



**ST. MARY'S UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
SCHOOL OF GRADUATE STUDIES**

**DETERMINANT FACTORS AFFECTING EMPLOYEE ENGAGEMENT: THE CASE
OF EAST AFRICA BOTTLING SHARE COMPANY**

BETELHEM AMENE

**JUNE 2021
ADDIS ABABA, ETHIOPIA**

**DETERMINANT FACTORS AFFECTING EMPLOYEE ENGAGEMENT:
THE CASE OF EAST AFRICA BOTTLING SHARE COMPANY**

BETELHEM AMENE

**A THESIS SUBMITTED TO ST.MARY'S UNIVERSITY SCHOOL OF
BUSINESS, IN PARTIAL FULFILLMENT OF THE REQUIREMENTS
FOR THE AWARD OF MBA IN GENERAL MANAGEMENT**

**JUNE 2021
ADDIS ABABA, ETHIOPIA**

ST.MARY'S UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
SCHOOL OF GRAGUATE SUEIDIES

**DETERMINANT FACTORS AFFECTING EMPLOYEE ENGAGEMENT:
THE CASE OF EAST AFRICA BOTTLING SHARE COMPANY**

BETELHEM AMENE

APPROVED BY BOARD OF EXAMINERS

Dean, Graduate Studies

Signature

Advisor

Signature

Yibeltal Nigussie (Asst. Prof.)



External Examiner

Signature

Internal Examiner

Signature

DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of Asres Abitie(PhD). All sources of materials used for this 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 earning any degree.

BETELHEM AMENE

Name

St. Mary's University, Addis Ababa

Signature

Date, APRIL 2021

ENDORSEMENT

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

ASRES ABITIE (PhD)_____

Advisor

Signature

St. Mary's University, Addis Ababa

Date, JUNE 2021

Acknowledgements

First, my deepest and warmest praise goes to my Lord who strengthens me in finalizing this research endeavor successfully. Along with this, I would like to express my sincere appreciation to my advisor Asres Abitie (PhD) for his expert guidance, helpful criticism, valuable suggestions and encouragement at every stage during this research work. I also would like to extend my gratitude to the employees of EABSC for their cooperation in the process of datacollection. Secondly, my heartfelt appreciation goes to my beloved husband SenayAreaya for his valuable comments, inspiration and guidance at various stage of the study. Finally, I would like to express my appreciation to my families especially for my mother AbinetBekele (ETETE).

Abstract

The main purpose of this study is to examine determinant factors that affect employee Engagement in EABSC. In today's business environment, employee engagement has emerged as a critical driver that practically affects the employee morale, and productivity. Organizations use their engaged employees as a tool of strategic competence. For this study, the researcher used a blend of explanatory and descriptive approach, and described, and explained it using quantitative research methods. Information was gathered from a sample of 171 employees using questionnaire as a data-gathering tool using stratified sampling and simple random sampling techniques. In this study, the four determinants of employee engagement i.e. career development,

pay and benefit, nature of the job and organizational culture was identified as the independent variable and employee engagement as a dependent variable. In addition, the study implied that there is a significant relation with one another among the variables. The Findings obtained through the use of descriptive analysis, correlation and multiple regression tests were applied for data analysis and concluded that there is positive relationship between the four dimensions of employee's engagement (i.e. career development, pay and benefit, nature of the job and organizational culture) were important determinants of employee engagement. Finally, it is recommended that the management of the company be strongly advised to give appropriate pay and benefit to its employees.

Keywords: Employee engagement, career development, pay and benefit, nature of the job and organizational culture

TABLE OF CONTENTS

CHAPTER ONE	1
1. INTRODUCTION	1
1.1 Background of the study	1
1.2 Problem statement	3
1.4.1. General Objective of the Study	4
1.4.2. Specific Objectives	4
1.5. Significance of the study	5
1.5. Scope of the study	5
1.6. Organization of the Paper.....	5
2. REVIEW OF RELATED LITERATURE	6
2.1. Introduction	6
2.2. Theoretical Literature Review	6
2.2.1. Employee Engagement Dimensions	6
2.2.2. Theory of Employee Engagement	7
2.2.3 Current Researches	8

2.2.4. Consequence of Employee Engagement	9
2.2.5. Factors affecting Employee Engagement	10
2.3. Empirical Review	11
2.4. Hypothesis	15
CHAPTER THREE	17
3. RESEARCH METHODOLOGY	17
3.1. Introduction	17
3.2 Research approach.....	17
3.3 Research Design	17
3.3 Population and Sampling Design	17
3.3.1 Population.....	17
3.3.2 Sampling Techniques	19
3.4 Data Sources and Types	20
3.5 Data Collection Procedures.....	20
3.6 Data Analysis	20
3.7 Reliability	21
3.8 Ethical Consideration	21
CHAPTER FOUR.....	23
4. ANALYSIS AND INTERPRITATIONS OF DATA	23
4.2.1. Linearity Assumption Test.....	31
4.2.2. Normality Assumption Test.....	32
4.2.3. Multicollinearity Assumption Test	33
4.2.4. Homoscedasticity Assumption Test.....	34
4.2.5. Independent of Residuals Assumption Test.....	35
CHAPTER FIVE	42
5. MAJOR FINDINGS, CONCLUSION AND RECOMMENDATIONS.....	42
5.1. Major findings	42
5.3. Conclusions	44
5.4. Recommendations	45

ACRONYMS

EABC – East Africa Bottling Share Company

EE- Employee Engagement

CD- Carrier Development

PAB- Pay and Benefit

OC- Organizational Culture

CHAPTER ONE

1. INTRODUCTION

1.1 Background of the study

The concept of Employee Engagement has involved a lot of notice in recent times. Currently, the terms such as 'job satisfaction'; 'motivation' and 'commitment' are being replaced by 'engagement' because it appears to have more descriptive force and face validity (Reilly and Brown 2008).

Employee engagement has emerged as a critical driver of business today. It practically affects the employee morale, productivity and reasons for retaining in the company. Organizations are using their engaged employees as a tool of strategic competence. A highly engaged employee will consistently outperform and set new standards. Engaged employees contribute to the foundation line of any business and their engagement is echoed in their services to clients and customers. By so doing, engaged employees are helping to generate more patronage and customers loyalty, which in turn, gives organization a huge profitability (Nagesh et al.,2019).

Chief executive officers (CEOs), Human Resource Development (HRD) and the business leaders have realized that due to fast globalization employee talent is the key to their growth. However, one of the toughest challenges confronting the management is, ensuring that their employees' do their job, when checked every day; they not only do it physically but also mentally and emotionally (Bedarkar&Pandita, 2014). In other word, the employer needs to safeguard that their employees are fully engaged at work.

According to the study conducted by Marrelli(2011), employee engagement have consistently found that almost all workers are engaged when they begin a job, but the proportion of engaging employees decreases dramatically through time. In the mean time, it is understood that every organization wants to gain competitive advantage and to obtain the competitive advantage employee engagement is the key variable.

According to the study made by Armstrong (2010), employee engagement is often used loosely as a notion, which embraces pretty well everything the organization is seeking with regard to the contribution and behavior of its employees in terms of jobengagement, discretionary effort, motivation, commitment to the organization andorganizational citizenship. Employee engagement has emerged as a critical driver of the organization, and it practically

affects the employee morale, productivity, reason for retaining and also for individual satisfaction. Furthermore, employee engagement is a key driver of individual attitudes, behavior, and engagement as well as organizational engagement, productivity, retention financial engagement, and even shareholder return (Saks, 2011; Andrew & Sofian, 2012).

According to Maha Ahmed (2015), Employee Engagement is conceptualized as the individual's investment of his complete self into a role. Engagement is a positive attitude where an individual goes beyond the call of duty to heighten the level of ownership, and to develop the business interest of the organization as a whole. Moreover, it is also a discretionary effort or a form of in-role or extra role effort or behavior that fosters change and practically affects the employee morale, productivity, commitment, loyalty to internal and external customers, employee absenteeism and turnover in the organization. Thus, employee engagement has been popularized by practitioners as well as the research/academic community and is regarded as the barometer that determines the association of the individual with the workplace.

As it is indicated by the title of this study, the focus of this paper is to determine factors that affect employee engagement; the researcher introduced the factors that have been selected as antecedents in predicting employee engagement. Although there is little empirical research on the factors that predict employee engagement, it is possible to identify a number of potential antecedents from Arti, Mita, Akanksha and Vashwee (2016). Based on this article the researcher has selected three of the factors of employee engagement namely, career development, pay and benefit, nature of the job, and the fourth factor is According to McBain (2007), cited in Suharti and Suliyanto (2012) one of the factors that drive employee engagement is organizational culture. So the researcher will test whether this factor affects employee engagement in Ethiopia especially in case of East Africa Bottling Share Company.

EABSC has the mission to continually increase profitability, sustainable unit case sales of Coca Cola products by satisfying new and existing consumers through excellent market execution at an increasing return on investment. The company is striving to meet its vision to be one of the best bottlers in the world in producing quality product and packaging standard.

Research has shown that when the organization has a higher level of employee engagement it will increase the productivity of the organization so knowing the factors of affecting employee engagement is helpful for the company to increase productivity and retain employees of the company. This study aimed to assess the determinant factors affecting employee engagement in

the case of EABSC.

1.2 Problem statement

According to Nagesh, Kulenur and Shetty, (2019) Employee engagement has emerged as a critical driver of business today. It practically affects the employee morale, productivity and reasons for retaining in the company. Organizations are using their engaged employees as a tool of strategic competence. A highly engaged employee will consistently outperform and set new standards. Engaged employees contribute to the foundation line of any business and their engagement is echoed in their services to customers. By so doing, engaged employees are helping to generate more patronage and customers loyalty, which in turn, gives organization a huge profitability.

According to Dr. V.Uma, Dr. A. Ramya (2018) Employee engagement is the thus the level of commitment and involvement an employee has towards their organization and its values. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization. The organization must work to develop and nurture engagement, which requires a two-way relationship between employer and employee. Thus, Employee engagement is a barometer that determines the association of a person with the organization

Employee engagement becomes an important issue as employee turnover rises due to the demand and shortage of skillful employees. However, organizational performances of many organizations have declined due to high turnover rates and related issues such as high absenteeism, low loyalty and productivity, there is still a lack of academic research that addresses the factors that affect employee engagement in the food and beverage industry. This paper focuses on the factors that affect employee engagement in east Africa bottling Share Company.

Most of the studies carried out on employee engagement were limited in western countries. There are so many evidences that it is not well studied in Africa. Gibbons (2006), from the review of the abstract of more than 20 research works previously done on employee engagement, surprisingly; neither of them was conducted in Africa. During the past two decades, though there is an increasing contribution in human resource consulting agencies on the concept of employee engagement, yet there is a shortage of academic studies on that construct, especially in emerging economies (Maha, 2015). It is one of the purposes of this research to fill this gap by studying the

factors that affect employee engagement in east Africa bottling S.C in particular and contribute to the knowledge of employee engagement in food and beverage industry and in Ethiopia at big According to Gallup (2013), global employee engagement survey depicted that for Middle East and North Africa and for sub-Saharan regions, the level of employee engagement at work place is only 10%, which is very low as compared with the USA and Canada which as 29%. The consequent cost implication due to this unproductive labor force is huge on the overall economic performance of these nations, which deserved a thorough study on the factors that affect employee engagement and also look for possible remedial action to be taken to improve this situation.

Organizations that desire to improve their performance must be concerned about internal issues related to employee engagement and view their employees as customers. Richard Branson's famous quote related to this is that "clients do not come first, but employees come first. If you take care of your employees, they will take care of the clients". Despite employee engagement being an important ingredient to employee productivity, there is limited empirical research that has been conducted on the subject matter in relation to East African bottling Share Company. In order to create a decent environment for employee engagement, it is extremely important to be aware of the determining factors.

1.3. Basic research questions

The basic research questions are listed below-

1. What are the various factors that determine employee engagement at EABSC?
2. What is the level of employee engagement at EABSC?
3. What are the improvements needed to employee engagement?

1.4. Objectives of the study

1.4.1. General Objective of the Study

The main objective of the study is to examine determinant factors affecting employee engagement in the case of east Africa bottling Share Company.

1.4.2. Specific Objectives

1. To describe the various factors that determines employee engagement at EABSC.
2. To investigate the level of engagement by employees at EABSC.
3. To suggest best practice needed to improve employee engagement and

1.5. Significance of the study

The purpose of this study is to examine determinant factors that affecting employee engagement and to suggest best practice needed to improve employee engagement and analyze the engagement gap at east Africa bottling Share Company.

Initially, there are very few studies, which were conducted in Ethiopia with the objective of identifying determinant factors that affect employee engagement. Therefore, the study will be helpful and contribute towards the area of factors that affecting employee engagement in general and particularly for east Africa bottling share company.

Furthermore, this study is helpful for the east Africa bottling Share Company to gain detail knowledge about the factors that affect employee engagement and to understand on what condition the employees were found currently. Additionally, the study is helpful for the managers and human resource management of the company to make different strategies and policies that support the employee and organization.

1.5. Scope of the study

This study is focus only on main four factors, which are career development, pay and benefit, nature of the job and organizational culture. However, there are various authors and researchers that proposed different drivers of employee engagement (Saks, 2006) and it is difficult to best conceptualize factors affecting employee engagement and cover all drivers of employee engagement. The study also limited itself on employees of EABSC plant that exist in Addis Ababa around Abinet area. It does not include plants that are found in Dire Dawa and Bahir Dar. Because of time and resource limitation and the current situation Covid-19 epidemic the researcher cannot address all plants of east Africa bottling Share Company.

1.6. Organization of the Paper

The paper is organized in five chapters i.e. the first chapter includes an introduction section, which consists of background of the study, statement of the problem, objectives, significance, scope, limitation of the study. Chapter two includes: review of related literature which has theoretical and empirical review part. Chapter Three have presented research design and methodology the researcher employed to investigate the problem under study. Furthermore, data from respondents also presented, analyzed, interpreted and discussed in the fourth chapter. The last section of the thesis contains summary of results, concluding remarks and recommendations used for East African Bottling Share Company.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURE

2.1. Introduction

In this part of the study, different literatures related to the area of the research are reviewed and described. First, Concepts and operational definition are explained and next, literatures concerning employee engagement are reviewed, and finally, the development of the theoretical framework to be tested in the study is presented.

2.2. Theoretical Literature Review

2.2.1. Employee Engagement Dimensions

Different researchers as well as human resources practitioners and scholars have defined employee engagement differently. Each definition reflects the author's specific idea of the construct. According to Kahn (1990), people draw upon themselves to varying degrees while performing work tasks and they can commit themselves physically, cognitively, and emotionally in the various roles they perform. On the other hand, they may choose to withdraw and disengage from their work roles and work tasks. Results of Kahn's study suggest that there are three psychological conditions, which shape how people perform their roles meaningfulness, safety, and availability. Kahn's identification of the three psychological conditions now serves as a framework for the study of employee engagement.

Kahn (1990) describes the state of meaningfulness as one in which workers feel worthwhile, useful, and valuable, and that they are making a difference and also that they are appreciated for the work they do. Safety is described as an environment in which people feel an ability to act as what would be normal for the individual without fear of negative consequences. Safety is found in situations in which workers trust that they will not suffer because of their engagement with their work and where they perceive the climate to be one of openness and supportiveness. Availability is defined by Kahn (1990), as the sense of having personal, physical, emotional, and psychological means with which to engage with their job tasks at any particular moment.

The definitions of employee engagement that the current author found are similar to those of Shaufeli (2002), May (2004) and Saks (2006). 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. Further it state that engagement is not a momentary and specific state, but rather, it is "a more persistent and pervasive affective-

cognitive state that is not focused on any particular object, event, individual, or behavior.

The researcher, based on the objective of this study, operationalized the definition of engagement, which is more than simply job satisfaction. It can be best described as a harnessing of one's self to his or her roles at work. In engagement, people express themselves cognitively, physically, and emotionally while performing their work roles (Kahn 1990).

According to Robinson (2004), employee engagement has become a widely used and popular term in most of business organizations. However, most of the writings about employee engagement can be found in practitioner journals where it has its basis in practice rather than theory and empirical research. In Robinson (2004) view, even if there has been surprisingly little academic and empirical research on a topic, but employee engagement has become so popular. As a result, employee engagement has the appearance of being what some might call, "old wine in a new bottle."

Furthermore, Kahn (1990) defines personal engagements as the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role engagements. Personal disengagement refers to "the uncoupling of selves from work roles; in disengagement, people withdraw and defend themselves physically, cognitively, or emotionally during role engagements". Thus, according to Kahn (1990, 1992), engagement means to be psychologically present when occupying and performing an organizational role.

According to Rothbard (2001) as cited in Saks (2006), "Engagement is a 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."

2.2.2. Theory of Employee Engagement

The strong theoretical rationale for explaining employee engagement can be found in Social Exchange Theory (SET) to Saks (2006). The SET provides a theoretical basis of why employees determine to become more engaged or less engaged in their work. According to SET, responsibilities are created through various interactions of the parties who are interdependent with each other. SET is basic tenet holds that relationships gradually develop into trusting, loyal, and mutual pledges on the condition that the parties to the pledge follow rules of exchange.

Therefore, one way for employees to repay their organization is through their level of engagement. In other words, the level of employee engagement depends 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 a 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 consists of a psychological and emotional connection between employees and their organization which could be turned into negative or positive behavior at work and the organization plays the main role of engagement (Sake, 2006)

2.2.3 Current Researches

Recent years, more studies have begun to look at the antecedents and consequences of employee engagement. While, previous research has focused primarily on engagement at an individual level, today, more practitioners and academics tend to agree that the consequences of employee engagement are positive in a business perspective (Gallup, 2013). More organizations seem to agree that there is a connection between employee engagement and organizational engagement; a meta-analysis conducted by Harter et al (2002) confirms this connection. They determined that, "...employee satisfaction and engagement are related to meaningful business outcomes at a magnitude that is important to many organizations".

The Engage for Success report on 'Nailing the Evidence' provided data to suggest that higher employee engagement is linked to better customer service, higher levels of creativity, lower absence, greater retention, fewer accidents and most importantly increased productivity and return on investments. The study which was solely focused on UK workers noted that only around one third of UK workers say they are engaged – a number which placed the UK ranked ninth for engagement levels amongst the world's twelve largest economies as ranked by GDP. The report further suggested that the output per hour in the UK was 15 percentage points below the average for the rest of the G7 industrialized nations in 2011; on an output per worker basis, UK productivity was 20 percentage points lower than the rest of the G7 in 2011 suggesting the widest productivity gap since 1995. This also indicates a firm correlation between employee engagement and high organizational productivity and engagement across all sectors of the

economy and that employee disengagement is therefore clearly contributing to UK's disappointing productivity figures. This report clearly represented the evidence for the effectiveness of employee engagement strategies in improving engagement, productivity and, in the private sector, profitability, evidence based on academic research, and from research data compiled by research houses such as Towers Watson, Kenexa, Hay, Aon Hewitt and Gallup as well as their own experiences of working in organizations that cares about engaging and inspiring their employees – and the effect that has on engagement.

The research report on Engagement and job satisfaction conducted and published by Society for Human Resources (2015) represented 600 U.S. employees. Though the survey assessed 43 aspects of employee job satisfaction and 37 aspects of employee engagement all findings appears to be summarily narrowed down to eight areas: career development, employee relationships with management, compensation, benefits, work environment, conditions for engagement, engagement opinions and engagement behaviors. Moreover, the research appeared more focused on factors that influence overall employee satisfaction and engagement in the workplace suggesting employee preferences rather than benefits or outcome for the organization. Though this research is lacking in terms of identifying the long term benefits of employee engagement it does provide some insights into engagement variables as well as key areas for organizations to consider for organizational improvement.

2.2.4. Consequence of Employee Engagement

Saks (2006) has defined the consequences of employee engagement in the following manner:

A. Job Satisfaction: Job satisfaction, a widely researched construct, is defined as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. It has been found that while the relationship between job satisfaction and engagement is weak at the individual level, but is stronger at the aggregate level.

B. Organizational Commitment: This also differs from engaging in that it refers to a person's attitude and attachment towards their organization. Engagement is not an attitude; it is the degree to which an individual is attentive and absorbed in the engagement of their roles.

C. Intention to Quit: Intention to quit includes the reasons why employees are going to quit the job, and what factors made the employee to leave the organization. The engaged employees do not frequently quit the job.

D. Organizational Citizenship Behavior (OCB): involves voluntary and informal behaviors that

can help co-workers and the organization, the focus of engagement is one's formal role engagement rather than extra-role and voluntary behavior

2.2.5. Factors affecting Employee Engagement

During the course of research conducted all over, the world several factors have been found to affect the levels of engagement of an employee in an organization.

2.2.5.1. Career Development

According to Arti, Mita, Akanksha and Vashwe (2016) Organizations with highly engaged employees provide their employees with many opportunities to learn skills, develop abilities, acquire knowledge and reach their potential. Career development practices help organizations retain talented employees and provide personal development opportunities. Employees tend to invest in companies that invest in them by planning for their career development. Career development is a global factor in employee engagement. In addition, adequate level of employee development via training, skills and learning can result in making employees more engaged with respect to the job and the organization.

2.2.5.2. Pay and Benefits

According to Arti et al (2016), an organization should have proper salary systems in place so as to motivate the employees to work in the firm. So as to enhance the engagement level the employee has to be provided with specific compensation & benefits. The three high-rated monetary incentives namely increased base pay, cash bonuses, stocks or stock options. In order to use salary as an effective engager, the employer should attach it to jobs, engagement, special or personal allowances, pensions, fringe benefits etc. Egalitarian pay structures affect employee's engagement level. Incentives, intangible rewards and quality of leadership have stronger relationship with the organization's ability to produce highly engaged employees as compared to components like base pay and benefits. An employee understands of the strategies, programs and systems in place for compensation lead to greater level of engagement amongst them.

2.2.5.3. Nature of Job

According to Artiet al (2016) in a study conducted to discover the Antecedents and Consequences of engagement of employees in the private sector companies using selected it is shown that job engagement and characteristics of a job are correlated positively to engagement. Perceived organizational and supervisor support, recognition and rewards are correlated positively to engagement measures in a significant manner. Employee –customer identification is

a forecaster of job engagement to link job engagement to employee customer identification and organizational, orientation to customers acts as a necessary intervening effect. Jobs can be made more satisfying by creating small wins for the employee so as to increase the levels of engagement. Between work engagement and job demands, there is an existence of an inverted u-shaped relationship.

2.2.5.1. Organizational culture

According to McBain (2007), as cited in (Liel and Dendy 2012) one of the factors that drive employee engagement is organizational culture. Organizational culture is a system of values held and conducted by members of an organization that distinguishes the organization from other organizations. The ideal organizational culture is an organizational culture of openness, supportive attitudes, and good communication between the organization and its employees. Fairness and trust as organizational values provide positive impacts on the creation of employee engagement as well. A company that has good organizational culture can maintain its culture if the employees working in that company are willing to remind each other to maintain and run the values.

2.3. Empirical Review

In this section of the study relevant studies that had been previously performed in the area have been reviewed and their major findings and gaps observed were described briefly.

The study of Brid (2015) focused on examining the key drivers of employee engagement in a declining outsourcing company in Dublin, Ireland and contributed to the knowledge of employee engagement in declining companies. He said that it is important to monitor employee engagement at every stage of the company lifecycle. His research was conducted on five key drivers of engagement, namely, Leadership, Communication, Organizational Support, Learning and Development and Working Environment. Their influence on employee engagement was strongly supported by the survey's findings. Results revealed that only half of the respondents were engaged and there was considerable scope for improvement. From the results of the survey, he found out that, respondents placed a strong emphasis on feeling safe in the work environment by having close working relationships with their line manager and colleagues without fear of negative consequences, during the decline period. The other important factor he found out in influencing engagement levels was opportunities for development, together with having both upward and downward communication between leadership and employees.

In Abubaker, (2002) study of examining the factors influencing employee engagement in the financial sector of Malaysia, which focused on three main concepts i.e. empowering leaders' behavior, high engagement work practices (HPWP) and the possible role of one's faith EE. The study findings suggested that empowering leadership behavior showing concern, participative decision-making, leading by example, coaching and communicating have the largest effect on employee engagement. Employees experience a significant level of engagement when their leader shows concern. Empowering leadership behavior will significantly affect employee engagement among employees in the financial sector in Malaysia. Hence, empowering leadership behavior plays a significant role in engaging employees at work.

On the other hand, Abubaker (2002) also identified that religiosity play a crucial role in engaging employees at work among the Malaysians' Muslims. Religiosity acts as self-control and when the going gets tough, faith helps believers to self-regulate. Therefore, when work is viewed as a moral obligation and self-enhancement, the development of employee engagement seems encouraging.

Since the majority of the sample included in the study were Malay Muslims, which may have negatively affected the finding and made it difficult to identify if there is any distinctive pattern of HR practices among different religious groups in Malaysia. The findings were also focused only on empowering leaders' behavior, high engagement work practices and the possible role of religiosity, which did not incorporate other employee engagement factors, like perceived supervisory and organizational support and internal locus of control.

The work of Kumar (2011), in Odisha, India focuses on various factors which lead to employee engagement and what should company do to make the employees engaged. He suggested that proper attention on engagement strategies will increase the organizational effectiveness in terms of higher productivity, profits, quality, customer satisfaction, employee retention and increased adaptability. Employee engagement develops positive attitude among the employees towards the organization. Kumar (2011), also emphasized that organization should recognize employees, more than any other variable, as powerful contributors to its competitive position. Engaged employees can help their organization achieve its mission, execute its strategy and generate important business results. Therefore, employee engagement should be a continuous process of learning, improvement, measurement and action. Kumar(2011), also provides a noteworthy implication for practitioners that organizations with higher levels of employee engagement

outperform their competitors in terms of profitability. Engaged employees give their company's crucial competitive advantages including higher productivity, customer satisfaction and lower employee turnover.

There are a number of factors, which influence employee engagement, according to Kumar(2011), these are Recruitment, Job Designing, Career Development Opportunities, Leadership, Empowerment, Equal Opportunities and Fair Treatment, Training and Development, Engagement Management, Compensation Health and Safety, Job Satisfaction, Communication, Family Friendliness.

In this study satisfaction is considered as a factor that affect employee engagement, unlike the study of Sake (2006); where Job Satisfaction is considered as a consequence of EE, by defining it as a pleasurable emotional state resulting from the appraisal of one's job.

According to Gill., (2010), as cited in Kumar(2011),“Job Satisfaction isthe positive feelings employees enjoy when they are recognized for having achieved goals in line with their own values”. In line with the study conducted by Sake (2006), this research used Job Satisfaction as a consequence of employee engagement.

According to the study conducted by Maha (2015), it identified the key drivers of employee engagement within the Egyptian-banking sector basedon the theory of social exchange and the study finding indicated that leadership and organizational justice were the most significant drivers of employee engagement. In addition, compensations and benefits, policies and procedures and training and development were also determined as predictive variables of employee engagement andheargued,that the concept employee engagement should not be regarded as another HR strategy. Organization and employees are both dependent on each other to fulfill their goals and objectives. Therefore, employee engagement should not be understood as a onetime exercise but needs to be part and parcel of the business DNA for the success story of any company. Engaged employees can help their organization achieve its mission execute its strategy and generate important business results. Therefore, organizations today should actively look forward to fulfilling employee`s expectations and thus, create an impact on the engagement of employee, which directly affects the organization`s engagement. As a limitation it is found out that, since the study is based on a small number of employees working in the Egyptian banking sector, it is short coming is generalizing the results of the study for other sectors.

According to Sandeep (2008) employee engagement has become a hot topic in recent years.

Despite this, there remains a scarcity of critical academic literature on the subject, and relatively little is known about how employee engagement can be influenced by management. The review of the different literature indicates that there are more employees who are disengaged or not engaged than there are engaged employees. Despite this, many organizations believe that engagement is a dominant source of competitive advantage. Results from research organizations and corporate results have demonstrated that there may be a strong link between engagement, employee engagement and business outcomes. Recent research in the UK and other countries shows that there are more disengaged employees than there are engaged employees in today's organizations.

Based on Gallup's new 142-country study (2013), the State of the Global Workplace accounts only 13% of employees worldwide are engaged at work. In other words, about one in eight workers roughly 180 million employees in the countries studied are psychologically committed to their jobs and likely to be making positive contributions to their organizations. The bulk of employees worldwide, 63% are "not engaged," meaning they lack motivation and are less likely to invest discretionary effort in organizational goals or outcomes. And 24% are "actively disengaged," indicating they are unhappy and unproductive at work and liable to spread negativity to coworkers. In rough numbers, this translates into 900 million not engaged and 340 million actively disengaged workers around the globe where the study carried out.

The low levels of engagement among global workers continue to hinder gains in economic productivity and life quality in much of the world. Engaged Workers are most common in U.S. and Canada (29%), actively disengaged MENA (Middle East and North Africa) and sub-Saharan Africa which mostly has closer geographical locations and similar work environments to Ethiopia i.e. on the average 34%. However, in the same report it is indicated that, low workplace engagement offers an opportunities to improve business outcomes.

Regardless of region or industry, businesses seeking to adapt to rapidly changing global economic conditions must learn how to maintain high-productivity workplaces and grow their customer bases in widely varying social, cultural, and economic environments.

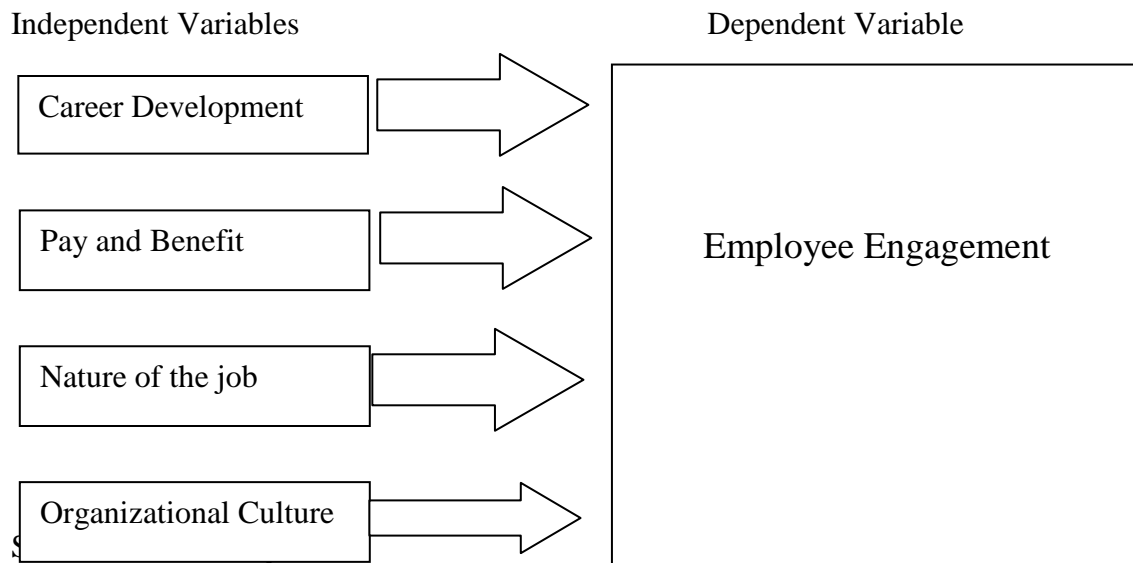
Through focusing on Cooperative Bank of Kenya, Mokaya&Kipyegon(2014), studied the determinants of Employee Engagement in the Banking Industry and used an explanatory research approach method, by considering sample of 214 respondents from 496 employees.

Mokaya&Kipyegon(2014), used primary data questionnaire and analyzed the result using

descriptive and inferential statistics. The study result shows that Employee engagement was significantly affected by engagement management system, personal development and growth, workplace recreation, and compensation package. Their finding revealed that a single unit increase in workplace recreation increases employee engagement by 0.09, personal development and growth by 0.219, engagement management system by 0.386.

Furthermore, remuneration package by one unit would increase employee engagement by and 0.389 units. Their justification regarding to remuneration package is associated with banks basic salary was reasonable as noted by majority of the respondents and they were being remunerated adequately for their efforts, and that the pay and benefits were commensurate with their skills and experience. Regarding to work place, psychological and social fulfillment can determine their employees are motivated to stay, carry out, and contribute to organization success. Furthermore, their finding shows that low engagement and job satisfaction can contribute to multiple organizational problems and have been associated with increased levels of turnover and absenteeism, adding potential costs to the organization in terms of low engagement and decreased productivity.

Conceptual Framework



2.4. Hypothesis

Hypothesis 1: Career Development has significant effect in predicting employee engagement.

Hypothesis 2: Pay and benefit have significant effect in predicting employee engagement.

Hypothesis 3: Nature of Job has significant effect in predicting employee engagement.

Hypothesis 4: Organizational culture has significant effect in predicting employee engagement

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1. Introduction

The applied method used in order to answer the research questions, study problem and fulfill the objective of the research is presented in this chapter. It also provide an overview of the research study, research hypothesis, and model specification, a description of the instrument used for data gathering, targeted population, sampling procedure, sources of data used, and methods of data analysis, presentation and interpretation

3.2 Research Approach

For the purpose of this research, quantitative method is adopted for data collection considering that quantitative research methods attempt to maximize objectivity, reliability and are typically interested in prediction (Harwell, 2011). It also avoids the use of researcher's experiences, perceptions, and biases are drawing conclusions as opposed to qualitative method. Furthermore, it relies on surveys to collect data, and on probability theory to test statistical hypotheses that correspond to research questions of interest.

3.3 Research Design

For the purpose of this study, a blend of explanatory and descriptive approach is chosen considering both explanatory and descriptive approaches are useful when the researcher has a pre-conditioned hypothesis. The contextual framework within which the research is conducted pre-defined and can therefore be the point of kick off for the research (Hassan 2016). Therefore, the blend of both these approaches is advantageous considering that;

- It will help test the past theories developed on employee engagement
- Employee engagement and if those theories is applicable or can be implemented in EABSC.
- It will provide a clear picture of the current standing of employee engagement in EABSC.
- It will help identify the scale of importance of the engagement enablers or variables.

3.3 Population and Sampling Design

3.3.1 Population

Kumekpor (2002) define a population as the total number of all units of the issue or phenomenon

to be investigated into which is “all possible observations of the same kind”. Population can be defined as the total group of people or entities from which research information is intended to be obtained.

As of December 2019, EABSC has 2,071 permanent employees who are working in Addis Ababa (1,575), Dire Dawa (372) and Bahir Dar (124) manufacturing plants. The study did not include Dire Dawa and Bahir Dar Plant employees because of the reasons stated in the scope section of the study.

In addition, not all employees in Addis Ababa plant were part of the study. The researcher used her preliminary observation to identify the right respondents who had pertinent knowledge, experience, and ability to provide response for the research questions. Accordingly, the employees of EABSC were grouped in to professional, semi-professional and non- professional employees. Per the people plan (name of the engagement management practice the company uses) policy of the company, the implementation of the engagement management practice focuses on professional and semi-professional workforce category, i.e. employees with educational qualification of Diploma and above. Thus, as per the company’s qualification manual, those employees who are on positions that require the aforementioned educational level at minimum were included in this study. On the contrary, those employees who are categorized under non-professional employee category are engaged in low-level routine and labor tasks. These groups of employees are carpenters, checkers, cleaners, drivers, file clerks, fuel attendants, manufacturing crews, office attendants, production deliverers, security guards, truck helpers, and warehouse crews (sorters). Incumbents of these positions were not part of the study as majority of them are 12th grade complete or lower and are not considered under critical workforce. Professional and semiprofessional employees comprise of managers, engineers, supervisors, accountants, electricians, technicians, data encoders, machine operators, cashiers, store keepers and officers all of which make up the target population of the study. Response from such diverse employees on the relationship between the dependent (employee engagement) and independent variables (career development, pay and benefit, nature of the job and organizational culture) enabled to avoid common respondent bias and also to have more reliable data. Non-professional employees were excluded for the reasons mentioned above. Hence, the total number of target population for the study is professional and semi-professional employees who are 411 in number out of 1,575 employees working in Addis Ababa plant. The number of professional and semi-

professional employees under each competency is presented on Table 3.1.

Table 3.1: Total Population Distribution

Target Population	
Competency	Count
Finance	37
HR	14
Logistics	49
Manufacturing	112
Sales & marketing	199
Grand total	411

3.3.2 Sampling Techniques

The sample size is a smaller set of the larger population (Cooper and Schindler, 2003). They argue that the sample must be carefully selected to be representative of the population and the need for the researcher to ensure that the subdivisions entailed in the analysis are accurately catered for. Stratified sampling techniques was used for the purpose of segmenting the total target population in to sub-group or strata or in our case competency and simple random sampling technique was used from each stratum in proportion to the population from each of the strata created as shown in Table 3.1.

The total population of the study are 411 which is segmented in to five competencies as shown in table 3.1. The sample was determined using Taro Yemane's (1964) statistical formula as follows:

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

Where:

n = sample size to be determined

N = population of interest

e = error margin (0.05)

1 = constant value

$$n = \frac{411}{1 + 411(0.05)^2}$$

$$n = 202.71$$

Thus, 203 is the sample size

Table 3.2: Population and Sample Proportion

NO	Population description	Population	Sample proportion	(%) Total
1	Finance	37	18	9
2	HR	14	7	3
3	Logistics	49	24	12
4	Manufacturing	112	56	28
5	Sales and marketing	199	98	48
Total		411	203	100

Source: Own survey result,2021

Table 3.2 shows the population and sample proportion each competency. Accordingly, 18 respondents from finance, 7 from HR, 24 from logistics, 56 from manufacturing, 98 from sales and marketing has chosen. Then respondents from each group were selected using simple random sampling technique and equal chance has given to the members in the category.

3.4 Data Sources and Types

To fulfill the purpose of the study, the researcher used both primary and secondary data sources. The primary data has collected through standard and tested questionnaire. The questionnaire method as instrument of data collection has used because it provides wider coverage to the sample and facilitates collection of a large amount of data. It was a closed (fixed response options) questions since the research approach was quantitative. An employee of EABSC has taken to serve as the main source of primary data. Secondary data has gathered from reference books, journals, internet and company document analysis.

3.5 Data Collection Procedures

The data collection procedures is began with document and literature review. The documents related to Employee Engagement havereviewed. After document review was made, Standardized and tested questionnaire were adopted. Then, finally questionnaires has distributed to respondents and collected, coded and entered in SPSS for analysis. Finally, secondary data analysis has made to assess the employee engagement practice of the company and the research result has enriched and developed.

3.6 Data Analysis

Survey questionnaire has used in the study and the data analysis for each variable was done separately. The data analysis for the questionnaire has done using SPSS (Statistical Package for

Social Science) version 22 after giving numerical code for each response paper. SPSS was selected for the reason that it is readily available and user-friendly analysis tool with which the researcher is acquainted with. Descriptive statistics such as percentage, frequency and measures of central tendency (mean, standard deviation) has used to summarize the responses. A table has used to increase understanding and facilitate easy comparison of the analyzed data. Pearson's product moment correlation and multiple regression models have used to assess the relationship between each independent variable on the dependent variable and the aggregate effect too using SPSS.

3.7 Reliability

In this study each statement rated on a 5 point Likert response scale. Based on this reliability test was made with a sample of 25 respondents. The test was made with a sample of 25 respondents and the Cronbach's alpha coefficient for the instrument was found as EE 0.989, career development 0.818 , pay and benefit 0.924., nature of the job 0.898,organizational culture0.920 which is reliable. Typically, an alpha value of 0.80 or higher is taken as a good indication of reliability, although others suggest that it is acceptable if it is 0.67 or above (Cohen et al., 2007).

Table3.3: Coefficient of Reliability

Dependent and Independent variables	Cronbach's Alpha	Number of Items
Employee engagement	0.989	8
Career development	0.818	6
Pay and benefit	0.924	5
Nature of the job	0.898	6
Organizational culture	0.920	6

Source: Own survey result, 2021

3.8 Ethical Consideration

There are certain ethical protocols that have been followed by the researcher. The first is soliciting explicit consent from the respondents. This ensures that their participation to the study is not out of their own volition. The researcher also ensured that the respondents were aware of the objectives of the research and their contribution to its completion. One other ethical measure exercised by researcher is treating the respondents with respect and courtesy (Leary2004). This was done so that the respondents were at ease and more likely to give honest responses to the questionnaire. There was an also ethical measure that has been followed in the data analysis. To ensure the integrity of data, the researcher checked the accuracy of encoding of the survey

responses. This is carried out to ensure that the statistics generated from the study are truthful and verifiable (Leary 2004).

CHAPTER FOUR

4. ANALYSIS AND INTERPRITATIONS OF DATA

This chapter is consisted of three subsections; descriptive, correlation and regression analysis. The first subsection i.e. descriptive analysis presents the data collected through questionnaires. The researcher has also analyzed and interpreted the data collected. In addition, in the second subsection i.e. correlation analysis measured the degree to which the two variables are related. The last subsection regression analysis determines what statistical effect employee engagement has on employee's job performance.

From the total 203questionnaire, distributed 171were returned from which 32 were not correctly filled and rejected. Therefore 171were effectively used for analysis that shows response rate of 85 percent. This is a good response rate based on Fowler (2002) a 75 percent response rate is considered adequate.

Data analysis, discussion and interpretation of the results are presented in the following subheadings: presentation of demographic data and frequency of respondents, analysis of mean, analysis of correlation and regression coefficient.

4.1.1 Demographic Characteristics of Respondent

This section presents a descriptive analysis of the personal profile of the respondents of EABSC-Ethiopia. The personal profile includes the gender, age, education level, current position, marital status, years of experience and salary range in the factory. The demographic characteristics of those respondents are summarized in the table 4.1 below.

Table 4.1: Demographic Profile of the Respondent

#	Demographic Variables	Variables	Frequency (N=171)	Percent (%)	Cumulative Percent (%)
1	Gender (Sex)	Male	97	56.7	56.7
		Female	74	43.3	100
2	Age	18-29	66	38.6	38.6
		30-39	53	31.0	69.6
		40-49	29	17.0	86.5
		50 and above	23	13.4	100

3	Marital Status	Single	64	37.8	37.8
		Married	97	56.5	94.2
		Divorced	7	4.0	98.2
		Widowed	3	1.7	100
4	Education Level	Diploma	73	42.7	42.7
		First Degree	59	34.5	77.2
		Master's degree	35	20.5	97.7
		Other	4	2.3	100
5	Work Experience in years	0-1 years	52	30.4	30.4
		1-3 years	62	36.3	66.7
		3-5 years	33	19.3	86.0
		5-7 years	17	9.9	95.9
		7 and above years	7	4.1	100
6	Competency	Human resource	33	19.3	19.3
		Finance	40	23.4	42.7
		Sales and marketing	75	43.9	86.5
		Logistics	11	6.4	93
		Manufacturing	12	7.0	100
7	Position status	Management	49	28.7	28.7
		Non-management	122	71.3	100

Source: Own Survey result, 2021

As shown from the above table 4.1, the majority 97(56.7 %) of the respondents were Male and the remaining 74(43.3%) of the respondents were Female. Regarding the Age group of the respondents, the greater part 66(38.6%) of respondents were within the age category of 18-29 years. The second were 53(31%) within the age category of 30-39years. The third were 29(17%) within the age category of 40-49 years. Moreover, the fourth group were 23(13.4%) within the age category of above 50 years category. With regard to Marital Status of the respondents, the majority of the respondents were 97(56.5%) married. The second group 64(37.8%) of the respondents were Single. With regard to educational qualification of the respondents, the majority of the respondents were 73(42.7%) first degree. The second group 59(34.5%) of the respondents were holders of college diploma. The third were 35(20.5%) of the respondents were

master's degree. In addition, the last group 4(2.3%) of the respondents were level 3 and under. With regard to the Work Experience of the respondents, largest group of respondents 62(36.3%) had a working experience of 1 to 3 years. The second group 52(30.4%) of respondents have work for 1 years. The third group 33(19.3%) of respondents have served in the organization for 5-3 years. The fourth group worked for 5-7 years is 17(9.9%) and the last group work for 7 years and above is 7(4.1%). With regard to the competency of the respondent, the majority of the respondent is under sales and marketing department 75(43.9). the second group is under finance department 40(23.4). the third group of respondent working in human resource department is 33(19.3) and the fourth group is working under manufacturing department 12(7%) the last group working for logistic department is 11(6.4%). with respect to Job Position of the respondents, the majority of the respondents were 112(71.3%) non-management. The last group 49(28.7%) of the respondents were under management categories.

From the results of Demographic Profile of respondents, it can be concluding that majority of the East African Bottling S.C are degree holders and youth and energetic employees were employed at the factory, which made the firm to become more productive and to have competitive advantage using the young and productive age groups.

4.2 Career advancement

Table 4.2. Career development

#	Variables	Level of Agreement					Mean	St. Deviation
		SDA f (%)	DA N (%)	N N (%)	A N (%)	SA N (%)		
1	I am satisfied with the investment my organization makes in training and education	70(40.9)	68(39.8)	23(13.5)	10(5.8)	20(19.2)	1.8421	.87022
2	I am satisfied that I have the opportunities to apply my talents and expertise.	66(38.6)	46(26.9)	24(14.0)	28(14.4)	7(4.1)	2.2047	1.23154
3	I am satisfied with the job related training organization offers	46(26.9)	69 (40.4)	16(9.4)	33(19.3)	7(4.1)	2.3333	1.18322
4	My organization is dedicated to my professional development	61(35.7)	52(30.40)	23(13.5)	28(16.4)	7(4.1)	2.2281	1.21293
5	I am pleased with the career advancement opportunities available to me.	40(23.4)	77(45.0)	14(8.2)	32(18.7)	8(4.7)	2.3626	1.16700
6	I am satisfied with my opportunities for professional growth	61(35.7)	55(32.2)	20(11.7)	28(16.4)	7(4.1)	2.2105	1.20884
	Career Development	38(22.2)	79(66.2)	19(11.1)	34(19.9)	1(6)	2.3041	1.04653

Source: Own survey result,2021

As shown in table 4.2 the majority respondents for variables that specify about career advancement in east Africa bottling S.C is 79(66.2%) disagree followed by 38(22.2%) strongly disagree ,34(19.9%) agree ,19(11.1%),neutral and 1(6%) respondent is strongly agree so this response rate shows that the majority employee of east Africa bottling share company is not agree on the investment that the organization make in training and education ,on the opportunities to apply their talents and expertise ,with the job related trainings the organization offer, with the dedication of the company to professional development, on the availability of career advancement and professional growth opportunity with the company have. So, this results the company unable to strongly engage into its full capacity into the market and to lose its strong holds to other competitive business which perform better on employee capacity building and investment on further development of their employees talent and expertise.

4.3 Pay and Benefit

Table 4.3. Employees pay and benefit

#	Variables	Level of Agreement					Mean	St. Deviation
		SDA f (%)	DA N (%)	N N (%)	A N (%)	SA N (%)		
1	My benefits meet my (and my family's) needs well.	52(30.4)	78(45.6)	13(7.6)	25(14.6)	3(1.8)	2.0000	1.05624
2	I have a good understanding of compensation policies and practices that affect me.	41(24)	77(45)	25(14.)	21(12.3)	7(4.1)	2.0000	1.08487
3	I know who to talk to if I don't understand my benefit	48(28.1)	76 (44.4)	18(10.5)	24(14.0)	5(2.9)	2.0000	1.08636
4	I am compensated fairly	51(29.8)	66(38.6)	24(14)	24(14)	6(3.5)	2.0000	1.12748
5	Our organization provides competitive compensation and benefits packages compared to others in our industry.	51(29.8)	66(37.5)	24(14.0)	24(14.0)	6(3.5)	2.0000	1.09205
	Pay and benefit	46(26.9)	84(49.1)	10(5.8)	26(15.2)	5(2.9)	2.0000	1.0830

Source: Own survey result, 2021

As presented in table 4.3, majority of respondent 84(49.1%) disagree, 46(26.9%) strongly disagree and 26 (15.2%) agree, 10(5.8%) neutral and 5(2.9%) of respondent is strongly agree this result implies that the majority of respondents is not agree with the pointers of reasonable pay and benefit existence in the company which is on their benefit meets the needs of them and their families well, on the understanding of compensation policies and practices that affect them, knowing on who to talk if they don't understand their benefit, existence of fairly compensation and on the organization provides competitive compensation and benefit packages compared to others industries. So as to enhance the engagement level the employee has to be provided with specific compensation & benefits .the three high-rated monetary incentives namely increased base pay, cash bonuses, stocks or stock options. In order to use salary as an effective engager, the employer should attach it to jobs, performance, special or personal allowances, pensions, fringe benefits' etc.

4.4. Nature of the Job

Table 4.4. Nature of the job

#	Variables	Level of Agreement					Mean	St. Deviation
		SDA f (%)	DA N (%)	N N (%)	A N (%)	SA N (%)		
1	There is much autonomy in my job)	59(34.5)	60(35.1)	16(9.4)	33(19.3)	3(1.8)	2.1871	1.15812
2	At work, I have the opportunity to do what I do best every day	41(24)	78(45.6)	18(10.5)	25(14.6)	9(5.3)	2.3158	1.14519
3	My job is comprehensive that helps me to learn new things.	53(31)	64(37.4)	18(10.5)	32(18.7)	4(2.3)	2.2398	1.15088
4	The job requires me to do many different things at work, using a variety of my skills and talents. 2)	38(22.2)	78(45.6)	19(11.1)	26(15.2)	10(5.8)	2.3684	1.15756
5	Managers or co-workers let me know how well I am doing on my job 2)	50(29.2)	66(38.6)	20(11.7)	32(18.7)	3(1.8)	2.2515	1.12246
6	Doing the job itself provide me with information about my work performance 6)	42(24.2)	72(42.1)	20(11.7)	25(14.6)	12(7.0)	2.3743	1.20305
	Nature of the job	26(15.2)	85(49.7)	23(13.5)	28(16.4)	9(5.3)	2.4678	1.09698

Source: Own survey result,2021

As presented in table 4.4 the majority of the respondent is on the ranges of disagree and agree. 85(49.7%) disagree, 28(16.4) agree, 26(15.2), strongly agree, 23 (13.5%) Neither agree nor disagree and 9 (5.3%) is not agree on the variables that shows the nature of the job. Which on the existence of autonomy in the job, on the work area having opportunity to do what they do best every day, availability of learning new things while working the job, and the job requires them to do many different things at work by using a variety of their skill and talent, managers let them know how well they are doing on the job and finally doing the job itself provide them with information about their work performance. So, the collective implication of the above variables is that, the nature of the job (i.e. existence of autonomy in the job, having opportunity to do what they do best every day, availability of learning new things) critically affect the level of employee

engagement and they will result in the company not to further extend itself in the market and not to use the potential of its employees in penetrating into the market.

4.5 Organizational Culture

#	Variables	Level of Agreement					Mean	St. Deviation
		SDA f (%)	DA N (%)	N N (%)	A N (%)	SA N (%)		
1	In my organization, change is viewed as a challenge and an opportunity	44(25.7)	71(41.5)	19(11.1)	36(21.1)	1(6)	2.2924	1.08839
2	Our HR department is creative in finding new ways to attract top talent among diverse groups.	41(24)	73(42.7)	25(14.6)	25(14.6)	7(4.1)	2.3216	1.11490
3	There is openness to suggestions from staff at all levels of the organization.	48(28.1)	70(40.9)	19(11.1)	31(18.1)	3(1.8)	2.2456	1.10529
4	When problems emerge, there is a willingness to fix them.	44(25.7)	72(42.1)	24(14)	22(12.9)	9(5.1)	2.2982	1.14221
5	Our products and services reflect the awareness of a diverse consumer base	43(25.1)	74(43.3)	16(9.4)	35(19.9)	3(1.8)	2.3041	1.11193
6	Performance evaluations in this organization measure an Employee's adaptation to change.	50(28.4)	65(38.0)	25(14.6)	23 (13.5)	8(4.7)	2.2632	1.15595
Organizational Culture		28(16.4)	80(46.8)	27(15.8)	30(17.5)	6(3.5)	2.4503	1.06916

Source: Own survey result, 2021

As presented in table 4.5 the majority of the respondent which are 80(46.8%) disagreed while 30(17.5) of them agreed. Beside 28(16.4%),27(15.8%) chose to be neutral and only 6(3.5%) strongly agree on the variables that indicate the level of agreement on organizational culture that is, change is viewed as a challenge and opportunity in the company, the HR department is creative in finding new ways to attract top talented among divers groups, there is openness to suggestion from staff at all levels of the organization, when problems emerge there is a willingness to fix them and the products and services reflects the awareness of divers consumer base.

Finally, performance evaluation in the organization measures an employee's adaptation to

change. Therefore, the finding implies that, the company has poor organizational culture that doesn't give a room for its employees for reactions and feedback that arise from the employees in the organization.

4.6 Employee Engagement

# Variables	Level of Agreement					Mean	St. Deviation
	SDA f (%)	DA N (%)	N N (%)	A N (%)	SA N (%)		
1 I really "throw" myself into my job.	55(32.2)	74(43.3)	11(6.4)	31(18.1)	0	2.1053	1.05190
2 Time passes quickly when perform my job	142(24.6)	80(46.8)	17(9.9)	25(14.6)	7(4.1)	2.2690	1.11045
3 I stay until the job is done	52(30.4)	71(41.5)	13(7.6)	35(20.5)	0	2.1813	1.08297
4 I get excited when I perform well on my job	43(25.1)	75(43.9)	23(13.5)	21(12.5)	9(5.3)	2.28655	1.129703
5 Being a member of this organization is very captivating	48(28.1)	75(45.9)	15(8.8)	31(18.1)	2(1.2)	2.2047	1.07877
6 One of the most exciting things for me is getting involved with things happening in this organization	40(23.4)	79(46.2)	22(12.9)	21(12.3)	9(5.3)	2.2982	1.07877
7 Being a member of this organization make me come "alive"	47(27.5)	71(41.5)	19(11.1)	29(17)	5(2.9)	2.2632	1.07877
8 I am highly engaged in this organization	41(24)	79(46.2)	17(9.9)	24(14)	10(5.8)	2.3158	1.15542
Employee Engagement	24(14)	96(56.1)	15(8.8)	31(18.1)	5(2.8)	2.3977	1.03173

Source: Own survey result,2021

As the above table 4.6 indicates that,96 (56.1%) of respondents really don't throw themselves into their job and others reacted with a response rate of 31(18.1%) by stating the time passes quickly when they perform their job and also ,24(14%)of respondents implied that they are not willing to stay in their work area until their job is done. Furthermore, the respondents implied that they are not well excited when they perform well on their job and it'snot very captivating to be a member of the organization with a percentage of 15(8.8%) and 5(2.8%) respectively.

As the above variable measurement indicates, when we see the level of employee engagement of

East African Bottling S.C majority of them are not well engaged in the activity of the company so this implies disengaged employees exhibit decreased productivity and contribute to more negative customer experiences, company culture and morale decline when the workforce does not feel a connection to the organization, which leads to a greater difficulty in achieving corporate goals. Essentially, disengaged employees can significantly affect an organization's success.

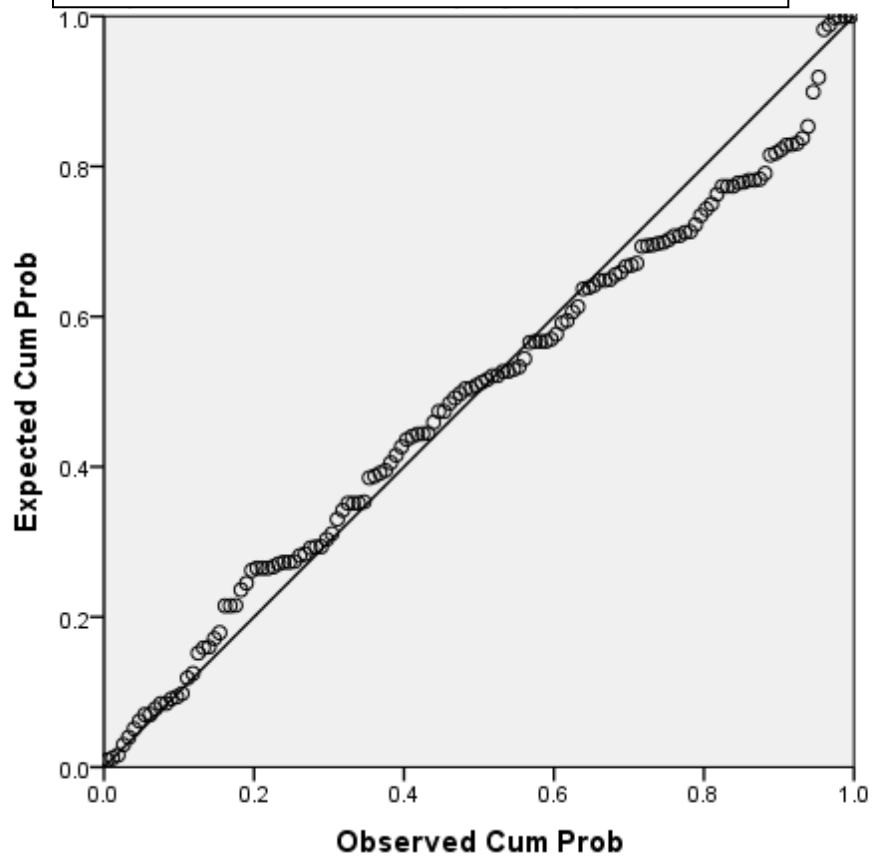
4.2 Pre-Estimation Tests

4.2.1. Linearity Assumption Test

Linearity defines the dependent variable as a linear function of the predictor (independent) variable (Balance, 2004). If the data are normally distributed then the data points was be close to the diagonal line. Linearity assumption was tested by producing scatterplots of the relationship between independent variable and the dependent variable. By visually looking at the scatterplot produced by SPSS, the relationship between independent variable and the dependent variable found to be linear as shown in thefigure 4.1 below.

Normal P-P Plot of Regression Standardized Residual

Dependent variable: employee engagement



Source: Own survey result, 2021

Figure 4.1: Linearity Assumption test

4.2.2. Normality Assumption Test

Normality is used to describe a symmetrical, bell-shaped curve, which has the greatest frequency of scores around in the middle combined with smaller frequencies towards the extremes. Normality test is used to determine whether the error term is normally distributed. Therefore, normality test for the data used in this study were shown by the following histogram, which we can clearly see that error terms are normally distributed.

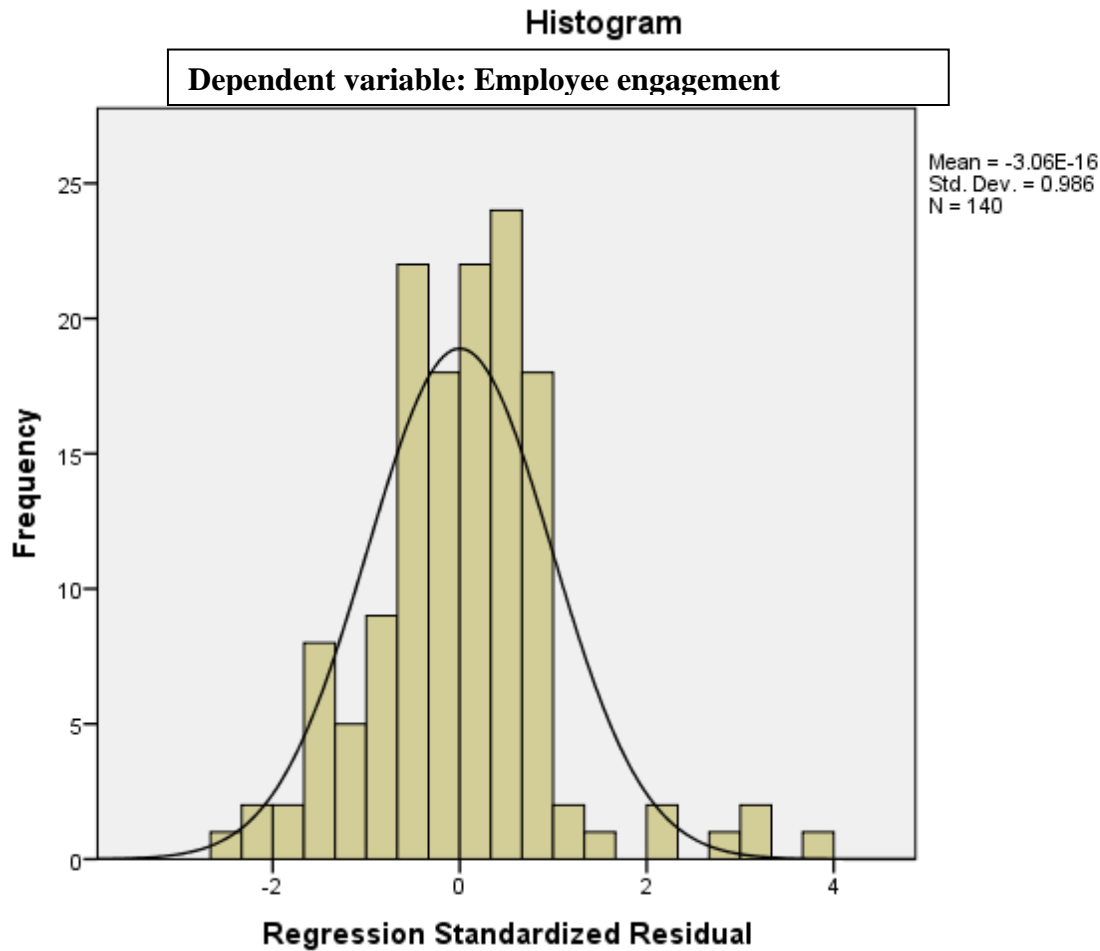


FIGURE4. 2: Normality Assumption Test

Source: Own survey result, 2021

4.2.3. Multicollinearity Assumption Test

Multicollinearity refers to the situation in which the independent/predictor variables are highly correlated with other. One major assumption that applies in multiple regression analysis was the existence of a very high correlation between the independent variables of the study which is termed as Multicollinearity (Burns, 2008). This may lead to the inconsistent effect, whereby the regression model fits the data well, but none of the predictor variables has a significant effect in predicting the dependent variable. In this research ,multicollinearity was checked with tolerance and VIF statistics. Andy (2006) suggests that a tolerance value less than 0.1 almost certainly designates a serious Collinearity problem. Burns (2008) also state that a VIF value greater than 10 is also a concerns there were a serious Collinearity problem. Field (2009), also underline that, values for “tolerance” below 0.1 indicate serious problems, although several statisticians

suggests that values for “tolerance” below 0.2 are worthy of concern. As indicated in the table 4.7 below in this study, all of the independent variables determinants of employee engagement dimensions (i.e. Career development, Pay and benefit, nature of the job, and organizational culture) were found to have a tolerance of more than 0.1 and a VIF value of less than 10 which indicates that there is no problem of Multicollinearity in this study.

TABLE 4.7: Result of Multicollinearity test

Model	Coefficients ^a	
	Tolerance	VIF
Career development	.572	1.532
Pay and benefit	.561	1.575
Nature of the job	.888	1.230
Organizational culture	.590	1.677

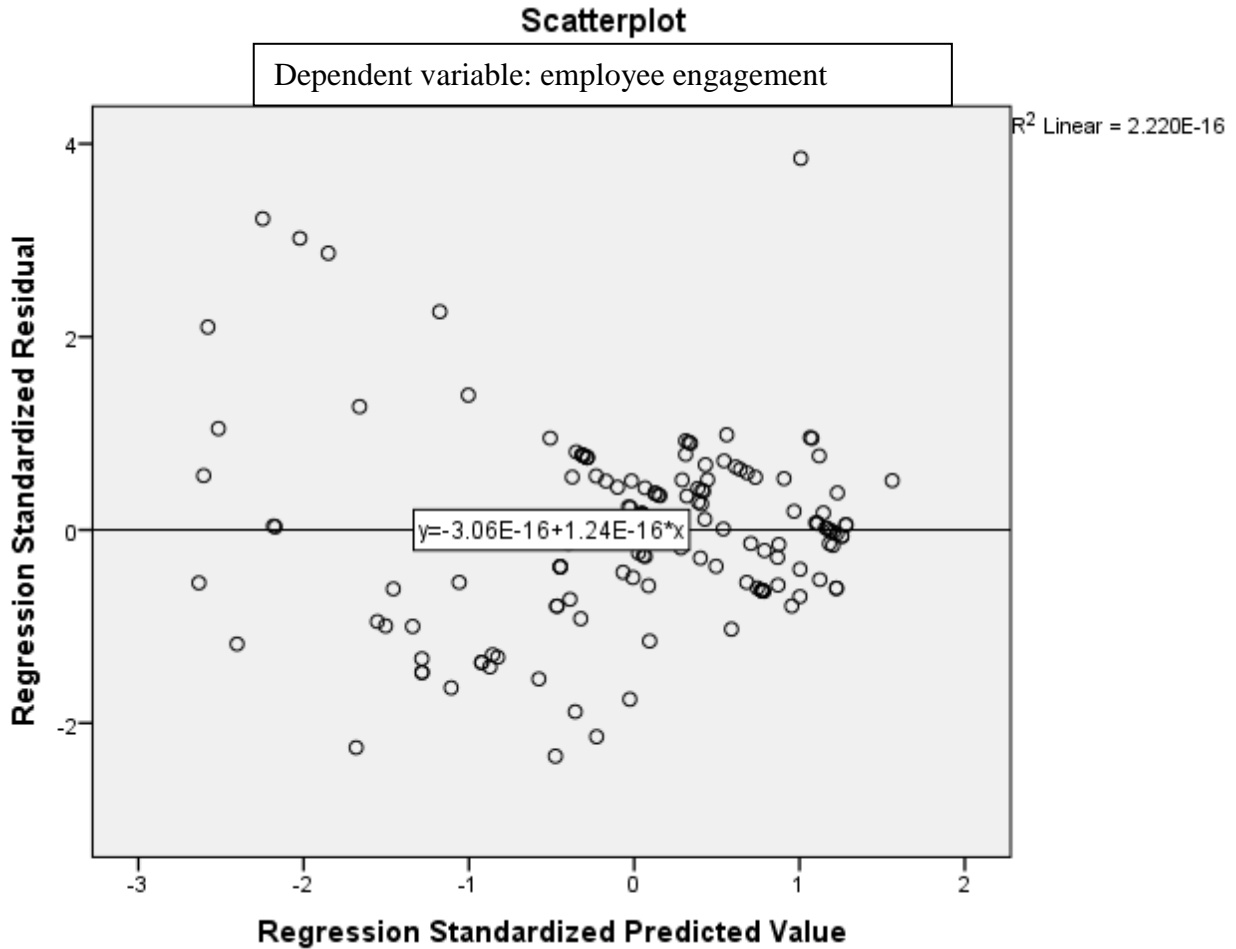
a. Dependent Variable: Employees’ engagement

Source: Own survey result, 2021

4.2.4. Homoscedasticity Assumption Test

The assumption of Homoscedasticity refers to equal variance of errors across all levels of the independent variables. This means that errors are spread out consistently between the variables. This is evident when the variance around the regression line is the same for all values of the predictor variable. Homoscedasticity can be checked by visual examination of a plot of the standardized residuals by the regression standardized predicted value. Ideally, residuals are randomly scattered around zero (the horizontal line) providing even distribution. Heteroscedasticity is indicated when the scatter is not even; fan and butterfly shapes are common patterns of violation.

To assess Homoscedasticity, the researcher created a scatterplot of standardized residuals versus standardized predicted values using SPSS and found that heteroscedasticity was not a major problem as shown in the figure 4.3 below.



Source: Own survey result, 2021

FIGURE4. 3: Homoscedasticity Assumption Test
4.2.5. Independent of Residuals Assumption Test

This is basically the same as saying that the observations (individual data points) to be independent from one another (uncorrelated). The Durbin-Watson statistic is used to test for independence of residuals. The value of the Durbin-Watson statistic ranges from 0 to 4. As a general rule, the residuals are independent (not correlated) if the Durbin-Watson value is approximately closer to 2, and values below 1 and above 3 are causes for concern and may render the analysis invalid.

TABLE4.8: Independent Residuals Assumption test

Model	R	R Square	Adjusted	Std. Error of the	Durbin-Watson
-------	---	----------	----------	-------------------	---------------

	R Square	Estimate
1	.665 ^a	.445
	.321	.703153
		1.732

a. Predictors: (Constant), Career development, Pay and benefit, nature of the job, and organizational culture

b. Dependent Variable: Employee engagement

Source: Own survey result, 2021

In this case the Durbin-Watson statistics showed (Durbin-Watson =1.732). Hence, the result approximately approach to 2 and falls between 1 and 3, the researcher assumed independence of residuals assumption is satisfied.

After the data was checked for the above required multiple regression assumptions and researcher confirmed that it has meet all these assumptions, multiple regression analysis was carried out to determine how well the regression model fits the data (model summary), independent variables statistically significantly predict the dependent variable (ANOVA) and statistical significance of each of the independent variables (regression coefficients).

4.3. Correlation analysis

Correlation analysis is a technique used to indicate the relationship of one variable to another and can be considered as a standardized covariance that shows the extent to which a change in one variable corresponds systematically to a change in another (Zikmund et al, 2013).

This study employs correlation analysis, which investigates the determinants of employee engagement dimensions (i.e. Career development, Pay and benefit, nature of the job, and organizational culture) and employee engagement. In order to evaluate this relationship and for the purpose of this study, Pearson correlation analysis was used to provide evidences.

The relationship between the variables is obtained through Pearson product-moment correlation coefficient “r”. The value of Pearson product-moment correlation coefficient “r” normally varies between -1.0 to 1.0. The coefficient (r) revealed the magnitude and direction of relationships. The sign indicates whether there is a positive correlation (as one variable increase, the other also increase) or negative correlation (as one variable increase, the other decrease) and it also shows the intensity of the relationship. Correlations are perhaps the most basic and most useful measure of association between two or more variables (Marczyk et al., 2005).

As per Marczyk et al., (2005) correlations of .01 to .30 are considered as weak, correlations of .30 to .70 are considered as moderate, correlations of .70 to .90 are considered as strong, and correlations of .90 to 1.00 are considered as very strong. So to determine the relationship between the selected five determinants of employee engagement dimensions (i.e. Career development, Pay and benefit, nature of the job, and organizational culture) and employee engagement, Pearson correlation was computed in the table 4.9 below.

TABLE 4.9: Correlation coefficients between dependent and independent variables

		EMPLOY EE ENGAGE MENT	CAREER DEVELO PMENT	PAY AND BENEFIT	NATURE OF JOB	ORGANIZA TIONAL CULTURE
EMPLOYEES ENGAGEMENT	Pearson correlation	1				
	Sig.(2-tailed)					
	N	171				
CARER DEVELOPMENT	Pearson Correlation	.405**	1	.813**	.839**	.823**
	Sig. (2- tailed)	.000		.000	.000	.000
	N	171	171	171	171	171
PAY AND BENEFIT	Pearson Correlation	.522**	.813**	1	.859**	.823**
	Sig. (2- tailed)	.000	.000		.000	.000
	N	171	171	171	171	171
NATURE OF JOB	Pearson Correlation	.316**	.839**	.859**	1	.918**
	Sig. (2- tailed)	.000	.000	.000		.000
	N	171	171	171	171	171
ORGANIZATIONAL CULTURE	Pearson Correlation	.537**	.823**	.823**	.918**	1
	Sig. (2- tailed)	.000	.000	.000	.000	
	N	171	171	171	171	171

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

Source: Own survey result, 2021

The above table 4.12 explains the relationship between the overall employee's engagement variables. Based on the output of the correlation matrix; the results indicated that there is a moderate positive and significant correlation between career development dimension of employees engagement and employees' engagement ($r=0.405$, $p<0.01$). Moreover, pay and benefit of employees engagement had highest positive and statistically significant correlation with employees' engagement ($r=0.537$, $p<0.01$). Following to pay and benefit, the result indicated that the nature of the job dimension of employees engagement had positive and significantly correlated with employees' engagement ($r=0.522$, $p<0.01$). Relatively organizational culture dimension of employee engagement had lower correlation with $r=0.316$, $p<0.01$ to employees' engagement than other engagement dimensions.

Generally, the above correlation result shows that the entire selected employee's engagement dimensions i.e. Career development, Pay and benefit, nature of the job, and organizational culture had moderate level of positive correlation to employees' engagement in the company and all variables statistically significant with each other.

4.3. Regression Analysis

This section finds out how the variation of the dependent variable (employee engagement) has explained by a portion variation in each of the independent variation. In addition, Regression analysis can show which are the important factors based on whether the variable is significant or not (what variables passed the t-test and what did not pass.) and indicate the magnitude and the level of coefficient the importance of the variables. In case study, linear regression analysis has used to examine the effect of the independent variable on the dependent variable. To achieve this, we find the coefficient of determination and test it is significance, and to determine the regression line and test it is slope. The coefficient of determination given by R^2 shows the goodness of fit test or shows the overall strength of the association between the dependent (employee engagement) and the independent (career development, pay and benefit, nature of the job and organizational culture) variables at East Africa Bottling S.C

Table 4.10: Model Summary Regression Table Analysis

Model	R	R square	Adjusted R square	Std. Error
-------	---	----------	-------------------	------------

1	.905 ^a	.819	.814	.44458
---	-------------------	------	------	--------

Source: Own survey result, 2021

Employee engagement a value of .905 it indicates a good level of prediction and the Rsquare value .819 that our independent variable career development, pay and benefit, nature of the job, and organizational culture explain 81.9 %of the variability of employee engagement. In addition, 81.4 % of the variation is caused by factors other than the indicators included in this study. Also on average our estimates of employee engagement on this study is wrong by .444

To ensure the statistical adequacy of the model, the goodness of fit can also be measured by the square of the correlation coefficient also called R². R-squared is measured the goodness of fit of the explanatory variables in explaining the variation in the employment Engagement (career development, pay and benefit, nature of the job,organizational culture). As clearly described in the table above are adjusted R-squared value for the regression model was 81.4 percent. This indicatestheexplanatory variables such as; career development, pay and benefit, nature of the job, organizational culture in this study explain about 95 percent of the variation on employment engagement in East Africa Bottling S.C The remaining 5 percent of variation in employee engagement was explained by other variables which are not included in the model. Therefore, career development, pay and benefit, nature of the job, organizational culture are good explanatory variables/factors of employee engagement of East Africa Bottling S.C

4.5 Goodness of Fit

In this section, in examining the challenges that could affect employment engagement in East Africa Bottling S.C, the study used a regression analysis to test the effect of the four independent (explanatory) variables on the dependent (explained) variable i.e. the employment Engagement. To show how well the model containingthoseof four explanatory variables actually explains the variations in the dependent variable. Thevariable of employee engagement, it is necessary to test it through the goodness of fit statistic

Table 4.11 Goodness of fit

Model	Sum	of	Df	Mean	F	Sig.
-------	-----	----	----	------	---	------

		Squares		Square		
1	Regressi on	148.149	4	37.037	187.38	.000 ^b
	Residual	32.810	166	.198		
	Total	180.959	170			

A. Dependent variable: Employee engagement

B. Predictors: (constant), Organizational culture, career development , pay and benefit, nature of job

Source: Own survey result, 2021

The above Table 4.11 summarizes the information about the variation of the dependent variable explained by the existing model used for this study and the residual that indicates the variation of the dependent variable that are not captured by the model. It is observed that the independent variables give a significant effect on the dependent variable, where the F - value is 187.388 with ap-value of less than 0.05 (i.e. $P < 0.000$) indicating that, over all, the model used for the study is significantly good enough in explaining the variation in the dependent variable.

Table 4.11 Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
1	(Constant)	.243	.088		2.771	.006
	CAREER DEVELOPMENT	.086	.065	.087	1.330	.185
	PAY AND BENEFIT	.236	.065	.248	3.600	.000
	NATURE OF JOB	.369	.090	.392	4.084	.000
	ORGANIZATIONAL CULTURE	.217	.083	.225	2.610	.010

a. Dependent Variable: Employee engagement

Source: Own survey result, 2021

Analysis of table 4.11 were based on the below assumptions

Dependent factor: EE (Employee Engagement)

Y = EE (Employee Engagement)

Independent factor

X1 = CD (Career development)

X2 = PB (pay and benefit)

X3 = NJ (nature of job)

X4 = OC (organizational culture)

C = Constant

The regression model is

$$Y = \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + C$$

The results show that four all variables are positive and significant in influencing employee engagement except career development. These practices are pay and benefit - PB (0.065, p = 0.000), nature of job- NJ (0.090, p = 0.000) and organizational culture- OC (0.083, P=0.010).

Hence the empirical model is $Y = 0.065X_2 + 0.090 X_3 + 0.083X_4$

This model indicates that changing one of X2, X3 and X4 while others remains unchanged, Y will change by .238 units.

As it is stated earlier in the first chapter, this study aims to identify the most contributing independent variable/s in the prediction of the dependent variable. Hence, the coefficient explains the average amount of change in dependent variable that is caused by a unit of change in the independent variable.

Accordingly, the unstandardized beta coefficient (β) tells us the unique contribution of each factor to the model. A high beta value (β) and a small p value (<0.05) indicate the predictor variable has made a statistically significance contribution to the model. On the other hand, a small beta value (β) and a high p value ($p >0.05$) indicate the predictor variable has little or no significant contribution to the model (George and Mallery, 2003).

Table 4.11 above indicates that pay and benefit, nature of the job and organizational culture had statistically significant contribution to employees engagement at 95% confidence level, since their p-values are 0.000,0.000 and 0.010 respectively and the significance level for them were less than 0.05 ($p <0.05$). This conclusion is also supported by the study of (Denison & Neale, 2011) which indicates that company's ability to pay and benefit has the greatest contribution to employee engagement with the indices of it that includes :recruiting qualified personnel, provision of benefits for employees and considering employee's level of professionalism. So, the company will be able to read the business environment, quickly react to current trends, and anticipate future changes .Additionally, Mahmudah (2012) in his study supports this idea where he states that, there is a significant relationship between employee engagement and company's ability to pay and benefits.

CHAPTER FIVE

5. MAJOR FINDINGS, CONCLUSION AND RECOMMENDATIONS

This chapter provides major findings with respect to the study objectives, conclusions and recommendations of the study.

5.1. Major findings

This study aimed to assess the determinant factors affecting employee's engagement in East African Bottling Sharing Company, Ethiopia. Data for the study was obtained through

distribution of questionnaires to a pre-determined sample of employees in EABSC. A total of 203 questionnaires were distributed to respondents and 171 were returned with a response rate of 85%.

The background information of EABSC respondents indicates that the majority of the respondents 97 (56.7%) of the respondents are males while the rest 74 (43.3%) were females. This indicates that majority of the respondents in the study were male employees which also could reveal that there is a male dominance in East African Bottling Share Company.

The result also indicates that the large number respondents dominated by the age group of 18-29 was 66 (38.6%), those in the age group of 30-39 years were 53 (31.0%). This could reveal that the largest proportions of the employees in East African Bottling Share Company (70.0%) are in the actively productive age group which may imply the likely hood of obtaining the competitive advantage in the industry because of having a young, energetic and trainable workforce.

With regard to academic status of the respondents, the largest portions 73 (42.7%) were Bachelor degree holders, and 59 (34.5%) were Diploma holders. This reveals that the majority of the employees of the East African Bottling Share Company are first degree and diploma holders which indicates that if the company had the capacity to utilize them they will bring a huge difference in the company's competitive strength.

In terms of work experience or service years, the majority 62 (36.3%) of the respondents served the factory between 1 years up to 3 years, 52 (30.4%) of the respondents served the factory for upto 1 Year and the third group served the company 33 (19.3%) between 3 up to 5 years. In General, about 86.0% of the respondents have served the factory between 1 year to 5 years.

Through the descriptive statistical analysis, an overall frequency, percentages and mean score was computed for each independent variable (career development, pay and benefit, nature of the job, organizational culture) and dependent variable (employees' engagement).

Pearson coefficients implies that there were statistically significant positive relationship between employees' engagement and all the four engagement dimensions (i.e. career development, pay and benefit, nature of the job, organizational culture at $P < 0.01$ level. Moreover, company's pay and benefit had stronger positive and statistically significant correlation with employees' engagement than the other engagement dimensions. Following to pay and benefit, nature of the job, and organizational culture had also strong and positive correlation with employees' job performance. Relatively, career development has less positive correlation with employees'

engagement.

Multiple regression analysis was used to determine whether the independent variables will influence the dependent variable. R square value from the regression model summary ($R^2 = 0.445$) indicated that 44.5% of the variation in the employees' engagement of EABSC can be predicted by the independent variables i.e. career development, pay and benefit, nature of the job, and organizational culture. This implied that employees' engagement is influenced by 44.5% of the company's engagement practice and the remaining 55.5% of the variation of employees' engagement can be explained by other variables in East African Bottling Share Company.

The ANOVA test result revealed that the independent variables statistically and significantly predict the dependent variable ($F = 26.611$, $p < .001$). This is to mean that the model is significant and acceptable from a statistical perspective.

Based on the output of the correlation matrix; the results indicated that there is a moderate positive and significant correlation between nature of the job dimension and employees' engagement ($r=0.405$, $p<0.01$). Moreover, pay and benefit employees dimension had highest positive and statistically significant correlation with employees' engagement ($r=0.537$, $p<0.01$). Following to pay and benefit, the result indicated that the company's organizational culture dimension of employees' engagement had positive and significantly correlated with employees' engagement ($r=0.522$, $p<0.01$). Relatively career development dimension had lower correlation with $r=0.316$, $p<0.01$ to employees' engagement than other engagement dimensions.

5.3. Conclusions

The main objective of the study was to assess determinant factors affecting employee engagement.

Based on the output of the correlation matrix; the results indicated that, the factors that affect employee engagement are career development, pay and benefit, nature of the job and organizational culture have significant relation with one another.

- ❖ The result of this study shows employee engagement have very strong and very significant relation with career development, pay and benefit nature of the job and organizational culture.
- ❖ Career development has significant impact on employee engagement. Adequate level of employee career development via training, skills and learning can result in making employees more engaged with respect to the job and the organization.

- ❖ Pay and benefit have significant impact on employee engagement. An organization should have proper salary systems in place to motivate the employees to work in the company.
- ❖ While a lack of fair pay and benefit can lead to exhaustion, appropriate pay and benefit is important for engagement. In terms of SET, when employees receive pay and benefit from their organization, they will feel obliged to respond to higher levels of engagement.
- ❖ The result of the study indicated that nature of the job was one of the significant factors that contribute for employee engagement. Hence, this can lead to positive organizational outcomes such as, higher levels of productivity and reduced employee turnover.
- ❖ The result of the study indicates that the Organizational culture of the company is not satisfied the majority employee of the company.
- ❖ Each determinants of employee engagement has a positive effect on employee engagement (all coefficients are positive) and significant as each p value is equal to < 0.05 , which means changes in the predictor's value are related to changes in the response variable.
- ❖ Majority of employee of East Africa Bottling S.C are not engaged so this increase turnover of employees and decreases the productivity of the company.

5.4. Recommendations

From the conclusion made based on the major findings of the research, the following recommendations are suggested:

- ❖ As career development, pay and benefit, nature of the job and organizational culture are factors that were significantly affected employee engagement. Hence, the company needs to consider these factors as very important factors in enhancing the level of employee engagement.
- ❖ It is recommended to help the employees outline a potential career path within the organization, so they can better visualize their future at the company. Identify specific milestones for achievement, and the supporting resources employees will likely need to tap along their journey. Clear, direct and consistent communication from the boss about career advancement steps can help workers feel more engaged.
- ❖ It is recommended to foster a culture of learning and development that extends development opportunities from instructor led sessions to mentoring, coaching, job transfers, self-learning on the job, e-learning and innovation which can simultaneously

challenge, support and enable employees to harness their potential for own career progression.

- ❖ The management of the company is strongly advised to give a standard payment which is based on performance and experience of the employee and benefit to its employees. .
- ❖ While creating a conducive working environment will positively nurture the outcome of the company, managers should strive to develop safe and conducive working environment for Improved employee engagement.
- ❖ It is recommended to provide engagement awareness training for all levels of supervision and management to explain the importance of engagement, the benefits of high levels of engagement, and the barriers to engagement.
- ❖ For the company to enhance the engagement level of its employee it has to be provided with specific compensation & benefits.

5.4. Implication for Future Research

- ❖ This study focuses on East Africa Bottling S.C and the finding has a great potential for further studies in identifying factors affecting employee engagement and its consequences for other sectors.
- ❖ Additionally, multiple measurement methods can be included, like interviews and focus group discussions, to qualitatively analyze the factors of employee engagement and to enhance the justifiability of the result of the study.

REFERENCES

- Abu Bakar, R. (2013). Understanding factors influencing employee engagement: A study of the financial sector in Malaysia.
- Anitha, J. (2014). Determinants of employee engagement and their impact on employee performance. *International journal of productivity and performance management*.
- Arti et al (2016)
- Barman, A. (2008). Employee engagement in public sector paper industry _ an exploration in the units of Hindustan paper corporation _HPC_ in Assam.
- Bhattacharjee, A. (2012). Social science research: Principles, methods, and practices.

Branson, R. (2002). Mental wellbeing in the workplace

Creswell, J. W., & Creswell, J. D. (2017). *Research design: Qualitative, quantitative, and mixed methods approaches*. Sage publications.

Dajani, D., & Zaki, M. A. (2015). The impact of employee engagement on job performance and organisational commitment in the Egyptian banking sector.

Employee engagement drives Sorenson, S. (2013). How growth. *Gallup business journal*, 1, 1-4.

Field, A. (2017). *Discovering statistics using IBM SPSS statistics: North American edition*. sage.

Hewitt, A. (2017). Trends in global employee engagement: Global anxiety erodes employee engagement gains. *Talent. Rewards & Performance*.

Maha 2015

Harter, J. K., Schmidt, F.L., Agrawal, S., Plowman, S. K., & Blue, A. (2013). The relationship between engagement at work and organizational outcomes. *Gallup Poll Consulting University Press, Washington*.

González-Romá, V., Schaufeli, W. B. Bakker, A. B., & Lloret, S. (2006). Burnout and work engagement: Robinson, D., Perryman, S., & Hayday, S. (2004). The drivers of employee engagement. *Report-Institute for Employment Studies*.

Independent factors or opposite poles?. *Journal of vocational behavior*, 68(1), 165-174.

Robinson, D., Perryman, S., & Hayday, S. (2004). The drivers of employee engagement. *Report-Institute for Employment Studies*.

Wajong, F. C., Pangemanan, S. S., & Saerang, R. T. (2019). The influence of work engagement and employee relationship on employee well-being at pt. Remajajayamobilindomanado. *Jurnalemba: jurnal riset ekonomi, manajemen, bisnis dan akuntansi*, 7(1).

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

Kahn, W. A. (1992). To be fully there: Psychological presence at work. *Human relations*, 45(4), 321-349.

Marrelli, A. F. (2011). Employee engagement and performance management in the federal sector. *Performance Improvement*, 50(5), 5-13.

McBain, R. (2007). The practice of engagement: Research into current employee engagement practice. *Strategic HR review*.

Mokaya, S. O., & Kipyegon, M. J. (2014). Determinants of employee engagement in the banking

industry in Kenya; Case of Cooperative Bank. *Journal of human resources management and labor studies*, 2(2), 187-200.

<https://www.goodreads.com/quotes/7356284-clients-do-not-come-first-employees> accessed on May 27, 2020)

Reid, S. (1987). *Working with statistics: An introduction to quantitative methods for social scientists*. Wiley-Blackwell.

Reilly, P., & Brown, D. (2008). Employee engagement: future focus or fashionable fad for reward management. *World at Work Journal*, 17(4), 3749.

Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: a review of the literature. *Journal of applied psychology*, 87(4), 698.

Rhoades, L., Eisenberger, R., & Armeli, S. (2001). Affective commitment to the organization: The contribution of perceived organizational support. *Journal of applied psychology*, 86(5), 825.

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

Rotter, J. B. (1966). Generalized expectancies for internal versus external control of reinforcement. *Psychological monographs: General and applied*, 80(1), 1.

Ruyle, K. E., Eichinger, R. W., & DeMeuse, K. P. (2009). FYI for talent engagement: Drivers of best practice for managers and business leaders. *Minneapolis, MN: Korn/Ferry International*, 2(2), 187-200

Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of managerial psychology*.

Sureka, R., Kumar, S., Mangla, S. K., & Junior, F. H. (2020). Fifteen years of international journal of productivity and performance management (2004–2018). *International Journal of Productivity and Performance Management*.

Roof, R. A. (2015). The association of individual spirituality on employee engagement: The spirit at work. *Journal of Business Ethics*, 130(3), 585-599.

Sanborn, P., Malhotra, R., & Atchison, A. (2011). Trends in global employee engagement. *AON Hewitt Consulting*.

Kular, S., Gatenby, M., Rees, C., Soane, E., & Truss, K. (2008). Employee engagement: A literature review.

Saunders, M., Lewis, P., & Thornhill, A. (2007). *Research Methods for Business Students*

(Third.).Harlow, England: Pearson Education Limited.

Schaufeli, W. B., & Bakker, A. B. (2004).Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study.*Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 25(3), 293-315.

Sundaray, B.K.(2011).Employee engagement: a driver of organizational effectiveness. *European Journal of Business and Management*, 3(8), 53-59.

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

Sekaran, U., & Bougie, R. (2016).*Research methods for business: A skill building approach*.John Wiley & Sons.

Srivastava, S. (2009).Locus of control as a moderator for relationship between organisational role stress and managerial effectiveness.*Vision*, 13(4), 49-61.

Yohannes H/gebreal (2017), *Factors affecting employee engagement the case of commercial bank of Ethiopia*

ANNEX I

QUESTIONNAIRE

St. Mary University

College of Business and economics

Department of Masters of Business Administration

Master's Program

This questionnaire is intended to collect primary data to be used for a thesis Entitled “Determinant Factors Affecting Employee Engagement: The Case Of East Africa Bottling Share Company” in partial fulfillment of requirement for Masters of Arts Degree in Business Administration in General Management. Therefore, I respectfully request your kind cooperation in answering the questions as clearly as possible. I would like to assure you that the information you **provide will be used for academic purpose only and all responses will be treated in**

strict confidentiality.

Please put “(□)” mark in the box to the point, which highly reflects your idea and no need of writing your name. Your honest and unbiased response will greatly contribute for the research to achieve its objective.

Thank you very much, in advance, for your sincere cooperation.

Part One: Demographic and Other Information

Please put tick mark (□) in the BOX which most closely represents your personal situation.

Please mark one item only per question.

1. Gender Male Female
2. Age 18 - 29 30 - 39 40 - 49 50 and above
3. Marital Status Single Married widowed, divorced
4. Educational Qualification Diploma First Degree Master’s Degree Other
5. Work Experience in EABS.C 0-1 year 1-3 year’s 3-5 year’s 5- 7 years’ 8 years and above
6. Competency HR Finance Sales & Marketing Logistics Manufacturing
7. Position Status Management Non-Management

The following questions are presented on a five point Likert scale.

If you completely disagree with the item choose **1 (Strongly disagree)**

If you moderately disagree with the item choose **2 (Disagree)**

If you do not have any information about the item chooses **3 (Neutral)**

If you moderately agree with item choose **4 (Agree) and**

If the item strongly matches with your response choose **5 (Strongly agree)**

Part 2: questions related to factors of employee engagement.

No.	Factors of Employee Engagement	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
Career development						
1	I am satisfied with the investment my organization makes in training and education					
2	I am satisfied that I have the opportunities to apply my talents and expertise.					
3	I am satisfied with the job related training organization offers					
4	My organization is dedicated to my					

	professional development					
5	I am pleased with the career advancement opportunities available to me.					
6	I am satisfied with my opportunities for professional growth					

No	Factors of employee engagement	Strongly disagree	disagree	neutral	agree	Strongly agree
Pay and benefit						
1	My benefits meet my (and my family's) needs well.					
2	I have a good understanding of compensation policies and practices that affect me.					
3	I know who to talk to if I don't understand my benefit					
4	I am compensated fairly.					
5	Our organization provides competitive compensation and benefits packages compared to others in our industry.					

No.	Factors of Employee Engagement	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
Nature of the job						
1	There is much autonomy in my job					
2	At work, I have the opportunity to do what I do best every day					
3	My job is comprehensive that helps me to learn new things.					
4	The job requires me to do many different things at work, using a variety of my skills and talents.					
5	Managers or co-workers let me know how well I am doing on my job					
6	Doing the job itself provide me with information about my work performance					

No.	Factors of Employee Engagement	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
Organizational culture						
1	In my organization, change is viewed as a challenge and an opportunity					
2	Our HR department is creative in finding new ways to attract top talent among diverse groups.					
3	There is openness to suggestions from staff at all levels of the organization.					
4	When problems emerge, there is a willingness to fix them.					
5	Our products and services reflect the awareness of a diverse consumer base					
6	Performance evaluations in this organization measure an Employee's adaptation to change.					

Part 3: questions related to employee engagement.

No.	Factors of Employee Engagement	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
Employee engagement						
1	I really “throw” myself into my job.					
2	Time passes quickly when I perform my job					
3	I stay until the job is done					
4	I get excited when I perform well on my job					
5	Being a member of this organization is very captivating					
6	One of the most exciting things for me is getting involved with things happening in this organization					
7	Being a member of this organization make me come “alive”					
8	I am highly engaged in this organization					