. FI, FI has a moderately significant positive determinant/factor on EE i.e $r=.324^{**}$ at a significant level of 0.01).

Correlation b/n EE vs. SO in the above table 17, SO has a smaller significant positive determinant/factor on EE i.e $r=.324^{**}$ at a significant level of 0.01).

Correlation b/n EE vs. CPFO. PFO has a smaller significant negative determinant/factor on EE i.e $r=.324^{**}$ at a significant level of 0.01).

Correlation b/n EE vs. Religiosity, Religiosity has a smaller significant positive determinant/factor on EE i.e. ($r=.218^{**}$ at a significant level of 0.01).

Correlation b/n EE vs. PVFJ, PVFJ has a moderately significant positive determinant/factor on EE i.e $r=.218^{**}$ at a significant level of 0.01).

Table 10: Correlation Matrix within dependent variables

Pearson Correlation	JC	R&RCO	OJ	POS	QLS	PDM	GO	FI	SO	CFOO	RLIGISTY	PVFJ
JC	1											
R&RCO	.424**	1										
OJ	.565**	.622**	1									
POS	.458**	.612**	.652**	1								
QLS	.457**	.443**	.492**	.516**	1							
PDM	.357**	.448**	.537**	.532**	.556**	1						
GO	.482**	.479**	.414**	.484**	.540**	.492**	1					
FI	.365**	.257**	.474**	.406**	.336**	.387**	.306**	1				
SO	.021	.148*	.121	.086	.062	.025	.165*	.038	1			
CFOO	.015	-.205**	-.155*	-.196**	-.105	-.029	-.139*	.036	.051	1		
RLIGISTY	-.064	.008	.041	.101	.051	.042	-.079	.175**	.173**	.110	1	
PVFJ	.153*	.156*	.118	.088	.079	.222**	.084	.250**	.207**	.219**	.282**	1

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

Source: survey questionnaire, 2018

In the above inter-correlation matrix table association among twelve independent variables (job characteristics, reward & recognition, organizational justice, Perceived organizational support, Quality of leadership, Participation in decision making, Growth opportunities, Family issues, Social Obligations, Competition from Other Options, Religiosity, and Personal value for job) was tested and found to be from small to large significant , the variables competition from other options , reward & recognition, organizational justice ,perceived organizational support ,quality of leadership, participation in decision making and growth opportunities were with small value & negatively related to each other at significant level of 0.01 and the rest all independent variables were positively related to each other at the given level of significance as presented in table 10.

4.3.2. Regression analysis

Regression analysis is a technique used in statistics for investigating and modeling the relationship between variables Douglas Montgomery et al., (2012). Simple linear regression:

Simple linear regression is a model with a single regressor x that has a relationship with a response y that is a straight line. This simple linear regression model can be expressed as $y = \beta_0 + \beta_1x + \varepsilon$ where the intercept β_0 and the slope β_1 are unknown constants and ε is a random error component. If there is more than one regressor, it is called multiple linear regression. In general, the response variable y may be related to k regressors, x_1, x_2, \dots, x_k , so that $y = \beta_0 + \beta_1x_1 + \beta_2x_2 + \dots + \beta_kx_k + \varepsilon$. Douglas Montgomery, Peck, & Vinning, (2012). Multiple regressions are a statistical technique and it is an extension of simple linear **regression**. It is used when we want to predict the value of a variable based on the value of two or more other variables. The variable we want to predict is called the dependent variable (or sometimes, the outcome, target or criterion variable). <https://www.google.com>

In this research the chosen regression type was multiple regression analysis given that the number of determinant /independent variables to predict the dependent variables are twelve specifically (job characteristics, reward & recognition, organizational justice, Perceived organizational support, Quality of leader ship, Participation in decision making, Growth opportunities, Family issues, Social Obligations, Competition from Other Options, Religiosity, and Personal value for job).

However before running a multiple regression, there are several assumptions that need to be checked the data meet, in order for its analysis to be reliable and valid, i.e. assumptions of normality of the distribution, independency of residuals, and multicollinearity of variables should be tested or analyzed.

When you take the parametric approach to inferential statistics, the values that are assumed to be normally distributed are the means across samples. To be clear: the Assumption of Normality (note the upper case) that underlies parametric stats does not assert that the observations within a given sample are normally distributed, nor does it assert that the values within the population (from which the sample was taken) are normal. The core element of the Assumption of Normality asserts that the distribution of sample means (across independent samples) is normal. In technical terms, the Assumption of Normality claims that the sampling distribution of the mean is normal or that the distribution of means across samples is normal. By definition, parametric stats are those that make assumptions about the shape of the sampling distribution of the value of interest (i.e., they make assumptions about the skew and kurtosis parameters, among other things; hence the name). The shape that is assumed by all of

the parametric stats that we will discuss is normal (i.e., skew and kurtosis are both zero). The only statistic of interest that we will discuss here is the mean.

Normal distribution is detected based on skewness & kurtosis statistics. skewness is a measure on the asymmetry (irregularity) of a distribution. whereas, kurtosis measures the size to which observations cluster around a central point .the acceptable range for normality for both statistics is b/n -1.0 and +01.0 .as showed in table 22., except the skewness statistics of competition from other options, (-1.024) the rest of all variables for both of skewenss & kurtuisis statistics are fall in the acceptable standard of normality (-1.0 - , +01.0).

Table 11: Normality of data distribution

Descriptive Statistics						
Varables	N	Mean	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
EE	224	2.8324	-.416	.163	-.041	.324
JC	222	3.5548	-.557	.163	.016	.325
R&RCO	224	2.3898	.209	.163	-.464	.324
OJ	224	2.8082	.024	.163	-.407	.324
POS	224	2.9081	-.276	.163	-.596	.324
QLS	224	3.0616	-.235	.163	-.839	.324
PDM	224	2.6905	.132	.163	-.693	.324
GO	224	3.0246	-.166	.163	-.748	.324
FI	224	3.6042	-.823	.163	.689	.324
SO	224	3.2946	-.361	.163	-.981	.324
CFOO	224	3.9129	-1.024	.163	-.029	.324
RLIGISTY	224	3.9196	-.766	.163	.208	.324
PVFJ	224	3.4420	-.211	.163	-.608	.324

Test for Multicollinearity was checked .and this analysis is fundamentally done for the sake of trying whether multicollinearity is the problem of this research or not before proceeding to the main regression analysis. as cited by Belayneh zeleke,(2017) , to detect any multicollinearity problem or to test the independence of the explanatory variables in regression model the study used a correlation matrix of independent variables. Correlation analysis is used to determine how strongly the scores of two variables are associated or correlated with each other. The problem of multicollinearity usually arises when certain explanatory variables are highly correlated. Correlation is measured using values between +1.0 and -1.0. Correlations close to 0

indicate little or no relationship between two variables, while correlations close to +1.0 (or -1.0) indicate strong positive or negative relationships (Hayes et al., 2005). They also indicated that correlation coefficient below 0.9 may not cause serious multicollinearity problem. However Kennedy (2008) argued that as any correlation coefficient above 0.7 could cause a serious multicollinearity problem leading to inefficient estimation and less reliable results. Here Kennedy's argument is more acceptable. Aligned to this study, providing that all the twelve predictors (or IVs) are not too highly correlated their correlation coefficients are below 0.7, which is in favor to Kennedy's argument as shown in Correlation Matrix table 4.3.4 above as the highest correlation is $r=0.65$. And hence there is no problem of multicollinearity being understood for that reason, be in agreement to using the data in regression analysis.

In addition multicollinearity assumption can also test by looking at the Coefficients table. This allows researchers to more formally check that the predictors (or IVs) are not too highly correlated. Researcher can use VIF and Tolerance statistics to assess this assumption. For the assumption to be met values of Variance Inflation Factor (VIF) scores to be well below 10, and tolerance scores to be above 0.2; which is the case in as shown in table 4.17, the tolerance and VIF of Job characteristics, Reward & Recognition, Organizational Justice, Perceived Organizational support, Quality of Leadership, Participation in decision making, Growth opportunities, Family issues, Social obligation, Competition from other options, Religiosity, and Personal values for job are .545, .479, .369, .430, .537, .506, .523, .667, .872, .843, .826, .755 and 1.833, 2.089, 2.709, 2.325, 1.862, 1.975, 1.913, 1.499, 1.147, 1.186, 1.211, 1.324 respectively. Therefore, this research model fits the requirement and multicollinearity is not a problem.

In multiple regression analysis there is also assumption of values of the residuals are independent or (uncorrelated). The prediction errors or difference between the observed (actual) value of the dependent or the case variable (y) and the predicted value (\hat{y}) estimated by the regression equation is called the **residual** (e). And each data point has one **residual**. I.e. **Residual** = Observed value - Predicted value. $e = y - \hat{y}$. Both the sum and the mean of the residuals are equal to zero. That is, $\sum e = 0$ and $\bar{e} = 0$.

According to Anderson, R.L., (1941), Autocorrelation refers to the correlation of a time series with its own past and future values. Autocorrelation is sometimes called "serial correlation", which refers to the correlation between members of a series of numbers arranged in time. Alternative terms are "lagged correlation", and "persistence. As mentioned above no auto

correlation or no serial correlation implies that the size of the residual for one case has no impact on the size of the residual for the next case. In statistics, the Durbin–Watson statistic is a test statistic used to detect the presence of autocorrelation at lag 1 in the residuals (prediction errors) from a regression analysis.

To check this assumption it need to look at the Model Summary box. Here, it can use the Durbin-Watson statistic to test the assumption that the residuals are independent (or uncorrelated). It measures how residuals are interrelated each other across the cases. The test statistic value for Durbin –Watson can vary from 0 to 4. For assumption to be met, this value to be close to 2 or the acceptable range is (1.50- 2.50). Values below 1 and above 3 are cause for concern and may turn into the analysis invalid. In this study as illustrated in table 12 below Durbin –Watson is 1.867 it implies or tells that it falls in the acceptable range.

Table 12: Model Summary (Test for Independent of Residuals)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.572 ^a	.327	.288	.53096	1.867
<p>a. Predictors: (Constant), Personal values for job , Quality of Leader ship, Social obligation , Competition from other options, Religiosity , Family issues, Reward & Recognition , Job characteristics, Participation in decision making, Growth opportunities, Perceived Organizational support, Organizational Justice.</p> <p>b. Dependent Variable: Employee engagement</p>					

Source: researcher survey, 2018

After checking the assumptions among multiple regression model i.e. normality of data distribution, insufficiency of residuals / error terms / and multicollinearity, multiple regression is carried out.

4.3.3. Model strength Predication

In any regression analysis separately from predication, strength or magnitude of the relationship requires further attention. According to Ho (2006), a measure of strength of the computed predication equation is R-square, sometimes called the coefficient of determination. In the regression model, R-square is the square of the correlation coefficient between the observed and predicated value of dependent variable. If R-square is 1, there exist a perfect linear relationship between the predictors and dependent variable. An R-square of

0 indicates no linear relationship. In this research, since as long as adjusted R-square of all the twelve variables is 0.288, from Table 12, we can say that 28.8% of the variability in the level of employee's engagement is accounted for by determinants or drivers of engagement.

Table 13: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Colinearity Statistics		
	B	Std. Error	Beta			Tolerance	VIF	
1	(Constant)	1.456	.262		5.563	.000		
	Job characteristics	.064	.055	.089	1.155	.250	.545	1.833
	Reward & Recognition	.047	.063	.060	.736	.462	.479	2.089
	Organizational Justice	-.057	.067	-.080	-.853	.395	.369	2.709
	Perceived Organizational support	.105	.061	.150	1.733	.085	.430	2.325
	Quality of Leader ship	.050	.047	.082	1.065	.288	.537	1.862
	Participation in decision making	-.002	.051	-.002	-.031	.976	.506	1.975
	Growth opportunities	.156	.050	.243	3.095	.002	.523	1.913
	Family issues	.083	.048	.119	1.715	.088	.667	1.499
	Social obligation	-.019	.031	-.037	-.602	.548	.872	1.147
	Competition from other options	-.063	.032	-.123	-1.998	.047	.843	1.186
	Religiosity	-.014	.042	-.021	-.330	.742	.826	1.211
	Personal values for job	.096	.036	.175	2.682	.008	.755	1.324
a. Dependent Variable: Employmeamean1								

4.3.4. Model fit testing

In this section to check how well the regression model fits the data, ANOVA (analysis of variance) provides F value. Table14, showed that and F value to be 8.449 this shows that the F Statistics is significant at 0.000 levels which show the fitness of the model. As per the approval standard rule, the significance (P-value) has to be < 0.05 this indicates that in general the model is fitted for this study.

Table 14: ANOVA (Over all Model Fit)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.584	12	2.382	8.449	.000 ^b
	Residual	58.922	209	.282		
	Total	87.506	221			
a. Dependent Variable: Employee engagement						
b. Predictors: (Constant), Personal values for job, Quality of Leadership, Social obligation, Competition from other options, Religiosity, Family issues, Reward & Recognition, Job characteristics, Participation in decision making, Growth opportunities, Perceived Organizational support, Organizational Justice						

4.3.5. Predicating the level of Employee’s Engagement from the twelve drivers (determinants)

In the above regression coefficient’s ,Table 13 values of standardized beta coefficients state that how intensely/strongly/ those three independent variables namely (Personal values for job, Competition from other options, Growth opportunities,) drivers or determinants of engagement predict the behavior of (employee’s engagement). And this can interpreted as from the total variance occurred in employee’s engagement (dependent variable), 24.3% is the reflection of Growth opportunities, -12.3% because of competition from other options, and the rest 17.5% is as a matter of personal values for job. The variations with significance levels of 0.002, 0.047 and 0.008 are delivered from determinant of engagement Growth opportunities, Competition from other options and Personal values for job respectively in addition to these significance values where all these there values are below 0.05 & they are significant. From this result, one can infer that from work-lives determinants of engagement Growth opportunities is the major determinant or predictor of overall employee’s engagement, followed by personal values for job, respectively. While other determinant of engagement it’s standardized beta’s values was found negative this imply that the independent variables x_i ‘s (Competition from other options) is –vely related with the dependent variable (y), this means the dependent variable “employee’s engagement” on average , will reduce by an amount equal to the beta’s value for a one unit change in independent variable this is for Competition from other options which is related inversely &

it's beta value is "statistically" significant, at 0.05 level of significance, then other interpretation would be that employee engagement(y) is not "statistically" dependent on the rest nine insignificant independent variables. Another interpretation could be that employee's engagement is known to depend on those independent variables but the study design, used to generate the data, does not have sufficient power to detect that dependence.

Based the theory and previous empirical research, that the result of Competition from Other Options is not supported by theory and previous empirical research. This means, the result is inconsistency with the proposed research hypothesis having positive significant effect in determine/ predicating employee engagement. As it is indicated in the research literature review, "Competing career options or access to better-paying jobs are among common external factors that mitigate engagement. When employees aren't convinced a company and position are optimal, they may keep one eye open for greener grass. Employees also may get distracted with second jobs or other outside endeavors. Some employees have jobs or freelance gigs on the side that may distract from full commitment to a full-time employer and position. Plenty of opportunities, a positive culture and fair compensation protect against employees exploring external opportunities. Y.Anuradha. Iddogoda (2016)." So, based on this theory, unlike the findings, the relationship must be positive.

Growth opportunities result is supported by theory and previous empirical research. This means, the result is consistency with the proposed research hypothesis having positive significant effect in determine/ predicating employee engagement Y.Anuradha. Iddogoda (2016), Workers are motivated by challenging and rewarding work. When an employee gets stuck in a position with limited upward mobility, his / her level of engagement in that role can wane. Opportunities for professional growth and skill development causes employees to stay engaged. Ambitious employees also feel compelled to stay active in development when they know higher-level positions with greater responsibilities lie in wait. If employees feel as though ideas, input and productive work get rewarded in an organization, they are more likely to focus on these objectives.

Lastly, the finding on personal values for job is supported by the theory and previous empirical research which suggested that it is consistency with the proposed research hypothesis having positive significant effect in determine/ predicating employee engagement. "The research conducted in India revealed that the differences in health and personal values might have an impact on employee engagement level. There are differences in value as some people *work to live*', while others *'live to work'* Truss et al., (2006), Naval, (2014) There

for: personal value that employees have, for his/her job has positive effect & determine employee engagement.

In general the research gap of other papers studied on the same topic was mentioned prior to conducting this analysis which has not addressed or incorporated in their study i.e. Non-work lives factors of employee engagement. But in this study the researcher tried to incorporate five non-work lives factors of employee engagement as research gap and analyzed with work-lives factors to know the relationship with employee engagement. Based on finding result vs. literature consistency comparison from non-work lives variables out of five factors three of them were significant and one from the three i.e CFOO was inversely /negatively related to employee's engagement namely (social obligation, competition from other options and religiosity), and the rest personal value for job and family issues are positively related to engagement.

4.3.5.1. Relationship of the variables

The positive sign of β coefficients' (slope) as indicated in the above table 13. It shows the direct relationship between independent & dependent variable, 1.456 ,0.64 of β coefficients', for job characteristics, 0.047 for reward & recognition ,0.105 for perceived organizational support ,0.050 for quality of leadership,0.156 for growth opportunities ,0.083 for family issues ,0.096 for personal values for job which has a direct relation with employee's engagement on the contrary, the negative signs -0.057 for organizational justice , -0.02 for participation in decision making , -0.019 for social obligation , -0.063 for competition from other options and -0.014, for religiosity they have indirect relationship with employee's engagement. The constant (1.456) refers to the intercept in "Y" in axis where the regression lines cross the axis. By refereeing to this respondent's analysis, the equation for employee's engagement with only significant β coefficients' of the studied organization is:

$$Y_{ep} = \beta_0 + \beta_1x_1 + \beta_2x_2 + \dots + \beta_kx_k + e$$

$$Y_{ep} = 1.456 + 0.156GO - 0.063CFOO + 0.096PVJ.$$

Where;

Y_{ep} = level of employee's engagement

GO= growth opportunities, CFOO=competition from other options and PVJ=personal values for job.

Table 15: Summary of Hypothesis Testing Results from Regression Analysis Coefficients.

	Hypothesis	Result	Reason
1	Job characteristic has significant positive effect on employee engagement.	Not Supported	Beta = 0.064 at 0.250 sig.
2	Reward and recognition has significant positive effect on employee engagement.	Not Supported	Beta=0.047 at 0.462 sig.
3	Organizational justice has significant positive effect on employee engagement.	Not Supported	Beta= -0.057At 0.395 sig.
4	Perceived organization support has significant positive effect on employee engagement.	Not Supported	Beta=0.105 at 0.085 sig.
5	Quality of leader ship has significant positive effect on employee engagement.	Not Supported	Beta= 0.050 at 0.288 sig.
6	Participation in decision making has significant positive effect on employee engagement.	Not Supported	Beta= - 0.02 at 0.976 sig.
7	Growth opportunities have significant positive effect on employee engagement.	Supported	Beta= 0.156 at 0.002 sig.
8	Family issues has significant has significant positive effect on employee engagement.	Not Supported	Beta= 0.083 at 0.088 sig.
9	Social Obligations has significant positive effect on employee engagement.	Not Supported	Beta= -0.019 at 0.548 sig.
10	Competition from Other Options has significant positive effect on employee engagement.	Supported	Beta= -0.063 at 0.047 sig.
11	Religiosity has significant positive effect on employee engagement.	Not Supported	Beta= -0.014 at 0.742 sig.
12	Personal value for job has significant positive effect on employee engagement.	Supported	Beta=0.096 at 0.008 sig.

CHAPTER FIVE

5. SUMMARY, CONCLUSION AND RECOMMENDATION

This chapter presents the summary of findings from which conclusions are drawn and this was exactly answer the critical research questions of this study. The limitation of the study and suggestions for further study would be identified. Finally, recommendations to the case study enterprise were forwarded.

5.1. Summary of Findings

The values of mean score for the independent variables job characteristics ,reward & recognition, organizational justice, perceived organizational support ,quality of leadership ,participation in decision making , growth opportunities , family issues, social obligation, competition from other options , religiosity, personal values for job was 3.55, 2.39, 2.81, 2.91, 3.06, 2.69, 3.02, 3.60, 3.29, 3.91, 3.92, 3.44 respectively, while the mean score for the dependent variable of employee's engagement was 2.83. where seven of the variables respondents response rate were found at the medium level which has the largest proportion response rate among the twelve independent variables (58.3%) of engagement is compared, the number for reward & recognition response rate (8.3%) being the lowest from proportion of independent variables and from 4 variables JC, FI, CFOO & Religiosity questions the respondents response rate of (33.30%) is found the highest level relative to others. From this we can show that majority of respondents found on the medium level of engagement even the dependent variable EE has got 57 % (127) respondents' response rate being medium or moderate level of engagement but with regard to the reward & recognition employees great number of respondents (41.1%) 92 respondents' response rate found on the low level of engagement. This indicates that reward & recognition determinant on employee's engagement in the company is slightly low or negative disagree level of agreement..

From work lives determinants the mean score for job characteristics is highest while the mean score for reward & recognition is lowest. This implies employees in the company have relatively good feeling towards job characteristics such as, autonomy in job, doing the job itself provide information about the work performance while, their feeling towards reward & recognition ,which includes ,adequately paid compared to colleagues at other organizations, salary and benefits package meet family's needs well, Praise from supervisor, pay is fair and matches job performance and satisfied with the organization's overall benefits package is low. This finding is similar to results from previous study Tessema (2014) as it's finding for

JC average effect on dependent variable was 1.6 % whereas in this research finding it's mean score is the highest from categories of work lives variables 3.91 and in regression analysis 8.9% of average effect on EE and it prevailed that the variable has got more power of determinant effect on EE than the previous study. Similarly from a non-work lives determinants the mean score for religiosity (3.92) is highest while the mean score for social obligation (3.29) is neutral medium. This implies employees in the company have relatively good feeling towards religiosity with in relation to job engagement questions which includes main purpose of work is to worship God/Allah & to obtain His blessing in all aspects of life , in the world & in the hereafter, awareness about God/Allah versus work relation will lead to positive emotional needs for employee to engage well and being religiosity has relation with employee engagement while , their feeling towards social obligation , which include Having more than one commitments of social institutions has effect on work is neutral /medium level of feelings in determing employee's engagement. But this two non-work lives determinant variables social obligations & religiosity were found inverse relationship with EE engagement this implies that inconsistence with theoretical literature of this research (in regression analysis).

As finding in the respondent's demographic profile, it is clear that majority of the company's work force are young, middle age & educated, i.e. b/n (18-29 years) 83, (30-39 years) 64 and (40-49 years) 27 employees are found & almost 77.68 % from total respondents. In general in the mean score descriptive statistics result the dependent variable EE has got moderate level of agreement .i.e. 157 employees were found to be moderately engaged whereas when we came to specific demographic descriptive statistics , it prevailed that from the working age group in total (18-49 years) there were 45 males & 61 female employees were respond to the medium or moderate level of agreement from engagement mean score value , However, according to descriptive statistics result much of respondents response on the requested questions items (variables) are fall in neutral or moderate level of agreement . There is also difference in working experience .i.e. working in EPSE, from 1-5 years 14.8% of male & 28.3% female and 20 and more years 6.3% males & 3.1 % of female employees were stay in working for EPSE.

The correlation coefficient statistics indicates that employees "engagement " (dependent variable) is associated with job characteristics (0.361), reward & recognition (0.367), organizational justice (0.367), perceived organizational support (0.419), quality of leadership

(0.381), participation in decision making(0.342), growth options(0.464),family issues (0.324),social obligations(0.55),competition from other options (-0.159) , religiosity(0.019) and personal values for job (0.218). Significance relationship was also tested with inter correlation- matrix among the independent variables. All independent variables are correlated each other such as; job characteristics is associated with reward & recognition (0.424) and organizational justice (0.565) and with perceived organizational support (0.458) and quality of leadership (0.457) and participation in decision making (0.357) and growth option (0.482) and family issues (0.365) and social obligation (0.021) and competition from other options (0.015) and with religiosity (-0.064) and personal values for job. Relatively stronger correlation is (0.565) is scored between organizational justice and job characteristics and negative correlation is scored between job characteristics and religiosity.

Findings of research regression analysis tells us that the model explained 28.8 % (R Square= 0.327, Adjusted R Square= 0.288) by the independent variables the R statistics 0.572 that indicates strong relationship between dependent variable and independent variables. The β statistics for job characteristics , reward & recognition, Organizational Justice ,Perceived Organizational support , Quality of Leader ship , Participation in decision making ,Family issues , Social obligation , Religiosity are 0.064, 0.047, -0.057, 0.105,0.050,-0.002,6,0.083,-0.019,-0.014 and 0.319 respectively with $p > 0.05$ significance level and they are found to be insignificant variables , only Growth opportunities, Competition from other options and personal values for job were with $p < 0.05$ and they were found to be significant variables for this research. From work lives determinant growths options and from none-work lives determinant Competition from other options and personal values for job are with $p < 0.05$ significance level, but competition from other option has –ve beta coefficient. Thus among the twelve directional hypothesis (H1, H2, H3, H4...and H12) H7, H10 and H12 postulated as growth opportunities, competition from other options and personal values for job have significant positive effects on employee’s engagement and they are accepted.

Open ended responses respond from employees, they said that there is violate for human resource selection & recruitment rules & lows in hiring employees, unfair in growth opportunities scheme, specially growth opportunities for managerial, supervisory, senior expert, expert & other positions are given to only those who have not much skills & educational background, but only based on choosy selected ethnic, politically active groups, friendships & by different types of corruptions. As employees openly respond, they were undermined for their right to grow in position & other benefits due to ethnicity discrimination & political issue innervations. In this study 75% of employees respond

fairness & organizational justice is not considering ever before, especially on work related issues, GO & RR, PDM, OJ, POS, QLS are among the rest.

5.2. Conclusions

The primary objective of this study was to evaluate work & none work lives determinants of employees' engagement in the context of EPSE. Accordingly, seven work-lives (JC, RR, OJ, POS, QLS, PDM, GO) and five non-work lives determinants or factors (FI, SO, CFOO, Religiosity and PVJ) were hypothesized to determine employee's "engagement".

Descriptive statistics of the study result of mean scores & proportion response rate of variables indicates much of the responses for the dependent (127) respondents and independent variables fall inside the medium or moderately category. This illustrates at what engagement level that, most employees of the company are found. This result enable to conclude that current position or state of employee's engagement of EPSE is moderately engaged i.e. employees are neither actively engaged or disengaged on their work roles & work tasks, on RR response rate have disagree level of agreement being the lowest from proportion of independent variables this shows that EPSE reward & recognition strategy is inefficient for motivating employees to engaged on their work roles & work tasks. On other hand job characteristics have the highest or "Agree" level of agreement and from this the researcher concludes that the job autonomy, job requirements ,job performance job design, job awareness and job information and other conditions of job characteristics are fitted & favorable for employees.!

From respondents demographic analysis much of the respondents 174 were educated, young & middle age working labor force (18-49 years).Relative to engagement referenced level of agreement 45 males & 61 female employees have medium or moderate level of agreement from engagement mean score value. Despite the fact that EPSE has more educated & youngest working age labor force, researcher conclude that much of it's employee's level of engagement to their work roles is moderately engaged this imply disagreement to the general truth of " working age" or labor force belief, which is obviously known being energetic & productive on job related tasks. And also there is in future more chance of tendency to being first class disengagement in regard to female's employees who are more in number scored moderately engaged than male in this study. For staying in EPSE from a minimum 1-5 years having work experience is more in females and a maximum staying in EPSE more than 20 years' experience is more in male employees this conclude that males have less retention

period working within EPSE or having more turnover rate than female employees whenever they got unsatisfied & burnout in their work tasks & work roles, when age count to above labor force or having experience in EPSE 20 and more **years** males employees have more retention working within EPSE and tilting to engaged to their work roles & work tasks than females.

In view of this research, correlation statistics was undergone to check the relationship with employee's engagement (dependent variable). Then it is confident that significance association is existed between employee's engagement and job characteristics, reward & recognition, organizational justice, perceived organizational support, quality of leadership, participation in decision making, growth opportunities, family issues, social obligation, competition from other options, religiosity and personal values for job. The independent variables are also interrelated. For the most part the stronger association of organizational justice and perceived organizational support indicates their interdependence.

To evaluate whether the independent variables determine employee's engagement, regression was carried out. Thus it discovered that the determinants Growth opportunities, Competition from other options and Personal values for job are the significant factors and positively determine employee's engagement. Except Competition from other option which is negatively/inversely/ related or determine employee's engagement. These three variables explained 28.8 percent of the variation in employee's engagement and are 57.2 percent related. Therefore, from the projected hypothesis (H7, H10 and H12) were accepted as the result of individual beta's coefficients of t-test the tests only support the indicated three proposed hypothesis with a p value significance level less than 0.05 and other independent variables are insignificant. But when we come to the F-test statistics (analysis of variance) indicates that in general the model is significant & fitted for this study.

5.3. Recommendations

As drawn in our conclusion throughout regression coefficients and analysis of variance tests employee engagement drivers, Growth opportunities, Competition from other options and personal values for job determines employee's engagement significantly. Considering this the following recommendations are provided.

- As the research indicates the mean score value of majority's response towards employee's engagement is falling on the medium or moderate category, for this reason the company has to make an effort to take action which result in employee's engagement improvement &

enabling to trade off moderately engaged employees to actively engaged employees. When taking actions to improve the engagement of its employees the company should think and give outstanding attention to all work-lives & non-work-lives determinant of employee engagement.

- But more attention should be given to work-lives factors such as, growth opportunities, perceived organizational support, reward and recognition, quality of leadership and from non-work lives for SO & PVFJ. As the result of the study indicated that job characteristics on employee's engagement has highest & "Agreed" level of agreement on their mean score value relative to the other work lives factors and accordingly they are scored respectively by their impact rank. So EPSE management should build up approaches to improve those of the remaining factor variables which are failing in "Neutral" (Moderate) & "Disagree" (Low) level of agreement on their value of mean score, so as to improve the engagement of its employees and in so doing make them committed to achieve assigned work roles & work tasks. Especially, EPSE should practice or implement motivating and encouraging reward & recognition system to its employees.
- The effect of Growth opportunities on employee engagement is the next high moderately determinant factor variable on its mean score value & having more average percentage change (multiplier) on EE, when there is a one unit change in growth opportunities in regression analysis, EPSE should realizing by creating conducive ground for everybody who can compete for any vacant position with fairly manner to compete & attain their growth opportunities in the company. Similarly for the above indicated factor variables the company should have also due grate attention and improve its ways of perceived organizational support, in supporting employees on their social / family issues, up grading its human capital quality of leadership and the last but not least reward and recognition is most powerful human resource incentive tools to increase employee engagement on their job responsibilities, work roles & work tasks so, EPSE should have scale up its employee's recognition & reward frequencies ever before.
- As indicated in the respondent's demographic profile, it is clear that majority of the company's work force are young, middle age & educated. However, according to the response there is disagreement with regard to recognizing employees for their effort at work. Literally "working age labor force group" means it assumed to be energetic & emotional (psychologically) perform their work roles & work tasks. This all contributed employee's engagement being moderate and EPSE should craft valuable improvements in those areas by

recognizing employees for their effort and investigate what would be within this whole working age labor force this paradox happened in the company.

- In result of open ended responses employees respond that there is totally unfair in HR system , EPSE management should have given grate emphasis do not violate rules & lows of human resource selection & recruitment when hiring employees,
- Employees also said that the company doing unfair & irrational growth opportunities , grate chance & benefits are given for selective unskilled, uneducated, & selected ethnic, friendship, corruptions & politically active groups on managerial, supervisory & other vacant positions, so EPSE should avoid discrimination & unfair walking in growth opportunities scheme among employees, and has to given equal chance of competition with defined & publicity known criteria rather than the above indicated strategies.
- In general employees said that in the company their right to grow & for other benefits is undermined due to political issue innervations in work environment. They respond that any fairness & justice is not observing ever before, especially on, GO & RR, PDM, OJ, POS, QLS are among the rest. EPSE should shave detaches from ethnicity or racial political ideology in work related issues and concentrate on those six work related determinant variables to normalizing or change existing observation ,perception and expectation of its employees.

5.4. Limitations of the research

As if every research has its limitations, this study firm's to multiple limitations, which are presented here. Qualitative research by its nature can be difficult to generalize as it is highly case sensitive and often difficult to replicate with satisfying outcomes.

The researcher presents detailed information about Determinants and its effect on Employee's engagement and is able to draw conclusions only about that particular sample in a specific context. Another significant point is the limited number of respondents in this thesis. Of course larger the number would be, better the extent of the results.

Also, the sample included only employees found in Addis Ababa and of from three selected offices and on EPSE single firm.

5.5. Suggestions for Future Research

The researcher suggests the following further research areas: Additional research with samples drawn from all post offices in the country with differing employees, especially researchers that include different service provider industries, are needed.

Furthermore it will be better if additional variables other than work-lives & non-work lives or can show how the modulator variables have affected each other; in relative to employee engagement included in the model.

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Appendix I

The highest level of education employee completed * Age group of employee * Engagement referenced level Cross tabulation								
referenced level	highest level of education		Age group of employee in years					Total
			18-29	30-39	40-49	50-59	>=60	
high	High School completed	Count	0	2	0	0	0	2
		% within Age group of employee	0.0%	22.2%	0.0%	0.0%	0.0%	6.5%
		% of Total	0.0%	6.5%	0.0%	0.0%	0.0%	6.5%
	10+ 2, 10+3	Count	0	0	1	1	0	2
		% within Age group of employee	0.0%	0.0%	14.3%	50.0%	0.0%	6.5%
		% of Total	0.0%	0.0%	3.2%	3.2%	0.0%	6.5%
	College diploma	Count	6	4	3	1	1	15
		% within Age group of employee	54.5%	44.4%	42.9%	50.0%	50.0%	48.4%
		% of Total	19.4%	12.9%	9.7%	3.2%	3.2%	48.4%
	Undergraduate Degree	Count	5	3	3	0	1	12
		% within Age group of employee	45.5%	33.3%	42.9%	0.0%	50.0%	38.7%
		% of Total	16.1%	9.7%	9.7%	0.0%	3.2%	38.7%
low	High School completed	Count	2	0	0	1		3
		% within Age group of employee	8.7%	0.0%	0.0%	12.5%		5.0%
		% of Total	3.3%	0.0%	0.0%	1.7%		5.0%
	10+ 2, 10+3	Count	0	0	1	0		1
		% within Age group of employee	0.0%	0.0%	11.1%	0.0%		1.7%
		% of Total	0.0%	0.0%	1.7%	0.0%		1.7%
	College diploma	Count	6	3	0	2		11
		% within Age group of employee	26.1%	15.0%	0.0%	25.0%		18.3%
		% of Total	10.0%	5.0%	0.0%	3.3%		18.3%
	Undergraduate Degree	Count	13	16	8	2		39
		% within Age group of employee	56.5%	80.0%	88.9%	25.0%		65.0%
		% of Total	21.7%	26.7%	13.3%	3.3%		65.0%
	Graduate Degree and above	Count	2	1	0	3		6
		% within Age group of employee	8.7%	5.0%	0.0%	37.5%		10.0%
		% of Total	3.3%	1.7%	0.0%	5.0%		10.0%
medium	<= 9th grade	Count	0	1	0	0		1
		% within Age group of employee	0.0%	2.9%	0.0%	0.0%		.8%
		% of Total	0.0%	.8%	0.0%	0.0%		.8%
	High School completed	Count	3	1	3	1		8
		% within Age group of employee	5.4%	2.9%	18.8%	5.0%		6.3%
		% of Total	2.4%	.8%	2.4%	.8%		6.3%
	10+ 2, 10+3	Count	3	0	0	4		7
		% within Age group of employee	5.4%	0.0%	0.0%	20.0%		5.5%
		% of Total	2.4%	0.0%	0.0%	3.1%		5.5%
	College diploma	Count	19	15	4	8		46
		% within Age group of employee	33.9%	42.9%	25.0%	40.0%		36.2%
		% of Total	15.0%	11.8%	3.1%	6.3%		36.2%
	Undergraduate Degree	Count	29	18	9	7		63
		% within Age group of employee	51.8%	51.4%	56.3%	35.0%		49.6%
		% of Total	22.8%	14.2%	7.1%	5.5%		49.6%
	Graduate Degree and	Count	2	0	0	0		2
		% within Age group of employee	3.6%	0.0%	0.0%	0.0%		1.6%

	above	% of Total	1.6%	0.0%	0.0%	0.0%		1.6%
very low	College diploma	Count	0	2				2
		% within Age group of employee	0.0%	50.0%				40.0%
		% of Total	0.0%	40.0%				40.0%
	Undergraduate Degree	Count	1	2				3
		% within Age group of employee	100.0%	50.0%				60.0%
		% of Total	20.0%	40.0%				60.0%
		Total count from sample	91	68	32	30	2	223
		% within Age group of employee	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total from sample	40.8%	30.5%	14.3%	13.5%	.9%	100.0%

Engagement referenced level * Age group of employee * Gender of employee Cross tabulation									
Sex of employee				Age group of employee in years					Total
				18-29	30-39	40-49	50-59	> 60	
M	Engagement referenced level of agreement	high	Count	1	6	3	0	2	12
			% within Engagement referenced level	8.3%	50.0%	25.0%	0.0%	16.7%	100.0%
			% of Total	1.0%	5.8%	2.9%	0.0%	1.9%	11.7%
		low	Count	9	13	7	3	0	32
			% within Engagement referenced level	28.1%	40.6%	21.9%	9.4%	0.0%	100.0%
			% of Total	8.7%	12.6%	6.8%	2.9%	0.0%	31.1%
		medium	Count	20	15	10	13	0	58
			% within Engagement referenced level	34.5%	25.9%	17.2%	22.4%	0.0%	100.0%
			% of Total	19.4%	14.6%	9.7%	12.6%	0.0%	56.3%
		very low	Count	0	1	0	0	0	1
			% within Engagement referenced level	0%	100%	0%	0%	0%	100%
			% of Total	0%	1%	0%		0%	1%
	Total	Count	30	35	20	16	2	103	
		% within Engagement referenced level	29.1%	34.0%	19.4%	15.5%	1.9%	100.0%	
		% of Total	29.1%	34.0%	19.4%	15.5%	1.9%	100.0%	
F	Engagement referenced level of agreement	high	Count	10	3	4	2		19
			% within Engagement referenced level	52.6%	15.8%	21.1%	10.5%		100.0%
			% of Total	8.3%	2.5%	3.3%	1.7%		15.8%
		low	Count	14	8	2	5		29
			% within Engagement referenced level	48.3%	27.6%	6.9%	17.2%		100.0%
			% of Total	11.7%	6.7%	1.7%	4.2%		24.2%
		medium	Count	36	20	5	7		68
			% within Engagement referenced level	52.9%	29.4%	7.4%	10.3%		100.0%
			% of Total	30.0%	16.7%	4.2%	5.8%		56.7%
		very low	Count	1	3	0	0		4
			% within Engagement referenced level	25.0%	75.0%	0.0%	0.0%		100.0%
			% of Total	0.8%	2.5%	0.0%	0.0%		3.3%
	Total	Count	61	34	11	14		120	
		% within Engagement referenced level	50.8%	28.3%	9.2%	11.7%		100.0%	
		% of Total	50.8%	28.3%	9.2%	11.7%		100.0%	

Total	Engagement referenced level of agreement	high	Count	11	9	7	2	2	31
			% within Engagement referenced level	35.5%	29.0%	22.6%	6.5%	6.5%	100.0%
			% of Total	4.9%	4.0%	3.1%	0.9%	0.9%	13.9%
		low	Count	23	21	9	8	0	61
			% within Engagement referenced level	37.7%	34.4%	14.8%	13.1%	0.0%	100.0%
			% of Total	10.3%	9.4%	4.0%	3.6%	0.0%	27.4%
		medium	Count	56	35	15	20	0	126
			% within Engagement referenced level	44.4%	27.8%	11.9%	15.9%	0.0%	100.0%
			% of Total	25.1%	15.7%	6.7%	9.0%	0.0%	56.5%
		very low	Count	1	4	0	0	0	5
			% within Engagement referenced level	20.0%	80.0%	0.0%	0.0%	0.0%	100.0%
			% of Total	0.4%	1.8%	0.0%	0.0%	0.0%	2.2%
	Total	Count	91	69	31	30	2	223	
		% within Engagement referenced level	40.8%	30.9%	13.9%	13.5%	0.9%	100.0%	
		% of Total	40.8%	30.9%	13.9%	13.5%	0.9%	100.0%	

47.5% this much youngest working age labor force resulting in Medium / moderate level of agreement, 106 respondents from the total of 223, which 61 of females & 45 of male respondents.

The highest level of education employee completed * Age group of employee Cross tabulation								
			Age group of employee in years					Total
			18-29	30-39	40-49	50-59	>=60	
The highest level of education employee completed	<= 9th grade	Count	0	1	0	0	0	1
		% within Age group of employee	0.0%	1.5%	0.0%	0.0%	0.0%	.4%
		% of Total	0.0%	.4%	0.0%	0.0%	0.0%	.4%
	High School completed	Count	5	3	3	2	0	13
		% within Age group of employee	5.5%	4.4%	9.4%	6.7%	0.0%	5.8%
		% of Total	2.2%	1.3%	1.3%	.9%	0.0%	5.8%
	10+ 2, 10+3	Count	3	0	2	5	0	10
		% within Age group of employee	3.3%	0.0%	6.3%	16.7%	0.0%	4.5%
		% of Total	1.3%	0.0%	.9%	2.2%	0.0%	4.5%
	College diploma	Count	31	24	7	11	1	74
		% within Age group of employee	34.1%	35.3%	21.9%	36.7%	50.0%	33.2%
		% of Total	13.9%	10.8%	3.1%	4.9%	.4%	33.2%
	Undergraduate Degree	Count	48	39	20	9	1	117
		% within Age group of employee	52.7%	57.4%	62.5%	30.0%	50%	52.5%
		% of Total	21.5%	17.5%	9.0%	4.0%	.4%	52.5%
	Graduate Degree and above	Count	4	1	0	3	0	8
		% within Age group of employee	4.4%	1.5%	0.0%	10.0%	0.0%	3.6%
		% of Total	1.8%	.4%	0.0%	1.3%	0.0%	3.6%
	Total	Count	91	68	32	30	2	223
		% within Age group of employee	100	100%	100%	100%	100%	100%
		% of Total	40.8%	30.5%	14.3%	13.5%	.9%	100.0%

Appendix II

	Job characteristics
1	There is much autonomy in my job
2	The job requires me to do many different things at Work, using a variety of my skills and talents.
3	Managers or co-workers let me know how well I am doing on my job.
4	Doing the job itself provide me with information about my work performance
5	The actual work itself provides clues about how well I am doing – aside from any “feedback” coworkers or supervisors may provide.
	Rewards and Recognition
1	A pay raise, Job security, and a promotion available for me
2	I get Praise from my supervisor.
3	Training and development opportunities available for me.
4	There is some form of public recognition (e.g. employee of the month).
5	My pay is fair and matches my job performance
6	I feel I am adequately paid compared to my colleagues at other organizations
7	The way this organization rewards people helps produce the results we want
8	My salary and benefits package meet my (and my family’s) needs well
9	I am satisfied with the organization’s overall benefits package
10	I feel that I am fairly paid in comparison to similar people in similar roles within this organization
	Organization justice
1	The outcomes I receive appropriate for the work I have completed
2	I have been able to express my views and feelings during those procedures
3	Those procedures have been applied consistently
4	Those procedures have been free of bias.
5	I Have been able to appeal the outcomes arrived at by those procedures
6	Those procedures have upheld ethical and moral standards
	Perceived organizational support
1	My organization is supportive of my goals and Values.
2	Help is available from my organization when I have a problem in work & social related issues.
3	My organization really cares about my well- being.
4	My organization cares about my ideas & opinions.
5	Quality of leader ship
1	I see strong evidence of effective leadership from my department leader
2	My department leader is open and honest in communication
3	My department leader cares about what is on employees’ minds
4	I trust the directors / senior management to deliver that vision and the goals of the organization
5	I trust the my department leader to appropriately balance employee interests with those of the organization
6	My department leader acts in ways to inspire a strong commitment to our goals
7	My department leader treats employees as this organization’s most valued asset
	Participation in decision making
1	Employees are participating in organizational strategic plan preparation process.

2	Immediate boss are willing & allow participating employees when there exist some organizational assignments which request decisions.
3	The organization enables employees participating in any decision making process.
	Growth opportunities
1	My future career opportunities here look good
2	There are sufficient opportunities within the organization for me to advance and take on greater responsibility
3	I want to develop my career within this organization
4	If I perform well in my role, it will lead to opportunities for me to progress
II	None-work lives / External/ factors
	Family issues (i.e. work-life balance)
1	I can keep a reasonable balance between work and personal life
2	My work-related stress is manageable for me
3	My regular work location is convenient for me
	Social Obligations (i.e. work-life balance)
1	Having more than one commitment of social institutions has effect on my work.
	Competition from Other Options
1	Do you leave this organization , if you have other options or access to better-paying jobs
2	When you are not certain a company and position are most favorable, you may keep one eye open for greener grass.
	Religiosity
1	Is in your religion the main purpose of work is to worship God/Allah & to obtain His blessing in all aspects of life, in the world & in the hereafter.
2	Do you think that, if in your religion there exist as such the above awareness about God/Allah versus work relation will lead to positive emotional needs for employee to engage well in their tasks?
3	Do you believe that being religiosity has relation with employee engagement?
	Personal value for job
1	I believe that i am work to live
2	I believe that i am live to work
	Employee engagement
1	I really “throw” myself into my job.
2	Time passes quickly when I perform my job
3	I stay until the job is done
4	Being a member of this organization is very captivating.
5	One of the most exciting things for me is getting involved with things happening in this organization.
6	Being a member of this organization make me come “alive.”
7	I am highly engaged in this organization

Source: Adoption and own modification Mainly from 100+ Sample Employee Engagement Survey Questions & Tessma(2014),

Appendix III

ውድ ቃለመጠይቅ ተደርጎ፡

የዚህ መጠይቅ ዓላማ በኢትዮጵያ ፖስታ አገልግሎት ድርጅት የሠረዳዎች የስራ ተነሳሽነትን እና ያለበትን ደረጃ /Determinants of Employee Engagement and it's position of engagement / ለማጥናት ይረዳ ዘንድ የመጀመሪያ ደረጃ መረጃ ለመሰብሰብ ነው። ይህ ጥናት የንግድ አስተዳደር የማ ስተር ዲግሪ ለማ ጠ ናቀቅ ከፊል የማሟያ ፀሐፍ ነው። የእርስዎ ተሳትፎና ድጋፍ ለጥናቱ መሳካት ወሳኝ በመሆኑ ለተጠቀሱት ጥያቄ ትክክለኛውን መልስ እንዲሰጡ እየጠየኩ የሚሠጡት መረጃ ሚጥራዊነቱ የተጠበቀና ለጥናታዊ ፀሁፍ ብቻ የሚያገለግል ይሆናል ።

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ታዬ ታረቀኝ

በቅድሚያ ጊዜዎን መስዋት አድርገው ስለተባበሩኝ ከልብ ላመሰግነዎት እወዳለሁ!!

- በመጠይቁ ላይ ስሞዎን መጻፍ አያስፈልግም፤
- ለቀረቡት የተወሰኑ ጥያቄዎች በቀረቡበት ክፍት ቦታ ላይ መልስዎን እንዲያስቀምጡ እየጠየኩኝ ለተቀሩት ግን " ✓ " ወይም " X " የሚ ሉትን ምልክቶች በማድረግ እና ማብራሪያ ለሚያስፈልገው በተሠጠው ክፍት ቦታ ላይ ምላሽዎን ያስቀምጡ።

ክፍል 1. አጠቃላይ እና ግላዊ መረጃ

1. በፖስታ አገልግሎት ድርጅት ለምን ያህል ዓመት ሰርተዋል?

U/ ከ1-5ዓመት ለ/ ከ6-10ዓመት ሐ/ ከ11-15ዓመት መ/ከ16-20ዓመት
ወ/ ከ 20 ዓመት በላይ

2. በየትኛው የዕድሜ ክልል ይገኛሉ?

3. U/ ከ18-29 ለ/ ከ30-39 ሐ/ ከ40-49 መ/ ከ50-59 ወ/ 60 እና ከዚያ በላይ

4. ጾታ

U/ ወንድ ለ/ ሴት

5. ያለዎት/ ያጠናቀቁት ከፍተኛ የትምህርት ደረጃ?

U/ ከ9ኛ ክፍልበታች ለ/ 2ኛ ደረጃ ያጠናቀቁ ሐ/10+2 ፣ 10+3 መ/
ከሌጅ-ዲፕሎማ ወ/ የመጀመሪያ ድግሪ ረ/ ሁለተኛ ድግሪና ከዚያ በላይ

6. የሥራ መደብዎ መጠሪያ ?

U/ የሥራ ሂደት ሥራ አስኪያጅ ለ/ የዞን ፖስታቤት ሥራ አስኪያጅ ሐ/ የቡድን መሪ
 መ/ የሠራተኛ አስተባባሪ ሠ/ ክለርክ ረ/ ከፍተኛ ኤክስፐርት ቀ/ ኤክስፐርት

7. በድርጅቱ ያለዎት የቅጥር ሁኔታ?

U/ ቋሚ ለ/ ኮንትራት/ጊዚያዊ ሠራተኛ ሐ/ ሌሎች

8. እርስዎ የሚገኙበት የሥራ ክፍል / ቦታ ?

U/ ዋናው መ/ቤት ለ/ ድጋፍ ሰጪ ሐ/ ኢ.ኤም.ኤስ መ/ ፋይናንሽያል ቢዝነስ ሠ/
 ጥቅል

ረ/ ደብዳቤ አሠራር ሰ/ አዲስ አበባ ዞን ሸ/ አራዳ ዞን ቀ/ ቤት ለቤት በ/ ባንኮች

9. እርስዎ የየትኛው ኃይማኖት ተከታይ ነዎት?

U/ እስልምና ለ/ ኦርቶዶክስ ሐ/ ፕሮቴስታንት መ/ የይሁዋ ምስክር
 ሠ/ ካቶሊክ ረ/ ሌሎች

ክፍል-2 Work lives & None-Work lives factors / በስራ ሕይወት ውስጥና እና ከስራ ሕይወት ውጪ ያሉ ሁኔታዎች መረጃ

ከዚህ በታች በቀረቡት ሃሳቦች ላይ የእርስዎን የመሰማማት ወይም ያለመስማማት ደረጃ ለመረጣችሁት ምላሽ የራይት ምልክት / ✓ / አስቀምጡ።

የመመዘኛ ደረጃ መጠን :- 1 = በጣም አልስማማም , 2 = አልስማማም , 3 = ገለልተኛ /ለመወሰን ያስቸግራል/ , 4 = እስማማለሁ , 5 = በጣም እስማማለሁ						
U	U) በስራ ህይወት ውስጥ ያሉ / ውስጣዊ / ሁኔታዎች	የመመዘኛ ደረጃዎችን ጥብ				
	መለኪያዎች	በጣም አልስማማም	አልስማማም	ገለልተኛ /ለመወሰን ያስቸግራል/	እስማማለሁ	በጣም እስማማለሁ
1	የሥራው ባህሪ	1	2	3	4	5
1	ስራዬ በራሴ መንገድ ስራዎቼን እንዳከናውን የሚያስችልኝ ነው።					
2	ያለሁበት የስራ መደብ ያሉኝን ልዩ ልዩ ክህሎትና ተሰጦቶቼን ተጠቅሜ የተለያዩ ስራዎችን እንደሰራ የሚፈልግ ነው።					
3	የስራ ሃላፊዎችና ባለደረቦች ስራዬን በጥሩ ሁኔታ እንድሰራ ያላቸውን ዕውቀት ያጋሩኛል።					
4	የምስራውን ስራ በማከናወንበት ጊዜ ስራው በራሱ ስለሰራዬ ውጤት መረጃ ይሰጠኛል።					
5	የምስራው ስራ በራሱ እየሰራሁት ስላለው ስራ በጥሩ ሁኔታ እየተሰራ መሆኑን ከስራ ባለደረቦች ወይም አለቆች ባሻገር ፍንጮችን ይሰጠኛል።					
2	ሽልማት እና እውቅና	በጣም አልስማማም	አልስማማም	ገለልተኛ /ለመወሰን	እስማማለሁ	በጣም እስማማለሁ

		ያስቸግራል/				
		1	2	3	4	5
1	በምሰራው የስራ መደብ የደሞወዝ ክፍያ ጭማሪ አለኝ።					
2	ከቅርብ አለቃዬ ሽልማት ይሰጠኛል።					
3	በስራዬ የስልጠናና የእድገት እድሎች አሉኝ።					
4	ለሰራተኞች ሽልማት፤ ስጦታና አድናቆት የሚሰጥበት የአሰራር ሂደት አለ።					
5	ድርጅቱ የሚከፍለኝ ደሞዝ ተመጣጣኝ/ፍትሃዊ ነው።					
6	ድርጅቱ የሚከፈለኝ ደሞዝ በሌላ ድርጅት ከሚገኙ ጓደኞቼ ከሚከፈላቸው የደሞዝ ክፍያ አንጻር የኔ በቂ እንደሆነ ይሰማኛል።					
7	ድርጅቱ ለሰራተኞቹ የሚያደርገው ማበራተኛ በስራ የምንፈልገውን ውጤት እንድናመጣ ረድቶናል።					
8	የሚከፈለኝ ደሞዝ እና የማገኛቸው የተለያዩ ጥቅማጥቅሞች የእኔንና የቤተሰቦቼን የኑሮ ፍላጎት ያሟላል።					
9	በድርጅቱ ባሉት አጠቃላይ የጥቅማ ጥቅሞች ማዕቀፍ ረክቻለሁ።					
10	በድርጅቱ ውስጥ ለተመሳሳይ የስራ መደብ ተመሳሳይ ክፍያ ይከፈላል።					
3	ያደራጁ/ድርጅታዊ ፍትህ	በጣም አልስማማም	አልስማማም	ገለልተኛ /ለመወሰን የስቸግራል/	እስማማለሁ	በጣም እስማማለሁ
		1	2	3	4	5
1	በስራዬ የማገኘው ውጤት ሰርቼ ከምጩርሰው ስራ አንጻር ትክክል ነው።					
2	በስራ አካሄዶች ላይ አስተያየት ለመስጠት እና የተሰማኝን ስሜት ለመግለጽ እችላለሁ።					
3	በድርጅት ደረጃ ስምምነት የተደረገባቸው የስራ አካሄዶች/መመሪያዎች ሳይቀየሩ ይተገብራሉ።					
4	የድርጅቱ የስራ አካሄዶች/መመሪያዎች ከአደሎዎ ነጻ ናቸው።					
5	በስራ አካሄዶች/መመሪያዎች ምክንያት በሚመጡ ውጤቶች ላይ ይግባኝ /አቤቱታ ማቅረብ እችላለሁ።					
6	በድርጅቱ ውስጥ ያሉ የስራ አካሄዶች/መመሪያዎች የስነምግባርና የሞራል ደረጃዎችን የሚያስጠብቁ/የሚደግፉ ናቸው።					
4	የተደራጀ / የሚታይ የድርጅት ድጋፍ	የመመዘኛ ደረጃዎችን ጥብ				
		በጣም አልስማማም	አልስማማም	ገለልተኛ /ለመወሰን የስቸግራል/	እስማማለሁ	በጣም እስማማለሁ
		1	2	3	4	5
1	ድርጅቱ ለእኔ ግቦችና እሴቶች ደጋፊ ነው።					
2	ድርጅቱ በስራና ማህበራዊ ጉዳዮች ላይ ችግር ሲገጥመኝ እርዳታ ለማድረግ ሁሌም ዝግጁ ነው።					
3	ድርጅቱ በእውነት ለእኔ ደህንነት ትኩረት ያደርጋል።					
4	ድርጅቱ ለእኔ ሃሳቦችና አመለካከቶች ትኩረት ያደርጋል።					

5	የአመራር ብቃት/ጥራት	በጣም አልስማማም	አልስማማም	ገለልተኛ /ለመወሰን ያስችግራል/	እስማማለሁ	በጣም እስማማለሁ
		1	2	3	4	5
1	ያለሁበት የስራ ክፍል ውስጥ ጠንካራና ውጤታማ አመራር እንዳለ ይታዩኛል።					
2	አለቃዬ ባለን የስራ ግንኙነት ግልጽ እና እውነተኛ ነው።					
3	አለቃዬ ሠራተኞቹ ለሚያቀርቡት ሃሳብ ቅድሚያ ትኩረት የሚሰጥ ነው።					
4	የደርጅቱ ስራ አስኪያጅና ከፍተኛ የማኔጅመንት አባላት የደርጅቱን ርዕይ እና ግብ የሚያሳኩ እንደሆኑ አምናለሁ።					
5	አለቃዬ ደርጅቱ ውስጥ ካሉ አለቆች የሠራተኞችን ፍላጎት በትክክል አመዘዝኖ/ አመጣጥኖ የሚሠራ እንደሆነ አምናለሁ።					
6	አለቃዬ በስራ ክፍላችን የተቀመጡትን ግቦች ለማሳካት በጠንካራ ቁርጠኝነትና በተነሳሽነት ስሜት አንዲሠራ የሚያደርግ ነው።					
7	አለቃዬ ሠራተኞች በደርጅቱ ውስጥ የበለጠ ዋጋ ያላቸው እንደሆኑ የሚያስብ እና የሚተገብር ነው።					
7	በውሳኔ አሰጣጥ መሳተፍ	በጣም አልስማማም	አልስማማም	ገለልተኛ /ለመወሰን ያስችግራል/	እስማማለሁ	በጣም እስማማለሁ
		1	2	3	4	5
1	የደርጅቱ ሠራተኞች በስትራቴጂክ ዕቅድ ዝግጅት ሂደት ላይ ይሳተፋሉ።					
2	የቅርብ አለቆች በደርጅት ደረጃ ውሳኔ የሚያስፈልጋቸው ስራዎች ሲመጡ በውሳኔ አሰጣጥ ሂደት ውስጥ ሠራተኞቻቸውን ያሳትፋሉ።					
3	ደርጅቱ ሰራተኞችን በማንኛውም የውሳኔ ሰጪነት ሂደት ላይ እንዲሳተፉ ያደርጋል።					
8	የዕድገት እድሎች	በጣም አልስማማም	አልስማማም	ገለልተኛ /ለመወሰን ያስችግራል/	እስማማለሁ	በጣም እስማማለሁ
		1	2	3	4	5
1	በዚህ ደርጅት ውስጥ ወደፊት ሊኖሩኝ የሚችሉ ጥሩ የእድገትና የሙያ ማሻሻያ አጋጣሚዎች ሲታዩ ጥሩ ይመስላሉ።					
2	በደርጅቱ ውስጥ በስራዬ አንድ እርምጃ ወደ ፊት እንድሄድና ከፍተኛ የስራ ሃላፊነትን እንደወስድ የሚያስችለኝ በቂ የሆኑ አጋጣሚዎች/ እድሎች አሉ።					
3	በዚህ ደርጅት ውስጥ ሆኜ የስራ ልምዴንና ክህሎቴን ማሻሻል እፈልጋለሁ።					
4	የስራ ድረሻዬን በአግባቡ ከተወጣሁ ወደ ዕድገትና ማሻሻል ያደርሰኛል።					
1	ለ) ከስራ ሕይወት ውጪ ያሉ/ውጪዎ/ ሁኔታዎች	የመመዘኛ ደረጃዎችን ጥብ				

		በጣም አልስማማም	አልስማማም	ገለልተኛ /ለመወሰን ያስችግራል/	እስማማለሁ	በጣም እስማማለሁ
	የቤተሰብ ጉዳዮች (የስራ-ህይወት ሚዛን)	1	2	3	4	5
1	በስራ ሕይወት እና በግል ሕይወት መካከል ምክንያታዊ የሆነ እና የተመጣጠነ ድርሻ እንዲኖር ማድረግ እችላለሁ።					
2	ከስራዬ ጋር ተያይዘው የሚከሰቱ መጨናነቆች /ጨናዎች መቆጣጠር እችላለሁ።					
3	መደበኛው የስራ ቦታዬ ለእኔ ተስማሚ ነው።					
	2 ማህበራዊ ግዴታዎች (የስራ-ህይወት ሚዛን)	በጣም አልስማማም	አልስማማም	ገለልተኛ /ለመወሰን ያስችግራል/	እስማማለሁ	በጣም እስማማለሁ
		1	2	3	4	5
1	ከአንድ በላይ የማህበራዊ ተቋማት ሃላፊነት ሲኖርብኝ በስራ ሕይወቴ ላይ ተጽዕኖ አለው።					
	3 ከሌሎች አማራጮች ውድድር	በጣም አልስማማም	አልስማማም	ገለልተኛ /ለመወሰን ያስችግራል/	እስማማለሁ	በጣም እስማማለሁ
		1	2	3	4	5
1	የተሻለ እና ጥሩ ደሞዝ የሚያስከፍል የስራ አማራጭ ዕድል ባገኝ ፖስታ አገልግሎትን ድርጅትን እለቃለሁ።					
2	በድርጅቱ እና ባለው የስራ መደብ በአብዛኛው ተስማሚ እና እርግጠኛ ከልሆንኩ አንድ ዓይኔን ወደ ውጪና ወደ ተሻለ ድርጅት እጥላለሁ።					
	4 ሃይማኖታዊነት	በጣም አልስማማም	አልስማማም	ገለልተኛ /ለመወሰን ያስችግራል/	እስማማለሁ	በጣም እስማማለሁ
		1	2	3	4	5
1	በየትኛውም ሃይማኖት የስራ ዋና ዓላማው ሕግዛብሔርን / አላህን ማምለክ እና በሁሉም የምድራዊ ሕይወት የተባረከ ነገር ለማግኘትና ከሞት በኋላም ጥሩ ነገር እንዲገጥም ነው።					
2	ከላይ እንደተገለጸው ስራ እና ሕግዛብሔርን / አላህን ማምለክ ግንኙነት አላቸው የሚል ግንዛቤ አለ ተብሎ ከታሰበ ይህ ግንዛቤ ሠራተኞችን አዎንታዊ በሆነ ስሜት እና ፍላጎት ስራቸው ላይ ጥሩ ተሳታፊ እንዲሆኑ ያደርጋል።					
3	ሃይማኖተኛ መሆን ከስራ ተነሳሽነት ጋር ግንኙነት አለው።					
	5 በግልሰብ ደረጃ ለስራ የሚሰጥ ዋጋ / አመለካከት	በጣም አልስማማም	አልስማማም	ገለልተኛ /ለመወሰን ያስችግራል/	እስማማለሁ	በጣም እስማማለሁ
		1	2	3	4	5
1	ስራ የምሰራው ለመኖር ነው።					
2	የምኖረው ስራ ለመስራት ነው።					
	6 በስራው ላይ ሠራተኛው የሚኖረው ተሳትፎ	የመመዘኛ ደረጃዎች ነጥብ				
		በጣም አልስማማም	አልስማማም	ገለልተኛ /ለመወሰን	እስማማለሁ	በጣም እስማማለሁ

		ም		ያስቸግራል/		ሁ
		1	2	3	4	5
1	በእውነትና በፍቅር እራሴን በስራዬ ውስጥ የጠመድኩ ነኝ።					
2	ስራዬን በመስራት ውስጥ እያሉሁ ሳለውቀው ሳዓቱ በፍጥነት ይሄዳል።					
3	ስራዬን እስካልጨረስኩ ድረስ የትም አልሄድም።					
4	የዚህ ድርጅት ሠራተኛ መሆን በጣም የሚስብ ነው።					
5	ድርጅቱ ካሉት ነገሮች ውስጥ በአብዛኛው እኔን ለስራ የሚያነሳሳኝ በሚፈጠሩት ነገሮች ውስጥ ሁሉ ተሳታፊ ስለሚያደርገኝ ነው።					
6	የዚህ ድርጅት ሠራተኛ በመሆኔ ሕይወት / እውቀት እያገኘው እንደመጣ አድርገኛል።					
7	በዚህ ድርጅት ውስጥ ያለኝ የስራ ተነሳሽነት ከፍተኛ ነው።					

III. Open (Free Text) Questions

The following open questions can help deliver richer insight and add meaning to the quantitative results.

1. What are the best things about working for Ethiopian Postal Service Enterprise?
ለኢትዮጵያ ፖስታ አገልግሎት ድርጅት መስራት በጣም ጥሩ ነገሮቹ ምን ምን ናቸው? -----

2. What would you like to see improved
ድርጅቱ አሻሽሎት እንዲያየት የሚፈልጓቸው ነገሮች ካሉ ቢጠቅሱ? ? -----

3. Based on your previous experiences, is there anything the organization does not do that you feel it should be doing?

ካለዎት ያለፈ ልምድ በመነሳት እርስዎ እንደሚሰማዎት ድርጅቱ መስራት የነበረበት ግን ያልሰራቸው ነገሮች ካሉ ቢጠቅሱ? -----

4. If you could give your Manager advice on how to more effectively manage your team, what would that be?

የእርሶዎን ድርጅት ስራ አስኪያጅ ዕድል አግኝተው እርሶዎን እና ሌሎች ሠራተኞቹን እንዴት በበለጠ ሁኔታ በውጤታማ አስተዳደር መምራት እንደሚችል ምክር ቢሰጡት ምን ሊፈጠር ይችላል? -----

